



2021 Annual Report  
*Celebrating 100 Adoptions!*





**Persistence, Miracles and Magic**

## **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.



***“A river cuts through rock, not because of its power, but because of its persistence.”***

If I had to sum up 2021 in a word, it would be “persistence.” There are a great many other words that can certainly describe the past year: “challenging,” “overwhelming,” “unexpected,” and even “uncontrollable” at times. However, when I look back over the achievements, milestones, and (arguably) heroic feats the agency was able to accomplish, I cannot deny that “persistence” is most fitting.

Anyone who knows me will tell you I’m an optimist. They will also tell you that’s not always a compliment. There have been many times over the past year when I have insinuated my optimism into some very dark and dire situations when it has not been warranted or wanted. Believe me, trying to get your colleagues and co-workers to buy into the “silver linings” of the pandemic, is no easy task, and yet, I was persistent because, in my heart, I knew we would persevere.

As you read through Trinity Youth Services 2021 Annual Report, I hope you will somehow understand the unbridled passion that goes into this work. I hope you feel the immense pride and boundless gratitude I feel when I see the results of that passion. For example, celebrating the agency’s 100th adoption was nothing short of a pandemic miracle, in my eyes, as the courts were shut down and adoption proceedings were left lingering in limbo for months. The sheer persistence of the Ginton-Holmes family deserved no less than the fairytale happy ending their growing family received.

And, speaking of fairytales, how astonished and grateful we all felt to have a real-life princess send words of encouragement to our youth. As you read Princess Sarah’s story, I’m sure you will feel the joy.

Another testament to persistence is the still-unfolding story of Manuel. His entrepreneurial endeavors are



still taking shape. I hope you will visit his website [integratelosangeles.com](http://integratelosangeles.com), and support this young man as he reaches for his dreams in the most positive way.

During 2021, the agency continued to further the efforts of Trinity’s **Diversity, Inclusion, Value and Equity** (DIVE) Team. The team will be ever-persistent in pushing forward the agenda of equal access and opportunity for all, until there is real change.

As Trinity Youth Services begins its 56th year of service to children, youth and families, we hope you will join us in celebrating the persistence that led us here, keeps us going and fuels the optimism that will ensure our success well into the future!

With gratitude,

**Cher Ofstedahl**  
Chief Executive Officer

# Declaring Racism as a Public Health Crisis

Trinity Youth Services joins the California Council of Community Behavioral Health Agencies, The California Alliance of Child and Family Services and other behavioral health leaders across the state in strong support of the growing list of cities and county jurisdictions that are declaring racism to be a public health emergency or crisis. Trinity acknowledges this as a first step toward shining a light on the realities of systemic, institutional, and structural racism that leads to abuse of power and racial injustice.

As the United States faces numerous challenges, we must prioritize the need to fix the deeply embedded systemic and structural beliefs and practices which negatively impact racial and ethnically diverse communities. The mental and physical health of the individuals that make up these communities is being profoundly affected and we must take a stand.

In California, Black Americans have a lower life expectancy, higher burden of disease from a preventable cause, and less access to mental health care than their white counterparts. Black children are four times more likely to have an emergency visit due to asthma. Black women are four times more likely to die in childbirth. Black older adults are at a significantly higher risk for

dementia. The American Academy of Family Physicians has spoken out about the fact that racism directly accounts for tens of billions of dollars spent on excessive medical costs and loss of productivity due to lack of equitable access to appropriate services.

At Trinity, we are acutely aware of the structural inequities that exist in many public systems. Black, Latino and Native American children continue to enter the foster care and juvenile justice system at disproportionately high rates, just as their adult counterparts are incarcerated at disproportionately higher rates than whites. It is our responsibility to do everything within our power to break the institutional pipeline for foster youth, but to do so, we must actively engage and partner with the health, education and justice sectors to develop “anti-racist” policies and practices that support our work, and the work of so many of our peer agencies and advocates.

We implore our peer agencies, as well as all human service organizations to adapt and adopt action steps as part of a statewide declaration of racism as a public health crisis and to engage their stakeholders and the greater community in a broader conversation to end racism in all sectors of our society.

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## 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 2021, 100% of families stated they like Trinity Youth Services, would recommend, and felt the staff are professional.

Of the staff surveyed, 95% 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.

In the fall, 72% of STRTP youth returned to in-person

school, with 2% conducting hybrid learning. The rest continued with distance learning. 96% felt Trinity staff provided them with the support they needed to be successful in their schoolwork.

