



2020 Annual Report  
*Safety, Well-Being & Permanency*





*"Amidst the many challenges, there were gifts."*



## **OUR MISSION**

Helping children and families create a better future.

## **OUR VISION**

Be the first choice for referrals and funders in providing quality care for children and families.

## **OUR VALUES**

We value safety, well-being and permanency for children and youth.

We value embracing research, best practices and proven approaches that help children and youth.

We value employees and will provide them with the knowledge, skills and tools to be successful.

We value ability to adapt and change to the needs of our customers.

We value open, honest and transparent governance and management practices.

Dear Friends,

As I reflect on 2020, the thought that keeps leaping to the forefront of my mind is, “What a year to become CEO!”

There have been some truly daunting challenges we have all faced in the past year: the COVID-19 pandemic, intense political division, widening economic inequalities, racial, civil and social unrest and a looming recession. Trinity has been impacted by each of these issues and has had to rally its resources (both human and financial) to weather what feels like a storm that just won’t let up.

So many of our staff have been affected by the coronavirus. As essential workers, we continued the work of caring for children, around the clock, seven days a week, every day of the year. At times, our campus staff was stretched thin, almost to the point of breaking, as illness and isolation kept some staff from work. Selflessly and tirelessly, other staff stepped up to fill in, working excruciatingly long hours and giving up much-needed days off. Social workers and therapists who work with our resource families and foster children in home-based settings carefully navigated the challenges of their responsibility to visit in-person while remaining safe. They donned protective gear and found creative ways to socially distance while ensuring each child and family received the attention and assistance they needed. The result of our staff’s efforts has been staggering and beautiful. In some way, each of us has been personally touched by this insidious virus. We have each lost people—friends, family members, and colleagues. Good and loving people were taken from us without warning and far too soon.

The virus affected the agency financially, as well. Placements system-wide were greatly reduced due to outbreaks and contagion at the correctional facilities which house many of the youth which come to us to meet the terms of their probation. Additionally, distance learning reduced the number of referrals from schools, where teachers’ watchful eyes identify the conditions of abuse and neglect that often bring children into foster placement. While revenues from placements decreased, expenses increased. Personal Protective Equipment (PPE), hand sanitizer and disinfectants to keep youth and staff safe, reimbursement for rapid COVID testing, tutoring staff to assist youth with distance-learning, overtime, double-time and incentive pay for staff who ensured our quality of care never diminished.

Amidst the many challenges, there were gifts. The political, racial and social issues which plagued our nation were also felt in the workplace. Tensions and concerns ran high as external uncertainties became impossible to ignore or shut out, even as we immersed ourselves in the healing work we do. Our response was to form the Diversity, Inclusion, Value and Equity (DIVE) Team. The DIVE Team is comprised of staff from every level and every location of the agency. The team meets regularly to discuss the challenging and sensitive issues that affect us. The team explores the internal mechanisms (policies, procedures and practices) Trinity has in place, seeking out opportunities to increase inclusion, and making recommendations for improvement where needed.

Additionally, the agency received an outpouring of love from the communities where we serve. When the youth had to be evacuated from our Yucaipa campus during the El Dorado fire, they were housed, fed and entertained by the St. Frances Xavier Cabrini Church and its neighbors. In Apple Valley, Victorville Motors provided welcome support and opportunities for the youth. The Children’s Foundation of America helped provide supplies, outdoor activities and takeout parties for youth. In each of our communities, individuals, businesses, service organizations and government agencies went above and beyond to provide goods, services and support to ensure Trinity’s survival through these unprecedented times. The partnerships created and strengthened by crisis are treasured beyond measure.

I have experienced and witnessed great and terrible things in my first year as CEO. I have undoubtedly made mistakes and I have learned unexpected lessons. I have been shattered by the loss of human life, humbled by the selflessness and generosity of others, encouraged by the hopeful, helpful, spirit of staff and emboldened by the purposeful vision of a brighter future for the children and families Trinity serves. Above all, I am grateful to have survived and served through an unprecedented year.



With gratitude,

**Cher Ofstedahl**  
Chief Executive Officer

# Trinity Announces First Female CEO

Trinity Youth Services is proud to announce Cher Ofstedahl as its new Chief Executive Officer, the first woman to ever hold the position at the agency since its inception in 1966. An accomplished music industry veteran, professional actress and celebrated comedienne, Cher has been instrumental in creating high-impact programs and services that empower children and families for 22 years.

Cher became a passionate advocate for children and decided to help children break the cycle of abuse after experiencing a traumatic childhood herself. The neglect and abuse she experienced gave her a compassionate heart towards children in crisis, and ultimately paved the way for the tremendous impact she continues to make within the agency. Cher has held several different positions at Trinity Youth Services including marketing, human resources and executive management.

An inspiring, award-winning change agent at Trinity and within her community, Cher holds a bachelor's degree in

organizational management from Ashford University and post-graduate certifications from Cornell University and Harvard Graduate School of Education.

She also possesses a master's degree in ethical leadership from Claremont Lincoln University, and is a member of the first graduating cohort in a National Human Services Assembly (NHSA) nonprofit executive leadership program.

