



CULTURE of LIFE Family Services

OVERVIEW REPORT AND STRATEGIC PLAN

NOVEMBER 2018

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1 Executive Summary

Culture of Life Family Services (COLFS), founded in 2000, is the only organization in Southern California which offers comprehensive medical care and pro-life pregnancy clinic services for women and children.

COLFS strategic vision is to be the exemplary Christ-centered medical care and pregnancy clinic ministry in the San Diego region. The primary mission of COLFS is to ensure that Christ-centered medical care and pregnancy clinic services are available to all women regardless of ability to pay. This mission includes access to Abortion Pill Reversal for women who have regret after starting a medication-induced abortion.

COLFS partnership with Culture of Life Family Healthcare (COLFHC) operates COLFS Medical Clinic. COLFHC had over 5,000 patient visits last year. The COLFHC family practice operates on revenue from collections for medical services and is self-sufficient.

COLFS Medical Clinic, building on the infrastructure provided by COLFHC, provides our ministry program services, including client counseling, ultrasounds, medical care and follow-up support for women and families in need. Since 2014, we have served over 800 clients and saved many babies.

COLFS STRATEGIC GOALS

COLFS strategic goals include expansion of our programs to serve even more families in need. We are building on our medical foundation to expand services to attract more clients to our clinics. Our primary goal is to build a culture of life by developing relationships with our clients and provide support and follow-up care to affirm them in their choices for life.

COLFS EXPANSION

Our goals include providing services to more clients and saving more babies by shifting to a strategy of prevention: presenting a coherent, attractive pro-life message to the community, particularly young people who might be at risk for abortion. We are implementing client-focused marketing programs while diversifying and refining services to include education programs and deeper medical support. COLFS is working within the Diocese of San Diego at the parish and school level to grow our education and outreach programs to reach the next generation with a strong pro-life message. Our plan to aggressively market our services to potential clients will require additional revenue to meet the increased demand. We will continue to build our family practice partnership with Culture of Life Family Healthcare, the backbone of our medical ministry.

COLFS PROGRAMS

COLFS is a Christ-centered organization, built on a medical and spiritual foundation, dedicated to fostering the culture of life through all aspects of our ministry. Our programs are designed to serve our clients with a Christian spirit and change the culture one heart at a time. At COLFS we seek to minister to the whole person. Everything we do is built on a strong spiritual foundation.

Below is an overview of the programs we offer at COLFS:

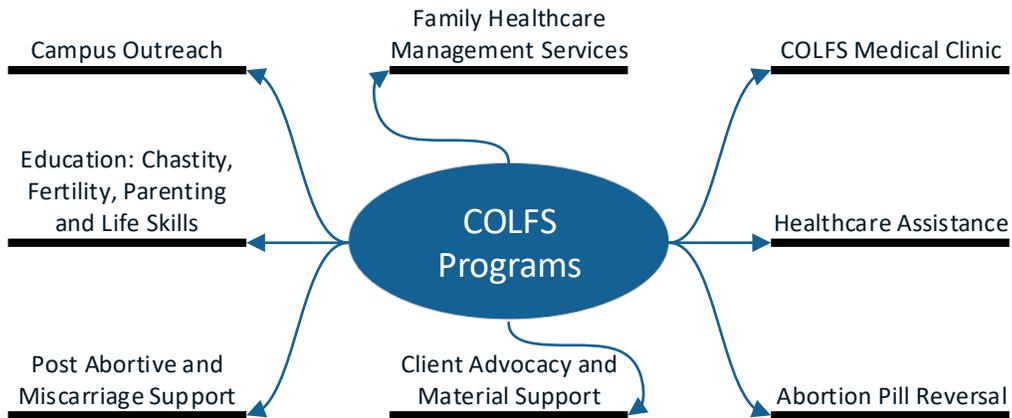


Figure 1: COLFS Programs

Family Healthcare Management Services: COLFS operates a full family practice in partnership with Culture of Life Family Healthcare (COLFHC). Visit colfhc.org for more information.

COLFS Medical Clinic: COLFS is dedicated to helping women who have unplanned pregnancies with ultrasound, pregnancy tests, STD testing, APR, prenatal, pediatric and primary care and support advocacy regardless of ability to pay. Visit colfsclinic.org for more information.

Healthcare Assistance: COLFS underwrites medical services provided by COLFHC for those in need, especially women and families affected by unplanned pregnancy. We are committed to providing services to our uninsured or under-insured clients regardless of their ability to pay.

Abortion Pill Reversal: COLFS pioneered APR, a revolutionary program that reverses the effects of the abortion pill. COLFS offers APR locally in our clinics, providing a second chance at life for women who have taken the abortion pill.

Client Advocacy and Material Support: COLFS provides support to our clients through their pregnancy and beyond. We are focused on providing spiritual and material support.

Post-Abortive and Miscarriage Support: COLFS provides support for women and families affected by abortion and miscarriage.

Education: COLFS provides chastity, fertility awareness, life skills, parenting, and prenatal education programs.

Campus Outreach: COLFS is active in the San Diego community, especially in parishes, high schools, colleges and universities.

