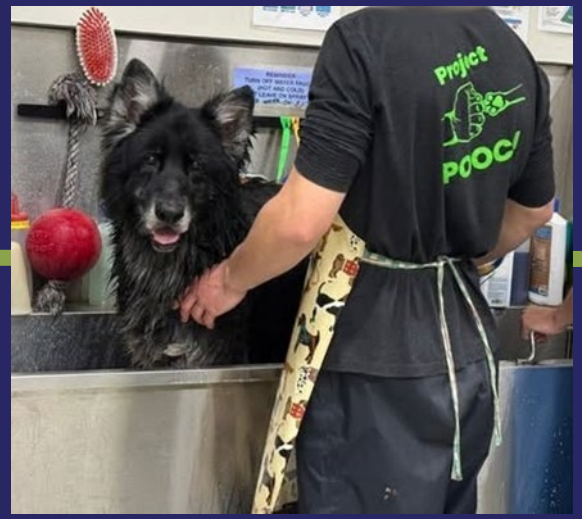






OYA Professional Standards Office

PSO Case Statistics

Catherine Davidson, Deputy Chief Investigator

10/14/2026

Oregon Youth Authority

The Developmental Approach



SKILLS FOR CREATING A CULTURE OF DEVELOPMENT

Oregon Youth Authority

Insights into Action

Our Data Culture Framework



Hard on Data, Intentional with People

We challenge the information, not the individual.

Healthy tension strengthens our thinking.



If You Don't Know Your Data, You Don't Know Your Business

Understanding our metrics is a shared responsibility.

Knowing your data builds credibility and informs better decisions.



Transparency Builds Trust

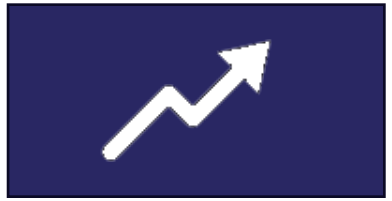
Sharing successes and struggles strengthens our collective effectiveness.



Can't Manage a Secret

No one has to carry the issues alone.

Open communication enables accountability and shared solutions.



Complexity is the Enemy of Execution

Simplicity and clarity accelerate progress.

Keep it understandable, actionable, and measurable.



Collective Accountability

We rise together. Data ownership matters, but improvement is a team sport.

We turn data into direction — not just to report, but to refine, learn, and improve

Professional Standards Office

What We Do

The mission of the Professional Standards Office (PSO) is to help eliminate organizational conditions which may foster, permit, or encourage inappropriate behavior by OYA employees. PSO ensures that the integrity of the agency is maintained through a system of fair, objective, and impartial administrative investigation and review.

Investigation & Documentation

- Investigate allegations of misconduct involving youth and any responsible party, including employees, volunteers, and contract providers.
- Log, track, and respond to complaints received through the reporting line, online forms, email, youth incident reports, and other channels.

Compliance

- Ensure compliance with the Prison Rape Elimination Act (PREA).

Reporting & Analysis

- Prepare reports summarizing youth safety complaints and their outcomes.
- Analyze trends to identify and address conditions that enable misconduct.

Training & Ethics

- Assist with staff training on ethics, professional boundaries, and related policies.

Definitions

Term	Definition
Professional Standards Office (PSO)	The Professional Standards Office (PSO) conducts impartial investigations into allegations of abuse and other inappropriate or illegal behavior by staff or youth, works to ensure the safety of the youth committed to OYA, and holds staff accountable for meeting OYA's core values of professionalism, accountability, integrity, and respect.
Prison Rape Elimination Act (PREA)	The Prison Rape Elimination Act (PREA) is a federal law that supports prevention of sexual assault and rape within corrections systems and also sets minimum standards for responding to allegations of sexual assault and sexual harassment.
Complaint (CPT, SCC)	Complaints are lower-level cases related to OYA facilities, OYA parole/probation offices, residential providers, proctor homes, OYA foster homes, or any other location. PSO has a goal of closing complaints within 60 days of reported date. Note: Outside this slide deck, complaints about residential providers, proctor homes, and OYA foster homes may be classified separately under “Sub-Care” or “SCC,” with all other complaints classified as “CPT.”
CS Investigation	CS investigations are higher-level cases with serious non-PREA allegations. PSO has a goal of closing investigations within 90 active case days from the reported date. Active case days exclude days a case is suspended.
PREA Investigation	PREA investigations are higher-level cases that include a PREA allegation. PSO has a goal of closing PREA investigations within 60 active case days from the reported date. Active case days exclude days a case is suspended.
Youth Incident Report (YIR)	Youth incident reports are entered into JJIS, typically by facility staff. Some YIRs are flagged for PSO review based on a variety of criteria (e.g., PSO notification checkbox, PREA-related, various problem groups, escape, director notification checkbox, etc.)
Reporting Line	The Reporting Line is available 24x7 for OYA youth, OYA staff, parents, OYA residential and foster care providers, and community members to report concerns. Calls may be left anonymously. PSO attempts to return all Reporting Line calls by the end of the next business day, when contact information is available.
Reported Date	Reported date is when an individual contacted PSO about an issue, e.g., left a message on the reporting line, sent an email, or called the PSO office. PSO tracks cases from the reported date, which may be earlier than the date the case is entered into the case management system.
Open	The initial state of a case entered into the PSO case management system is “Open.”
Suspended	Investigators halt their work temporarily when a case has been suspended to law enforcement or Department of Human Services.
Closed	When investigators complete a case, they close and sign it.
Signed	The final step in the lifecycle of a case is review by the Chief Investigator or the chief’s designee. The case is signed off if it meets PSO standards for documentation, investigation, evidence, etc.