Cher is on the membership committee for the California Alliance for Children and Families, is past chair of the Inland Empire Alliance for Children and Families and is also CEO of the Children's Foundation of America. Her many accolades include being a recipient of Senator Anthony Portantino's Women in Business award in 2019.

Driven by Trinity's mission to create a better future for children and families, Cher is poised to maintain the integrity of the agency and is determined to find loving homes for children in crisis.

## Trauma Informed Care & Evidence Based Practices

We strive to hold ourselves to the highest standards by measuring our client outcomes and tracking our impact on society and stakeholders. In a survey conducted in 2020, 96% of our resource parents felt Trinity continued to provide its programs and services effectively during the coronavirus pandemic. 90% of families rate Trinity as "Above Average" or "Exceptional" and stated they would recommend our program to others.

During the pandemic, 98% of youth said they feel their foster family and staff have taken steps to keep them safe and healthy. 100% of youth said they feel they are able to talk to Trinity staff about their needs and concerns and 100% stated they are treated well by their foster family. One child said, "I love how my foster mom won't let anything happen to me." Another

said, "Surrounded by very good and safe people." 90% of youth felt they were provided with the technology needed to be successful with distance learning. Thanks to a partnership with the Children's Foundation of America, we were able to provide headphones for every youth who needed them for school. 98% of youth feel that Trinity Youth Services is helping them be successful.

Surveyed staff feel Trinity is doing a good job sharing information regarding COVID-19 and care about employees' health and safety. 94% of staff said Trinity provides the ongoing training needed to be successful in their job. We believe in the parallel practice of trauma informed care, from youth to the families we serve, to staff all the way through management, utilizing evidence based practices to address behaviors and encourage success.

**337**

Employees  
in 2020

**113**

Employed  
5+ Years

**24-7/365**

Support for Trinity  
Families and Youth

**5**

Service  
Locations

**20**

Counties  
Served

**100%**

Staff Trained in  
Trauma Informed Care &  
Evidence Based Practices

**97%**

FFA Compliance Score  
DCFS Audit, Fiscal Program and  
Quality Assurance

**99%**

STRTP Compliance Score  
LA Probation Child Welfare Permanency  
and Quality Assurance

# Taking the Plunge

This past year we collectively watched our nation become increasingly divided along political, racial, gender, religious and socioeconomic lines. We collectively mourned the loss of life, the separation of children from their parents and the attack upon the very premise this country was built on: that all men are created equal. We collectively and purposefully strengthened our programs and services to ensure our youth and families felt supported and protected. As we collectively struggled with the many challenges of 2020, it became increasingly clear that the way to overcome those challenges would also be collectively.

Trinity Youth Services' response has formed a Diversity, Inclusion, Value and Equity (DIVE) Team made up of voluntary representation from all levels and locations of the organization. The team was formed to provide a platform where voice and choice matter. The team will help guide the agency's journey to break down barriers to equal access and opportunity and, where historically unheard and/or unseen individuals and groups need additional assistance to achieve equality, the team will create strategies for advancement.

## **The DIVE Team's Mission is:**

To support the mission of Trinity Youth Services by ensuring the policies, procedures and practices of the agency meet the highest standards of inclusion and equity for all stakeholders.

## **The DIVE Team's Vision is:**

DIVERSITY enriches and elevates all of us.

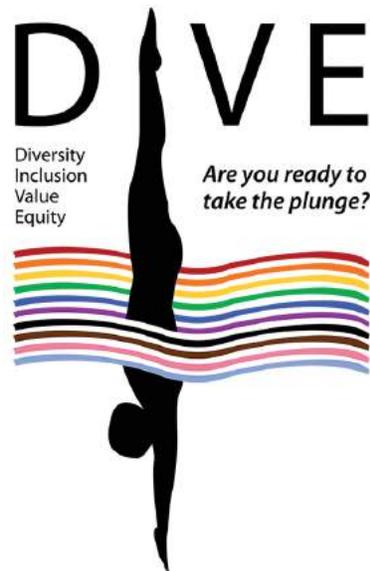
INCLUSION engages all of us.

VALUE esteems all of us.

EQUITY empowers all of us.

## **The DIVE Team's Goals are:**

- To create an environment in which all individuals feel accepted as their authentic selves, respected by others through language and actions, valued for their ideas and opinions and celebrated for their differences.
- To ensure our campuses, offices and anywhere we carry out the work of the agency, are safe spaces to interact, collaborate and cooperatively carry out the mission of the organization, regardless of our personal opinions, political leanings or ideology.
- To provide equal access and opportunity to everyone and to promote education and advocacy surrounding issues of diversity, inclusion, value and equity.
- To support the children, youth and families we serve with compassion and commitment; by modeling the behaviors we want to see in them.



The team began its work in August. By the end of the year, the DIVE Team had rewritten the agency dress code to be culturally sensitive, while still meeting safety and programmatic standards. They reworked the language of job descriptions, recruitment ads and interview guides to ensure Trinity's hiring practices

are inclusive and equitable. A thorough review was conducted of all positions to ensure no racial or gender pay or position disparities existed. Many positive, solution-oriented discussions were had on societally sensitive topics, so Trinity can better meet the needs of its diverse youth, families and staff.