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3 COLFS Programs

COLFS programs are building the culture of life one client at time. Our programs are Christ-centered and holistic, serving both physical, psychosocial and spiritual needs. Summary metrics for COLFS programs from October 2017 through September 2018 are presented below.

OCTOBER 2017 - SEPTEMBER 2018	
 COLFS MEDICAL CLINIC	QUANTITY
Overall Patient and Client Visits	5,664
Family Practice Patients	2,192
NaproTECHNOLOGY Patients	61
Pregnancy Patients & Clients	345
Ultrasounds Performed	285
 COLFS SUPPORT AND EDUCATION	QUANTITY
Babies Served with Support Material	100
Support Group Attendees (New Program)	9
Educational Programs	5
Students Served by Education Programs	160
Baby Bottle Drives: Fundraising and Education	19
Volunteer Hours	~1,500

Figure 2: COLFS Metrics October 2017 through September 2018

3.1 Family Healthcare Management Services

COLFS, in partnership with Culture of Life Family Healthcare (COLFHC), provides Christ-Centered medical care for our patients and clients. COLFHC is a separate, private, medical group. COLFHC serves the San Diego community with comprehensive holistic family medical care, natural family planning education, fertility care, and physicals for men, women, children and infants. COLFHC also provides mission medical services to Culture of Life Family Services. In 2017 COLFHC had 4780 patient visits.

COLFS provides administrative management staff and facilities and functions as a Management Services Organization (MSO). COLFHC provides the medical staff. This partnership is legally defined through a Management Services Agreement (MSA). Revenue collected from medical billings is split evenly between COLFS and COLFHC.

COLFS and COLFHC share common facilities in Mission Valley and Escondido. The medical practice is the backbone for our pro-life ministry.

3.2 COLFS Medical Clinic

COLFS is dedicated to helping women who have unplanned pregnancies with ultrasound, pregnancy tests, Abortion Pill Reversal (APR), advocacy, family planning education, and referrals for housing, employment and other needs, regardless of ability to pay. We provide services from our clinics in Mission Valley and Escondido. COLFS Medical Clinic also includes prenatal, primary and pediatric services, offered in partnership with COLFHC.

COLFS Medical Clinic has the ability to support hundreds of clients a month between our two offices in Escondido and Mission Valley. To increase our client base, we are improving our web presence and utilizing aggressive online marketing. We have enlisted Ad America to retool the COLFS online presence (www.colfsclinic.org) and compete directly with abortion providers in online searches. Additionally, we are partnering with Heroic Media to become their San Diego referral center. Heroic Media generates both education and intervention advertising to connect women at risk of getting an abortion to pro-life pregnancy help centers. We are experiencing a significant increase in client traffic thanks to these initiatives and expect rapid growth in 2019: our goal is to triple the number of clients served next year.

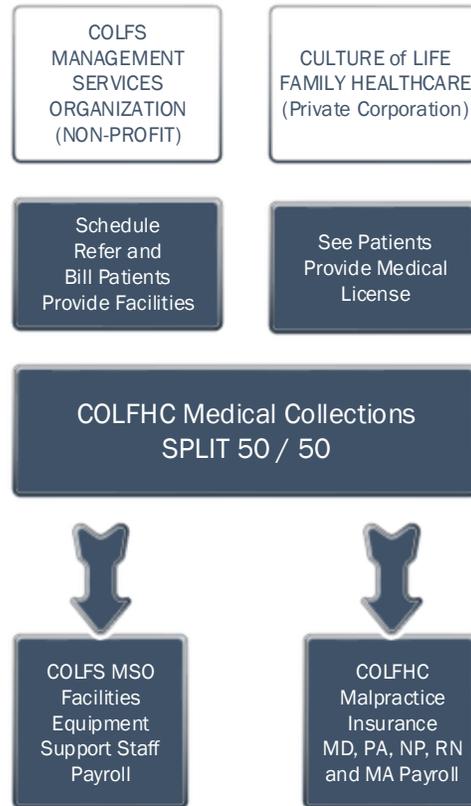


Figure 3: COLFS Medical Services and Relationship to COLFHC (colfhc.org)



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Pregnancy Tests



Ultrasound Exams



STD Testing



Programs & Resources



Abortion Pill Rescue

About COLFS Medical Clinic

We are a fully functioning medical clinic with specially trained doctors and nurses to provide women's wellness, prenatal, post-natal, pediatric and primary medical services for the family.

Our experienced, compassionate staff are here to discuss choices, provide educational resources, offer material supplies, provide referrals, assess needs and work with you to ensure you are getting the support that you need in a safe, nonjudgmental environment.

We accept insurance and offer discounted medical services to those that are uninsured or underinsured. Our team will ensure that you get the medical attention and services you need regardless of your ability to pay.

COLFS Medical Clinic is here to help.

Figure 4: COLFS Medical Clinic Client Focused Web Site (colfsclinic.org)

3.3 Healthcare Assistance

COLFS has underwritten medical care provided by COLFHC to hundreds of patients in crisis pregnancy and other situations of financial need. COLFHC invoices COLFS for these services. This assistance is also known as “mission medical” support and must be aligned with the mission of COLFS.

