Kristi House, Inc.
Annual Report

September 19, 2014
During the past five years Kristi House has achieved several milestones in its five-year Strategic Plan for 2009-2014. The plan served as our roadmap for carrying out our mission dedicated exclusively to healing and preventing child sexual abuse.

Providing services at no cost to families has remained a core priority since founding. Many of the families who come to Kristi House have no other place to turn for help. Most do not have health insurance, nor a means to privately pay. Many do not qualify for Medicaid. Providing free services to our community families is essential to ensuring that cost is never a barrier to a child getting the help they need.

Staff, volunteers and Board have increased our collective understanding and capacity to effectively respond to the need for services, education and advocacy in Miami-Dade County. Our donors and grant funders have stepped up to enable Kristi House to serve more and more children each year, and to take on challenges of providing help for the most difficult-to-reach, high-risk and marginalized populations.

Below are highlights from 2013-14. A summary of progress on the objectives of the previous strategic plan follow.

Highlights of Program Accomplishments in the Past Year

- Provided assessment and case coordination services to 1,023 children including 546 children engaged in therapy services. This was the second year the total number of children served surpassed 1,000.
- Successfully completed the third year of four for the Robert Wood Johnson Foundation Local Funding Partnerships grant for Project GOLD, achieving the required match from local funders for the year.
- Continued training service providers, law enforcement and other professionals in CSEC reaching 6,600 people directly with CSEC training and education programs and hundreds more through conference presentations in the past five years.
- Trained 78 participants over 18 months in evidence-based interventions for child sexual related trauma as part of our SAMHSA grant, working with therapists and brokers in the child welfare system as well as our own program staff.
• Maintained a 50-50 split between private and public funding.
• Successfully launched the Drop In Center for Project GOLD offering an array of enrichment and supportive programs on a non-residential basis to girls ages 12 to 19.
• Received National Children’s Alliance competitive grant funding for the eighth consecutive year, unmatched among the 777 CACs in the country. The grant is supporting Kristi House’s work on developing a mental health intervention for exploitation survivors.
• Completed a statewide trauma education program in partnership with Florida International University and the Florida Network of CACs, presenting to 250 non-clinicians.
• Obtained approval from Miami-Dade County Public Schools as Master Plan training providers for teacher and counselor recertification.
• Provided 181 level of care assessments for the courts in dependency cases.
• Surpassed $2 million in gifts and pledges in April 20014 for our Breaking the Silence program founded in 2007, helping to provide a predictable source of revenue for our organization.

Honors

• Executive Director Trudy Novicki has been named one of worldwide 10 recipients of the C10 Award (Child10), for Entrepreneurial Leadership, given by the Sophie Stenbeck Family Foundation, World Childhood Foundation and Reach for Change. To be announced in September and awarded in Stockholm, Sweden, November 2, 2014.

• In June Board President Nelson Diaz was awarded the National Children’s Alliance’s highest honor, the Bud Cramer Award, for his Safe Harbor advocacy work in Florida on behalf of all exploited children.

• Executive Director Trudy Novicki received “Justice for All Award” for Outstanding Contributions to Victims of Crime, April 2014, from Office of the Attorney General.

• Kristi House’s Development and Communications leadership team completed a year-long Robert Wood Johnson Foundation communications strategic planning course led by national non-profit experts. Only 25 organizations were chosen from among the foundation’s hundreds of grantees.
Summary of Goals and Objectives 2009-2014

Goal #1

Kristi House will continue to expand and enhance services in the Miami Dade community to all child victims of sexual abuse including those victims of sexual exploitation through direct service and the Multidisciplinary Team.

Objective: Enhance the on site delivery of services through co-location of the MDT.

The Multi-disciplinary Team at the Kristi House Orlowitz-Lee Children’s Advocacy Center continues to staff cases weekly at the center. A quarterly supervisory level meeting is conducted as well as an annual meeting with each agency head. Kristi House helps facilitate communication between agencies for coordinated medical exams and forensic interviews.

