

Developing SAKI Goals and Objectives and How to Track Progress

The National Sexual Assault Kit Initiative (SAKI) program, funded by the Bureau of Justice Assistance (BJA), recognizes that the SAKI Site Coordinator serves as the central point of contact for the SAKI site multidisciplinary team (MDT) and shares the responsibility with the SAKI site’s lead agency of fostering and coordinating communication and activities associated with the goals of the SAKI program. Additional information associated with the site coordinator role can be found in the latest BJA SAKI solicitation located on the [BJA SAKI website](#).

The SAKI Site Coordinator has the responsibility of ensuring that the SAKI site goals, objectives, and milestones align with the SAKI vision and mission, and are completed in a timely manner, in accordance with the SAKI site award. (See Table 1 below for an overview of the national SAKI program’s overarching goals.) A SAKI Site Coordinator is critical to the development of the SAKI site goals and objectives as well as monitoring progress. This document outlines key steps for a SAKI Site Coordinator when creating and executing SAKI

goals that are specific, measurable, attainable, relevant, and time-bound—SMART goals.

Familiarization with SAKI Application Goals and Budget

The SAKI Site Coordinator should be familiar with the goals and objectives outlined in the site’s application narrative, especially if the SAKI Site Coordinator was not involved in the original goal discussions or drafting of the application for SAKI funding. The application narrative describes the site’s project design and plan to implement the deliverables associated with the goals and objectives. Because the goals, objectives, and milestones are dynamic, the SAKI Site Coordinator should review the goals and objectives frequently and discuss with the MDT goal progression status and any challenges that may impact the goals. In addition, the SAKI Site Coordinator should review and be familiar with the associated budget, including any budget adjustments to ensure continued alignment with the proposed activities.

Table 1: SAKI Overarching Goals for Purpose Areas (PAs) 1–4, 6

PA1, PA2, PA4, and PA6	PA3
MDT	MDT
Establish an MDT that regularly convenes	Establish an MDT that regularly convenes
Perform MDT case reviews on SAKI cases	Evaluate root causes and develop policies to prevent recurrence of lawfully owed DNA (LODNA) samples
	Issue a summary report of the LODNA project
Victim Engagement and Support	Victim Engagement and Support
Implement or enhance victim-centered policies or procedures	Implement or enhance victim-centered policies or procedures relating to LODNA
Utilize victim advocacy during investigations	Utilize victim advocacy during LODNA-associated investigations
Inventory and Tracking of SAKs and Unresolved Violent Crime Cold Cases (PA1, PA2, and PA6)	Census and Collection
Inventory unsubmitted and partially tested SAKs	Compile and verify a census of LODNA offenders and arrestees
Inventory all unresolved violent crime cold cases	
Implement and use a SAK-tracking system and/or cold case evidence tracking system	Collect and track LODNA samples
DNA Testing	DNA Testing
Develop and implement a DNA testing strategy	Test LODNA samples
Upload all Combined DNA Index System (CODIS) eligible profiles and track CODIS hits	Upload LODNA samples to CODIS

(continued)

Table 1: SAKI Overarching Goals for Purpose Areas (PAs) 1–4, 6 (continued)

PA1, PA2, PA4, and PA6	PA3
Investigation	Investigation and Prosecution
Perform case reviews on SAKI/National Cold Case Initiative (NCCI) cases	Coordinate and track investigations of LODNA-associated CODIS hits
Enter all eligible Violent Criminal Apprehension Program (ViCAP) cases	Coordinate and track prosecutions of LODNA-associated CODIS hits
Investigate SAKI/NCCI cases	
Prosecution	
Perform case reviews on SAKI/NCCI cases	
Pursue prosecution on SAKI/NCCI cases	

Familiarization with SAKI Goals and Mission

The aim of the SAKI program goes beyond the identification and testing of unsubmitted sexual assault kits (SAKs). SAKI provides funding to support a multidisciplinary community response to reduce the numbers of and improve the criminal justice response to sexual assault and unresolved violent crime cold cases through a comprehensive and victim-centered approach. To ensure a SAKI site’s goals align with the overarching goals of the national program, it is important for a SAKI Site Coordinator to understand the national objectives. The SAKI Training and Technical Assistance (TTA) team recommends that SAKI Site Coordinators read the BJA SAKI solicitation to which the lead agency applied and explore the [SAKI Welcome Packet](#) and [SAKI TTA website](#) for additional information and helpful resources related to each of the relevant SAKI PAs.

Aligning Goals and Filling in Gaps

The SAKI Site Coordinator must ensure that the site’s goals and objectives align with the vision and mission of SAKI. This includes comparing the site’s proposal goals with the goals of SAKI and addressing any gaps that are identified through this process. SAKI TTA recommends that the SAKI Site Coordinator share the goals and objectives of the award with the SAKI TTA team who can assist with the alignment to SAKI vision and mission.