The team also created two "partnerships in purpose" to further its work:

Together with Claremont Lincoln University, the team is creating a series of workshops for staff, oversight entities and community. These educational and enlightening workshops will provide the knowledge, skills and tools to fulfill the DIVE Team's mission by building upon the University's "CORE" of Mindfulness, Dialogue, Collaboration and Change as a system of social impact and reform.

The second partnership teams DIVE with a group of young business leaders from Claremont McKenna University's SOURCE program. In collaboration with members of DIVE, they are building a curriculum for youth and families, consisting of five, month-long, immersive, thematic learning experiences. Youth and families will be presented with lessons, stories and guided discussion prompts and will be asked to problem-solve and use their creative juices to express themselves artistically and imaginatively.

The opportunity presented by partnering with organizations such as these two prestigious Universities is the increased capacity to take the DIVE Team's work public in ways that will benefit Trinity's peer agencies, other nonprofit and human services' programs, schools and the greater community, in ways that will bring us all closer and unite us in purposeful action to advance and celebrate the differences that make each of us uniquely beautiful and collectively stronger.

# Our Programs



Trinity Youth Services ensures best practices are implemented and sustained by adhering to the highest national and international standards through its accreditation with the New York-based Council on Accreditation.

Over 400,000 children in the United States each year are not able to live with their families as the result of abuse, neglect and abandonment. Since 1966, Trinity Youth Services has answered the call to this societal challenge by providing the safety and care children need in foster homes and residential therapeutic settings, where they learn to cope with and heal from the trauma in their lives. Trinity strives to be the #1 choice in providing quality care for children and their families, with one goal in mind – permanency for children and families so they can create a better future.

Trinity Youth Services provides foster care, adoption, short term residential care and enhanced mental health services for children in Southern California. The Foster Care Program serves and cares for children in approved foster homes who have been removed from their families due to trauma, abuse, neglect or abandonment. Treatment Foster Care (TFC), Intensive Services Foster Care (ISFC) are also available.

The adoption program finds permanent homes for children in foster placement whose parents have had their parental rights terminated.

Short-Term Residential Therapeutic Programs (STRTP) serve adolescent young men placed by county probation and children and family services departments, whose behaviors or extenuating circumstances do not support their placement in a family setting. Mental health services are also provided in all programs.

## Short Term Residential Therapeutic Program Services

- Trauma Informed Care
- Transition Planning
- Independent Living Skills
- Therapeutic Recreation Services
- Permanency Planning
- Gang Diversion and Socialization Workshops
- SAFETTY Program—Stages Approach to Family Education and Trauma Treatment for Youth
- Substance Abuse Treatment
- Mental Health Services

## Foster Care & Adoption Services

- Foster-to-Adopt Program
- Treatment Foster Care
- Intensive Services Foster Care
- Permanency Planning
- Mental Health Services

## Mental Health Services

- Assessment
- Plan Development
- Rehabilitation/Activities of Daily Living Services
- Intensive Home-Based Services
- Collateral Services
- Therapy Services
  - Individual Therapy
  - Family Therapy
  - Specialty Group Therapy
    - Anger Management Group
    - Drug Prevention/Substance Abuse Group
    - Social Skills Group
    - Sexually Abusive Youth Group
  - Multi-Family Group Therapy
- Medication Support Services
- Crisis Intervention Services
- Targeted Case Management
- Intensive Care Coordination Services
- Psychologist Services
- Therapeutic Behavioral Services
- Evidence-Based Programs
  - Seeking Safety
  - Trauma-Focused Cognitive Behavioral Therapy
  - Managing and Adapting Practice
  - Individual Cognitive Behavioral Therapy