Since 2015, COLFS has provided over \$140,000 worth of healthcare assistance for a variety of medical procedures meeting the “mission medical” criteria. Patients that qualify for assistance are indigent, uninsured or do not have safe access to their insurance and are pregnant or might be pregnant, abortion intent, abortion vulnerable or abortion minded, in danger of coerced sterilization, in danger of euthanasia or coerced physician assisted suicide or otherwise have their or their baby’s sanctity of life threatened.

Special circumstances are decided on a case by case basis. These patients are to be treated with great charity and compassion, with every effort made to schedule them as soon as possible with a medical professional that can offer the necessary care. Patients are referred to a client advocate unless they refuse such a referral or the need for referral is not indicated.

COLFS has instituted a tiered “needs based” sliding fee scale for services. This will ensure that we are treating all patients fairly with clear criteria and tracking for patients in need of discounted or free services. COLFS is committed to providing medical services to our clients regardless of ability to pay.

3.4 Abortion Pill Reversal

Culture of Life Family Services (COLFS) initiated the Abortion Pill Reversal (APR) program in 2012 to help women who have changed their minds after starting the medical abortion process. Since then, more than 500 babies have been saved after successful reversals of mifepristone (RU-486) abortions. COLFS established a network of 400 medical practitioners and received more than 3,000 calls to the APR hotline. Reversing a medical abortion was certainly unthinkable when mifepristone use was approved in the United States in 2000. All of this has been made possible by the generous support of our donors.

COLFS goal has always been to expand APR. In our 2017 strategic plan, we recognized that rapid growth of APR would require a national partner with a more robust support staff and greater resources. To that end, we have partnered with Heartbeat International, an organization with a strong national presence and the institutional depth. They already operate a high-volume 24 hours-per-day, seven-days-per-week hotline, called Option Line, that recently received its three millionth call. Heartbeat International is well respected in pro-life circles and has a vast network of affiliates to fuel expansion of the APR network.

COLFS will continue to offer APR services to the San Diego County community and will continue to promote APR advocacy and education initiatives. Dr. Delgado will continue to oversee APR research and maintain the APR protocol as part of his newly formed non-profit focused on life affirming medical research: The Steno Institute.

3.5 Client Advocacy and Material Support

COLFS ensures that our patients receive complete care: which expands beyond the doors of our clinic. Our patients are paired with a skilled client advocate to help with needed resources and support. Our advocates are placed as spiritual support guides as well as counselors. Each patient meets with a client

advocate to help assess their personal, material and spiritual needs. The advocate will continue to support the patient until they are equipped to handle their own resource needs. Client advocates help patients gain access to resources in the community such as: housing, food, clothing, material supplies, transportation and emotional support services.

In order to fully serve our patient base, COLFS strives to absorb some of the financial hardship that comes with being pregnant and having a newborn. With the help of generous donors, we are able to promote healthy pregnancies by offering free pre-natal vitamins to our patients. We also have a baby boutique equipped with baby material supplies which we supply to families in need. Our goal is to allow the family to bond with their newborns, as well as empower them to focus on personal growth. We are currently able to provide supplies to over 40 children a month through our baby boutique.

3.6 Post Abortive and Miscarriage Support

We offer grief and loss support programs for post abortive women in partnership with Rachel's Hope Healing Ministry, a subsidiary of Rachel's Hope After Abortion Healing retreats. Rachel's Hope provides support to men and women whose lives have been directly impacted by the trauma, shame, guilt and grief associated with pregnancy loss.

Through our partnership with Rachel's Hope, COLFS provides a small group setting to assist clients in finding resources in the community for further healing. Our faith-based programs are designed to compassionately provide tools to reverse the downward spiral of depression, sadness, and self-hatred. Our support group programs instill hope and promote healing.

3.7 Education Programs

COLFS provides educational programs in Natural Family Planning, NaProTECHNOLOGY, chastity, pre-natal, parenting, life skills, and other wellness programs.

We are working to bring chastity programs to schools, parishes and to parent groups. We continue to work closely with parishes to coordinate our baby bottles drives with educational briefs on COLFS mission and the availability of COLFHC, a medical practice consistent with Christian values.

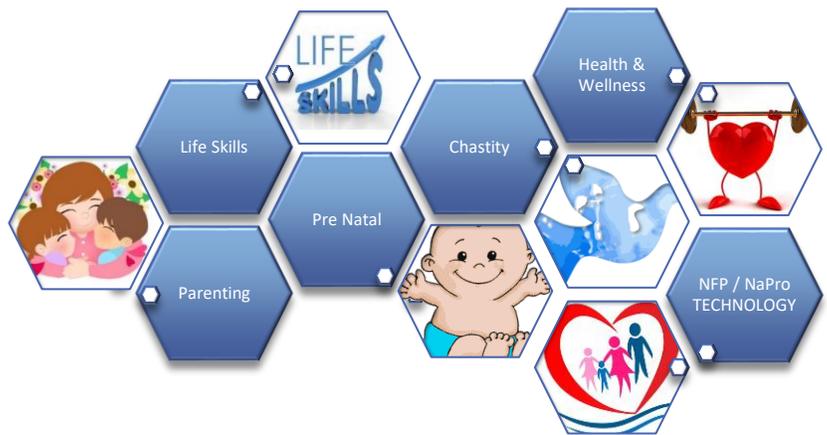


Figure 5: COLFS Education Programs

We are planning to rollout the educational elements of the California Comprehensive Perinatal Services Program (CPSP): wherein women receive enhanced services in the areas of nutrition, psychosocial and health education. We have also initiated an adult life skills program for our clients.