100% off foster children surveyed said they are treated well by their foster parents at Trinity Youth Services and feel safe in their foster home. All youth surveyed also felt that the agency and their foster family are helping them be successful. They also stated they are satisfied with our programs.

All feedback collected is evaluated and goes through a performance and quality improvement process to continually improve systems and results.

### Trinity Youth Services' Success in 2021:

**277**

Employees  
in 2021

**120**

Employed  
5+ Years

**24-7/365**

Support for Trinity  
Families and Youth

**5**

Service  
Locations

**21**

Counties  
Served

# Making Waves

This year, the committee was successful in its goal to begin implementation of the DIVE mission. DIVE is committed to modeling diversity and inclusion for all Trinity Youth Services team members. The committee meets once a month to report any issues or concerns from their campus or department. DIVE committee members are liaisons, they work together with their campuses and offices to create activities, or programs in response to concerns or incidents that may arise within their location.

One of the major topics for DIVE was the addition of Martin Luther King Jr. Day and Juneteenth added to the Trinity Calendar.

Juneteenth (short for “June Nineteenth”) honors the end to slavery in the United States and is considered the longest-running African American holiday. Though Martin Luther King Day is a federal holiday, it was not one of our paid holidays. The proposed holidays have been added to the 3–5-year Strategic Plan of 2022.

We kicked off the year by presenting the Equity in Action Webinar series. The series was created by Claremont Lincoln University to bring Trinity Youth Services to the forefront in not only leadership, but Diversity, Inclusion, and Equity in every part of the organization.

DIVE along with the Training Department ensured that all Trinity employees were not only trained, but that these practices would begin to be applied in their work teams. It was important that the process included input from staff, youth, and our families.

Along with the series, we created a monthly DIVE diversity calendar and newsletter. We wanted to engage from all levels. It was not just “talk the talk,” but also “walk the walk.”

The diversity calendar creates a space where managers can look ahead and build inclusive practices into daily procedures. Holidays and awareness days open the door for educational opportunities and cross-cultural exchanges. Parties and other festivities are also great ways to give each team member a chance



to socialize, network, and build relationships with one another. It ensures everyone on your team feels included and represented, regardless of what holidays they do or do not observe.

The DIVE Committee has high hopes and goals for the 2022-2023 year. This includes The SOURCE Project which was created as part of the Equity in Action series to be presented to the Trinity youth. This is an ongoing project with hope of being debuted in 2023. We are also looking at Inclusive language on Trinity Forms. Inclusive language seeks to treat all people with respect, dignity, and impartiality. It is constructed to bring everyone into the group and exclude no one.