IMPACT

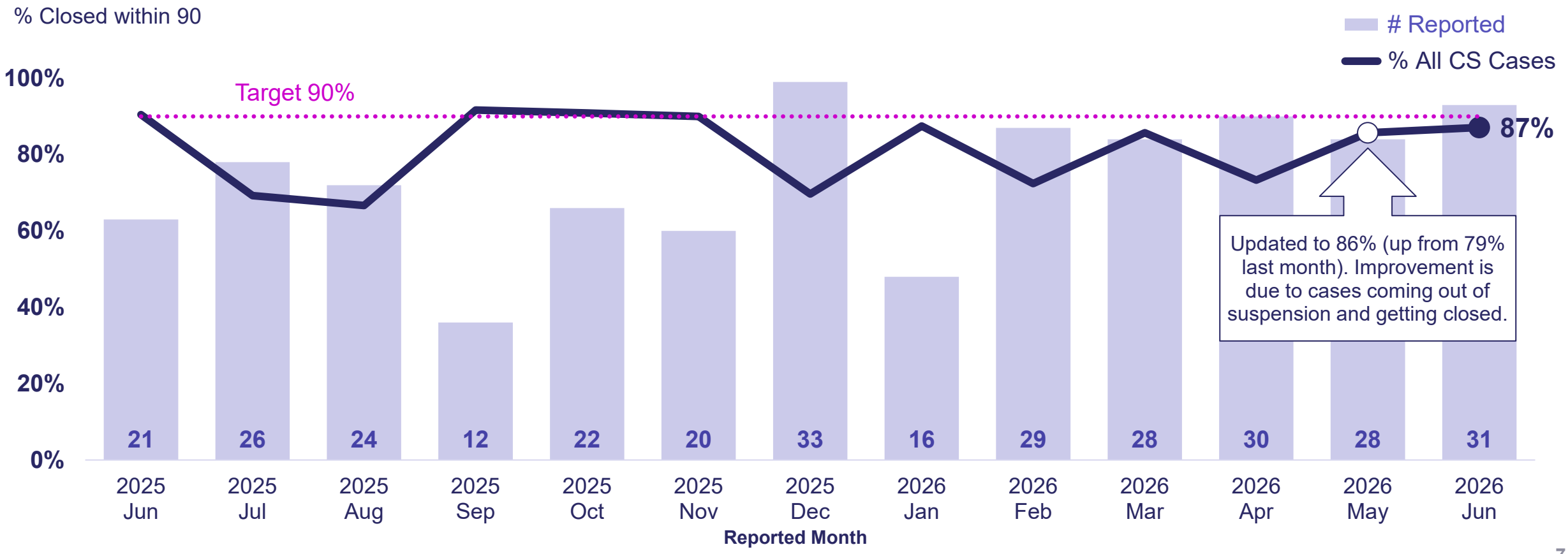
Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

Performance Metrics

Professional Standards Office

87% of CS investigations reported in June closed within 90 case days

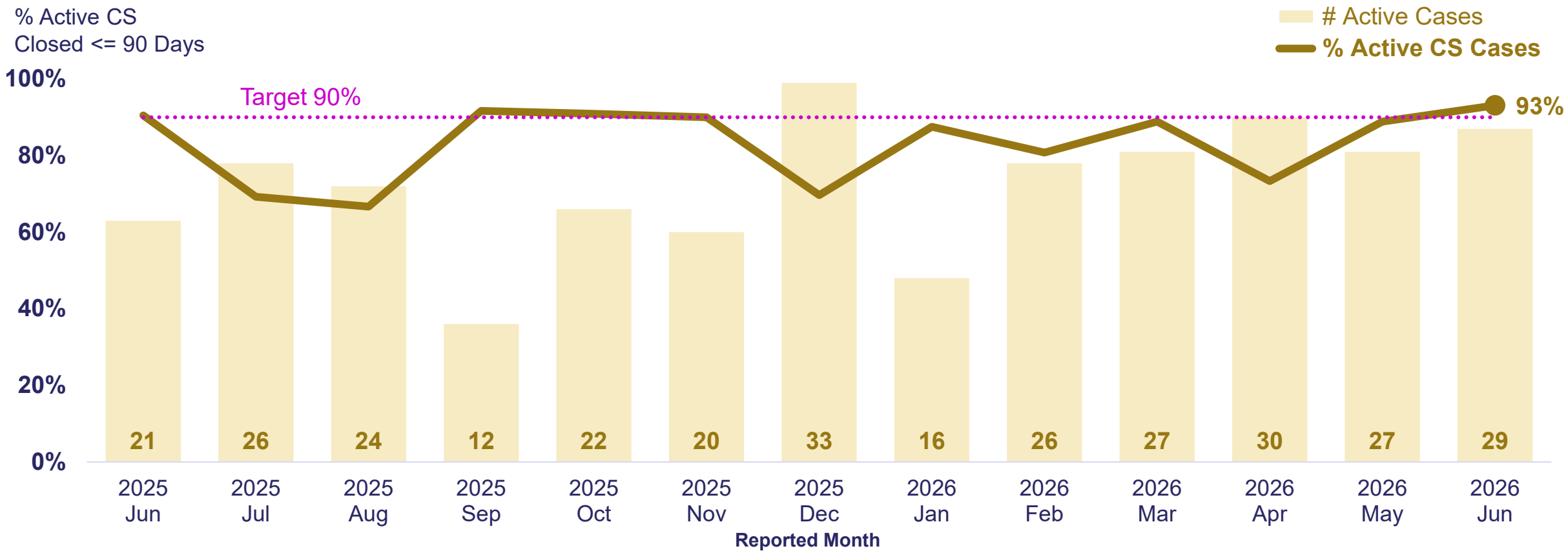
This measure reports **all CS investigations (includes suspended cases)**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.



Professional Standards Office

93% of non-suspended CS investigations reported in June closed within 90 case days

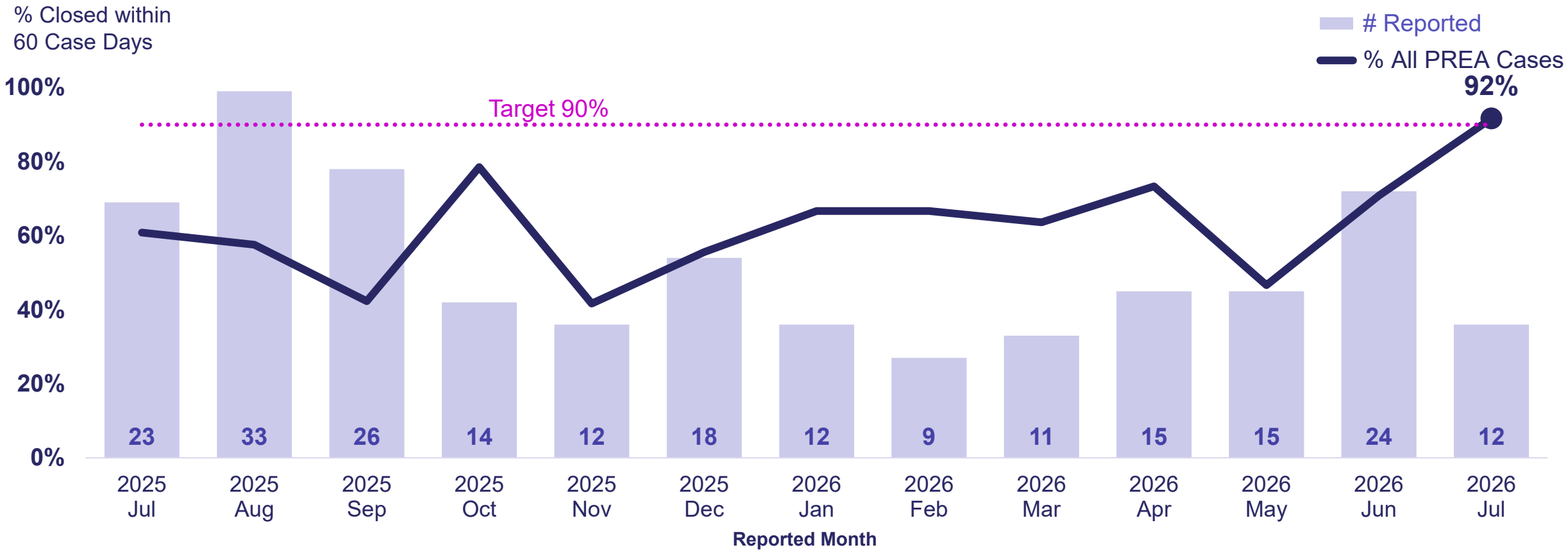
This measure reports **only non-suspended CS investigations**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.