• The third annual MDT training for direct service staff of the MDT team was hosted by DCF and coordinated by Kristi House, 2014.

• Case coordinators began attending weekly staffings 2013, improving their ability to help clients, contribute to the handling of cases and communicate with those at other involved agencies.

Objective: Expand Case Coordination and Therapy services in south Miami-Dade County.

• Added “visiting” case coordinators and therapists and interns to the south office for easier client access (2013)

• Instituted a parent orientation class mandatory for all clients beginning services offered in three languages on ongoing basis, 2012

• Began groups in South office, 2013

Objective: Improve program content and materials to reflect the cultural diversity of the client population.

• Website redesigned and launched with attention to reflecting cultural diversity, fall 2012.

• Parent orientation class offered in Spanish, English and Haitian Creole on ongoing basis.

• Print materials updated in three languages, 2014.

Obj. Increase the number of clients served by therapy to 500 including adult survivors and children with sexual behavior problems.

Kristi House’s 2009-2014 Strategic Plan sought to continue to grow therapy capacity so that children could begin services quickly and not have to linger on a waiting list too long. The Therapy Department is now comprised of 14 masters’ level and licensed therapists (up from 9
when the plan began) who treated increasingly more children each year to a record number of 546 children during the 2013-2014 year. Their successful case closure rate was 70 to 74% during the past several years. The wait list time is reduced no time, depending on office location preferred, or just a couple of weeks.

• More licensed therapists than ever on staff (six), five therapists certified in TF-CBT and the Clinical Supervisor a certified supervisor in TF-CBT. These certifications are distinctive as certification was offered for the first time by the EBT developers in 2013 and only a handful of Florida therapists hold these certifications, 2014.

• Clinical staff and many of the case coordination staff are trained in providing an evidence-based intervention for school-age children with problematic sexual behavior since 2011 developed by the University of Oklahoma. Kristi House’s Pathways program has been serving children since 2011.

• The Therapy unit is developing a Milieu approach for CSEC, taking key features of TF-CBT, Mindfulness Based CBT to develop an intervention for exploited children, 2014.

• Awarded a large, federal SAMHSA grant in fall 2012 for leading four years of community capacity building in therapy. Trained 78 clinicians for the project, Miami C-START (Child Sexual-related Trauma Advocacy, Response & Treatment Center) in collaboration with the child welfare system to deliver evidence-based, trauma-informed, culturally competent treatment interventions for child victims of sexual abuse and children with sexual behavior problems in Miami-Dade and Monroe Counties.

• A total of 525 cases in TF-CBT were opened since the beginning of C-START as of July 2014.

• Gained entry into the National Child Traumatic Stress Network, the preeminent national body for professionals in child trauma, 2012.

• Steadily increased our internship program to six interns in therapy and three case coordinators annually. All student interns devote two to three semesters to Kristi House, taking on cases under the supervision of qualified staff, helping to offset our staffing costs and provide an ever-growing base of expertise in child sexual abuse in our community.

Objective: Establish an emergency shelter and drop in center for CSE girls.

• Kristi House opened its CSEC safe house for 10 weeks, suspended residential services in June 2013 and re-focused and prioritized the community drop-in program, reopened in January 2014.

• Completed successful on-site visit by Robert Wood Johnson Foundation program managers, securing grant payment for years 3 and 4, March 2014.

• Revamped the Project GOLD leadership program in line with GEMS program and the technical advice received from consultation with GEMS leadership, 2014.

• Secured major line item appropriation in state budget of $300,000 for Drop In Center for 2014-2015.
Objective: Expand transportation capacity

- Received two donated vans, 2013.
- Requested and secured double the monthly transportation passes for clients to 200 monthly in 2013 and secured 300 monthly starting in October 2014.
- Preparing for new van campaign for fall 2014.

