



## Sacramento County

### **Community Corrections Partnership Advisory Board**

*The CCP Advisory Board is responsible for providing ongoing data collection, evaluation and analysis, as well as input from local agency and community stakeholders, including formerly incarcerated individuals, to meet needs for AB 109 Plan updates due to the Board of State and Community Corrections (BSCC) each December.*

**Agenda:** January 8, 2024, 10:30 AM – 12:00 PM

**Location:** County Administration Center (Open to the Public)  
Board of Supervisors Chambers  
700 H Street, 1<sup>st</sup> Floor, Sacramento, CA 95814

**Invitees:** CCP Advisory Board Members - Melinda Avey (Chair - Community Member), Nina Acosta (Vice Chair - Social Services), Chris Baker (Sheriff's Office), William Conner (Sacramento Police Dept.), Joe Cress (Public Defender's Office), Abdoul Rodney Davis (Community Member), Robyn Howland (Probation Department), Michelle Jeremiah (Superior Court), Tamara Lacey (Community Member), Andrew Soloman (District Attorney's Office), Bradley Washburn (Community Member)

**Alternates:** Matthew Hovermale (Sheriff's Office), Gerald Landberg (Sacramento Police Dept.), Alice Michel (Public Defender's Office), Aaron Sampson (Probation Department), William Satchell (District Attorney's Office)

**Staff:** Laura Foster, CCP Analyst; Peter Zilaff, County Counsel

CCPAB Meetings are Open to the Public.

Topic	Item Type	Presenter (If Applicable)
Welcome, Roll Call, and Public Comment Procedures	Information	Melinda Avey/ Laura Foster
Consent Matters	Action	Melinda Avey
1. Approve Action Summary from December 11, 2023 Meeting 2. Approve Revised 2024 Meeting Schedule		
Discussion Matters		
3. AB 109 Annual Survey Review (BSCC Submission)	Information	Laura Foster
4. SMART Objectives Discussion – Goal 1: Decrease Use of Jail Housing through Expansion of Community Based Services	Discussion	Laura Foster

5. SMART Objectives Discussion – Goal 2: Reduce Recidivism and Returns to Custody	Discussion	Laura Foster
Matters Not On The Posted Agenda		
6. Public Comment On Off-Agenda Items		
Separate Matters		
7. Staff Comments	Information	Laura Foster
8. Member Reports	Information	CCPAB Members
Adjournment		

**Next CCPAB Meeting:** February 26, 2024, 10:30 am - Noon

**Next CCP Meeting:** February 1, 2024, 8:30 AM – 10:00 AM

### **Public Comment Procedures:**

The CCPAB fosters public engagement during the meeting and encourages public participation, civility, and use of courteous language. The CCPAB does not condone the use of profanity, vulgar language, gestures or other inappropriate behavior including personal attacks or threats directed towards any meeting participant. There will be a designated time for public comment at the end of each item. Seating is limited and available on a first-come, first-served basis.

#### Speaker time limits

In the interest of facilitating the conduct of CCPAB business, members of the public (speakers) who wish to address the board during the meeting will have specific time limits as enumerated below. Matters not on the posted agenda will be discussed in accordance with the order of the agenda. Speakers should not expect CCPAB members to comment on or respond to comments directly during the meeting. The CCPAB may request county staff to follow up with a speaker or provide additional information after the meeting or at a later date.

The Chairperson, at their discretion, may increase or decrease the time allocation. Each speaker shall limit remarks to the specified time allotment as follows:

- Speakers will have 2-minutes total for each separate item.
- Speakers will have 2-minutes total for any matter not on the posted agenda.

#### In-Person Public Comment

Speakers will be required to complete and submit a speaker request form to staff. Staff will invite each individual to the podium to make a verbal comment.

### Zoom Public Comment

Members of the Public participating through Zoom should observe the following procedures when providing public comment. Comments submitted through the "Chat" feature will not be accepted. If you wish to speak on an item, click on "raise hand" after the item has been called. When it is your turn to speak, your name or telephone number will be called and you will be able to address the body. Please be sure your device is not muted. If you raise your hand after public comment has been closed, you will not be called.

### Written Public Comment

The Public may provide written comments about a specific item on the agenda or off agenda matters by emailing [SacCountyCCPAdvisoryBoard@saccounty.gov](mailto:SacCountyCCPAdvisoryBoard@saccounty.gov). Written public comments should include the meeting date item number or off-agenda item. Providing contact information is optional. Written comments are distributed to members and filed in the record.

### **View Meeting**

The meeting is live streamed via Zoom. Members of the Public may participate via Zoom using the following link:

Link: <https://saccounty-net.zoomgov.com/j/1605628057>.

### **Meeting Material**

The on-line version of the agenda and associated material is available at <https://saccoprobation.saccounty.gov/Pages/CCPAB.aspx>.



# Sacramento County

## Community Corrections Partnership Advisory Board

*The CCP Advisory Board is responsible for providing ongoing data collection, evaluation and analysis, as well as, input from local agency and community stakeholders, including formerly incarcerated individuals, to meet needs for AB 109 Plan updates due to the Board of State and Community Corrections (BSCC) each December.*

**Action Summary from:** December 11, 2023, 10:30 AM – 12:00 PM

**Meeting Location:** County Administration Center, Board of Supervisors Chambers, 700 H Street, 1<sup>st</sup> Floor, Sacramento, CA 95814

**Facilitator:** Laura Foster, Management Analyst II, Public Safety and Justice

**Attendees:** CCP Advisory Board Members: Melinda Avey (Chair - Community Member), Nina Acosta (Vice Chair - Social Services), Chris Baker (Sheriff's Office), Joe Cress (Public Defender's Office), Abdoul Rodney Davis (Community Member), Robyn Howland (Probation Department), Michelle Jeremiah (Superior Court), Tamara Lacey (Community Member), Bradley Washburn (Community Member)

Staff: Laura Foster (CCP Analyst)

**Absent:** William Conner (Sacramento Police Department); Andy Soloman (District Attorney's Office)

CCPAB Meetings are Open to the Public.

Topic	Item Type	Presenter (If Applicable)
Welcome, Roll Call, and Public Comment Procedures	Information	Melinda Avey/ Laura Foster
Roll Call was completed and a quorum was established.		
Consent Matters	Action	Melinda Avey
1. Approve Action Summary from September 11, 2023 Meeting 2. Approve Action Summary from November 11, 2023 Meeting		
Member Cress made a motion to approve the Consent Calendar. Member Howland seconded the motion. The motion was approved by consensus. No public comment was received.		
Discussion Matters1		
3. Jail Population Reduction Plans Update – Distribution of 2023 Q1 Report	Information	Laura Foster
Staff shared the most recent quarterly update on the status of the County's Jail Population Reduction Plans produced by the Sacramento County Public Safety and Justice Agency. No public comment was received.		
4. Review and Approve AB 109 Plan 2024 Workplan	Discussion/Action	Laura Foster

Member Acosta made a motion to approve the AB 109 Plan 2024 Update Workplan. Member Howland seconded the motion. The motion was approved by consensus. No public comment was received.		
5. Establish and Appoint Members to Ad Hoc Committee Dedicated to Outreach to Crime Survivors and Families of Justice-Involved Individuals	Discussion/Action	Melinda Avey
Following a discussion regarding member interest, Member Acosta made a motion to establish an ad hoc committee dedicated to outreach to crime survivors and families of justice-involved individuals, appoint Members Avey, Acosta, Washburn, and Cress, and appoint Member Avey as Chair of the Ad Hoc Committee. Member Cress seconded the motion; the motion was approved by consensus. No public comment was received.		
6. Establish and Appoint Members to Ad Hoc Committee Dedicated to Developing an Understanding of Racial Disparities Within the AB 109 Population and Populations Served by AB 109-funded Programs	Discussion	Laura Foster
Following a discussion regarding member interest, Member Cress made a motion to establish an ad hoc committee dedicated to understanding racial disparities in the AB 109 population and populations served by AB 109-funded programs, appoint Members Baker, Davis, Howland, Jeremiah, and Lacey, and appoint Member Lacey as Chair of the Ad Hoc Committee. Member Howland seconded the motion; the motion was approved by consensus. No public comment was received.		
Matters Not On The Posted Agenda		
7. Public Comment On Off Agenda Items		
One public comment was received in writing regarding resources that may interest the CCPAB; the individual who submitted the written public comment also provided brief comments during the meeting. Member Acosta shared an opportunity for training to anyone interested in learning more about and supporting victims of domestic violence.		
Separate Matters		
8. Staff Comments	Information	Laura Foster
Staff noted that Sac PD will have new representatives beginning next meeting, and staff will produce an updated Meeting Calendar for the year as one of the tentative dates for CCPAB meetings has been changed due to a scheduling conflict with the room. No public comment was received.		
9. Member Reports	Information	CCPAB Members
No member reports were provided.		
Adjournment		
Chair Avey adjourned the meeting.		