Professional Standards Office

92% of all PREA investigations reported in July closed within 60 case days

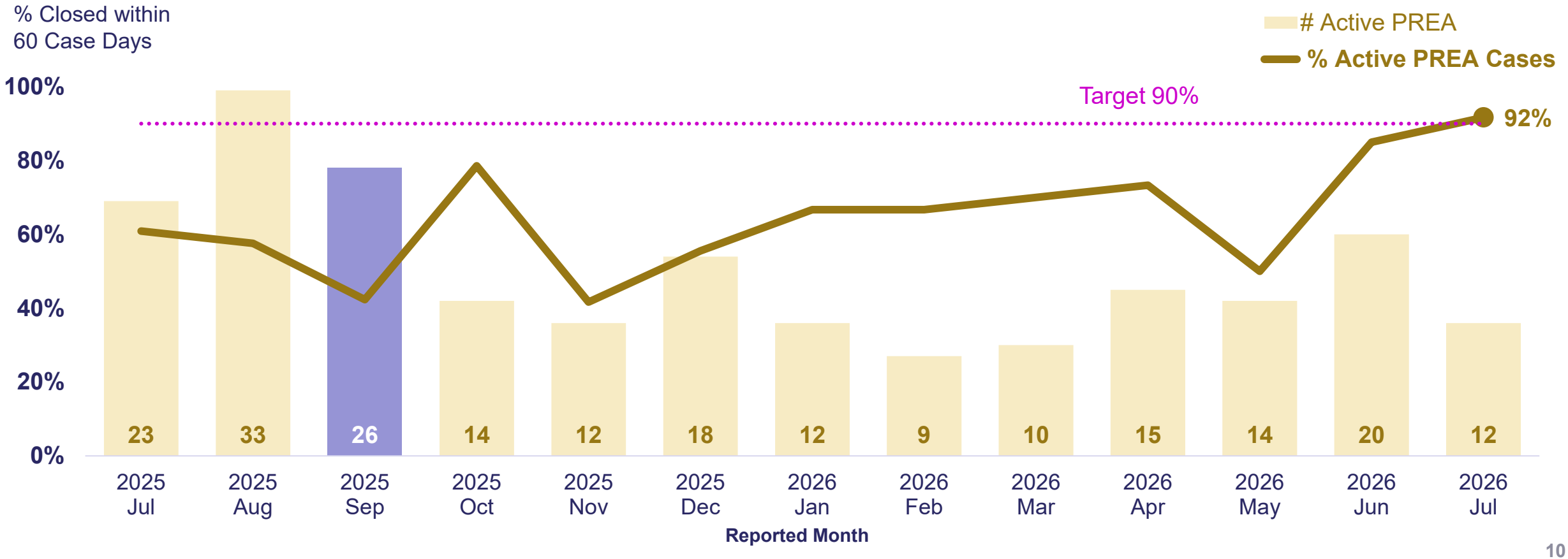
This measure reports **all PREA investigations (includes suspended cases)**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.



Professional Standards Office

92% of non-suspended PREA investigations reported in July closed within 60 case days

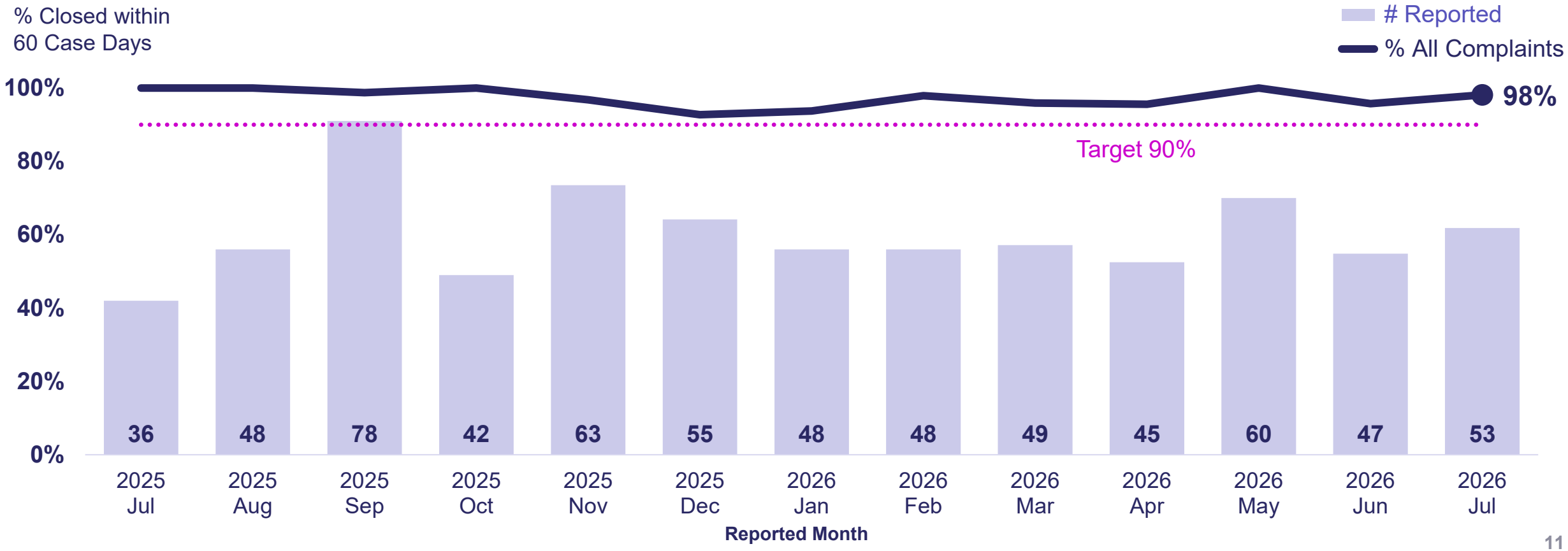
This measure reports **only non-suspended PREA investigations**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.