Direct Services: Kristi House Client Demographic Data

Child-client Ages
- 0-6 years: 25%
- 7-12 years: 30%
- 13-18 years: 45%

Child-client Ethnicity
- Hispanic: 48%
- Black: 34%
- White: 12%
- Haitian: 5%
- Other: 1%

Child-client Gender
- Males: 18%
- Females: 82%

The total number of children served by Kristi House has steadily increased each year to a total of 1,046 in FY 2012-13 and 1,023 in FY 2013-14. The children were provided case coordination, therapy, transportation, advocacy, education, emergency food and shelter assistance, and a host of other services by Kristi House program staff. An additional 17 parents were provided with individual therapy services to overcome their own unresolved and untreated sexual abuse trauma and enable them to better support their child’s healing.

The chart below summarizes service levels.

Kristi House Service Level Summary
FY 2013-2014

<table>
<thead>
<tr>
<th>Service</th>
<th>Children Total Served</th>
<th>Children New Cases</th>
<th>Children Carryover Cases</th>
<th>Families Total Served</th>
<th>Families New Cases</th>
<th>Families Carryover Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Coordination &amp; Case Management</td>
<td>702</td>
<td>540</td>
<td>162</td>
<td>651</td>
<td>497</td>
<td>154</td>
</tr>
<tr>
<td>Therapy - Individual &amp; Group including</td>
<td>546</td>
<td>387</td>
<td>159</td>
<td>467</td>
<td>359</td>
<td>108</td>
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<tr>
<td>Therapy-only referrals*</td>
<td>68</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pathways program**</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Therapy - Individual Parents</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>CSEC Referrals</td>
<td>114</td>
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<tr>
<td>Level of Care Assessments</td>
<td>181</td>
<td></td>
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</tr>
</tbody>
</table>

*Therapy-only referrals are children who are not receiving case coordination services
**Pathways is Kristi House’s program for school-age children with problematic sexual behavior.
Goal #2

Kristi House will continue to educate and to provide outreach to the Miami-Dade community to improve outcomes for all children and increase the visibility of the organization.

A. Implement a coordinated year-round public awareness campaign through print and electronic media.

Public relations and media outreach has been facilitated though our new website and social media outreach. We are called on many times by media, including stations and publications with national and international reach in English and Spanish-language media.

Kristi House Media Highlights

<table>
<thead>
<tr>
<th>Print</th>
<th>Title (topic/event)</th>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Miami Herald</td>
<td>Touch a Heart Dinner (Steph Sex)</td>
<td>November 18, 2012</td>
<td>1 picture of co-chairs &amp; 10.5” column</td>
</tr>
<tr>
<td>The Miami Herald</td>
<td>Kristi House Touch a Heart Dinner Nets Record $500,000 for Sexually Abused and Exploited Children</td>
<td>November 25, 2012</td>
<td>Full page, 18 pictures</td>
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<tr>
<td>Sun Sentinel - Hi-Rise Society</td>
<td>Perfect Touch Kristi House fundraiser caps off a record year</td>
<td>January 3, 2013</td>
<td>4 pictures, 6.5” column</td>
</tr>
<tr>
<td>Diario Las Americas</td>
<td>Kristi House necesita de tu ayuda</td>
<td>March 1, 2013</td>
<td>12 pictures, 4” column</td>
</tr>
<tr>
<td>Selecta Magazine</td>
<td>Kristi House celebro su velada annual Touch a Heart</td>
<td>March 1, 2013</td>
<td>9 pictures, 4” column</td>
</tr>
<tr>
<td>Poder 360 Magazine</td>
<td>Stopping It</td>
<td>January 1, 2013</td>
<td>1 picture &amp; 4 pages</td>
</tr>
<tr>
<td>El Nuevo Herald</td>
<td>Rompiendo el Silencio</td>
<td>May 30, 2013</td>
<td>Full page</td>
</tr>
<tr>
<td>Miami Herald</td>
<td>How a plan to help sexually exploited girls went awry</td>
<td>August 8, 2013</td>
<td></td>
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<tr>
<td>Miami Herald-Associated Press</td>
<td>Advocates Clash over sex trafficking treatment</td>
<td>August 8, 2013</td>
<td></td>
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<tr>
<td>Miami Herald/Editorial</td>
<td>Protecting Children (letter to the editor from Nelson Diaz)</td>
<td>August 15, 2013</td>
<td>5” column</td>
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<tr>
<td>Miami Herald</td>
<td>Kristi House Touch a Heart Dinner Nets $460,000 for Sexually Abused Children</td>
<td>November 30, 2014</td>
<td>Full page, 18 pictures</td>
</tr>
<tr>
<td>Diario Las Americas</td>
<td>Caminan la alfombra azul en apoyo a los niños abusados</td>
<td>February 2, 2014</td>
<td>Full page, 11 pictures</td>
</tr>
<tr>
<td>Broadcast and Electronic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WSVN-Channel 7</td>
<td>&quot;Our Children&quot;- Important issues being debated in the Florida legislative session regarding Pre-K, child care, Kidcare and the prostitution of children, plus the launch of a campaign called &quot;Dear</td>
<td>January 14, 2012</td>
<td>27:54 min interview with Children Trust</td>
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</tbody>
</table>
John”, produced in collaboration with the Women's Fund of Miami-Dade to stop the sex-trafficking of children in our community.