**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)

# 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



**467**

Children Served  
in 2021



**17**

Youth Graduated  
High School



**11**

Youth Obtained  
Community Employment

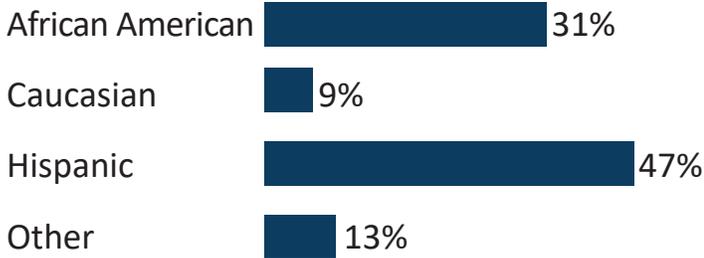


**66,787**

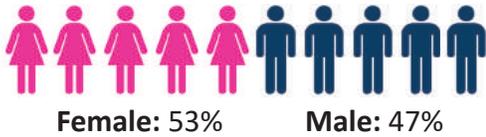
Children Served  
Since 1966

## Foster Care Program: 270 Youth

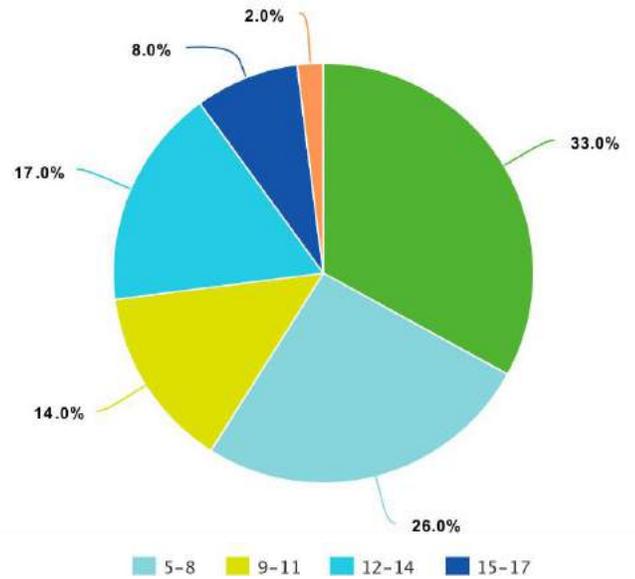
### Ethnicity



### Gender

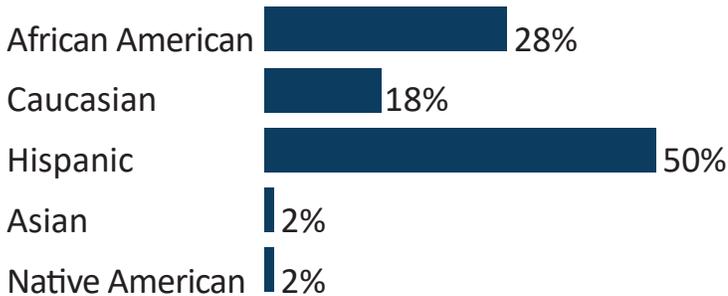


### Age

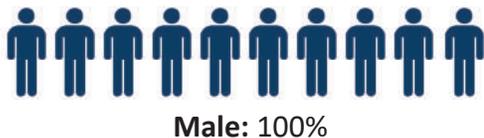


## Short-Term Residential Therapeutic Program: 197 Youth

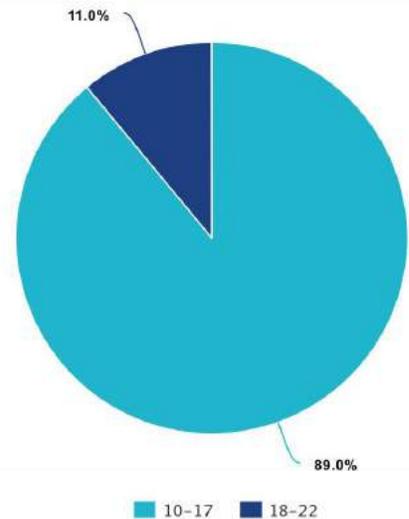
### Ethnicity



### Gender



### Age



# STRTP Graduate Finds Success as LA Business Owner

With the right support, at-risk youth can become resilient and successful adults. Manuel Munoz is a shining example of how determination, patience, kindness, and support can give teens a better future.

A proud graduate of Trinity Youth Services' STRTP program, Manuel was surrounded by caring adults who invested in his future and gave him extra support in transforming challenging behaviors resulting from trauma.

While in the program, Manuel learned the value of structure, and how to succeed financially, which helped him create his own successful business called Integrate LA, an apparel manufacturing company located in downtown Los Angeles. "We make samples, patterns and grading. We also do printing and embroidery," says Manuel.

Before coming to Trinity Youth Services, Manuel's life was unstable and challenging, but deep inside, he wanted to have a better life. When he began working with the Trinity staff, Manuel was introduced to a new environment that helped him reach his full potential.

According to Manuel, "Being at Trinity Youth Services helped me learn different things that I would be needing as I got older, such as saving money and having structure. I also got to experience things I had never experienced before, such as going bike riding in Malibu or going hiking in the canyons."

One of the biggest challenges Manuel faced, was learning how to understand people, and see things from their perspective. He also learned how to follow rules, which was instrumental in helping him decrease challenging behaviors and achieve his goals in a timely manner.



Working closely with the Trinity Youth Services staff allowed Manuel to feel respected and safe. According to Manuel, "A lot of the Trinity staff were amazing. They would try to relate to us and make us feel like we weren't criminals. They also treated us with respect as long as we respected them."

Now an accomplished business owner, Manuel is passionate about inspiring current at-risk youth, because he believes that they can succeed. Manuel recently visited our El Monte campus, and bought pizza and soda for all the youth while inspiring them with his story. Cathleen Duran, El Monte Recreation Coordinator, was very impressed with Manuel's success and stated, "Our youth enjoyed talking with him."

His advice to youth who want to follow in his footsteps is, "Keep going, stay hungry and never settle."