Professional Standards Office

98% of all complaints reported in July closed within 60 case days

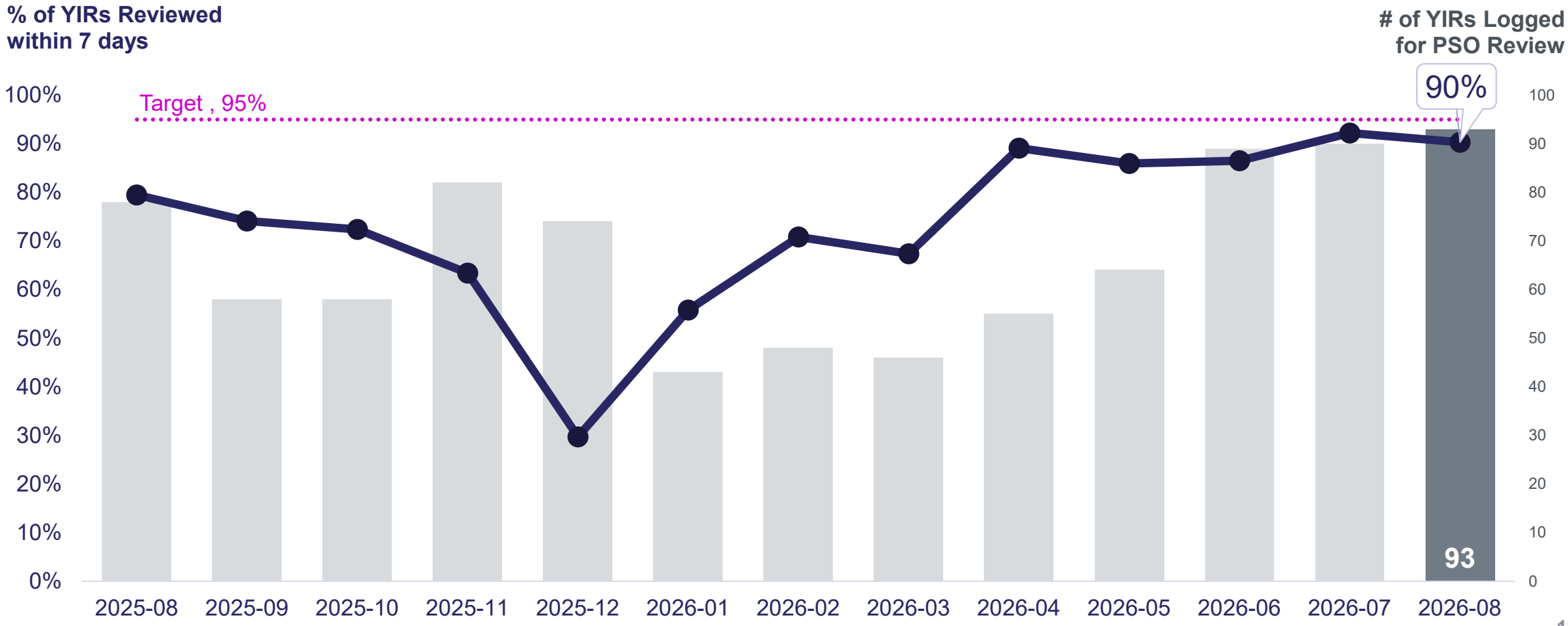
This measure reports **all complaints and substitute care cases (includes suspended cases)**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.



Professional Standards Office

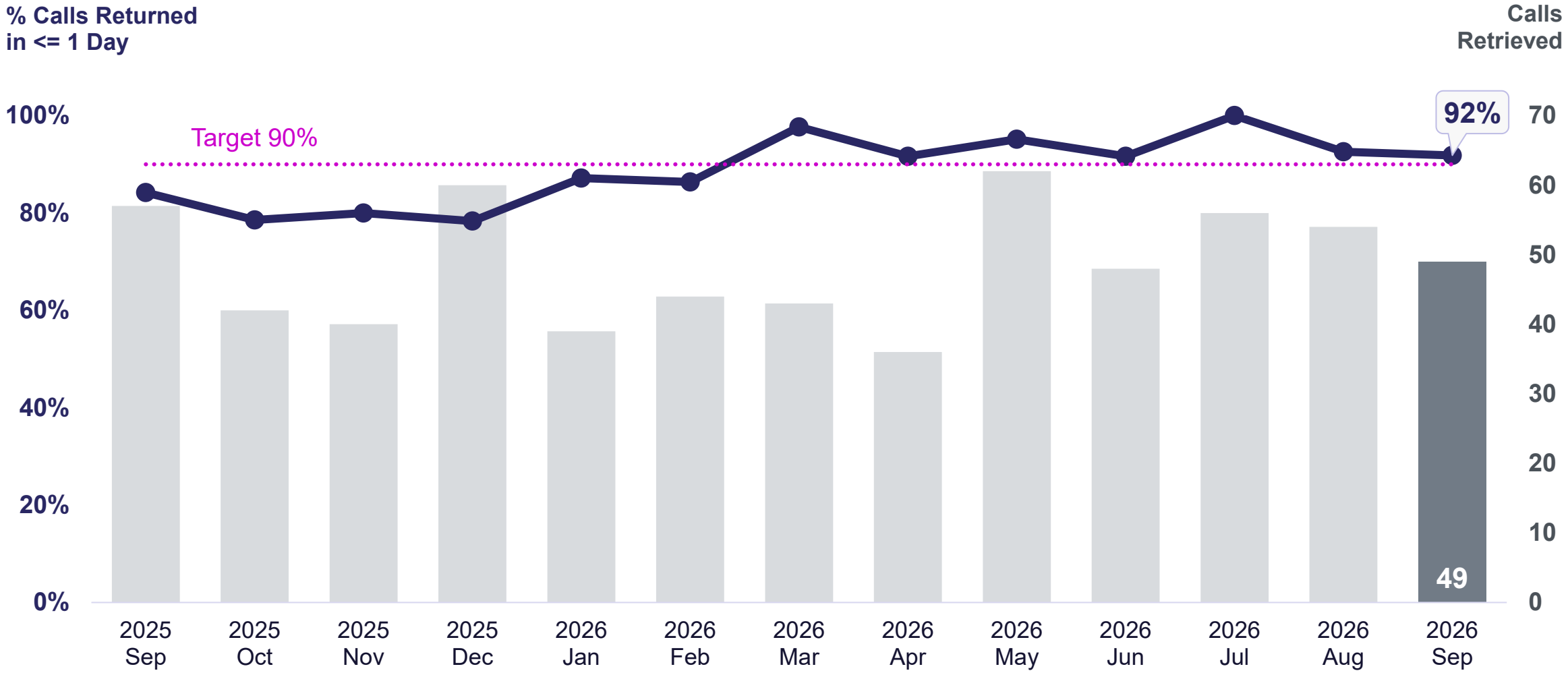
90% of YIRs flagged for PSO attention in August were reviewed within **seven business days**

PSO staff review YIR incident details to determine whether to open a PSO case.