<table>
<thead>
<tr>
<th>Source</th>
<th>Event Description</th>
<th>Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBS Miami</td>
<td>Transportation Officials In Training To Spot Sex Traffickers</td>
<td>March 1st, 2012</td>
<td>2:21 min press conference</td>
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<tr>
<td>NBC Miami</td>
<td>Officials Team Up To Stop Human Trafficking</td>
<td>March 1st, 2012</td>
<td>2:06 min press conference</td>
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<tr>
<td>Univision-Primer Impacto</td>
<td>Investigación encubierta reveló detalles de la explotación sexual de menores</td>
<td>October 1, 2012</td>
<td>CSEC</td>
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<tr>
<td>SoFlaNights.com</td>
<td>Touch a Heart Dinner &amp; Auction</td>
<td>November 2, 2012</td>
<td>22 pictures</td>
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<tr>
<td>America TV Canal 41</td>
<td>Inocentes a la Venta (Inocents for Sale)</td>
<td>October 1, 2013</td>
<td>Series</td>
</tr>
<tr>
<td>RT TV America en Español</td>
<td>La Pesadilla Infantil del Trafico Sexual Explota en EE.UU.</td>
<td>July 6, 2013</td>
<td>Interview with Maria Clara - 5 min</td>
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<tr>
<td>Telemundo Network</td>
<td>Golpe al Trafico y Explotación de niños</td>
<td>July 29, 2013</td>
<td>Interview with Maria Clara2.29 min</td>
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<tr>
<td>America TV Canal 41</td>
<td>America TV interviews about KH CSEC Program and Safe House Legislation</td>
<td>February 11, 2013</td>
<td>Interview with Maria Clara/Nelson Diaz/ Freser/ Jeanette Nuñez and others</td>
</tr>
<tr>
<td>CNN (Spanish &amp; English)</td>
<td>Niñez Interrumpida</td>
<td>August 19-20-21</td>
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<tr>
<td>CNN Español</td>
<td>CNN Freedom Project Series</td>
<td>September 22, 2013</td>
<td>30 min with Adriana Hauser-Live</td>
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<tr>
<td>America TeVe Canal 41</td>
<td>Human Trafficking &amp; Sexual Exploitation - Exotic Dance</td>
<td>January 9, 2014</td>
<td>Interview w/Jeanette Nuñez</td>
</tr>
<tr>
<td>Univision</td>
<td>Human Trafficking &amp; Sexual Exploitation - Exotic Dance</td>
<td>January 9, 2014</td>
<td>Interview w/Jeanette Nuñez</td>
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<tr>
<td>PBS</td>
<td>Human Trafficking and Panel W/Helen Ferre</td>
<td>January 13, 2014</td>
<td>30 min Panel discussion (Dawn Thompson)</td>
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<tr>
<td>CNN Spanish</td>
<td>Human Trafficking and Sexual Exploitation</td>
<td>January 14</td>
<td>Interview with Mercedes Soler-Realidades en Contexto (Maria Clara Rodriguez)</td>
</tr>
<tr>
<td>WLRN</td>
<td>Prime time. Kristi House Port Human Trafficking Identification and Rescue program</td>
<td>January 30, 2014</td>
<td>Dawn Thompson Interview</td>
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<tr>
<td>CNN Spanish</td>
<td>Human Trafficking (when parents force children)</td>
<td>February 6, 2014</td>
<td>Interview with Mercedes Soler-Realidades en Contexto (Mary Faraldo)</td>
</tr>
<tr>
<td>America TeVe Canal 41</td>
<td>Minor Sexual exploitation</td>
<td>February 1, 2014</td>
<td>Panel w/Maria Laria Arrebatados (Mary Faraldo)</td>
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</table>
Objective: Increase the number of participants who improve their knowledge of sexual abuse prevention, intervention, and Kristi House services to 5,000 annually. (Revised 2011)