**Counties Served:** Contra Costa, Fresno, Imperial, Kern, Kings, L.A., Napa, Orange, Riverside, Sacramento, San Bernardino, San Diego, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Sutter, Tulare, Ventura, and Yuba.

## 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 STRTP: 196 +1 ORR**

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

**Reunified with Family: 45**

**Youth Accepted into Transitional Housing: 10**

**STRTP Youth Registered for College: 13**

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

# Mental Health Programs Continue to Advance

In addition to successful FFA adoptions, high school graduations, and STRTP youth completing their programs, 2021 saw many changes occurring in the Trinity Mental Health program as well as around the counties and state.

The pandemic did not go away, but the routine ability to provide quality services despite COVID has become the norm. Whereas telehealth mental health services was never a consideration in years past, it is now required to have a policy and procedure for its usage, to provide ongoing mental health services to our youth without COVID or other interruptions as needed. It has been extremely effective in allowing services to continue despite occasions when youth, families, and staff must quarantine due to virus exposure, but are still able to continue with services uninterrupted. It has allowed staff to continue to work in some roles from home when they have had an exposure but are not symptomatic and could otherwise work.

2021 also saw the preparation of a new Trinity service which is hoped to begin in 2022 called Therapeutic Foster Care (TFC). This program takes service-intensity to a new level for individual foster youth who are struggling with behaviors while living in the home of a Resource Parent (RP). In addition to the Specialty Mental Health Services provided by the mental health team including Individual and other Therapies, TFC allows the Resource Parent to deliver additional ‘daily’ services based on special evidence-based practice (EBP) training they received called Together Facing the Challenge (TFTC). This trauma-informed approach provides information and skills to assist the RP in targeting unwanted behaviors consistent with the treatment plan developed by the Child and Family Team (CFT), and builds services into the daily routine to



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

help the youth modify their behaviors for success. The service is approved for 90 days at a time. A number of families received the TFTC training this year and are ready to apply

to preauthorize youth who qualify for TFC services once they complete a few other prerequisites.

EBP 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

## 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: 251 (FFA: 55 STRTP: 196)**



## Trinity Youth Services Celebrates 100th Adoption

Trinity Youth Services celebrated a monumental milestone in 2021. We are very proud to announce our 100th adoption! The Ginton-Holmes Family have added two new sons to their amazing family, our 100th and 101st adoptions. Since 1966, Trinity Youth Services has served over 65,000 children and families, and we are honored to give youth a fresh start with loving parents.

While our top goal is to help youth reunify with their birth families, there are times when this is not possible, or safe. In that case, we are happy to provide a child with a forever family who can take them in as their own, so that they can receive the love, nurturing, and

support they need to live happier and successful lives.

At Trinity Youth Services, our team continues to work very hard to help every child who needs a forever family, get connected with parents who are committed to their happiness, growth and stability. Jackie Jakob, Trinity Youth Services' Director of Foster Care and Adoptions, expressed her enthusiasm for this amazing accomplishment.

"It's such an exciting milestone for the Adoptions Program. We've had the pleasure of helping 100 children find their forever homes. Our team has enjoyed working with each of our adoptive families," says Jackie.

### 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: 270**

**Achieving permanency: 80%**

**Reunified with Family: 79**



## **64 Trinity families are long-term (3 years or more)**

couple adopted 4-year-old Keenston on April 6, 2021 (our 100th adoption) and 3-year-old Branden shortly after on May 5. The family is also planning to adopt their 2-year-old foster daughter, and are parents to their biological daughter, Marnise, who has always wanted siblings.

Caring for children has always been a passion for April. She and her husband decided to become resource parents after hearing about a friend's experience with fostering. According to April, "She had told us about their journey as foster parents. We prayed, put some thought into it, and decided that we wanted to be foster parents. Having a preschool background, I've always loved working with kids. I've also always been told that working with children was a calling for me." Maurice, April's husband, is also passionate about helping youth by giving them love and support. "Every child deserves to be loved and feel secure. Trinity Youth Services has been very helpful and hands-on during our adoption process," he says.

After speaking with their friend and hearing about her experience, April and her husband choose Trinity Youth Services as their fostering agency. "Our friend had told us about Trinity and how pleased she was with the agency. So, I researched online and found a Trinity office that was close to where we live. I made an appointment to begin our process, and upon arrival, the staff was friendly and very welcoming. The staff was also very professional and passionate. We knew then we had made the right decision choosing Trinity," says April.