YOUTH SERVED



475

Children Served in 2020



9

Youth Graduated High School



4

STRTP Youth Obtained Community Employment

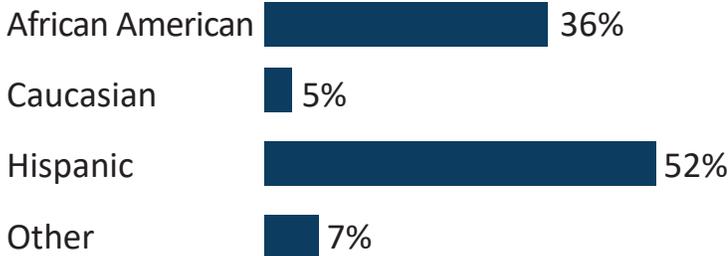


66,320

Children Served Since 1966

## Foster Care Program: 259 Youth

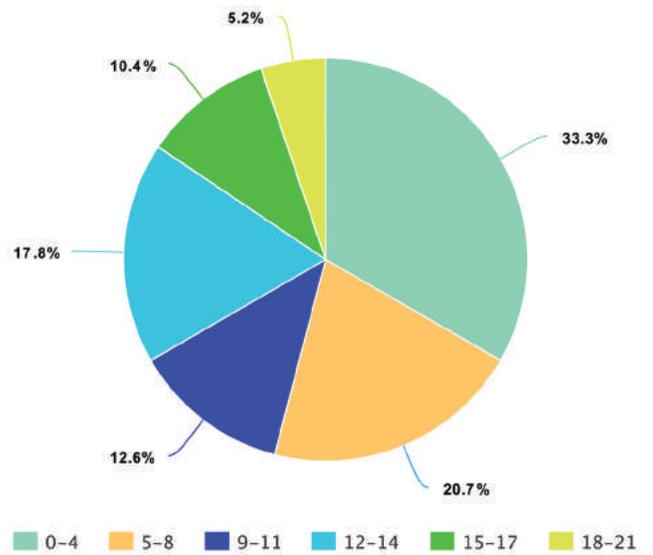
### Ethnicity



### Gender

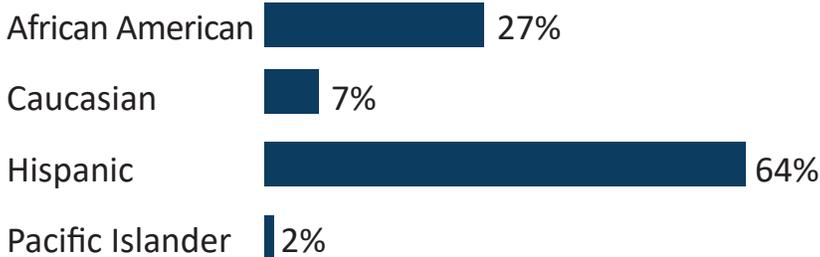


### Age

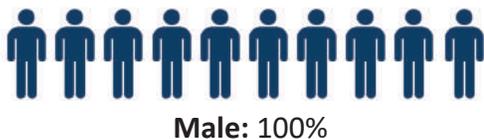


## Short-Term Residential Therapeutic Program: 216 Youth

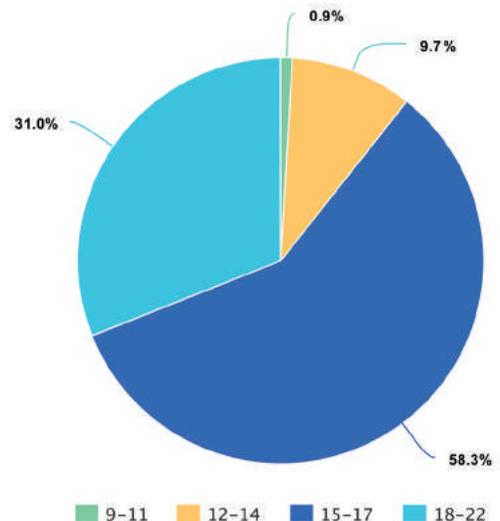
### Ethnicity



### Gender



### Age





## The Year of Reformation

The following commentary is provided by a youth formerly in Trinity Youth Services' Short-Term Residential Program. This youth recently graduated with a bachelor's degree and is now pursuing his master's. This youth had to overcome the struggles of the COVID-19 pandemic after classes went online and illness affected the family. He learned perseverance and continues to adapt in our ever-changing world with empathy and compassion. Read his insightful perspective and encouragement:

The outbreak of the coronavirus and unjust deaths of George Floyd, Ahmaud Arbery and Breonna Taylor are making this year exceptionally hard for our country. We are having to reconcile years of racial inequalities as well as the coronavirus, a vicious disease that has taken the lives of many.

Indeed, this current landscape is difficult for all of us. But there is light at the end of the tunnel. Hard times make better people and I believe that these dual crises can help us achieve antibodies for the coronavirus and tackle systemic racism. The golden rule is a great practice

that we can all exercise in today's times: Treating others the way you want to be treated. Do not cough without a mask unless you would want someone doing that to you or a vulnerable loved one. In the same spirit, do not sit idly by during racial injustice if you wouldn't want the same bystander effect to happen to you had you possessed a different creed/nationality/skin color.

For those of us who struggle to see the light in all this now, consider the human timeline over history. We can take comfort in the fact that the natural progress of humanity has favored civility, equality and tolerance over time. We have come a long way but we still have a long way to go. We must accept that we fall within a human condition that requires struggle to achieve what we believe is right. Today, it will take everything we've got to discuss and implement anti-racist solutions and cutting-edge medical advances to mend what has been broken in 2020. Again, this will take time but I am confident that solidarity, cooperation and a common human spirit will guide us to better times. So here's to 2020, the year of reformation! A reformation in the way we value the health of those around us as well as those in society who have been denied justice for so long.

**Counties Served:** Contra Costa, Humboldt, Imperial, Inyo, Kings, Los Angeles, Napa, Orange, Riverside, Sacramento, San Bernardino, San Diego, Shasta, Tulare, and Ventura.

## Short Term Residential Therapeutic Programs

Trinity's three Short Term Residential Therapeutic Programs (STRTP) located in Apple Valley, El Monte and Yucaipa serve adolescent young men who have been placed by county probation and children and family services departments. The behaviors these youth have displayed are typically in response to, and the result of, a history of trauma, abuse, neglect or abandonment. The young men often develop emotional and behavioral challenges. These factors then manifest into behaviors that require an intensive, short-term residential therapeutic program in order to mitigate identified mental health issues, change behavioral patterns and reduce recidivism.

**Youth in Residential Therapeutic Program: 216**

**Non-Recidivism: 100%\***

*\*Rate based on youth successfully completing the program and not returning to placement 3, 6, 9 and 12 months after returning to permanency.*

# Building Independence

Fifty percent of foster youth will experience a time of homelessness after emancipation. To combat this reality, Trinity Youth Services established the John and Helen Apostle Independence House for youth who successfully complete the STRTP program to provide a transition from foster care placement to independence as they enter adulthood.