Our programs are designed to address the needs of the whole person. We address both physical and spiritual needs: teaching our clients practical skills consistent with the culture of life.

3.8 Outreach Programs

COLFS also provides pro-life education for the San Diego community, especially high schools, colleges and universities in the area. COLFS also participates in pro-life events: local, state, and national. Our numerous speaking engagements and campus outreach events at high school and college campuses throughout San Diego County present the gospel of life to hundreds of people who might not otherwise be exposed to it. Our youth are the future of a pro-life culture. COLFS is currently engaged in strategic discussions with the Youth Ministry office of the San Diego Diocese to collaborate and expand our outreach to parishes and schools.

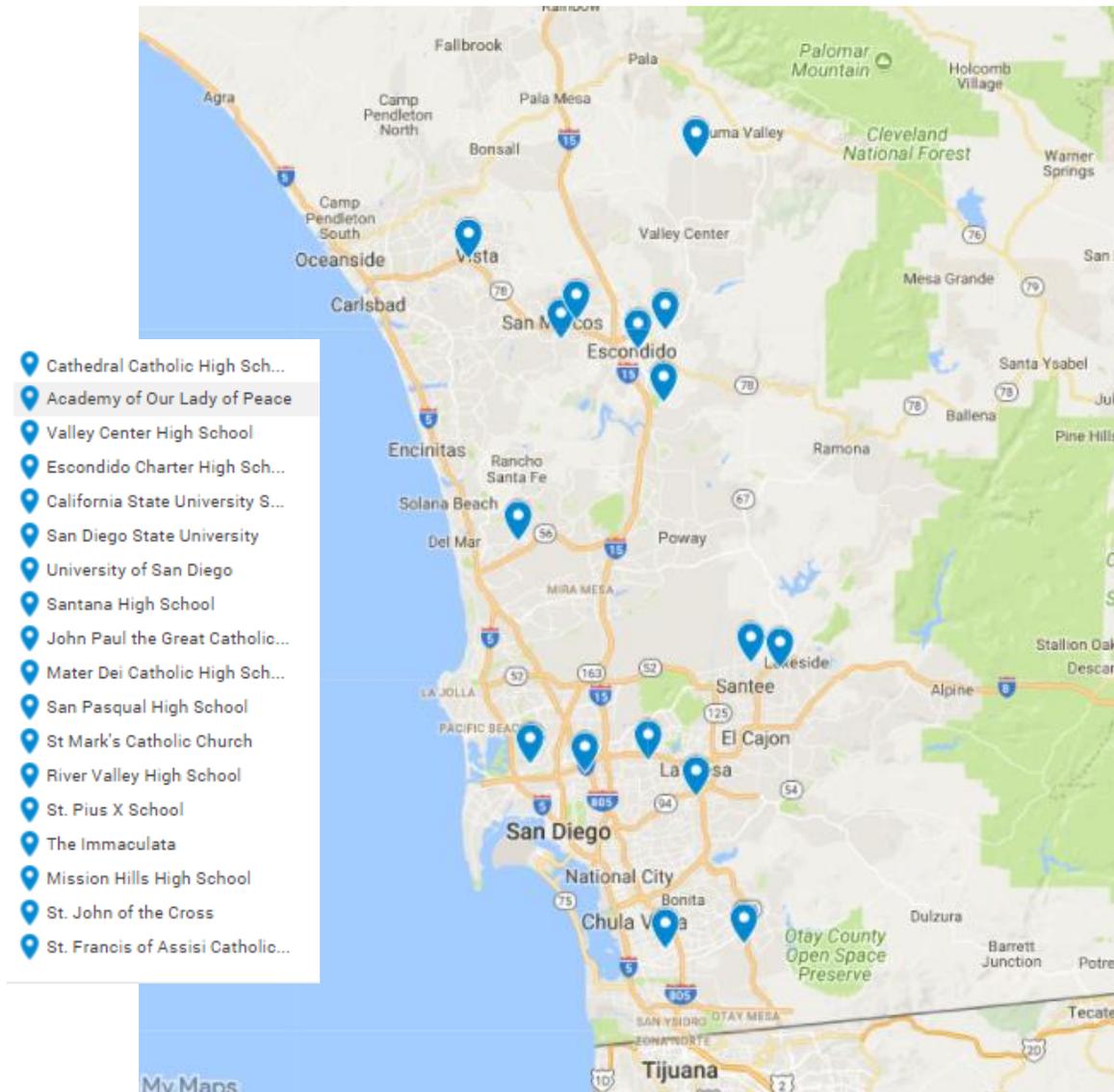


Figure 6: COLFS Outreach Extends Throughout San Diego County

4 COLFS Organizational Structure

COLFS is under the direction of a professional and competent Board of Directors led by the Chairman, Bill Goyette. Maria Perez Moreno is now President and CEO of COLFS as of June 2018. Maria and the Board of Directors work collaboratively with our nationally recognized Medical Director, Dr. George Delgado. Our Board of Directors is made up of professionals from a variety of backgrounds, including business, banking, legal, religious, medical administration and practice fields. Please see **APPENDIX A: COLFS BOARD OF DIRECTOR BIOGRAPHIES** and **APPENDIX B: COLFS STAFF BIOGRAPHIES**.