## Community Corrections Partnership Advisory Board

### Revised Meeting Calendar 2024

Date	Time
January 8, 2024	10:30 am – 12:00 pm
February 26, 2024 (Feb 12 & 19 are County Holidays)	10:30 am – 12:00 pm
March 11, 2024	10:30 am – 12:00 pm
April 15, 2024	10:30 am – 12:00 pm
May 13, 2024	10:30 am – 12:00 pm
June 10, 2024	10:30 am – 12:00 pm
July 8, 2024	10:30 am – 12:00 pm
August 12, 2024	10:30 am – 12:00 pm
September 9, 2024	10:30 am – 12:00 pm
October 21, 2024 (Oct 14 is County Holiday)	10:30 am – 12:00 pm
November 18, 2024 (Nov 11 is County Holiday)	10:30 am – 12:00 pm
December 9, 2024	10:30 am – 12:00 pm

#### Meeting Location:

Board of Supervisors Chambers, 700 H Street, Sacramento, CA 95814

Title	<b>Sacramento County</b>	12/15/2023
	by <b>Laura Foster</b> in <b>Community Corrections Partnership (CCP) Survey 2023-2024</b>	id. 44962224
	fosterl@saccounty.gov	

<b>Original Submission</b>	12/15/2023
----------------------------	------------

PART A	Part A of the Fiscal Year (FY) 2023-24 Community Corrections Partnership (CCP) Survey collects information about CCP Membership and implementation of the county's CCP plan. For detailed guidance on how to complete Part A of the CCP Survey, please refer to the CCP Survey Data Reporting Guide at: <a href="https://www.bscc.ca.gov/m_realignment/">https://www.bscc.ca.gov/m_realignment/</a> Part A is divided into five (5) sections: · Section 1: Respondent Information · Section 2: CCP Membership · Section 3: Goals, Objectives, and Outcome Measures · Section 4: Types of Programming and Services · Section 5: Optional Questions When applicable, use person-first language and terminology that eliminates potential generalizations, assumptions, and stereotypes. Responses to the CCP Survey shall represent the collective views of the CCP and not a single agency or individual.
--------	--

SECTION 1: RESPONDENT INFORMATION	Section 1 asks questions related to the county for which survey responses are provided, the individual who is completing the survey, and who BSCC may contact for follow-up questions. There are three (3) questions in this section.
---	---

1. Identify the county name for which this survey is being submitted.	Sacramento County
---	-------------------

2. Provide the contact information for the individual completing this survey.	
---	--

Name of Survey Respondent	Laura Foster
---------------------------	--------------

Survey Respondent's Organization	Sacramento County
----------------------------------	-------------------

Email Address of Survey Respondent	fosterl@saccounty.gov
------------------------------------	-----------------------

Phone Number of Survey Respondent	+19168742797
-----------------------------------	--------------

3. Identify the individual who may be contacted for follow-up questions. Check the appropriate box to the left of the list.

Same as above

---

Contact Information for Survey Follow-up

---

Survey Contact's Organization

---

Email Address for Survey Follow-up

---

Phone Number for Survey Follow-up

---

SECTION 2: CCP MEMBERSHIP

Section 2 asks questions related to the CCP composition and meeting frequency. There are four (4) questions in this section.

---

4. CCP Membership Roles

Provide the first and last name (and organization if not provided) of each individual fulfilling a CCP membership role as of October 1, 2023 in the spaces below each membership role. · If a public membership role does not exist in the county, respond by indicating “not applicable.” This should only be used if the county does not have the specific position listed. · If a position exists in the county but the membership role is not filled in the CCP, respond by indicating “vacant.” · For county positions, one person may fill multiple roles.

---

Name of the Chief Probation Officer: County Probation Department

Marlon Yarber

---

Name of the Presiding Judge of the Superior Court or Designee: Superior Court of California

Hon. Michael Bowman, Presiding Judge; Kelly Sullivan, Chief Deputy Executive Officer (Designee)

---

Name of the County Supervisor or Chief Administrative Officer or Designee of the Board of Supervisors: Include their organization

Eric Jones, Deputy County Executive, Sacramento County, Office of the County Executive, Public Safety and Justice Agency



Name of the District Attorney Role: County District Attorney's Office	Thien Ho, District Attorney; Scott Triplett, Chief Deputy District Attorney (Designee)
Name of the Public Defender Role: Include their organization	Amanda Benson, Sacramento County Office of the Public Defender
Name of the Sheriff: County Sheriff's Office	Jim Cooper, Sheriff; Dan Donelli, Chief Deputy (Designee); Mike Ziegler, Undersheriff (2nd Designee)
Name of the Chief of Police: Include the city location	Kathy Lester, Sacramento Police Department
Name of the Head of the County Department of Social Services: Include their organization	Chevon Kothari, Deputy County Executive, Sacramento County, Office of the County Executive, Social Services Agency
Name of the Head of the County Department of Mental Health: Include their organization	Tim Lutz, Director, Sacramento County Department of Health Services
Name of the Head of the County Department of Employment: Include their organization	William Walker, Director of Workforce Development, Sacramento Employment and Training Agency
Name of the Head of the County Alcohol and Substance Abuse Programs: Include their organization	Tim Lutz, Director, Sacramento County Department of Health Services
Name of the Head of the County Office of Education: County Office of Education	Dave Gordon, Superintendent; Jacqueline White, Assistant Superintendent (Designee)

Name of the representative from a community-based organization with experience in successfully providing rehabilitative services to persons who have been convicted of a criminal offense: Include their organization

Mervin Brookins, Brother 2 Brother Mentoring

Name of the individual who represents the interests of victims: Include their organization

Darby Geller, Victim Witness Program Manager, Sacramento County District Attorney's Office

5. How often does the CCP meet? Check the appropriate answer to the left of the list. Select the one/single option that best describes the CCP's regular meeting schedule.

Bi-monthly (every other month)

Other:

6. How often does the Executive Committee of the CCP meet? Check the appropriate answer to the left of the list. Select the one/single option that best describes the Executive Committee's regular meeting schedule.

Bi-monthly (every other month)

Other:

7. Does the CCP have subcommittees or working groups? Check the appropriate answer to the left of the list.

Yes

If "Yes," list the subcommittees and/or working groups, and their purpose.

The Community Corrections Partnership Advisory Board (CCPAB) was established to provide ongoing data collection, evaluation and analysis that includes input from local agency and community stakeholders, including formerly incarcerated individuals, to meet needs for annual AB 109 Plan updates due to the Board of State and Community Corrections (BSCC) each December. The CCPAB advises the CCP about data findings and provides recommendations regarding AB 109 Plan updates, which includes public safety realignment funding priorities for the County. The CCPAB also assists the CCP with ensuring the community is informed about progress on implementation of the AB 109 Plan for Sacramento County.

### SECTION 3: GOALS, OBJECTIVES, AND OUTCOME MEASURES

Section 3 asks questions related to the CCP's goals, objectives, and outcome measures. Please refer to the CCP Survey Data Reporting Guide at: [https://www.bscc.ca.gov/m\\_realignment/](https://www.bscc.ca.gov/m_realignment/) for detailed information about goal and objective statements, and outcome measures.

Updated Information on FY 2022-23 Goals, Objectives, and Outcome Measures

Questions 8, 9, and 10, ask the CCP to provide updated progress information about the goals, objectives, and outcome measures previously reported for FY 2022-23 in the 2022-23 CCP Survey. For each question, provide the goals, objectives, and outcome measures as reported in the FY 2022-23 survey. The progress information should be updated to reflect the progress achieved over the full fiscal year.

8. Describe a goal and the associated objectives as reported in the FY 2022-23 CCP survey. Please provide updated progress toward goal information to reflect the progress achieved over the full FY 2022-23. If no goal, objective, or outcome measure was identified in FY 2022-23 respond by indicating "Not Applicable."

Goal A:

Maintain Community Safety

Was this Goal part of the FY 22-23 CCP plan? Yes

Goal A Objective:	Expand coordinated reentry after incarceration
Goal A Objective:	Increase resources for programs that have been shown to reduce recidivism and increase prosocial support
Goal A Objective:	Continue support for programs that track, measure, and show positive outcomes in connecting and/or providing services to defendants/offenders
Goal A Outcome Measure:	Reported Crime
Goal A Outcome Measure:	Crime Rate
Goal A Outcome Measure:	Crime Clearance Rates
Briefly describe progress toward the goal.	See Justice System Trends attachment. Reported crime in Sacramento County declined 23% from 2011 to 2022. Crime rate in Sacramento County declined 21% from 2011 to 2022. Prior to submission of the next Plan Update in December 2024, the CCP will be updating its Objectives for this goal and developing a definition of Community Safety that all partners can support.
Rated progress toward the goal.	Partially achieved
9. Describe a goal and the associated objectives as reported in the FY 2022-23 CCP survey. Please provide updated progress toward goal information to reflect the progress achieved over the full FY 2022-23. If no goal, objective, or outcome measure was identified in FY 2022-23, respond by indicating "Not Applicable."	
Goal B:	Reduce Recidivism

Was this Goal part of Yes  
the FY 22-23 CCP  
plan?