In 2020, 10 youth went into transitional housing, four of which moved into Trinity's new Independence House. We have seen a lot of growth and changes in these young men. Their independent living skills are far more advanced than before moving into the Independence House. "When the youth first moved in, we would hear things like, 'I want to buy a new TV,' and now we hear things like, 'Can we get a rice cooker for our house,' which proves that they are becoming more domesticated," said Campus Director, Teresa Valles.

"Other youth on our campus see the Independence House youth being more self-reliant, cooking for themselves, working, and accomplishing their goals. Because of this, the other youth on campus aspire to be in the Independence House one day, which motivates them to run a good program while at Trinity," Teresa explained.

The construction is ongoing in the north wing. In 2020, construction expenses totaled \$169,225.47, which included windows, doors, carpet, painting, and various construction items like hinges, nails, etc. Thank you to the Children's Foundation of America in partnership with the John Apostle and Helen Apostle Foundation for making this project possible.

Youth have learned to cook for themselves and one

**10 youth  
went into  
transitional  
housing**



is now looking into culinary school to pursue becoming a chef. With the youth's new skills, independence, and confidence, they intend to focus on their future. Some are planning to apply for scholarships this year.

All youth at the Independence House continue to receive mental health services, including individual therapy, case management, and rehabilitation/ADL counseling, to help them maintain treatment gains and continue preparing them for adulthood.

## Independence House Project

Our transitional housing located on our Yucaipa campus provides safe and stable housing with structure and adequate supervision for young adults between the ages of 18 and 21 who are preparing to transition out of their STRTP or foster home. Program participants live in a dorm setting and have access to support services to help youth become self-sufficient adults, including: program manager, 24-hour support line for emergencies, case management to support progress in self-sufficiency skills, one-on-one life skills coaching, independent living skills workshops to increase knowledge and competence in the areas of education, career, relationships and daily living.

**Youth Accepted into Independence House: 4**

**STRTP Youth Registered for College: 8**



## Every Child Deserves a Loving Home

November 21, 2020 was a special day for the Goodloe Family. Resource parents Nakasheema and Jonathan have opened their hearts and their home to foster children and on Adoption Day 2020, adopted 2-year-old Ethan and 3-year-old Baily.

Due to the COVID-19 pandemic, adoption finalizations have been a little more tricky, but not impossible. The courts have been conducting adoptions over video conference for the safety of all involved. The Goodloe's felt like celebrities while their adoption was being filmed by the local news on KTLA 5. We also sat down with Nakasheema and

Jonathan to celebrate their growing family.

"I would encourage anybody, if you have the opportunity to change a child's life, I would adopt and foster," Nakasheema said. "You're going to be blessed at the end just opening your home to a child and the love you give them."

"There are homes that need to be opened to give these kids the love and undivided attention that they need," she said.

Trinity Youth Services will have our 100th adoption through our programs in 2021. Stay tuned and celebrate each and every one of our family adoptions on our blog at [www.Trinityys.org](http://www.Trinityys.org).

**47% of TYS families are long-term (3 years or more)**

### Foster Care and Adoptions

Trinity foster (resource) families provide a safe, caring and nurturing environment for foster children until they can return to their family, a relative, are adopted or until another permanent situation is achieved. Trinity staff and resource parents facilitate reunification with the foster children's family through family visitations and working with the children to maintain positive relationships with family members. Social workers from the agency provide guidance and support and work together with the resource parents to provide the children in care with everything they need to feel safe, secure and successful in the resource home. The Trinity Foster Care and Adoption Agency is nationally accredited by the Council on Accreditation (COA), a State of California approved accrediting body.

**Children placed with Trinity families: 259**

**Children achieving permanency: 85%**

# Reunifying Families

The removal of a child can be devastating, not only for the child, but also for the parent and biological family, even if it is for their safety and in their best interest.

The purpose of foster care is to provide a temporary safe place until a permanent solution can be achieved through reunification with family, adoption, or emancipation. It is our hope and responsibility to ensure every opportunity for reunification is attempted.

At Trinity Youth Services, we root for biological families to change the circumstances necessary to reunify families. Our social workers and foster parents ensure youth get to and from visitation meetings with biological parents, attend family meetings, and utilize mental health and counseling services.

It is very important that all parties maintain respect and compassion for one another for the sake of the child. It is also important to understand what the birth parent is going through, listen to their feelings and remember they are deserving of respect and a chance to be reunited with their child if it is safe to do so. Until then, we make certain that biological parents know we do everything to ensure the safety and well-being of their child.

If reunification cannot be achieved, their parental rights will be terminated and the child will be available for adoption. Our goal is to provide the child with the best permanent solution as soon as possible so they may have a chance to heal from the trauma experienced in their life and find the normalcy they long for.

This process isn't easy and our social workers learn

**45 children  
reunified  
with family  
in 2020**



to effectively and compassionately communicate with upset birth parents, but this work is rewarding. We often hear from families long after a child has been in our care regarding their progress and how, ultimately, the experience changed their life for the better.