Professional Standards Office

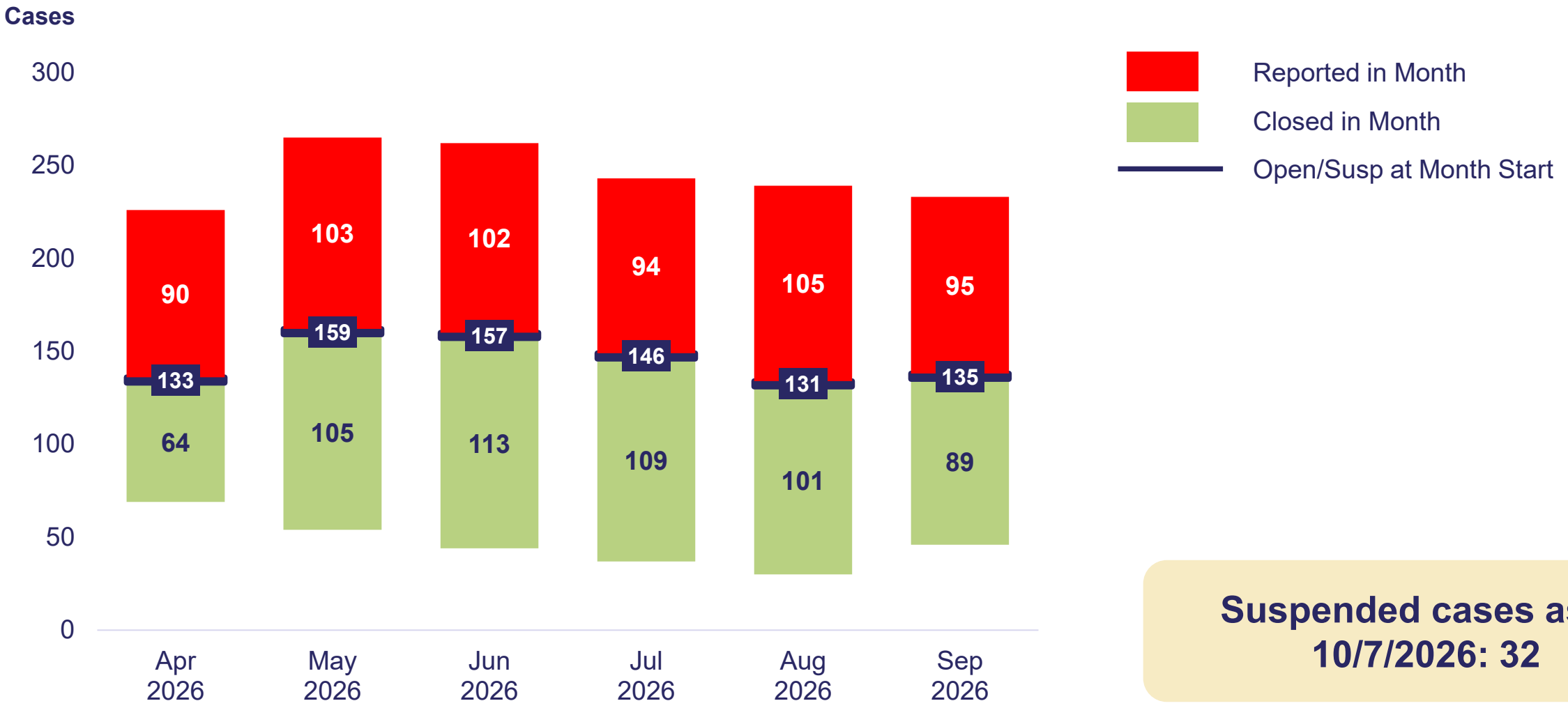
92% of reporting line calls in September were returned within one business day