This goal was exceeded all five years of the plan except for 2013-2014 when we were short on staff and reached 3,625 participants. The focus in 2013-2014 was on education for the provider community to build a stronger system. More than 50 agencies were reached. More intensive trainings were provided including multi-day Learning Sessions under our SAMHSA grant.

• We surpassed 6,600 service providers and other professionals being trained directly in CSEC in five years, plus hundreds more at conference presentations, 2014.
• The three-day intensive CSEC training was delivered to six Florida cities and several others outside of the state.
• Trained the non-clinical staff members from the multidisciplinary teams at 5 CACs in Florida on Trauma-Informed Care in the CAC Setting developed from the National Child Traumatic Stress Network curriculum in partnership with Florida International University.
• 78 clinicians, supervisors, case workers and senior leaders received six days of training coordinated by Kristi House and led by master trainers in two evidence-based interventions for child sexual related trauma under Kristi House’s SAMHSA grant.

Objective: Use the trainings to link the children and families identified as in need of services to services provided at Kristi House. Ten percent of participants will request follow up services for safety concerns. (Revised 2011)
This objective was abandoned as the standard should be reworked to which we can hold ourselves, accountable, such as “100 percent of those requesting follow-up services or with questions will receive timely follow up information and referral from Kristi House staff, as appropriate to their needs.” This standard we can be certain of, as staff is especially diligent with the handling of disclosures and inquiries received after presentations.

**Goal #3**

Kristi House staff will continue to serve as experts in the field of child sexual abuse through implementation of best practices in prevention, education, and treatment.

**Objective:** Provide ongoing staff development at a minimum of once monthly.

- In addition to major training through the SAMHSA grant for program staff, staff development programs for all staff were presented by several agencies: Americans for Immigrant Justice, Foster Care Review, Non-Violent Crisis Intervention, Caring for Miami and Aflac, 2013-2014.

- The Miami C-START project involved the ongoing active participation of the therapy, case coordination, supervisory and senior leadership staff members of Kristi House. They participated in two two-day trainings with master trainers during the past year and participate in monthly telephone conference support calls.

**Objective:** Provide national expert training to community providers annually

Through the Miami C-START project in partnership with Our Kids, case workers and therapists from Our Kids-funded foster care agencies in Miami-Dade participated in the ongoing year-long training program facilitated through a Community Based Learning Collaborative model. 20 agencies and universities are involved, as shown on the chart that follows.
C-START is designed to build community-wide capacity to deliver evidence-based trauma-informed, culturally competent treatment interventions for child victims of sexual abuse and children with sexual behavior problems in the foster care system in Miami-Dade and Monroe Counties.