Goal B Objective:	Expand use of evidence based practices such as Level of Service/Case Management Inventory (LS/CMI) risk and needs assessment tool to support programming in custody
Goal B Objective:	Support offender accountability through the use of graduated sanctions and incentives/rewards
Goal B Objective:	Support programs that expand Risk/Need/Responsivity measures
Goal #2 Outcome Measure:	Parolee Bookings
Goal B Outcome Measure:	PRCS Bookings
Goal B Outcome Measure:	County Recidivism Rate (In Development); Recidivism Rates for Specific Programs
Briefly describe progress toward the goal.	See Justice System Trends attachment. Although the County is not responsible for Parolees in the community, because they cannot return to prison for parole violations, County services are provided in custody when they are booked into jail. Parolees booked with new charges are down 43%. PRCS booked with new charges are up 26% (2012 to 2022). Prior to submission of the next Plan Update in December 2024, the CCP will be updating its Objectives for this goal.
Rated progress toward the goal.	Partially achieved

10. Describe a goal and the associated objectives as reported in the FY 2022-23 CCP survey. Please provide updated progress toward goal information to reflect the progress achieved over the full FY 2022-23. If no goal, objective, or outcome measure was identified in FY 2022-23 respond by indicating "Not Applicable."

Goal C:	Decrease use of jail housing
---------	------------------------------

Was this Goal part of Yes  
the FY 22-23 CCP  
plan?

Goal C Objective:	Reserve jail beds for those who have been identified as posing the greatest risk to public safety and have the most serious and violent offenses
Goal C Objective:	Expand Pretrial, Collaborative Court, and Diversion programs that link defendants/offenders to services in the community and support transition back into the community
Goal C Objective:	Further develop and support diversion programs for defendants who can be safely placed in the community in alternative programs
Goal C Outcome Measure:	Jail Average Daily Population
Goal C Outcome Measure:	Jail Incarceration Rate
Goal C Outcome Measure:	
Briefly describe progress toward the Goal.	See Justice System Trends attachment. Annual jail bookings decreased 48% since 2011. Average daily population in Sacramento County Jails is down 18% since 2011. Prior to submission of the next Plan Update in December 2024, the CCP will be updating its Objectives for this goal. This work is further supported by the County's Jail Population Reduction Plans (attached), which intend to reduce Jail ADP by 600 over several years.
Rated progress toward the Goal.	Partially achieved
If the CCP has identified more than 3 goals, upload additional CCP goal sheet(s) here.	
	Additional CCP goal sheets are located at: <a href="https://www.bscc.ca.gov/m_realignment/">https://www.bscc.ca.gov/m_realignment/</a>
Information on FY 2023-24 Goals, Objectives, and Outcome Measures	

11. For FY 2023-24, Yes (Skip to Section 4)  
will the CCP use the  
same goals,  
objectives, and  
outcome measures  
identified above from  
FY 2022-23? Check  
the appropriate  
answer to the left of  
the list.

---

Questions 12, 13, and 14, the CCP is asked to describe a goal and its associated objectives and outcomes for FY 2023-24. For the goal, also provide information about the current progress toward the stated goal. As survey responses are due mid-year, progress information for these goals over the full fiscal year will be requested as part of the FY 2024-25 CCP Survey.

---

12. Describe a goal  
for FY 2023-24 and  
one (1) or more of its  
associated  
objectives and  
outcome measures.  
Please provide any  
information about  
progress toward the  
goal thus far in the  
fiscal year. If no  
goal, objective, or  
outcome measure  
was identified in FY  
2023-24, respond by  
indicating "Not  
Applicable."

---

Goal D:

---

Was this Goal part of  
the FY 23-24 CCP  
plan?

---

Goal D Objective:

---

Goal D Objective:

---

Goal D Objective:

---

Goal D Outcome  
Measure:

---

Goal D Outcome  
Measure:

---

Goal D Outcome  
Measure:

---

Briefly describe  
current progress  
toward the Goal.

---

Rate the current  
progress toward the  
Goal.

---

13. Describe a goal  
for FY 2023-24 and  
one (1) or more of its  
associated  
objectives and  
outcome measures.  
Please provide any  
information about  
progress toward the  
goal thus far in the  
fiscal year. If no  
goal, objective, or  
outcome measure  
was identified in FY  
2023-24, respond by  
indicating "Not  
Applicable."

---

Goal E:

---

Was this Goal part of  
the FY 23-24 CCP  
plan?

---

Goal E Objective:

---

Goal E Objective:

---

Goal E Objective:

---

Goal E Outcome  
Measure:

---

Goal E Outcome  
Measure:

---

Goal E Outcome  
Measure:

---

Briefly describe  
current progress  
toward the Goal.

---



Rate the current progress toward the Goal.

---

14. Describe a goal for FY 2023-24 and one (1) or more of its associated objectives and outcome measures. Please provide any information about progress toward the goal thus far in the fiscal year. If no goal, objective, or outcome measure was identified in FY 2023-24, respond by indicating "Not Applicable."

---

Goal F:

---

Was this Goal part of the FY 23-24 CCP plan?

---

Goal F Objective:

---

Goal F Objective:

---

Goal F Objective:

---

Goal F Outcome Measure:

---

Goal F Outcome Measure:

---

Goal F Outcome Measure:

---

Briefly describe current progress toward the Goal.

---

Rate the current progress toward the Goal.

---

If the CCP has identified more than 3 goals, upload additional CCP goal sheet(s) here.

Additional CCP goal sheets are located at:  
[https://www.bscc.ca.gov/m\\_realignment/](https://www.bscc.ca.gov/m_realignment/)

#### SECTION 4: TYPES OF PROGRAMMING AND SERVICES

Section 4 asks questions about the types of programs and services provided during FY 2022-23. For each type of program or service provided, identify the agency(ies) that provide the program or service and at what stage(s) the program or service is provided (in-custody, supervision, other). Definitions are provided for each program or service type, however, you may refer to the CCP Survey Data Reporting Guide for more clarity on the definition of each type of program and service listed and the stage(s) of program or service.

>

Programs/Services:  
Mental  
Health/Behavioral  
Health - services  
designed to improve  
mental health.

Are Mental  
Health/Behavioral  
Health services  
provided?

Yes

What is the Providing  
Agency? (check all  
that apply)

Sheriff  
Probation  
Behavioral Health  
A Community-Based Organization  
Other

If "Other," describe  
below:

Correctional Health, Sheriff and Probation utilize County behavioral health and contracted mental health services in custody and in the community.

At what Stage(s) is  
Service Provided?  
(check all that apply)

In-Custody  
Supervision  
Other

If "Other," describe  
below:

Individuals released pretrial are also linked to mental health services through Mental Health Diversion or other voluntary assessment and linkage service options.

&gt;

Programs/Services:  
Substance Use -  
services designed to  
assist with  
substance use.

---

Are Substance Use  
services provided?

Yes

---

What is the Providing  
Agency? (check all  
that apply)

Sheriff  
Probation  
Behavioral Health  
A Community-Based Organization

---

If "Other," describe  
below:

---

At what Stage(s) is  
Service Provided?  
(check all that apply)

In-Custody  
Supervision

---

If "Other," describe  
below:

&gt;

Programs/Services:  
Housing - services  
designed to assist  
with housing after  
release.

---

Are Housing services  
provided?

Yes

---

What is the Providing  
Agency? (check all  
that apply)

Sheriff  
Probation  
A Community-Based Organization  
Other

---

If "Other," describe  
below:

Dept. of Human Assistance; Dept. of Homeless Services and Housing

---

At what Stage(s) is  
Service Provided?  
(check all that apply)

In-Custody  
Supervision

---

If "Other," describe  
below:

---

&gt;

Programs/Services:  
Employment -  
services designed to  
provide clients with a  
job and/or to provide  
job training to  
improve chances of  
finding employment  
after release.

Are Employment  
services provided?

Yes

What is the Providing  
Agency? (check all  
that apply)

Sheriff  
Probation  
A Community-Based Organization

If "Other," describe  
below:

At what Stage(s) is  
Service Provided?  
(check all that apply)

In-Custody  
Supervision

If "Other," describe  
below:

&gt;

Programs/Services:  
Education - focuses  
on academic  
achievement.

Are Education  
services provided?

Yes

What is the Providing  
Agency? (check all  
that apply)

Sheriff  
Probation  
Other

If "Other," describe  
below:

County Office of Education

At what Stage(s) is  
Service Provided?  
(check all that apply)

In-Custody  
Supervision

If "Other," describe  
below:

&gt;

Programs/Services:

Family - family-oriented education, service, and training.

Are Family services provided? Yes

What is the Providing Agency? (check all that apply) Sheriff  
Probation  
A Community-Based Organization

If "Other," describe below:

At what Stage(s) is Service Provided? (check all that apply) In-Custody  
Supervision

If "Other," describe below:

&gt;

Programs/Services:

Domestic Violence Prevention - support and intervention.