Supplemental Slides

Professional Standards Office

PSO Case Flow

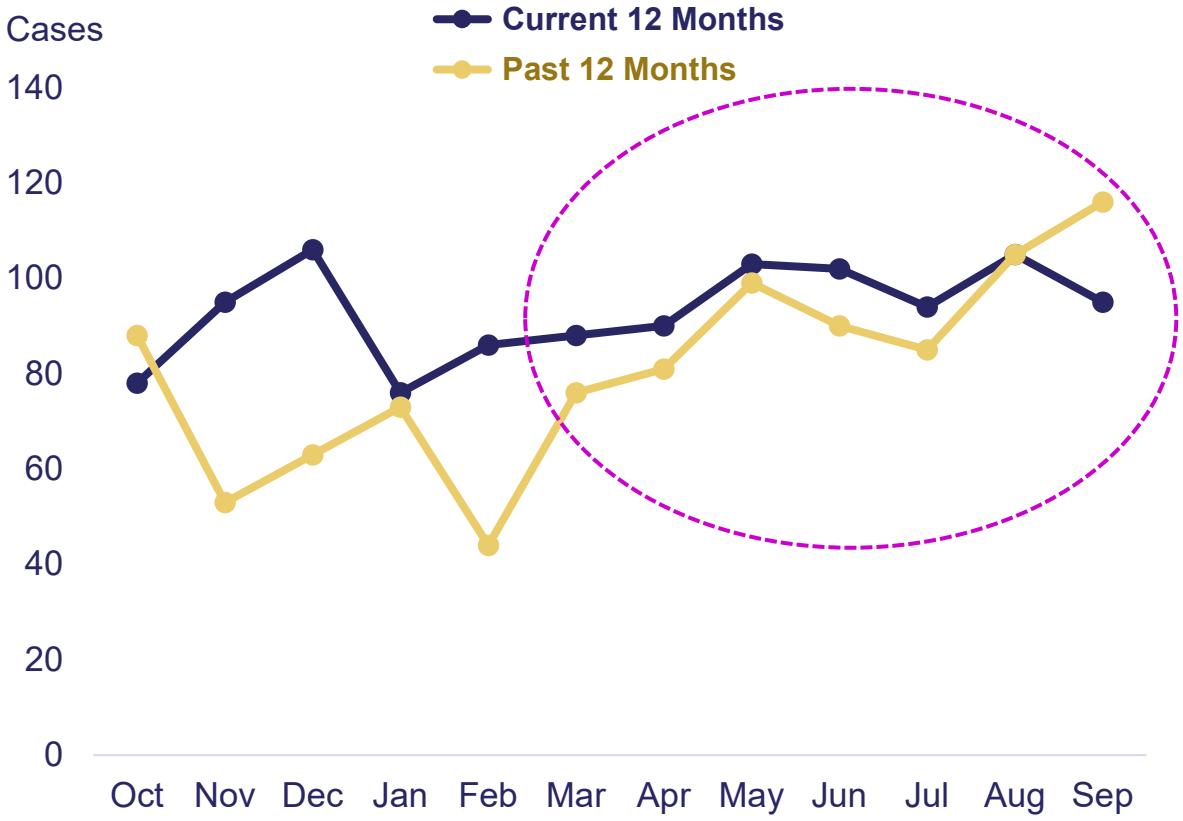


Suspended cases as of 10/7/2026: 32

Reported Cases Over Time

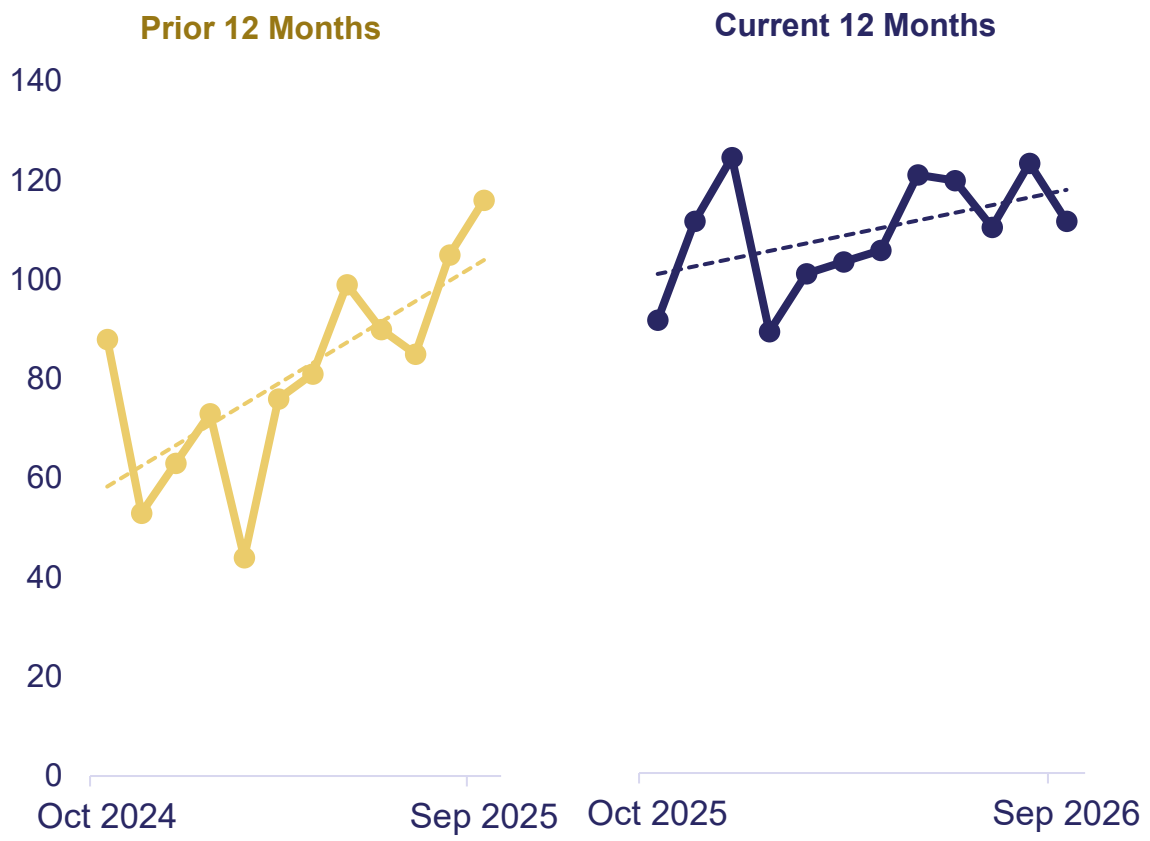
Year-Over-Year (Oct 2024 – Sep 2026)

Year-over-year, the number of reported cases has been generally more consistent in recent month.



Most Recent 24 Months

While numbers remain higher than the prior year, reported cases have leveled off somewhat.