Our accomplished Board of Advisors provides strategic advice and includes members from diverse backgrounds including clergy, medical, ministry, legal, medical management, professional sports, and banking professions. See **APPENDIX C: COLFS ADVISORY BOARD**.

COLFS relies on a team of over 100 volunteers to help with various aspects of the ministry, including counseling and client care, baby bottle drives, social and fundraising events. COLFS has a strong donor base and is highly respected by the community.

COLFS has a well-defined structure under the leadership of the board of directors and president. We have an excellent team with clearly defined roles as illustrated in the organizational chart below.

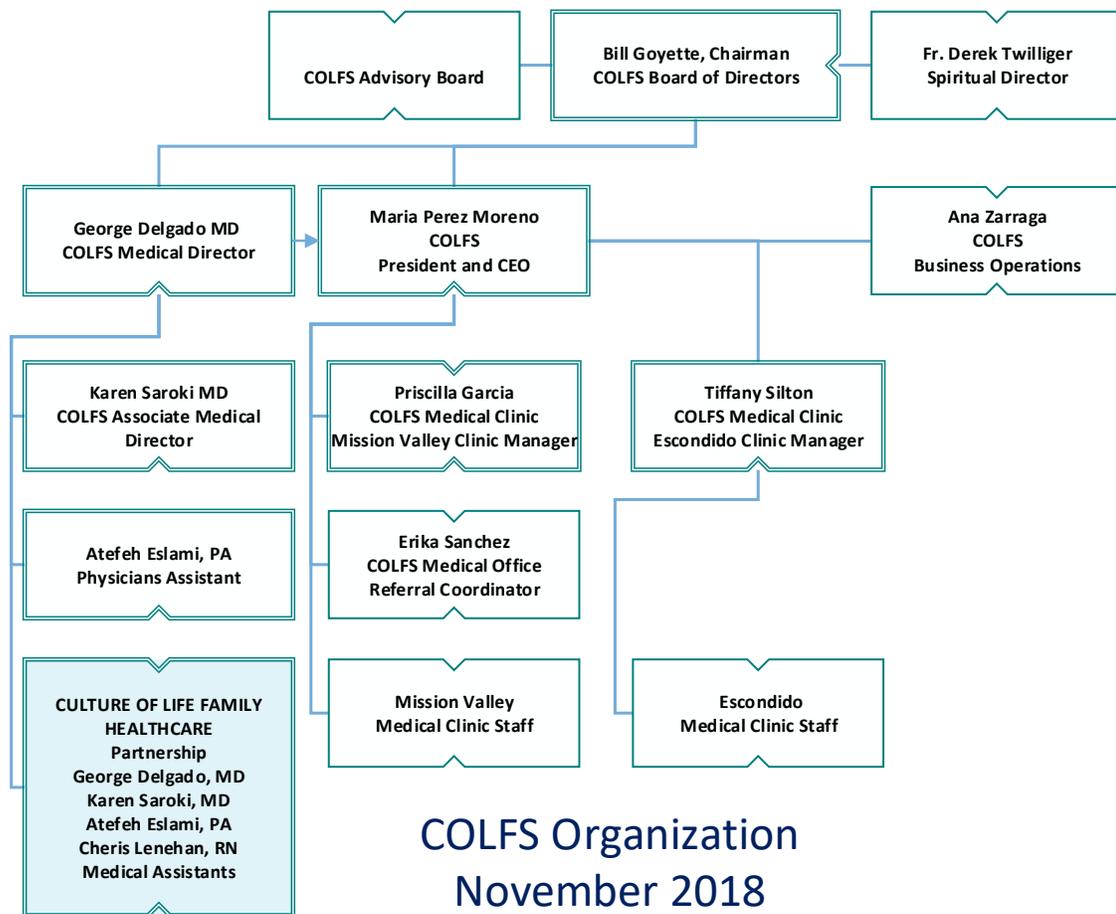


Figure 7: COLFS Organizational Chart

5 COLFS Financial Overview

COLFS maintains financial records using QuickBooks and a chart of accounts mapped to the IRS form 990: Programs, Management, Fundraising and Net Event Revenue. Internally, programs are split between Medical Management and General Ministry (Mission Medical, Pregnancy Care, APR, Counseling, Education and Outreach).