Are Domestic Violence Prevention services provided? Yes

What is the Providing Agency? (check all that apply) Probation

If "Other," describe below:

At what Stage(s) is Service Provided? (check all that apply) Supervision

If "Other," describe below:

&gt;

Programs/Services:

Physical Health - services designed to improve clients' physical well-being.

Are Physical Health services provided? Yes

What is the Providing Agency? (check all that apply) Sheriff  
Probation  
Other

If "Other," describe below: Adult Correctional Health

At what Stage(s) is Service Provided? (check all that apply) In-Custody  
Supervision

If "Other," describe below:

>  
Programs/Services:  
Quality of Life – services that enhance the standard of happiness, comfort, and well-being of an individual to participate in life events (e.g., assistance in getting a driver's license, opening a bank account, etc.).

Are Quality of Life services provided? Yes

What is the Providing Agency? (check all that apply) Sheriff  
Probation  
Behavioral Health  
A Community-Based Organization

If "Other," describe below:

At what Stage(s) is Service Provided? (check all that apply) In-Custody  
Supervision

If "Other," describe below:

SECTION 5:  
OPTIONAL  
QUESTIONS

Section 5 asks optional questions about evaluation, data collection, programs and services, and local best practices. There are 9 questions in this section. Responses will be used by the BSCC and its justice-system partners to better understand the needs of counties. If the CCP chooses not to answer an optional question, please respond "Decline to Respond."

15. Describe the process the CCP uses to determine potential programs and/or services for local implementation using Realignment funds.

The CCP established an Advisory Board to provide ongoing data collection, evaluation and analysis that includes input from local agency and community stakeholders, including formerly incarcerated individuals, to meet needs for annual AB 109 Plan updates due to the Board of State and Community Corrections (BSCC) each December. The CCP Advisory Board advises the CCP about data findings and provides recommendations regarding AB 109 Plan updates, which includes public safety realignment funding priorities for the County. The CCP then considers the Advisory Board's recommendations for inclusion in annual plan updates and CCP member agencies use these recommendations when submitting growth requests for the County's budget process.

16. Does the county evaluate the effectiveness (as defined locally) of programs and/or services funded with its Public Safety Realignment allocation? Check the appropriate answer to the left of the list.

Yes

If "Yes," explain how.

AB 109 funded agencies typically conduct program and service evaluations internally utilizing the BSCC recidivism definition along with other metrics to determine what adjustments are needed, including program and service expansion when they find successful outcomes as well as termination of programs and contracted services when performance is not satisfactory. Since 2021, the CCP Advisory Board has been directed to begin assisting with this effort through work with AB 109 funded agencies to provide ongoing data collection, monitoring and evaluation needed to advise the CCP regarding findings and recommendations for change to be incorporated in annual updates to the AB 109 Plan. The AB 109 Plan 2023 Update includes measures associated with the overall goals as well as specific program and service goals and introduces a standardized annual evaluation process for any programs funded after July 2024.

17. Does the county consider evaluation results when funding programs and/or services? Check the appropriate answer to the left of the list.

Yes

If "Yes," explain how. AB 109 funded agencies have adjusted programs and services based on evaluation findings, as shared by agency representatives on the CCP and its Advisory Board. The county considers the CCP's AB 109 Plan recommendations when allocating AB 109 funds to agencies for programs and services to be delivered. The AB 109 Plan 2023 Update enhances and expands ongoing data collection and evaluation efforts. Findings will be used to better inform future AB 109 Plan updates, including for changes to programs and services supported by AB 109 funding.

18. Does the county use BSCC definitions (average daily population, conviction, length of stay, recidivism, and/or treatment program completion rates) when collecting data? <https://www.bscc.ca.gov/wp-content/uploads/AB-1050-Key-Term-Definitions.pdf>  
Check yes or no to the left of each BSCC Definition listed, as applicable.

Average Daily Population	Yes
--------------------------	-----

Conviction	Yes
------------	-----

Length of Stay	Yes
----------------	-----

Adult Recidivism	Yes
------------------	-----

Treatment Program Completion Rates	Yes
------------------------------------	-----

19. What percentage of the Public Safety Realignment allocation is used for evidence-based programming (as defined locally)? Check the most appropriate answer to the left of the list of percentages.



<p>20. The BSCC would like to better understand the county's capacity to offer mental health, substance use disorder, behavioral health treatment programs, and/or other services. What type and level of services are now available?</p>	<p>Sacramento County offers mental health, substance use disorder, and behavioral health treatment programs in custody and in the community. Sacramento County joined the national Stepping Up Initiative in 2019. Stepping Up toolkit resources are being utilized to support ongoing efforts. The Sequential Intercept Model (SIM), which was most recently updated in September 2023 and attached hereto, identifies behavioral health services accessible at different points along the criminal justice continuum and includes an inventory of services. In addition to the programs and services identified on the SIM, in 2023, the County received a grant to form a stakeholder working group and is contracting with a researcher regarding data on individuals who have been deemed Incompetent to Stand Trial (IST) and those at risk of becoming IST. The County is actively working to reduce the number of individuals deemed IST and are expanding the resources necessary to support Mental Health Diversion program that should contribute to meaningful reductions in the jail population and reduce future justice-system contact.</p>
<p>21. What challenges does the county face in meeting the above program and service needs?</p>	<p>Even with a broad range of services in custody and in the community, Sacramento County's growth in need for behavioral health, housing, and other support services has outpaced the ability to expand service capacities. Staffing shortages for clinicians and providers has created challenges for staffing mental and behavior health programs both in the community and in custodial environments. Efforts are ongoing to further integrate, expand, and enhance multi-disciplinary services that address increasingly complex needs for people involved in the local justice system. Sacramento County continues to develop a more robust and collaborative continuum of correctional and community based services that are integrated across systems at the least restrictive and most cost efficient level for keeping the community safe and reducing recidivism.</p> <p>Since 2020, Sacramento County has been subject to a consent decree that identifies remediation measures and plans necessary to improve conditions of confinement, including several that relate to the ability to provide behavioral and mental health treatment and services while in custody. All expert reports evaluating the County's progress have identified the space limitations in the jail facilities as a challenge to meeting program and service needs. In 2022, the County Board of Supervisors directed staff to develop a capital improvement project to provide sufficient treatment and housing space for those requiring higher levels of care. This facility will take several years to build and will be paired with jail population reduction plans.</p> <p>In January 2023, legislation expanded eligibility for Mental Health Diversion. This expansion has created substantial impacts to both the Court and the County Departments (Health Services, Indigent Defense, Probation, Sheriff, and more) that support or are affected by this change. Despite investments in FY 23-24 to alleviate some of these challenges, the County is still working to mitigate a backlog among those needing assessments and court proceedings in order to move forward.</p>

22. What programmatic changes and/or course corrections has the CCP made in the implementation of Public Safety Realignment that it believes other counties would find helpful?

Over the past several years, Sacramento County's CCP has worked hard to elevate the voice of the community in developing AB 109 Plan Updates and to reconcile the gaps between Public Safety Realignment planning/programming and the County's established budget development process. The establishment of an Advisory Board in 2021 that reflects the membership of the CCP Executive Committee as well as four community members has led to positive incremental changes for the CCP. Since establishing the Advisory Board and onboarding an analyst devoted to Public Safety Realignment, Sacramento County's CCP has restructured the AB 109 Plan to establish prioritization among eligible programs and services, provided clearer direction for budget planning and reimbursement processes, and identified additional accountability measures for departments receiving AB 109 funding. Despite being submitted as the 2023 Update for FY 23-24, Sacramento County's AB 109 Plan 2023 Update looks to assist in future planning for FY 24-25. Using this timeline for annual Plan Updates allows the Plan to be shared and discussed with relevant departments prior to submitting budget requests for the following year.

23. Describe a local best practice or promising program that has produced positive results. If data exists to support the results, please share.

Despite the noted challenges associated with the expansion of eligibility for Mental Health Diversion, Sacramento County implemented a working group with all partners to address the challenges of the legislation that changed the presumption process to automatically presume a person is eligible for diversion if they have had a mental health diagnosis in the last 5 years (effective January 1, 2023). The working group looked at the internal process of how clients are assessed and identified where streamlining could be done. The streamlining process for assessments reduced the documentation time from 6-9 hours per assessment to 2-4 hours per assessment. In addition to hiring and training more staff to support these assessments and implementing a new electronic health record system, leadership initiated cross training efforts with staff from the Substance Use Prevention and Treatment Services team to increase the number of staff available to complete assessments and assist with alleviating the extensive backlog. As a result of these efforts, the assessment wait time has reduced from four months to two months. While there is still additional work to accomplish to meet the demands associated with Mental Health Diversion, this working group exemplifies what can be accomplished within a short time when all partners come together to address a critical situation. The focus on Mental Health Diversion within Sacramento County is further seen in the Jail Diversion Treatment and Resource Center (JDTRC), which is a collaboration between Health Services, Probation, the Public Defender's Office, and Human Assistance, among others, that began serving clients in December 2021. JDTRC assists clients participating in Mental Health Diversion and was recently expanded to assist both Misdemeanor and Felony clients. Support for this population is further enhanced by the development of a dedicated Mental Health Unit within the Probation Department.