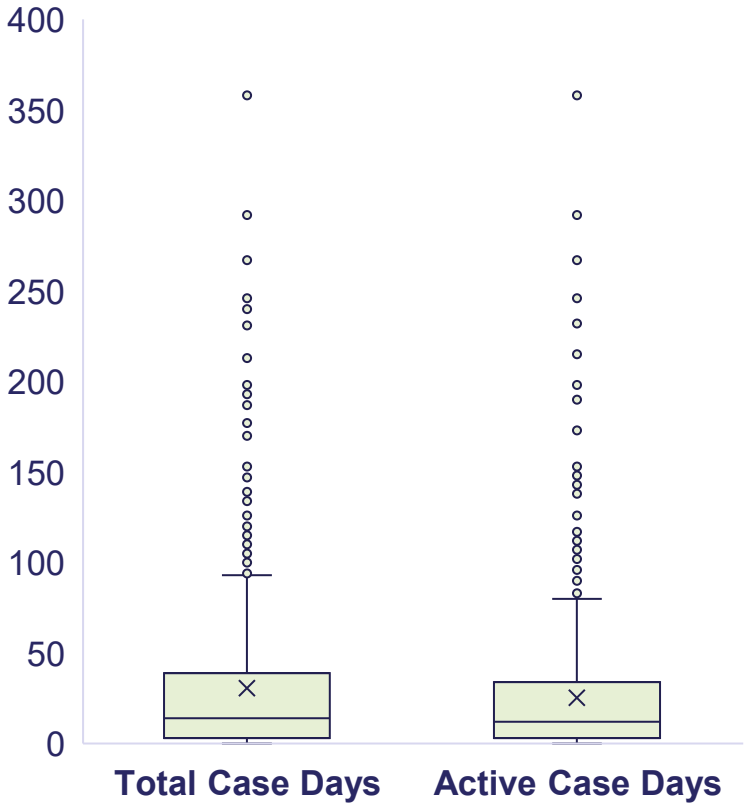
Professional Standards Office

Distribution of Days to Case Closure

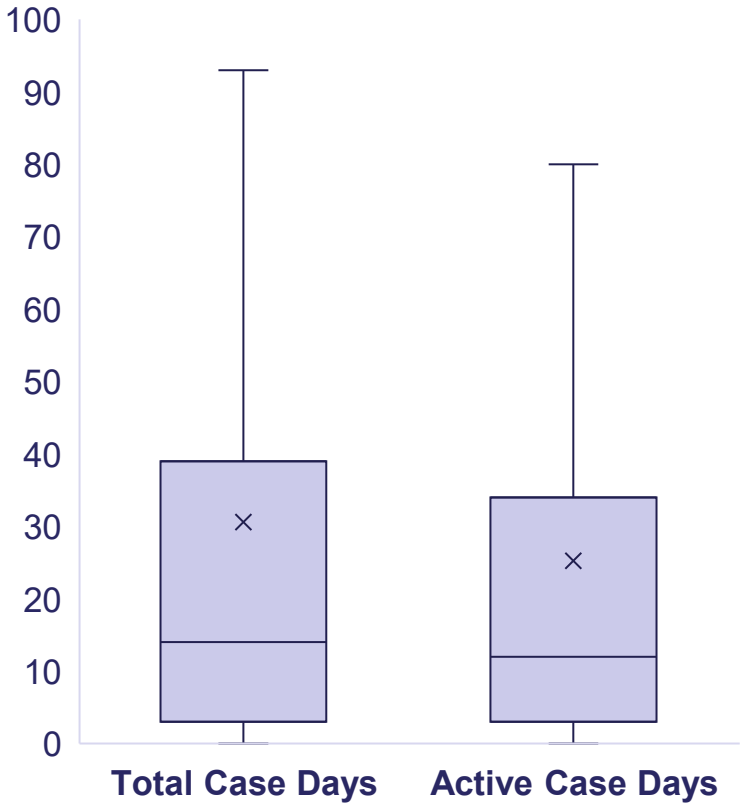
Cases closed in last 12 months by Total Case Days and Active Case Days*

Days between reported date and close date

With outliers displayed



Without outliers displayed



Boxplot statistics by Total and Active Case Days

Days Statistics	Total	Active
Minimum Days	0	0
25th percentile (Q1)	3	3.0
Median (Q2)	14	12
75th percentile (Q3)	39	34
Maximum Days	358	358
Mean Days	30.6	25.3

Counts	Total	Active
Outliers	80	62
Closed Cases (N)	985	985

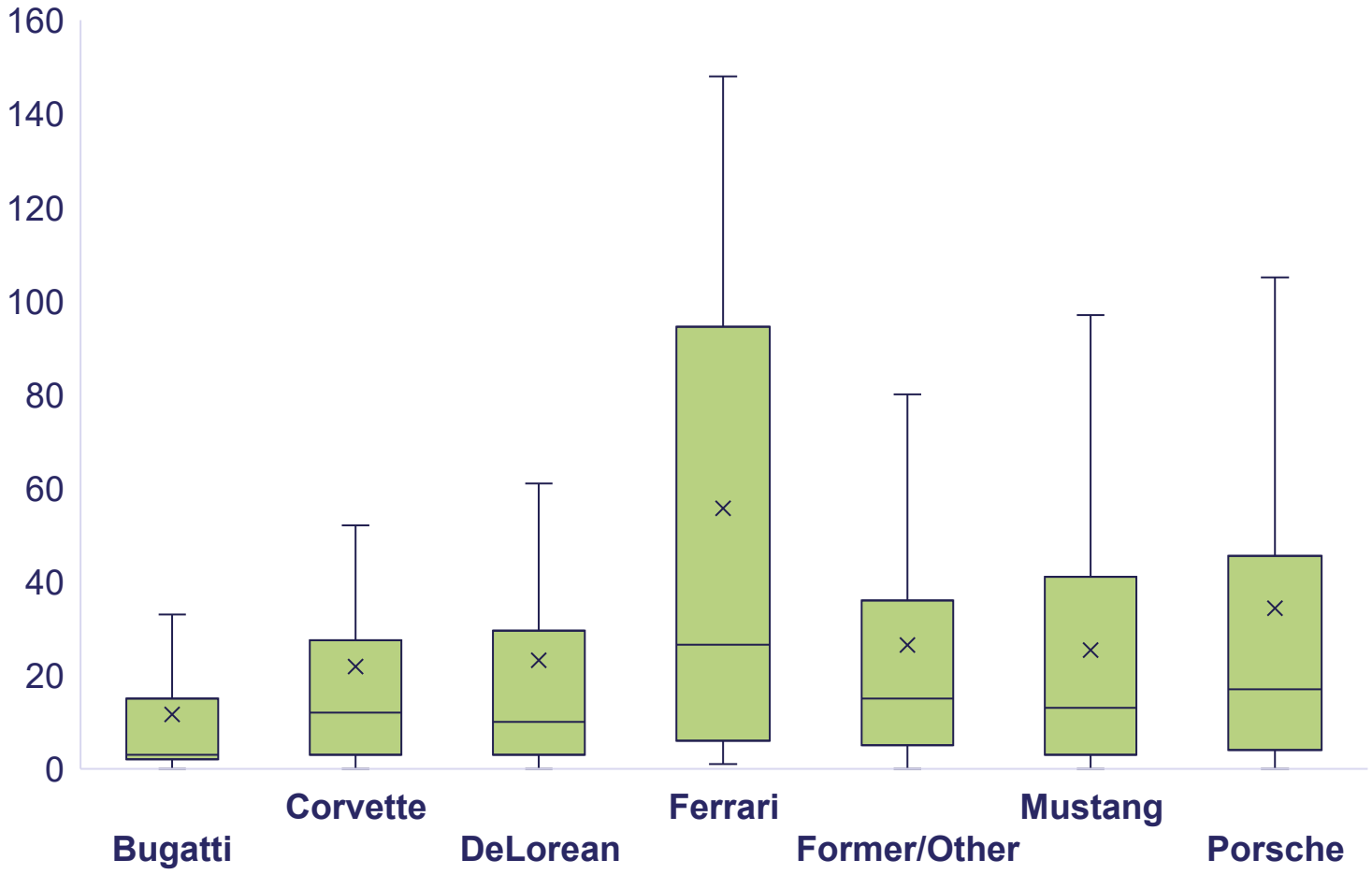
Total Case Days includes suspended days, while Active Case Days excludes suspended days.

Professional Standards Office

Distribution of Active Days to Case Closure

Cases closed in the last 12 months

Active case days between reported date and close date by investigator



Boxplot statistics by Investigator

Investigator	Cases (N)	Mean Days	Median Days
Bugatti	107	11.6	3
Corvette	164	21.8	12
DeLorean	149	23.2	10
Ferrari	28	55.6	26.5
Former/Other	243	26.4	15
Mustang	165	25.4	13
Porsche	129	34.3	17
ALL CASES	**985**	**25.3**	**12**

Average Days to Close by Case Type

UNDER CONSTRUCTION

12-Month Average Days to Close

Cases Reported
July 1, 2025 – June 30, 2026

Case Type	Days
CS Investigation	50.3
PREA Investigation	47.4
Complaint	9.8

CS and PREA investigation times have fluctuated but overall trended downward. Complaint cases have remained relatively steady at 6 to 17 days.



Case days exclude suspended days. Past averages will change as cases from prior months are closed.