Trinity Youth Services looks forward to continuing our mission to help children and families create a better future through foster care, adoption services and more.

"It's been extremely rewarding to know that in some small way we helped create these new families. Congratulations to the Ginton-Holmes family for being our 100th Adoption!"

Cher Ofstedahl, Trinity Youth Services' CEO, says, "All of us at Trinity are more than elated to be celebrating our 100th adoption. I don't think of it as a singular milestone, so much as 100 individual, life-changing milestones. Uniting a foster child with a forever family is amazing," she says. "Uniting 100 foster children with forever families is beyond my wildest dreams. I am grateful to the dedicated adoption team at Trinity, the social workers, mental health professionals, and most importantly, the families who have opened their hearts and homes to the children. I am feeling humbled and honored."

Roomina Islam, Trinity Youth Services' Monterey Park Foster Care Director, congratulates the Ginton-Holmes Family saying, "We have observed the dedication and support this family provides to children in their care and we are so happy to be part of their journey."

April Ginton and her husband, Maurice Holmes, are one of our most dedicated adoptive parents. The

**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: 17**

**Children permanently adopted: 15**

# International Icon Princess Sarah Culberson Delivers an Inspiring Message to TYS Families

Princess Sarah Culberson is an African princess whose inspiring life story has touched the lives of millions around the world. After learning about Trinity Youth Services' mission to create better futures for foster youth, she sent a very motivational message for potential and current foster parents as well as foster youth, stating, "My foster parents made such a huge impact in my life."

A renowned dancer, actress, philanthropist, educator, motivational speaker, and author, Princess Sarah was born in Morgantown, West Virginia, to an African father and a Caucasian mother. She was placed in foster care as an infant, and was adopted by a loving Caucasian family one year after her first birthday.

Princess Sarah's adoptive family showered her with unconditional love and support throughout her childhood, and took a very active role in her life. Although she dearly loved her adopted family, Princess Sarah wanted to know about who she was and where she came from. With support from her adoptive parents, she found her birth father at the age of 28. In 2004, Princess Sarah and her adoptive parents traveled to Sierra Leone to meet her birth father and family. After meeting him and her African family, she learned that she was the child of a Paramount Chief, which gave her the official title of being an African Princess.

Meeting her biological father and family in Sierra Leone, and learning about her princess status gave Princess Sarah a new mission in life, and it changed her priorities.

Although Princess Sarah was able to reconnect with her biological father and family, she understands the pain that some adopted children may feel when they aren't able to have a relationship with their biological families. Her message to youth is, "Placing your child in another family is extremely challenging for birth parents, and even though it can make you feel unwanted maybe, actually it's a selfless act that can give you to a family who can take care of you and give you what you need. I wasn't able to meet my birth mother, but I know she



is still a part of me. She passed away before I had the chance to meet her. Your birth parents are a part of you, and they're guiding you along your journey whether you know it or not or ever need them. You're not alone."

When asked what the most important needs adoptive children have, and how can their adoptive parents best support them, Princess Sarah suggests that the most important things are "LOVE, LOVE, LOVE! Support, guidance, and safety. Knowing that you're there and cared about. Often, adopted children think that they're not wanted, or something's wrong with them, and that can make them feel like they're not enough. Take the time to remind them that they're enough, amazing people, and just reminding them of that can make a huge difference."

For parents who may want to raise biracial children, Princess Sarah provides this advice: "Have people in your community who are also biracial so the children can see themselves represented, and have people of color in your community as well. When and if your child chooses to find their biological family some day, try your best to do work on yourself to be ok with that, and please be open to that journey with them. They only want to find a deeper meaning to themselves and it's not meant to hurt you, even if it might feel like it."

## 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.



# Trinity Classic Gets Back into the Swing of Things

The annual Trinity Classic Golf Tournament and Fundraiser was held in September at Red Hill Country Club. The tournament presented by HUB International and hosted by the Children's Foundation of America, benefits the children in our programs.

A helicopter golf ball drop hosted by AMC Modern IT offered participants a chance to win \$10,000 by making donations in exchange for golf ball entries. The numbered balls were placed into a basket then dropped from a helicopter over one of the holes. This year, two golf balls landed in the hole, numbers 71 and 115, belonging to

Kevin Mink and Sharon Nagel. The cash prize was split between the two, who both committed to donating half of their winnings back to the charity. The tradition of donating contest winnings back to the charity began with Kevin when he won in 2016. Ever since, each winner has donated a portion back to the cause.