Optional Highlight or Success Story     See Redemption Coffee attachment.

If the CCP would like to provide the BSCC with any supplementary information, you may upload a maximum of five (5) additional files.

[JusticeSystemTrends.pdf](#)

[SacramentoAdultSIM.pdf](#)

[JailPopulationReductionPlans.pdf](#)

[Redemption\\_Coffee\\_Highlight-Success\\_Story\\_AB\\_109\\_Survey.pdf](#)

---

PART B - CCP  
Survey Excel  
Workbook

Part B of the CCP Survey collects information about the allocation of Public Safety Realignment dollars. The form to upload is available at: [https://www.bscc.ca.gov/m\\_realignment/](https://www.bscc.ca.gov/m_realignment/) For detailed guidance on how to complete Part B of the CCP Survey package, please refer to the CCP Survey Data Reporting Guide at the link provided above. Part B is divided into two sections: Section 6: FY 2022-23 Public Safety Realignment Funding Allocation Section 7: FY 2023-24 Public Safety Realignment Funding Allocation

---

Upload the completed CCP Survey, Part B below. (Excel format only)

[FY-23-24-CCP-Survey-Part-B-Final.xlsx](#)

---

Updated CCP Plan  
for 2023-2024.

Counties are eligible to receive funding if they submit an updated Community Corrections Partnership plan and a report (CCP Survey) to the Board of State and Community Corrections by December 15, 2023.

---

Upload the CCP Plan for 2023-2024 below. (maximum of 3 files)

[AB\\_109\\_Plan\\_2023\\_Update.pdf](#)

---

The complete CCP Survey package, including all required attachments, shall be completed and submitted through the BSCC-Submittable online portal by December 15, 2023. Please be aware that a complete CCP Survey package, including an updated CCP plan for 2023-24, MUST be submitted to the BSCC to receive compensation.

NOTE: The information provided in the CCP Survey package will be made public by the BSCC in the annual report to the Governor's Office and the Legislature on the implementation of Community Corrections Partnership plans on the BSCC website.

---

Questions and/or  
Technical Assistance

If you have any questions or need assistance on the CCP Survey, attachments, and/or the BSCC-Submittable online portal, please contact: Helene Zentner, Field Representative at [helene.zentner@bscc.ca.gov](mailto:helene.zentner@bscc.ca.gov) or 916.838.7777. Thank you.

---

## FY 2023-24 Community Corrections Partnership Survey PART B

Part B of the CCP Survey collects information about the allocation of Public Safety Realignment dollars.

For detailed guidance on how to complete Part B of the CCP Survey package, please refer to the FY 2023-24 CCP Survey Data Reporting Guide at:  
[https://www.bscc.ca.gov/m\\_realignment/](https://www.bscc.ca.gov/m_realignment/)

The first question in this file, question 24, requests the name of the county for which the survey is being submitted.

Following the identification of the county, Part B is divided into two sections:

Section 6: FY 2022-23 Public Safety Realignment Funding Allocation

Section 7: FY 2023-24 Public Safety Realignment Funding Allocation

24. Please identify the county for which this portion of the survey is being submitted:

County Name: **Sacramento**

### SECTION 6: FY 2022-23 Public Safety Realignment Funding Allocation

Section 6 contains questions related to the allocation of FY 2022-23 Public Safety Realignment dollars. There are three (3) questions in this section.

**When answering these questions, consider the funds allocated in FY 2022-23 and include any monies from 2021-22 growth funds and 2022-23 programmatic funding.**

25. Of the total funds received in FY 2022-23, how did the CCP budget the allocation? Input the total allocation in the cell above the table. Within the table, identify where funds were allocated to, and include if the county used any carry-over funds (monies from previous annual CCP allocations) and/or if the county put any funds into a reserve fund (i.e., funds specifically set aside to be used when budget is disrupted or decreased so operations can continue). Please correct the information provided if there is a difference showing between the stated total allocation and the calculated amount (directly below the table). Differences will automatically display in **red**. **Please correct any cells displaying red prior to submitting.**

Total Allocation: \$ **81,279,899**

Where funds were allocated to:	Amount
Sheriff - Corrections (Community Corrections Partnership Program)	\$ 38,511,258
Adult Correctional Health	\$ 12,542,681
Probation Community Corrections Partnership Program	\$ 29,042,158
District Attorney Community Corrections Partnership Program	\$ 974,650
County Executive Office - Community Corrections Partnership Planning	\$ 209,152

(Total sums to) \$ **81,279,899**

Please spell out all names and do not  
use acronyms.

Difference from  
Stated Allocation: \$ -

26. Of the total funds received in FY 2022-23, how much did the CCP allocate to public agencies for programs and services? How much did the CCP allocate to non-public agencies for programs and services? Input the total allocations in the cells above each table. Within the tables, identify where funds were allocated to. Please correct the information provided if there is a difference showing between the stated total allocation and the calculated amount (directly below the table). Differences will automatically display in red. **Please correct any cells displaying red prior to submitting.**

<b>Total Allocation to non-public agencies:</b>	<b>\$ -</b>
---	-------------

Where funds were allocated to (public agencies):	Amount	Where funds were allocated to (non-public agencies):	Amount
Sheriff - Home Detention/Electronic Monitoring & Work Release Program	\$ 2,165,374		
Sheriff - Inmate Housing and Services	\$ 34,168,710		
Sheriff - Main Jail Reentry Program	\$ 2,177,174		
Correctional Health Services - Jail Mental Health, Medical, and Dental Services	\$ 12,542,681		
Probation - Adult Community Corrections Adult Day Reporting Center Intake	\$ 10,390,421		
Probation - Adult Field AB 109, Domestic Violence, Sex Offender	\$ 17,031,231		
Probation - Drug Court	\$ 1,620,506		
DA - AB 109 Services (Collaborative Courts, Lab Tech)	\$ 974,650		
AB 109 Planning - Community Corrections Partnership Analyst	\$ 209,152		
(Total sums to)	\$ 81,279,899	(Total sums to)	\$ -
Please spell out all names and do not use acronyms.	Difference from Stated Allocation: \$ -	Please spell out all names and do not use acronyms.	Difference from Stated Allocation: \$ -

**27. How much funding, if any, was allocated to data collection and/or evaluation of AB 109 programs and services?**

The AB 109 Planning Funds (\$209,152) allocated in FY 2022-23 cover costs for a CCP Analyst who will be responsible for supporting centralized ongoing data collection, monitoring, and evaluation needed to inform the CCP Advisory Board and CCP regarding annual updates to the AB 109 Plan. The CCP Analyst was hired in July 2022. Additionally, to the extent possible, AB 109 funded agencies and their contracted services providers will enhance and/or expand data collection in coordination with the CCP Analyst and CCP Advisory Board to ensure the county has data to inform decisions about AB 109 program and service investments.

**SECTION 7: FY 2023-24 Public Safety Realignment Funding Allocation**

Section 7 asks three (3) questions related to the allocation of FY 2023-24 Public Safety Realignment funding.

When answering these questions, consider the total funds allocated in FY 2023-24 and include any monies from 2022-23 growth funds and 2023-24 programmatic funding.

28. Of the total funds received in FY 2023-24, how did the CCP budget the allocation? Input the total allocation in the cell above the table. Within the table, identify where funds were allocated to, and include if the county is using any carry-over funds (monies from previous annual CCP allocations) and/or if the county is putting any funds into a reserve fund (i.e., funds specifically set aside to be used when budget is disrupted or decreased so operations can continue). Please correct the information provided if there is a difference showing between the stated total allocation and the calculated amount (directly below the table). Differences will automatically display in **red**. Please correct any cells displaying **red** prior to submitting.

Total Allocation: \$ 74,998,816

Where funds were allocated to:	Amount
Sheriff - Corrections (Community Corrections Partnership Program)	\$ 25,173,419
Probation Community Corrections Partnership Program	\$ 33,130,516
District Attorney Community Corrections Partnership Program	\$ 1,047,748
Public Defender Community Corrections Partnership Program	\$ 1,094,122
Adult Correctional Health Services	\$ 14,353,774
County Executive Office Community Corrections Partnership Planning	\$ 199,237

(Total sums to) \$ 74,998,816

Please spell out all names and do not  
use acronyms.