C-START utilizes a community-based learning collaborative model that seeks to engage multiple stakeholders to ensure that children receive appropriate screening, referral to services when appropriate, and quality treatment.
Objective: Analyze and disseminate Kristi House data and research annually.

- Presented research findings at the San Diego International Conference on Child and Family Maltreatment in January 2014 to an audience of child welfare professionals on the mental health of commercially sexually exploited children and non-CSEC child-victims of sexual abuse. Trudy Novicki is co-author with Dr. Jon Shaw of *Profile Comparison of Adolescent Victims of Commercial Sexual Exploitation vs. Sexually Abused Adolescents: A Pilot Study*. Awaiting publication.

- Dr. Maureen Kenny, Professor and Director of Counselor Education Program at Florida International University in the College of Education, provided program evaluation expertise to Kristi House’s NCA-funded project for statewide Trauma-Informed Training to Non-Clinicians at CACs in Florida. The project yielded significant learning outcomes among participants; the research findings are awaiting possible publication, Jan. 2014.

Objective: Develop an annual Board of Directors training program.

Training for the Board has been carried out in three ways. All incoming Board members participated in a half-day orientation program and all board members are asked to participate in one three-hour *Stewards of Children* training. In addition, we try to present an education topic or case review at most board meetings.
Goal #4

Kristi House board and staff will work to ensure the financial sustainability of our mission.

Objective: Establish an endowment fund with a minimum of one million dollars in contributions.

No progress has been made on this goal.

Objective: Increase personal donations to 25% of the total annual revenue.

• This goal overlaps with fundraising events, where many individuals will target their giving and that of their companies and foundations so that their contributions get recognized and they receive the benefits of association, affiliation and marketing the events offer. Given this, fundraising events and private (non-foundation) giving accounted for about 20% of the overall agency revenue last year.

• Breaking the Silence surpassed $2 million in gifts and pledges in April 2014 since its founding in 2007.

Objective: Maintain fundraising, private foundations, and Medicaid income each at 10% of the total annual revenue.

Overall, the split between public grants and private funding continues to remain fairly evenly split at 50/50, with diversified sources under each. Fundraising events accounted for about 15% of revenue; foundation grants about 10% and Medicaid revenue was just under 10%. Miscellaneous interest, rent and earned income accounted for another 10% of revenue in FY 2012-13.

Objective: Maintain a balanced annual budget.

Achieved.

Goal #5

Kristi House board and staff will continue our commitment to teamwork and organizational excellence.

Objective: Continue to improve intra-agency communication, showing a percentage improvement annually from the 2008 staff questionnaire.

A questionnaire wasn’t administered last year, however, attention was devoted to starting a formal peer review process for therapy cases. The staff meets quarterly to review select cases.

Objective: Increase communication between all Board members and all staff so that each Board and staff member participate in at least one Board/Staff interaction annually.

Case reviews provided at Board meetings, time allowing.
Objective: Review IT infrastructure annually in order to improve staff mobility and efficiency.

- IT was brought in-house, 2013-2014
- Server upgrades were made; connectivity upgrades were made, 2013-2014.
- Email was moved to a more suitable platform given the agency’s size.
- An IT workplan was created along with an IT budget area specifically to accommodate our growing IT needs, 2013.
- The timesheet process was streamlined and automated, 2013

Objective: Actively recruit new board members who will reflect the diverse cultural backgrounds of the Kristi House cliental, showing a percentage improvement annually.

Interest in serving on Kristi House board growing with 15 nominees in 2013 and 8 in 2014. The seven new members are diverse with 43% Hispanic (3 members), 29% African-American/Black (2 members) and 29% White Non-Hispanic (2 members).