Professional Standards Office

Classified Cases

*** Case Days Report to Close ***

PSO began implementing case classification in spring 2025. As of May 1, 2025, PSO had classified all open and suspended cases and continues to classify all newly reported cases.

Case Classification	Case Count (N)	Average Case Days to Close
1) Staff-on-youth sexual harassment or abuse	35	168.0
2) Staff-on-youth non-sexual or other criminal act	21	45.2
3) Staff-on-youth racism or discrimination	6	29.0
4) Youth-on-youth sexual harassment or abuse	82	35.6
5) Youth-on-staff assault	1	5.0
6) Youth-on-youth other crimes	13	40.9
7) All other cases	127	17.4
All classified cases closed in last 90 days	**285**	**44.5**

Data as of 10/7/2026

Professional Standards Office

Classified Cases

*** Case Days Report to Close ***

PSO began implementing case classification in spring 2025. As of May 1, 2025, PSO had classified all open and suspended cases and continues to classify all newly reported cases.

Case Classification	CS & PREA Investigations		Complaints	
	Case Count (N)	Average Days to Close	Case Count (N)	Average Days to Close
1) Staff-on-youth sexual harassment or abuse	33	177.8	2	6.5
2) Staff-on-youth non-sexual or other criminal act	12	53.8	9	33.9
3) Staff-on-youth racism or discrimination	6	29.0	0	--
4) Youth-on-youth sexual harassment or abuse	81	35.8	1	20.0
5) Youth-on-staff assault	1	5.0	0	--
6) Youth-on-youth other crimes	9	53.3	4	13.0
7) All other cases	25	46.6	102	10.3
All classified cases closed in last 90 days	**167**	**46.6**	**118**	**12.2**

Data as of 10/7/2026

Cases closed with “Other” Finding

Action Item 1.44

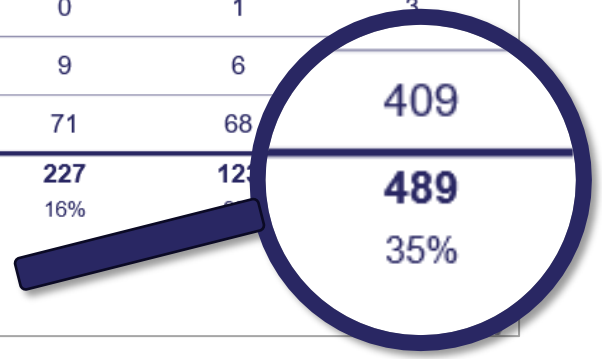
- Reviewed cases closed between May 2025 and September 2026 with a finding category of “Other.”
- Of 489 cases, 289 (59%) had a finding of “Referred to <entity>”, where entity was Facility, Parole & Probation, Community Resources, OYA Human Resources, another agency, etc.

Professional Standards Office

Findings by Case Classification
*** All Cases ***

Case Classification	Substantiated[1]	Unfounded	Inconclusive	Combined	Other[2]
1) Staff on youth sexual or boundary violation	17	46	55	15	16
2) Staff on youth non-sexual or other criminal act	19	28	13	16	12
3) Staff on youth racism or discrimination	3	2	4	0	8
4) Youth on youth sexual or boundary violation	111	59	75	17	20
5) Youth on staff assault	4	0	0	1	3
6) Youth on youth other crimes	23	5	9	6	
7) All other cases	104	125	71	68	
All classified cases closed on or after 5/1/2025	**281** 20%	**265** 19%	**227** 16%	**12**	

[1] Substantiated: Includes Substantiated or Partially Substantiated
[2] Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint, Referred



- Once an investigation is complete, notifications are sent to all agency stakeholders.
- A better finding on most of these cases would have been Inconclusive.
- Going forward, PSO will reconsider whether to use Referred as a finding. In addition, tables on the following slides separate Referred from Other.

Professional Standards Office

Findings by Case Classification

*** All Closed Cases ***

Case Classification	Substantiated [1]	Unfounded	Inconclusive	Combined	Referred	Other[2]
1) Staff-on-youth sexual or boundary violation	3	10	19	2	0	1
2) Staff-on-youth non-sexual or other criminal act	4	10	1	2	2	2
3) Staff-on-youth racism or discrimination	1	2	1	0	1	1
4) Youth-on-youth sexual or boundary violation	31	23	13	7	3	5
5) Youth-on-staff assault	1	0	0	1	0	0
6) Youth-on-youth other crimes	5	1	0	1	3	3
7) All other cases	19	15	5	15	31	42
All classified cases closed In last 90 days	**64** 22%	**61** 21%	**39** 14%	**28** 10%	**40** 14%	**54** 19%

[1] Substantiated: Includes Substantiated or Partially Substantiated

[2] Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint

Professional Standards Office

Findings by Case Classification

*** OYA Residential Program ***

Case Classification	Substantiated[1]	Unfounded	Inconclusive	Combined	Referred	Other[2]
1) Staff-on-youth sexual or boundary violation	0	1	1	0	0	0
2) Staff-on-youth non-sexual or other criminal act	1	1	0	0	0	2
3) Staff-on-youth racism or discrimination	0	0	0	0	0	0
4) Youth-on-youth sexual or boundary violation	1	0	0	0	0	0
5) Youth-on-staff assault	0	0	0	0	0	0
6) Youth-on-youth other crimes	0	0	0	0	0	1
7) All other cases	2	3	0	0	8	15
All classified residential cases closed In last 90 days	**4** 11%	**5** 14%	**1** 3%	**0** 0%	**8** 22%	**18** 50%

[1] Substantiated: Includes Substantiated or Partially Substantiated

[2] Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint

Professional Standards Office

Findings by Case Classification

*** OYA Close Custody ***

Case Classification	Substantiated[1]	Unfounded	Inconclusive	Combined	Referred	Other[2]
1) Staff-on-youth sexual or boundary violation	3	9	18	2	0	1
2) Staff-on-youth non-sexual or other criminal act	3	9	1	2	2	0
3) Staff-on-youth racism or discrimination	1	2	1	0	1	1
4) Youth-on-youth sexual or boundary violation	30	22	13	7	3	5
5) Youth-on-staff assault	1	0	0	1	0	0
6) Youth-on-youth other crimes	5	1	0	1	3	2
7) All other cases	17	10	4	14	22	25
All classified close custody cases closed in last 90 days	**60** 25%	**53** 22%	**37** 15%	**27** 11%	**31** 13%	**34** 14%

[1] Substantiated: Includes Substantiated or Partially Substantiated

[2] Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint

Closing Updates

High-Priority Work

Is there any high-priority work happening in your department that we don't see reflected in some way in these slides?

Question 4:
In the last 7 days, I have received recognition or praise for doing good work

Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

v20260107

Help us improve

To share your insights, ask questions, or provide feedback, scan the QR code or enter this link into your browser:
bit.ly/oyaimpactsurvey