Difference from

Stated Allocation: \$ -

**29. If known: of the total funds received in FY 2023-24, how much did the CCP allocate to public agencies for programs and services? How much did the CCP allocate to non-public agencies for programs and services? Input the total allocations in the cells above each table. Within the tables, identify where funds were allocated to. Please correct the information provided if there is a difference showing between the stated total allocation and the calculated amount (directly below the table). Differences will automatically display in red. Please correct any cells displaying red prior to submitting.**

**Total Allocation to non-public agencies:**

Where funds were allocated to (public agencies):	Amount	Where funds were allocated to (non-public agencies):	Amount
Sheriff - Home Detention/Electronic Monitoring & Work Release Program	\$ 1,510,405		
Sheriff - Inmate Housing and Services	\$ 21,145,672		
Sheriff - Main Jail Reentry Program	\$ 2,517,342		
Correctional Health Services - Jail Mental Health, Medical, and Dental Se	\$ 14,353,774		
Probation - Adult Community Corrections Adult Day Reporting Center Inta	\$ 19,875,774		
Probation - Adult Field AB 109, Domestic Violence, Sex Offender	\$ 12,157,242		
Probation - Drug Court	\$ 1,097,500		
DA - AB 109 Services (Collaborative Courts, Lab Tech)	\$ 1,047,748		
AB 109 Planning - Community Corrections Partnership Analyst	\$ 199,237		
Public Defender - Mental Health Diversion and Collaborative Courts	\$ 1,094,122		
(Total sums to)	\$ 74,998,816	(Total sums to)	\$ -
Difference from Stated Allocation:	\$ -	Difference from Stated Allocation:	\$ -

**30. How much funding, if any, is being allocated to data collection and/or evaluation of AB 109 programs and services?**

The AB 109 Planning Funds (\$199,237) allocated in FY 2023-24 cover costs for a CCP Analyst who is responsible for supporting centralized ongoing data collection, monitoring, and evaluation needed to inform the CCP Advisory Board and CCP regarding annual updates to the AB 109 Plan. Additionally, to the extent possible, AB 109 funded agencies and their contracted services providers will enhance and/or expand data collection in coordination with the CCP Analyst and CCP Advisory Board to ensure the County has data to inform decisions about AB 109 program and service investments.

**NOTE: The information contained in this report will be made public by the BSCC in the annual report to the Governor's Office and the Legislature on the implementation of Community Corrections Partnership plans on the BSCC website.**

## IMPORTANT

A complete FY 2023-24 CCP Survey Package includes Part A (online portal form), Part B, Highlight or Success Story (optional), **and** an updated CCP Plan. All attachments by must be submitted to the BSCC through the BSCC-Submittable online portal no later than Friday, December 15, 2023.

If you have any questions or need technical assistance with the BSCC-Submittable online portal, please contact:

Helene Zentner, Field Representative  
Board of State and Community Corrections  
Helene.Zentner@bscc.ca.gov  
916.838.7777



Coffee Education & Barista Training Program

# Redemption Coffee



Redemption Coffee is a reentry training program offered to female inmates at a Sacramento County jail facility that began operations in 2021. The program's curriculum includes coffee knowledge, barista skills, and brewing skills. Participants operate a small café at Rio Cosumnes Correctional Center (RCCC) that is frequented by the facility's staff, counselors, officers, and medical team members.

Founder and lead instructor Jamie Mason's mentorship continues after incarceration; she assists women with identifying employment opportunities and provides support during interviews. Several of the women who successfully completed the program are now working professionally in the coffee industry.



*Rio Cosumnes Correctional Center - Elk Grove, CA*



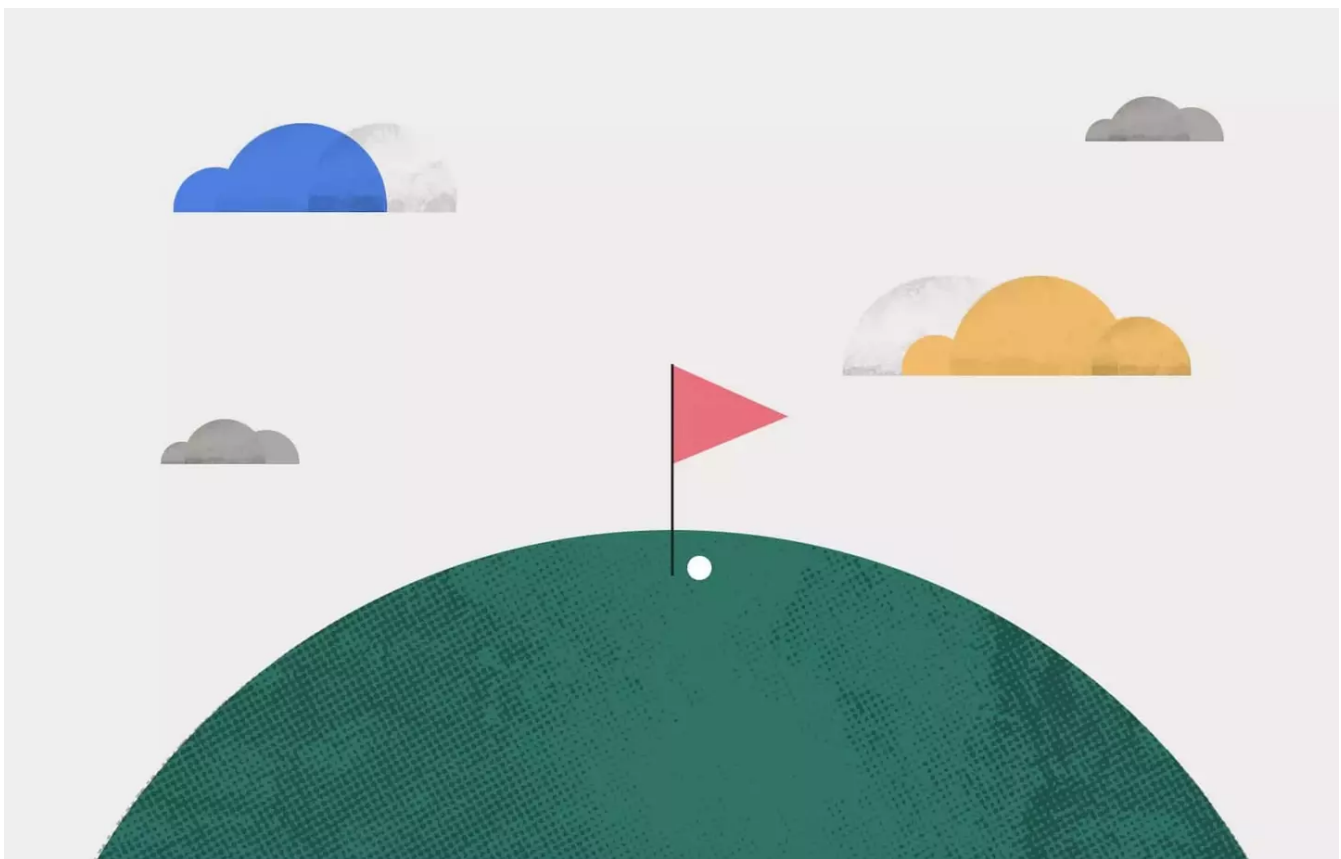
**Documents Referenced in AB 109 Survey:**

- Justice System Data Trends (<https://dce.saccounty.gov/Public-Safety-and-Justice/CriminalJusticeCabinet/Documents/JusticeSystemTrends.pdf>)
- Adult Sequential Intercept Model Update (<https://dce.saccounty.gov/Public-Safety-and-Justice/CriminalJusticeCabinet/Documents/SacramentoAdultSIM.pdf>)
- Jail Population Reduction Plans ([https://dce.saccounty.gov/Public-Safety-and-Justice/Documents/Reports\\_Resources/JailPopulationReductionPlans.pdf](https://dce.saccounty.gov/Public-Safety-and-Justice/Documents/Reports_Resources/JailPopulationReductionPlans.pdf))
- AB 109 Plan 2023 Update  
(<https://saccoprobation.saccounty.gov/Documents/AB%20109%20Plan%202023%20Update%20%28Approved%20November%207%2c%202023%29.pdf>)

# What are SMART goals? Examples and templates



Julia Martins • November 1st, 2023 • 12 min read



## Summary

Vague goals that lack clarity are often left undone, even if they have great potential. Transform fuzzy objectives into attainable goals with the SMART goals framework. SMART is an acronym for specific, measurable, achievable,

realistic, and time-bound. In this article, we'll dive into why each element of the SMART goals acronym is essential and how to apply them to your own goals.

Every team that's accomplished something phenomenal first had to set goals to get there. Teams that set goals can do great things like cure diseases, build more efficient and sustainable appliances, or make our oceans safer for whales and dolphins. When we set goals, we can visualize where we want to go and put our best foot forward to get there.

But hitting an ambitious goal isn't just about reaching for the stars—you also need a path to get there. That's where SMART goal setting comes in. With SMART, you can make sure every goal—from project goals all the way to larger company objectives—has everything you need to achieve it. Here's how.