Erica Fernandez' children were placed into foster care in 2004. "I honestly wouldn't have been able to get through it without the support and guidance. I got clean, got my kids back and changed my life completely," she said. "I have to say, I'm really blessed with the life I have now and able to get through recovery." Erica is now an advocate for children in foster care and wants to give back after her success. It's stories like these that make it all worthwhile. Our reward is knowing a child is leading a safe and stable life.

**Counties Served:** Los Angeles, San Bernardino, Riverside, Orange, and Sacramento.

## Foster-to-Adopt Program

The adoption program finds permanent homes for children, birth to 21 years old, that are placed in foster care. The Foster-to-Adopt Program allows resource parents to adopt children who are not able to be reunified with their family. The agency works with the resource family throughout the foster care experience and is then able to provide a seamless transition into the adoption process. The adoption program is open to families of any ethnicity, race, religion, gender, gender identity, gender expression, sexual orientation, national origin, age, income level, and can be single, married, couples or domestic partners.

**Children in adoptive placement: 16**

**Children permanently adopted: 12**



## Safety and Well-Being Takes Precedence

The events of 2020 were unsettling and frightening for many. Ideological divisions which already existed deepened, and new ones appeared. COVID-19 did not just prompt Americans to take a stand with regard to health safety, the pandemic created alarming issues involving race, socioeconomic status, education, employment, religious and political affiliation. Finger pointing and blame escalated. Hate groups flourished online through social media, and in person, as protests and rallies took place, fueling anger and spreading disinformation as well as disease.

2020 brought with it an almost universal disruption of the general sense of well-being everyone hopes to experience in their day-to-day lives. To add to that, the youth and families we serve at Trinity Youth Services were already dealing with the personal trauma experiences which brought them into placement. These were compounded and, in many cases, exacerbated, by the news of civil and social unrest and restrictions placed by local and state government to control the spread of the virus.

While continuing to monitor mandates and infor-

mation provided by the state, counties, the Center for Disease Control (CDC), and other sources of information, Trinity immediately began to implement all requirements and protocols in addition to other logical changes that would contribute to safety from COVID-19. Staff donned personal protective equipment, increased cleaning and hand-washing, held meetings virtually, and installed partitions where needed so that youth and families could continue to receive their essential services.

The events of last year created an obvious impact and subsequently increased symptoms of mental health clients. According to the World Health Organization, over 72% reported disruptions to mental health services for children and adolescents. Many of our youth showed fewer symptoms than those we are seeing in nationwide studies, likely due to Trinity's ability to deliver mental health services without interruption. Instead, services were increased wherever needed to assist with coping with new stressors including social distancing, social unrest, isolation, and distance learning, in addition to their existing trauma.

### Mental Health Programs

Upon intake, each child is screened to determine their need for mental health interventions. If a need is identified, the child is assessed and has a treatment plan customized to his or her particular needs in collaboration with the Child and Family Team. A therapist is assigned to work with each child and evidenced-based interventions are available that are delivered through a variety of intensive therapeutic services. The therapist ensures that the client's goals are SMART (Specific, Measurable, Attainable, Realistic, Time-related), based on the diagnosis, and interventions specifically address the child's individual assessed needs and impairments. Interventions can include, but are not limited to, individual therapy, group therapy, specialty groups, family therapy and therapeutic behavioral services.

Youth Receiving Mental Health Services: **319** (FFA: **103** STRTP: **216**)

## Supporting Mental Health

Therapists coordinated with their supervisors in reporting and addressing areas where they noticed increased anxiety as a result of the fear of attacks or other conflicts from social unrest. There were certain days we stopped transporting youth or going out in the field when certain events such as elections, protests or rallies occurred, to relieve concerns of potential community violence. Anxiety for some presented more obviously and was addressed in individual therapy, but general issues, fears and concerns were handled, as needed, by the highly qualified mental health staff in close collaboration with the direct care teams and seemed to lessen measurably by the year's end.

***100% of youth have access to mental health services.***

Due to the pandemic, youth were sometimes unable to visit with biological family due to illness or quarantine. Youth were separated from their friends at school, and certain daily activities were brought to an abrupt halt. Youth living on our Short-Term Residential Program (STRTP) Campuses were limited to on-grounds recreation and specific small-group walking and hiking outings to mitigate the spread of the virus. Inevitably, Trinity's programs were directly affected by COVID-positive cases in staff and youth, as was the case with so many congregate care centers across the country. At times it was necessary to quarantine a specific dorm or provide a designated quarantine area. Staff had to get creative in ensuring youth received their important services while also keeping everyone safe.

## Understanding Behaviors

Naturally, programs have seen an increase in behaviors of "acting out" in some youth. This is certainly to be expected when youth are denied community or home passes due to COVID-19 safety restrictions. Distance



learning has been difficult for some youth who already have trouble with school and/or using technology. Classes continue to be a struggle for some, however, a recent donation of noise-canceling headphones has helped significantly, especially for youth who are easily distracted or overwhelmed by outside stimuli. Our staff continue to work with the youth to set structure and help them with schooling, and several tutors were hired to assist with specific academic needs.

The incredible staff of Trinity Youth Services are to be commended for their selflessness and sacrifice during such challenging and unnerving times. Their steadfast care has provided stability and consistent services to those who look to us for help. Their hard work is more than appreciated and is absolutely necessary in fulfilling Trinity's mission to create a better future for children and families.