If the site SAKI goals do not align with the goals of SAKI, SAKI TTA can assist the SAKI Site Coordinator with strategies to adjust the SAKI site goals. BJA should be made aware of any adjustments to the SAKI site goals prior to the incorporation of the goals into the performance metric tool. For example, it is important for sites to capture all unsubmitted SAKs in their jurisdiction that have never been subjected to testing with CODIS-eligible DNA methodologies. Partially tested SAKs are SAKs that have only been subjected to serological

screening or that have previously been tested with non–CODIS-eligible DNA methodologies (e.g., Restriction Fragment Length Polymorphism or DQ Alpha).¹ As such, partially tested SAKs are within the scope of SAKI and must be included in the required SAKI inventory. Therefore, a goal for the SAKI inventory should be “Reduce the number of unsubmitted SAKs by conducting a comprehensive SAK inventory of previously unsubmitted SAKs and testing all SAKs using CODIS-eligible methodologies.”

Adapting SAKI Goals to SMART Format

Once the SAKI Site Coordinator, in collaboration with the MDT, has identified the goals and confirmed their alignment with SAKI vision and mission, the next step is to ensure that each goal is in the SMART goal format (Table 2).

Table 2: SMART Goals Defined

S	Specific	Make goals clear and specific
M	Measurable	Define measurable assets
A	Attainable	Confirm goals are attainable
R	Relevant	Verify goals are relevant
T	Time-bound	Set up a time-bound plan

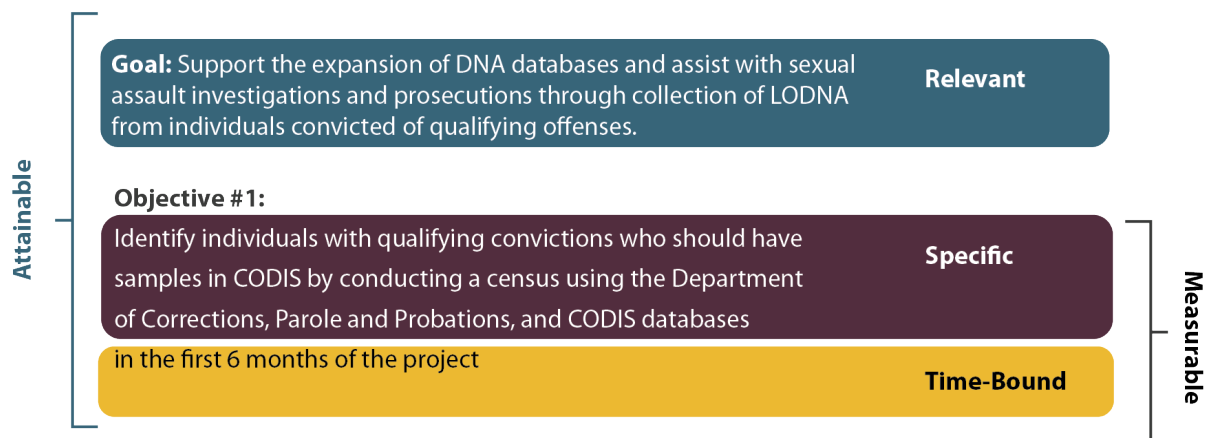
SMART goals should align with the objectives of the relevant SAKI purpose area, clarify priorities, and highlight criteria for success which includes an assessment and measurement of the outcomes. Measurement criteria may be different depending on the goal. For example, some goals may be

1. Bureau of Justice Assistance (2022). *National Sexual Assault Kit Initiative (SAKI): Overview*. Office of Justice Programs, U.S. Department of Justice. <https://bja.ojp.gov/program/saki/overview>

measured with data (e.g., number of SAKs inventoried, number of SAKs sent for testing), while others may need to be measured more informally (e.g., interviews with individuals, surveys, feedback forms). SAKI TTA is available to assist with the conversion of SAKI site goals into the SMART goal format. See Figure 1 for an example of the SMART elements for a SAKI goal.

The SAKI Site Coordinator, in collaboration with the MDT, should develop a semiannual process to evaluate goal progression, discuss challenges, and update goals based on changes to program priorities and activities. Refer to this [Setting the Stage for Sustainability – Setting SMART Goals](#) video hosted by the BJA SAKI programs office for additional information on creating SAKI site SMART goals.

Figure 1: Example of the SMART elements of a PA3 Goal



Tracking Goals and Progress

The SAKI Site Coordinator should create a process for monitoring goal progression and documenting any discrepancies, changes, or challenges. SAKI TTA advises that a goal progression tracking sheet be created. For example, a tracking sheet could have each goal and corresponding objective listed individually and allow room for comments associated with updates.

The following resources provide considerations for developing SAKI goals and objectives.

- ◆ [Considerations for Hiring a SAKI Site Coordinator](#)
- ◆ [Understanding SAKI Performance Metric Tracking](#)
- ◆ [Setting a Foundation for Sustainability in Sexual Assault Response Reform](#)
- ◆ [Creating a Strong Multidisciplinary Team and/or Sexual Assault Response Team](#)
- ◆ [Bridging Disciplinary Divides](#)

Conclusion

SAKI site goals, objectives, and milestones aligned with national SAKI vision and mission are critical in demonstrating a site's progress and success within the SAKI program. These goals are to be routinely assessed, updated, and reported in the performance metric tool by the SAKI Site Coordinator.

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