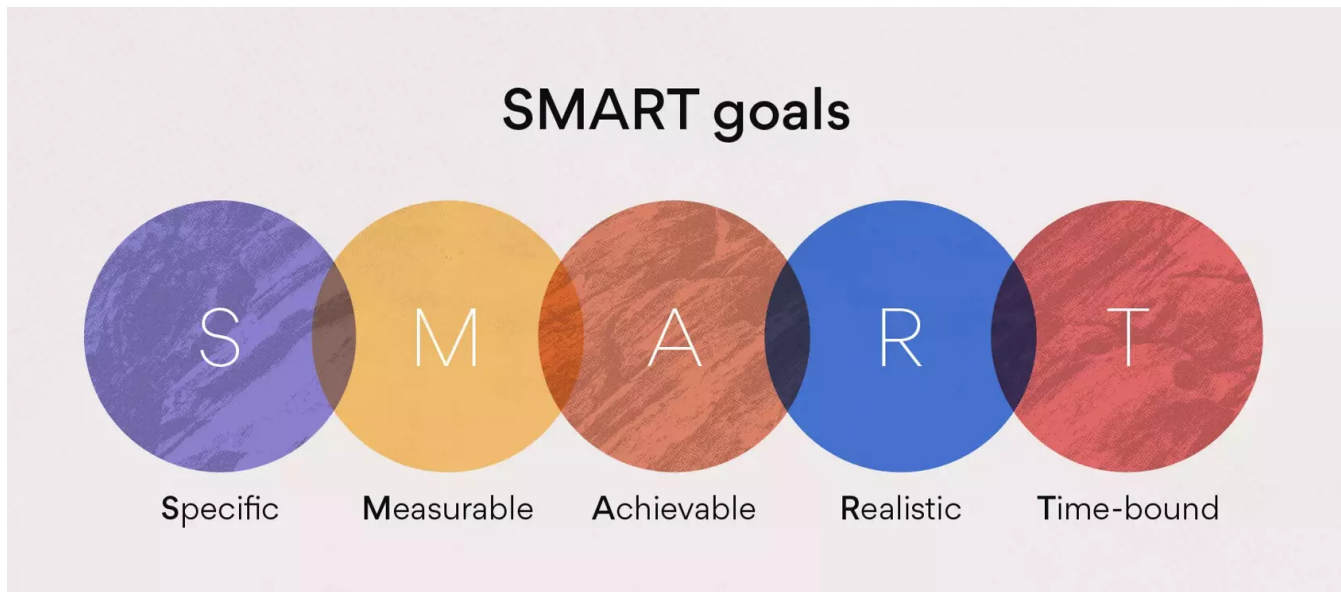
### Set and achieve goals with Asana

## What are SMART goals?

So, what are SMART goals? Fundamentally, SMART goals are a way of setting objectives that are clear, trackable, and achievable. The SMART goals acronym stands for five crucial qualities your goals should have:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

When you're deliberating the meaning of SMART goals, think of them as a tool to transform lofty resolutions into a concrete roadmap. The SMART goals acronym can help you build a blueprint for success in personal and professional settings alike.



## How to write SMART goals

Writing SMART goals is all about breaking down your objectives into smaller, more manageable components that are easy to track and achieve. Here's a simple step-by-step guide to make the goal-setting process a breeze.

### Specific

Keep in mind that you're setting your SMART goal to attain a specific objective—not a broad one. You don't just want any initiative to succeed; you want your specific project to succeed. To make sure you can achieve them, make sure your goals are specific to what you're working on.

For example, instead of creating a goal to raise more money, you might create a goal to raise \$20,000 by the end of the year. This is much more specific and gives you a roadmap to work off of. In this case, you can break down how much you need to raise each day to hit your goal and then create an action plan that enables you to hit that number every day.

## Measurable

The “M” in SMART stands for measurable, which helps you evaluate the success or failure of your project. Your goals should have some sort of objective way to measure them—whether that’s a deadline, a number, a percent change, or some other measurable element.

One way to do this is with benchmarks. Benchmarks show you what’s “normal” for specific, recurring scenarios in your company, so you know what to expect. Using standardized benchmarks, you can set more relevant goals that are easier to measure. For example, let’s say you have a benchmark showing that you have three new marketing campaigns each year to help you hit key performance indicators. You can then use that benchmark to set measurable goals to track progress for both the launches and their related KPIs.

## Achievable

You don’t want your goals to be easy to achieve, but you also want to make sure you’re setting goals that you could, conceivably, hit. Achievable says that your goals shouldn’t be totally outside the realm of possibility. Ask yourself this question: Is the goal within your project scope? If not, it’s not Achievable.

For example, let’s say you want to learn to speak Spanish in order to be competitive in your field. If you’ve never spoken a word of Spanish before, you can’t expect to be fluent by next month. That simply isn’t an achievable goal. However, you could set a goal to learn from your foreign language app for 20 minutes every day. By establishing a consistent practice, you can set a more achievable goal.

## What about stretch goals—are those achievable?

Stretch goals are goals that are purposefully challenging. For example, if you usually get 30,000 monthly visitors to your website, a stretch goal would be to get 50,000 monthly visitors. That’s a big increase! But this stretch goal is still within the realm of possibility. Make sure you make your stretch goals ambitious, not impossible—like

aiming to go from 30,000 monthly visitors to 300,000 monthly visitors, for example.

## Realistic

The “A” and “R” of SMART are closely related. In addition to setting attainable goals, you also want to set Realistic ones. For example, maybe a goal is achievable, but getting there would require every team member to work overtime for six weeks straight. Even though it might be an achievable goal, it’s not a realistic one. Make sure yours is both by creating a clear resource management plan.

Using our attainable goal example of learning to speak Spanish, the goal of setting 20 minutes aside each day to practice Spanish is both realistic and achievable. On the other hand, a goal to practice speaking Spanish for two hours every day is probably not realistic for most working adults, even though it’s technically achievable.

## Time-bound

Your SMART goal should have an end date. Without a time limit, your project could drag on, have unclear success metrics, and suffer from scope creep. Deadlines provide a sense of urgency so that short-term tasks don’t drag into long-term goals unnecessarily. If you haven’t already, make sure you outline a clear project timeline.

Deadlines are crucial to implementing goals, since they pretty much force you to take action. If you want to have more focus time at work, you can decide to set a goal to only check your email for 30 minutes every day. But without a deadline, it’s easy to brush it off. Imagine instead if you set a goal to only check your email for 30 minutes every day for one week—now, it starts to feel more attainable.

## SMART goals pros and cons

Making sure your important goals have all of the SMART components might be more time-consuming than setting regular goals, but the value you get from SMART

goals outweighs the additional time spent on the goal-setting process. Goals shouldn't be something you set and forget—they're a key part of your project planning process. When setting SMART goals, here's what you and your team can expect.

## Pros of SMART goals

- **Clear communication and alignment.** When your project team knows exactly what they're working towards, they're more motivated and aligned as a team. Team members who know how their individual work contributes to broader company goals are 2X as motivated as their counterparts. Setting and sharing SMART goals can help you boost your entire team's motivation.
- **Clarity towards project success.** Have you ever gotten to the end of a project and not really known if you hit your project goals or not? SMART goals help you set clear goals, so you can avoid vague or confusing goal language.
- **Clear roadmap and finish line.** With SMART goals, you know exactly what you want to achieve and when you expect to achieve it. You've verified that these goals are realistic and achievable. And you know you'll be able to measure them to see if you hit them or not.
- **Trackable metrics.** When you finish your project, SMART goals help you evaluate its success. Don't beat yourself up if you don't achieve it. In fact, at Asana, we aim to hit about 70% of our goals. That way, we know we're setting challenging—but possible—goals. Whether you hit your goal or not, SMART goals can help you evaluate your goal, and you can learn from that.
- **Effective resource allocation.** SMART goals make it easier for managers to distribute necessary resources efficiently, whether that's staff, budget, or even time.
- **Motivation and career development.** When goals are achievable and relevant, it boosts team morale. It also creates opportunities for individual career development, as team members may need to acquire a new skill to meet their objectives.

## Cons of SMART Goals

- **Oversimplification.** Although the SMART goal framework can be incredibly effective for clarifying objectives, it may also lead to the oversimplification of more intricate, multilayered goals. If your goal is complicated, consider breaking it down into smaller sub-goals before using the SMART framework.
- **Short-term focus.** The emphasis on time-based objectives might discourage more visionary planning, especially around the long-term mission of your business. If this applies to your situation, try creating a vision statement instead.
- **Potential to hinder creativity.** SMART goals can box you in. Their strict guidelines make you zero in on specific tasks, leaving little room for unexpected, game-changing ideas.
- **Possibility for a narrow focus.** Adopting a SMART objectives approach could lead to tunnel vision, causing team members to lose sight of the organization's broader strategic goals. To avoid this, make sure to connect your SMART goals back to larger organizational objectives—so it's clear why they matter and how they're contributing to business success.
- **Resource intensive.** Smaller teams might feel a bit overwhelmed by the need for measurable outcomes. This is because tracking those metrics often requires investing time and money in specialized analytics tools.

Set and achieve goals with Asana

## 5 SMART goals examples

Ready to get started? Before you write your own, take a look at these five examples of SMART goals to see how each one aligns with the SMART criteria.