COLFS is on sound financial footing. We are on track to achieve our 2018 goal to operate within budgets; and, with a successful 2018 COLFS gala, we have increased our development revenue by 10%. We now have a reasonable operational reserve margin and can throttle our expenditures to income if necessary.

A preliminary summary of our performance from the past year (October 2017 through September 2018) is shown below. Numbers for Culture of Life Family Healthcare are shown for reference. The family medical practice represented by the partnership between COLFHC and COLFS (Management Services) is self-sufficient and funded by collections for medical services.

Overall for this period, COLFS was able to successfully operate within budgets. For 2019 we will continue to do the same.

COLFS & COLFHC FINANCIAL OVERVIEW		
OCTOBER 2017 – SEPTEMBER 2018		
BALANCED BUDGETS AND RESPONSIBLE STEWARDSHIP		
 Culture of Life Family Services Non-Profit: Manages Medical Clinic and Ministry	<i>REVENUE</i>	<i>EXPENSES</i>
Medical Program Management Services for COLFHC by COLFS	\$445K	\$462K
Ministry Programs: Pregnancy and Medical Assistance, Education and Support		\$429K
General Fundraising and Development	\$371K	\$102K
Fundraising Event Net Revenue	\$241K	
Management: Top Level Non Profit		\$57K
TOTAL	\$1,057K	\$1,050K
 Culture of Life Family Healthcare For-Profit: Employs Providers and Pays Malpractice Insurance	<i>REVENUE</i>	<i>EXPENSES</i>
Collections for Medical Services (Patient Pay, Insurance and Bonuses)	\$890K	
Medical Program Management Services for COLFHC by COLFS		\$445K
Medical Provider Payroll Reimbursement from COLFS: Non Profit Work	\$105K	
Medical Provider Payroll, Insurance and Fees		\$547K
TOTAL	\$995K	\$992K

Figure 8: COLFS Financial Overview October 2017 through September 2018 (preliminary rollout)

COLFS OVERVIEW and STRATEGIC PLAN November 2018

COLFS Yearly Budget for 2019 is presented below. The Medical Services Organization program is wholly funded by income from medical collections. Our plan includes net income for the year of \$95,700, which is about 10% of total net expenses. We are focusing our resources on growing our operation locally: to provide more services for clients and patients in our Mission Valley and Escondido medical clinics.

Culture Of Life Family Services						
	PROG: MSO	PROG: MIN	MANAGEMENT	FUNDRAISING	EVENTS	Total
Income						
430 COLFS MSO Income (Medical)	\$ 500,000					\$ 500,000
440 COLFS Ministry income		\$ 350,000				\$ 350,000
460 Event Income					\$ 500,000	\$ 500,000
Total Income	\$ 500,000	\$ 350,000			\$ 500,000	\$ 1,350,000
Expenses						
7100 Payroll	\$ 180,000	\$ 130,000	\$ 50,000	\$ 40,000		\$ 400,000
7200 Contractors	\$ 80,000	\$ 60,000	\$ 3,600			\$ 143,600
8100 Advertising and Promotion		\$ 9,000				\$ 9,000
8200 Office Expenses	\$ 30,000	\$ 30,000		\$ 18,000	\$ 10,000	\$ 88,000
8300 Information Technology	\$ 15,000	\$ 30,000				\$ 45,000
8400 Occupancy	\$ 135,000	\$ 115,000				\$ 250,000
8500 Travel		\$ 6,000				\$ 6,000
8600 Conferences, Conventions and Meetings		\$ 1,200				\$ 1,200
8800 Affiliate Payments	\$ 1,000	\$ 1,000				\$ 2,000
8900 Insurance	\$ 5,000	\$ 5,000	\$ 5,000			\$ 15,000
9000 Staff Development	\$ 6,000	\$ 6,000				\$ 12,000
9100 Medical Expenses	\$ 45,000	\$ 2,500				\$ 47,500
9200 Ministry Expenses		\$ 140,000				\$ 140,000
9500 Event Expenses					\$ 95,000	\$ 95,000
Total Expenses	\$ 497,000	\$ 535,700	\$ 58,600	\$ 58,000	\$ 105,000	\$ 1,254,300
Net Operating Income	\$ 3,000	-\$ 185,700	-\$ 58,600	-\$ 58,000	\$ 395,000	\$ 95,700

Figure 9: COLFS Yearly Budget 2019

COLFS donor base is diverse and strong. A distribution of donors at each donation level for yearly contributions is shown here. We continue to work to engage with our donors: collaborating with parishes, the Knights of Columbus and our team of volunteers to educate supporters and generate funding for our life-saving programs.

COLFS DONOR DISTRIBUTION: YEARLY DONATION TOTALS by RANGE				
Yearly Donation Range	2018*	2017	2016	2015
\$100 or less	654	703	1103	764
\$101 to \$500	249	316	308	243
\$501 to \$2,500	153	179	178	84
\$2501 to \$10,000	45	39	38	69
\$10,001 to \$25,000	9	9	6	5
\$25,000 to \$50,000		1	2	0
\$50,001 or more		1	0	1
	1110	1248	1635	1166
*Collected through 11/26/18				
*Excludes annual appeal/uncollected gala pledges				

Figure 10: COLFS Yearly Donor Distribution

6 COLFS Strategic Initiatives

COLFS strategic goals are focused on key initiatives to increase our overall effectiveness: enabling us to serve more clients, save more babies and heal more families. Reaching these goals is dependent on the efforts the entire COLFS team: the board of directors, staff, strategic partners and donors.