In addition to golf, guests enjoyed live music, In-N-Out Truck, games, food tastings, and awards dinner. We look forward to another enjoyable day on the golf course in 2022 raising funds and awareness for children in foster care.

## Partners and Affiliations



In my message last year, I spoke about how 2020 shaped up to be a year we would not likely ever forget. Well, the year that was 2020 pretty much defined the year of 2021. It is only now in 2022 where it appears that some semblance of normalcy is returning, albeit the virus will be with us forever like the 1918 flu is still with us today.

Our lives, our habits, our work, and our perspectives changed and some of those changes will remain permanent. Working remotely has become much more widely accepted and utilized than what used to be for only a few. Work/life balance has been influential in people setting priorities. Evaluating current work and career choices have become commonplace.

In 2021 the challenges of the pandemic remained enormous for Trinity, its employees and the children and families it serves. It has been said that “Change is inevitable, change will always happen, but you have to apply direction to change, and that’s when it is progress.”

Under the capable leadership of Chief Executive Officer, Cher Ofstedahl, and her staff, with the support of the Board of Directors, the organization has provided direction to change to achieve progress. It is not just the pandemic that brought change, but new Federal policy also brought change to residential treatment services during the pandemic. Wholesale change had to be embraced and a new direction taken, which will

result in changes to residential care in 2022.

The agency was able to secure the loan funding under the PPP and then was able to have that loan forgiven. The agency also applied for State funding from the COVID Relief program. Of note during 2021 is the agency achieved its 100th adoption in the Foster-to-Adopt Program by completing another 15 adoptions during the year. What a tremendous accomplishment and what a gift of love from those parents who embraced these children and gave them the one thing they want—a family.

As we look back on 2021, we also think of the foster parents and staff who again lost loved ones to this terrible disease. Our condolences and sympathy are extended to the families and friends.

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.

Thank you for your attention,

**John Neuber**  
President, Board of Directors



Like so many foster youth, 15-year-old Gabby was in multiple foster homes, and had a challenge with trusting adults, until she met her newest foster mom, Melinda Wood, a single empty nester, who had a lot of love left in her heart after successfully raising her biological son. Melinda adopted Gabby in 2021 and feels that “the most rewarding part of being an adoptive mom is that I don’t have an empty nest and I have someone I can give all my love and affection to every day that appreciates it.”

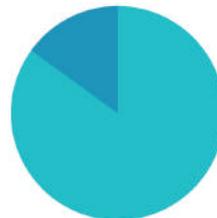
### Statement of Activities 2020-2021

#### Revenue \$23,702,583

Short-Term Residential Therapeutic:	\$11,906,578
Mental Health:	\$4,281,792
Foster Care:	\$4,168,315
PPP Loan Forgiveness	\$2,366,850
Intensive Services Foster Care:	\$313,857
Adoption:	\$96,000

#### Expenses \$23,593,054

Direct Program Expenses:	\$20,167,511
Administration & Management:	\$3,593,054



**Direct Program: 85%**

**Administration & Management: 15%**

### Statement of Financial Position

Total Assets:	\$2,424,296
Total Liabilities:	\$4,847,404
Net Assets:	\$4,847,404



## Executive Management Team

### CHIEF EXECUTIVE OFFICER

Cher Ofstedahl

### ADMINISTRATIVE OFFICER

Inger Walker

### DIRECTOR OF QUALITY

#### ASSURANCE

Fr. John Alexandres

### DIRECTOR OF MENTAL HEALTH SERVICES

Jim Adams

### DIRECTOR OF RESIDENTIAL SERVICES & EL MONTE CAMPUS DIRECTOR

Gil Quinbar

### DIRECTOR OF FOSTER CARE & ADOPTIONS

Jackie Jakob

### DIRECTOR OF PERFORMANCE QUALITY IMPROVEMENT AND COMPLIANCE

Christina Rodriguez

### RANCHO CUCAMONGA FOSTER CARE DIRECTOR & INTAKE

Laura Abujudeh-Kassem

### MONTEREY PARK FOSTER CARE DIRECTOR

Roomina Islam

### DIRECTOR OF DEVELOPMENT

Jenelle Phillips

### YUCAIPA RESIDENTIAL CAMPUS DIRECTOR

Teresa Valles

### APPLE VALLEY RESIDENTIAL CAMPUS DIRECTOR

Dr. Elizabeth Tamoush

## 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

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