### 1. Business goal



- Example: Produce at least three different types of large-scale marketing assets (e.g. ebook, webinar, videos, sales one- or two-pagers) per month for Q1.
- Why it's SMART: This business goal is specific (*large-scale marketing assets*), measurable (*three different types*), achievable and realistic (this depends on how many project team members there are, but we can assume there are enough to cover the three assets per month), and time-bound (*per month for Q1*).

## 2. Team goal

- Example: The product team will partner on five cross-functional projects focused on usability testing, customer surveys, customer marketing, or research and development during the first half of FY22.
- Why it's SMART: This goal is specific (*projects focused on usability testing, customer surveys, customer marketing, or research and development*), measurable (*five cross-functional projects*), achievable (five projects in six months), realistic (the project spans the entire product team), and time-bound (*during the first half of FY22*).

## 3. Professional goal

- Example: During 2021, I will develop my management skills through mentorship, with at least two mentees from either our company Employee Resource Groups or my alumni network.
- Why it's SMART: This goal is specific (*management skills through mentorship*), measurable (*at least two mentees*), achievable and realistic (this person has given themselves two different avenues through which to find mentees), and time-bound (*during 2021*).

## 4. Personal goal

- Example: I will train to run the March San Diego half marathon in less than two hours.

- Why it's SMART: This goal is specific (*San Diego half marathon*), measurable (*in less than two hours*), achievable (two hours is an ambitious but doable pace for most runners with proper training), realistic (this person has established they will train in preparation for the half marathon), and time-bound (*March*).

## 5. Nonprofit goal

- Example: We will provide 100 hours of free tutoring for middle school students in math and history during the month of February.
- Why it's SMART: This goal is specific (*tutoring for middle school students in math and history*), measurable (*100 hours*), achievable and realistic (depending on the amount of volunteers the nonprofit has), and time-bound (*during the month of February*).

**Read:** [How to build a strategic plan for your nonprofit \(with template\)](#) →

## 6 steps to make your goal SMART

When you're ready to set your own SMART goal, kick things off by jotting down your project objective in a sentence or two. Then fine-tune it with each of the five SMART attributes.

To make the goal-setting process smoother, you can use this SMART goals template to get some hands-on practice in setting your SMART objectives.

**1. Initial goal:** *Write down whatever your initial goal is. Don't worry about it not being completely SMART—we'll get to that later in the template.*

- Example: I want to improve our company brand on social media.

**2. Make it Specific:** *Does your goal define exactly what you want to do? If not, re-work the language to make it specific to your particular project.*

- Example, continued: Improve our company brand on Instagram with company-specific hashtags.

**3. Make it Measurable:** *Have you established how you'll measure your goal once your project is complete? If not, add a way to measure success or failure at the end of your project.*

- Example, continued: Develop company-specific hashtags to generate 1,000 new Instagram followers.

**4. Make it Achievable:** *Is your goal something you can achieve, given your project scope? Make sure this specific goal falls within your project capabilities.*

- Example, continued: Develop and use company-specific hashtags, in conjunction with popular hashtags in our industry, to generate 1,000 new Instagram followers.

**5. Make it Realistic:** *Can your project team reasonably hit your goal? Even if it's a stretch goal, make sure this is something you can accomplish with your resources.*

- Example, continued: Post once daily on Instagram, and ensure every post has a mixture of company-specific hashtags and popular hashtags in our industry in order to generate 1,000 new Instagram followers.

**6. Make it Time-bound:** *When will you achieve your goal? Make sure you clarify your target date or time frame in your SMART goal.*

- Example, continued: Post every workday on Instagram for the first half of FY22. Ensure every post has a mixture of company-specific hashtags and popular hashtags in our industry in order to generate 1,000 new Instagram followers by June 30th.

## What to do after creating your SMART goals

Do you track your goals in emails, meetings, or spreadsheets? If so, you're not alone. According to the Asana Goals Report, 53% of businesses track their goals via email, 36% track them in spreadsheets, and 31% track them in in-person meetings.

The challenge with tracking your goals is finding a way to connect your goals with your team's daily work. You've taken all of this time to create a SMART goal—

keeping it front of mind can help you make sure you achieve it. At Asana, we believe goals should be closely connected to the work they're, well, connected to. Here's how you can do that:

## 1. Share your SMART goals with project stakeholders and team members

At the start of the project, make sure you surface your SMART goals to everyone involved in the work. Your SMART goals should guide your whole team as you work on project deliverables, so you know exactly whether or not you hit your project objectives.

The best way to do that is with a work management tool like Asana. That way, your team has a central source of truth with all information in the same place—from your daily work all the way to your project's goals. Instead of hiding your goals in docs, decks, and other hard-to-find places, connect them to your daily work so everyone is motivated, focused, and on the same page.

## 2. Check in on progress regularly

In addition to sharing your SMART goals with your team at the beginning of your project, make sure you periodically measure the progress you've made towards your goal. You don't want to work on the project and then find, at the very end of the work, that you've missed your goals. You've worked hard to set specific, measurable goals for a reason—you can use them as your north star, and course correct during your project if necessary.

The best way to regularly check in on your SMART goals is to send weekly project status updates. Status updates are a great way for you to highlight the important work your team did, any upcoming milestones, and whether or not you're on track.

## 3. Evaluate your success

SMART goals bring clarity to your goal-setting process—so you can gauge exactly whether or not you hit your project goals. If you did, it's time to celebrate! And even if you didn't, having such clear goals—and checking in on your goals regularly—can help you best identify what went wrong and where you can do better next time.

Remember, not hitting your goals doesn't mean your project was a total failure. You may have purposefully set a stretch goal to challenge yourself or your team. Even if you didn't set a stretch goal, it's more important to calmly evaluate why you missed your target rather than pretend it didn't happen. That way, you can learn from your mistakes and bring those learnings with you the next time you set SMART goals.

## Set smarter goals

SMART goals can help your team succeed by bringing clarity into the goal-setting and project management processes. When your team has clarity and is moving in the same direction, they're more likely to be motivated and to know what work to prioritize.

Visualizing and tracking your goals both makes them easier to measure and achieve. In Asana, you can set, track, and report on your SMART goals all in one space. With the ability to connect with everyone on your team and share with stakeholders, you can coordinate everything you need to achieve your most ambitious goals.

## SMART goals FAQ

### What does the SMART goals acronym stand for?

The SMART goals acronym stands for Specific, Measurable, Attainable, Relevant, and Time-bound. George T. Doran popularized this framework, which offers a methodical approach to setting goal-specific objectives. By following the SMART acronym, you're more likely to set specific goals that are both effective and achievable.

## What are the 5 SMART goals

The 5 SMART goals refer to the five criteria that any SMART objective should meet. These are:

1. Specific: Clearly defined objectives that spell out what you aim to achieve.
2. Measurable: Quantifiable goals that allow you to track your progress.
3. Attainable: Goals that are challenging yet achievable, ensuring you're not setting yourself up for failure.
4. Relevant: Objectives that align with your broader aims and values.
5. Time-bound: Goals that come with a deadline promote effective time management.

## How do I write a SMART goal?

To write a SMART goal, begin by defining what you specifically want to accomplish. Next, determine how you'll measure success and ensure that your objective is attainable. Make sure the goal is relevant to your broader life or career ambitions. Finally, add a timeframe to create a sense of urgency. A well-crafted SMART goal might look like this: "I want to increase my LinkedIn network by 200 connections within the next three months."

## What are the best SMART goals?

The best SMART goals are those that are closely aligned with your own or your organization's broader aims, serving as stepping stones toward your ultimate goal. They should challenge you while still being achievable. These goals should be easily measurable and promote effective time management, allowing you to allocate resources wisely. For example, if career development is a priority, an excellent SMART goal could be "to complete an advanced course in digital marketing within the next six months."

Off Agenda Public Comment - Submitted by Muriel Strand

**American Identity in Crisis: Notes from an Accidental Activist**

Author Kat Calvin explains that we have a significant population of undocumented people in the US who are actually citizens. In the wake of 9/11, getting an ID such as a driver's license, social security card, or passport has become much more bureaucratic about security than formerly. People who have lost everything in a fire or flood, who have lost documents while homeless, who were abused foster children, or who were born at home, have typical reasons for lacking an ID that you need to vote, rent an apartment, get a job, etc. In part due to the 9/11 changes, too many undocumented citizens get lost in a maze of red tape and never emerge.

Her discovery of this problem eventually led her to form a nonprofit to help people navigate the considerable complexities of obtaining the ID that's a ticket to life as we know it. Project ID will partner with local agencies to the best of their ability: <https://www.projectid.org/partner>

In addition, she has arranged the submission to Congress of the "IDs for an Inclusive Democracy Act" which would guarantee every citizen a free US ID. The proposed text is as follows:  
[https://acrobat.adobe.com/link/track?  
uri=urn%3Aaaid%3Ascids%3AUS%3A73fa915e-1438-329c-b1e1-8f05c02d2839](https://acrobat.adobe.com/link/track?uri=urn%3Aaaid%3Ascids%3AUS%3A73fa915e-1438-329c-b1e1-8f05c02d2839)