6.1 Initiative: Reach and Serve More Clients

- Challenge: Expand potential client awareness of COLFS to attract and serve a higher client volume.
- Objective: Increase client access to COLFS services by 3X next year: 900 Clients for 2019.

COLFS has built the infrastructure and is ready to support a much higher volume of pregnancy clinic patients. We can see patients in Mission Valley and Escondido. We have shifted to a preventative strategy to reach potential clients (abortion vulnerable women) offering them services earlier to effectively encourage them to choose life. The following action plan is in place to achieve our goal:

- Invest in client focused web site refinement and social media techniques to attract clients, especially those contemplating abortion or seeking APR (complete).
- Work with partners to develop video media to assist in client marketing (underway).
- Maximize COLFS web site search engine to attract clients (underway).
- Partner with preventative and intervention marketing experts to attract more clients (underway).
- Expand services offered in our clinics to include STD testing and education programs (underway).
- Develop stronger relationships with countywide pregnancy clinic centers and medical clinics for joint marketing, referrals, volunteers, purchasing, etc. (underway).
- Hire additional staff in response to increased demand to serve more clients (underway).

6.2 Initiative: Expand COLFS Mission Medical Care Availability

- Challenge: Increase mission medical access for clients and families.
- Objective: Increase access to providers for mission medical services, grow 25% per year.

The Mission Valley office is primed to see mission medical (MM) patients at any time. The Escondido clinic has capacity to provide expanded care for those in need. It has available exam rooms and facilities. However, expanding our MM care will require the support of a physician, nurse practitioner or physician assistant and financial resources to support MM activity (not covered by insurance). Action plan:

- Hire support staff and ensure exam rooms are ready to go in Escondido (complete).
- Incrementally expand services in our Escondido office on select days (underway).
- Recruit volunteer providers for pro-bono MM clinic work (planned).
- Refine billing for insurance eligible clients where applicable (underway).
- Grow service to meet demands (from client marketing efforts).
- Implement needs based tiered fee structure (complete).

6.3 Initiative: Expand COLFS Medical Services to Include OB Care

- Challenge: Incorporate more comprehensive OB services into COLFHC / COLFS.
- Objective: Find an OB partner to work with COLFS to provide and expand service options for clients.

COLFS currently offers limited OB and prenatal services. A contract or part time OB can greatly expand the services we offer our clients to include expanded prenatal care up to full term care and delivery. Action plan:

- Identify potential OB partners, including NP/Midwife support (underway).
- Contract for OB services with providers (to be provided at COLFS facilities).
- Initiate CPSP program with OB partner: education AND OB care.

6.4 Initiative: Obtain Independent Clinic License for COLFS

- Challenge: Provide long term model for sustaining COLFS medical operation beyond the MSA.
- Objective: Obtain medical license to allow COLFS to be an autonomous provider within 2 years.

The current COLFHC-COLFS Medical Services partnership is a unique model that requires a collaborative provider partner to provide medical staff and licensure for COLFS. Obtaining a clinic license will allow COLFS to employ providers: a sustainable independent model. Action plan:

- Document and maintain policy and procedure documents (current).
- Pursue relevant accreditations (1-year goal).
- Apply for and achieve clinic license (2-year goal).

APPENDIX A: COLFS Board of Director Biographies

BILL GOYETTE: CHAIRMAN OF THE BOARD OF DIRECTORS, COLFS

Bill has been actively involved in COLFS since 2010. He joined the COLFS BOD in March 2014 and was elected Chairman of the Board in June 2014. Bill also served as CEO of COLFS from June 2014 through June 2018.

Bill has close to 35 years' experience in the aerospace industry, including Hughes Aircraft in El Segundo CA and TRW/Northrop Grumman in San Diego since 1997. Bill holds a dozen US Patents and has managed a department of over 100 RF engineers. For the past 10 years, he has led a variety of product development efforts, from small research and development activities to large programs. He has a Bachelor of Science degree in Engineering Physics and completed the Saint Ignatius Institute program at the University of San Francisco. He has a Master's degree in Electrical Engineering from Loyola Marymount University in Los Angeles. Bill is currently employed by Northrop Grumman Mission Systems and is a Technical Fellow.

Bill has been actively involved in pro-life efforts since he was at the University of San Francisco and was co-chair of the USF Students United for Life; he has also been active in music ministry. Bill and his wife Betsy live in San Marcos, CA. and have 6 children and 2 grandchildren. They are members of St. Mark's parish.