## Evidenced Based Programs

Evidenced based programs are used and include, but are not limited to Seeking Safety, Trauma Focused Cognitive Behavior Therapy, Managing and Adaptive Practices, and Individual Cognitive Behavioral Therapy. The child's treatment goals and interventions are developed through the collaboration of the Child and Family Team that includes the child, family, therapist, county representative(s), psychiatrist, friends and community members, social workers, nurse, and other formal and informal supports. The team meets as needed, but in no event less than once each quarter, to review progress and adjust goals and measure outcomes to ensure success.

**Los Angeles County Sites:** El Monte and Monterey Park

**San Bernardino County Sites:** Apple Valley, Rancho Cucamonga and Yucaipa

# Laila Ali & Jen Lilley Join Celebrity Love Project

In 2020, Trinity Youth Services teamed up with some incredible influential partners to raise awareness for foster care.



Undeclared Four-Time World Champion, Laila Ali, is passionate about empowering youth and helping them become winners in life. After learning about our Celebrity Love Project, Laila was thrilled to donate her book, "Reach!"

"I'm donating my book 'Reach! Finding Strength, Spirit and Personal Power' to the Celebrity Love Project because I know it will reach those who can benefit from it the most. I wrote 'Reach!' with young girls in mind in hopes that it will offer them guidance and inspiration to find the power within," Laila said.

The daughter of the late boxing icon and humanitarian, Muhammad Ali, Laila is the most successful female boxer of all time. Currently the host of Emmy Award Winning show, "Home Made Simple," on the Oprah Winfrey Network (OWN), Laila has taken fitness to a new level through the Laila Ali Lifestyle, which she says is, "A way of life that is all about being authentic and consistently doing the work that it takes to improve yourself by replenishing your health, replenishing your mindset, and replenishing your purpose." She coaches thousands of people on their health and wellness journey and helps them become the best version of themselves.

In "Reach!," a gripping and inspiring true story about her life, Laila imparts the wisdom she's learned throughout her toughest years growing up, surviving abuse and how she transformed her life. In the book, Laila writes, "Success is about staying focused. Never



quitting. Overcoming obstacles. Obstacles will inevitably appear, but if you're sure of what you're doing and steady in your pursuit, you will overcome them. The strength of your conviction will knock them down."

Another wonderful participant we obtained in 2020 for our Celebrity Love Project is film and TV star, Jen Lilley.

A leading lady on the Hallmark Channel, Jen is also a devoted foster and adoptive mom, loving wife, and revered children's advocate.

A celebrity ambassador for the child abuse and treatment organization, Childhelp, The Dave Thomas Foundation, Children of the Night, and many others, Jen is passionate about protecting children against abuse, and human trafficking.

Although Lilley's professional accomplishments are indeed impressive, she holds being a foster and adoptive mom, very close to her heart. Despite being an actress and singer, she still makes time in her hectic schedule to be an active mom and encourages others to do the same.

"If I can foster, you can foster. You can change the world for a youth in foster care," she said. "I want to do this my whole life. These kids are so incredible. They deserve a voice, they deserve a permanent loving family, they deserve hope."

**Celebrity Love Participants Include:** KeKe Palmer, Jen Lilley, Marla Maples, JJ Simmons, Meagan Good, Patrice Simmons, Keisha Hunt, Laila Ali, and Steven Benedict.

## Celebrity Love Project

Trinity Youth Services' Celebrity Love Project was created to empower, encourage and enlighten foster youth and potential foster parents. Project goals include improving foster youth's self-image and self-confidence and increase positive coping behaviors to deal with loss, rejection, anger and abandonment. It also exists to encourage potential resource parents to become certified to foster or adopt. Project participants help spread awareness about the need for loving foster/adoptive parents who want to make a difference and work closely with our youth to offer encouragement through videos, letters/emails, workshops and speaking appearances. The overall mission of the project is to promote self-growth, well-being and emotional support for foster youth and families, in order to help them have brighter futures.

# Annual Trinity Classic Golf Tournament & Fundraiser Takes Place Safely Despite COVID

On September 28, 2020 the Children’s Foundation of America hosted the annual Trinity Classic Golf Tournament and Fundraiser presented by HUB International Insurance with proceeds benefiting Trinity Youth Services. This year, the tournament was held at the Red Hill Country Club in Rancho Cucamonga.

The highly anticipated event featured 80 enthusiastic golfers who were excited to support foster youth, residential treatment and mental health programs. Honoring social distancing protocols, tee times, putting contest times and registration were changed to limit the number of people in groups, and a plastic divider was placed between seats on golf carts to help keep all attendees safe.

During the tournament, guests enjoyed a boxed lunch, tastings on the golf course and a meal from the In-N-Out food truck. Afterwards, Amaro Helicopters flew by with Golf Ball Drop entries and poured 200 golf balls over a golf hole to determine who would be the winner of the \$10,000 grand prize. Number 144, the winning number, belonged to Trinity Youth Services’ Rancho Cucamonga Foster Care Office Director, Laura Kassem, who donated \$1,000 of her winnings to support youth activities at Trinity.

After the awards were presented, gift baskets were



raffled off, and Judith Jarvis, a Trinity Youth Services Board Member, donated the baskets she won back to Trinity’s employees for staff recognition.

We are so grateful for the support received from our partners, sponsors, and community, especially in these challenging times. Next year’s golf tournament is expected to be even more exciting and full of surprises. Check the Children’s Foundation of America website periodically for updates as they become available. Until then, please take a moment to connect with the Foundation at 800.KIDS.730 or send an email to [donations@trinityys.org](mailto:donations@trinityys.org).

## Partners and Affiliations



— A MESSAGE FROM THE PRESIDENT —

Dear Stakeholders,

2020 will be a year long remembered. A once in a century pandemic has challenged all of us in so many ways. It has forced us to adjust our lives, our habits, our work and our perspectives. 2021 is shaping up to challenge us as well, but hopefully for only part of the year as vaccines become more available and the population grows immune to the ravages of the disease.

The challenges of the pandemic have been enormous for Trinity, its employees and the children and families it serves. As an essential provider of services, the organization and the employees have weathered the onslaught of challenges and risen to the occasion.

Under the capable leadership of Chief Executive Officer, Cher Ofstedahl, the organization has succeeded in spite of the situation. What a tremendous undertaking for a CEO in her first year at the helm. I have always believed that crisis does not build character but reveals it. Her breadth of experience, coupled with her excellent judgment, intelligence and dedication prepared her for this challenge and revealed her unquestionable character.

Under the CEO's leadership, the agency was able to secure the funding necessary to handle the financial challenges. Work schedules were adjusted to protect employees and clients alike. Technology was put to use to handle virtual meetings and trainings. With school attendance no longer an option, foster parents and staff ensured that children were still learning and engaged. When the inevitable infection arose, protocols were in place to mitigate the threat. That is not to say everything went smoothly—how could it when faced with something as unusual and overwhelming as a pandemic, but when problems arose, well-reasoned solutions were formed.

As we look back on 2020 we also think of the foster parents and staff who lost loved ones to this terrible disease. Our condolences and sympathy are extended to the families and friends. We especially think of those with whom we worked closely with for so many years who are no longer with us. While our sadness for their loss is palatable, we also celebrate them for their dedication and the memories with which they leave us.

Thank you to my fellow board members, our staff, supporters and stakeholders. Your support is critical to our ability to accomplish our mission, so that the victims of abuse, neglect and trauma may lead productive, successful and meaningful lives.



Let's build a better future,

**John Neiuber**  
President, Board of Directors



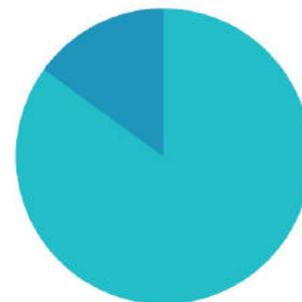
## Statement of Activities 2019-2020

### Program Revenue \$22,512,936

Short-Term Residential Therapeutic:	\$14,353,900
Mental Health:	\$3,882,881
Foster Care:	\$3,755,766
Intensive Services Foster Care:	\$372,889
Adoption:	\$147,500

### Expenses \$22,826,366

Direct Program Expenses:	\$19,563,547
Administration & Management:	\$3,262,819



Direct Program: 86%

Administration & Management: 14%

## Statement of Financial Position

Total Assets:	\$6,766,261
Total Liabilities:	\$4,452,077
Net Assets:	\$2,314,184



## Executive Management Team

### CHIEF EXECUTIVE OFFICER

Cher Ofstedahl

### ADMINISTRATIVE OFFICER

Inger Walker

### DIRECTOR OF QUALITY

#### ASSURANCE & COMPLIANCE

Fr. John Alexandres

### DIRECTOR OF MENTAL HEALTH SERVICES

Jim Adams

### DIRECTOR OF RESIDENTIAL SERVICES

Gil Quinbar

### DIRECTOR OF FOSTER CARE & ADOPTIONS

Jackie Jakob

### DIRECTOR OF DEVELOPMENT

Jenelle Phillips

### RANCHO CUCAMONGA FOSTER CARE DIRECTOR & INTAKE

Laura Abujudeh-Kassem

### MONTEREY PARK FOSTER CARE DIRECTOR

Roomina Islam

### APPLE VALLEY RESIDENTIAL CAMPUS DIRECTOR

Dr. Elizabeth Tamoush

### YUCAIPA RESIDENTIAL CAMPUS DIRECTOR

Teresa Valles

### EL MONTE RESIDENTIAL CAMPUS DIRECTOR

Dr. Sherman Mitchell

## Board of Directors

### PRESIDENT

John Neiuber

### SECRETARY/TREASURER

Adam Russell

### MEMBERS OF THE BOARD

Aris Alexander

Judith Jarvis

Hector Macias

Valerie Martinez

Fr. Paul O'Callaghan

Cher Ofstedahl, CEO

## Contact Us

### TRINITY YOUTH SERVICES

PO Box 1210, Claremont, CA 91711

800.964.9811

info@trinityys.org



PO Box 1210, Claremont, CA 91711

[f](#) [t](#) [p](#) [i](#) | [www.TrinityYS.org](http://www.TrinityYS.org)

800.964.9811

*501 (c)(3) nonprofit organization*