TOM DOBRINO: VICE-CHAIRMAN, BOARD OF DIRECTORS, COLFS

Tom is currently Vice-Chairman, Board of Directors, COLFS. Tom has been on the Board of Directors since 2009 and has also served as Secretary of the Board. Tom has over 30 years' experience in the high-tech industry, starting his carrier with Hughes Aircraft in El Segundo, CA and then being part owner in two high tech small businesses. Tom is currently owner and Director of Sales and Applications for Roos Instruments and has been for over 20 years. Roos, based in Santa Clara, Ca., designs and manufactures Automatic Test Equipment (ATE) for the semiconductor industry. Tom has a Bachelor of Science in Electrical Engineering from the University of Illinois.

Tom has a passion for ministry and is active in his parish, St. Mary Catholic Church of Escondido, in addition to being a certified catechist for 20 years and participating in youth ministry and pro-life causes. Tom and his wife, Marianne, have one daughter.

JAMES L. TEETER: TREASURER, BOARD OF DIRECTORS, COLFS

Jim has been on the COLFS Board of Directors since 2005 and Treasurer since 2008. Jim was co-founder, CFO & CEO of Mesa Label Express from 1989 to 2017. Jim worked for the Naval Undersea Center as an Electrical Engineer and, later, Program Manager 1965-1979. He also conducted rural residential real estate development in San Diego County from 1975-1989 and Mohave County, Arizona 1980-present. He is Managing General Partner for several real estate investment partnerships; and as such managed the purchase, site planning, subdivision processing, utilities installation, access development, sales & financing for several development projects.

Jim's education includes a BEE from the University of Santa Clara, a MSEE from San Diego State University and postgraduate coursework in advanced mathematics at UCSD.

He has been actively involved in parish life at Good Shepherd Parish and Sacred Heart Parish in Coronado, where he now serves as a Catechist on the RCIA Team and is a member of the Finance Committee. Jim & his wife Mary Ellen have 3 children, 9 grandchildren & 2 great-grandchildren.

TRACY NEGUS: SECRETARY, BOARD OF DIRECTORS, COLFS

Tracy Negus has been a member of COLFS Board of Directors since 2015 and previously sat on the Board as member at large. Tracy has also been a patient of COLFS since 2006. Currently, Tracy serves as research analyst at the Naval Health Research Center. Tracy also served as an entomologist in the US Navy for 7 years. Tracy holds a B.S. in Biology and M.S. in Entomology from Virginia Tech and was awarded a Master's in Public Health from San Diego State University in 2012.

Tracy cares deeply about the mission of COLFS and would like to see COLFS thrive in the midst of changes and challenges to life-affirming health care delivery. Tracy has been married to her husband Charles for 22 years and they have 5 children, whom Tracy has homeschooled.

DON MEZIERE: MEMBER, BOARD OF DIRECTORS, COLFS

Don Meziere has been a member of COLFS Board of Directors since 2014 and has also served as Secretary of the Board. Don Meziere is a co-owner of Meziere Enterprises, Inc., along with his brothers Dave and Mike Meziere. Don has been employed at Meziere Enterprises for the last 34 years. Meziere Enterprises, Escondido, is a respected manufacturer, specializing in performance automotive products, OEM automotive solutions and general manufacturing.

Don is an enthusiastic volunteer for Pro-Life causes and volunteers for Project Mercy, building homes for the poor in Tijuana, Mexico. Don also volunteers as a musician at Saint Stephen Catholic Church in Valley Center, California and runs a volunteer praise and worship band providing entertainment at a wide variety of non-profit events. Don is an amateur drag racer as well, competing on a national stage and travelling throughout the southwestern United States. Don Meziere has been happily married to Yvonne Meziere for 21 years.

MARGHERITA D'ANGELO STUTZ: MEMBER, BOARD OF DIRECTORS, COLFS

Margherita Stutz has been a member of COLFS Board of Directors since 2016. Margherita has over 40 years of banking experience. Margherita currently serves as Senior Vice President/SBA Portfolio Director for Umpqua Bank (formerly Borrego Springs Bank) in La Mesa, Ca. Presently, as SBA Portfolio Director, her duties include management of the Small Business Administration portfolio team responsible for loan servicing, intensive servicing, special assets and guaranty purchase submission and follow-up. Special assignments include creating and providing specific government guaranteed training seminars to staff and serving as liaison to the SBA National Guaranty Purchase Center and the SBA Commercial Loan Service Centers. Margherita also serves as an instructor for the National Association for Government Guaranteed Lenders.

Margherita and her husband Steve, who is the Administrator of Fiat Catholic Schools for the Catholic Diocese of San Diego, are both active in pro-life efforts and live in El Cajon, Ca. They have three children and five grandchildren and are parishioners of Our Lady of Grace.

REVEREND DEREK TWILLIGER: MEMBER, BOARD OF DIRECTORS, COLFS, SPIRITUAL DIRECTOR

Reverend Derek Twilliger joined COLFS Board of Directors in 2017. He is the son of Wayne and Sharon Twilliger of Vista, Ca. He has an older brother, Glenn and a younger sister, Nichole and is blessed with eight wonderful nieces and nephews. His father was in the Marine Corps and he lived in many different places. Father Derek spent many years in youth ministry and catechetical ministry and served as an Extraordinary Minister of Communion in his home parish of St. Mary in Escondido. Father also worked for many years in the business world, including 10 years as an inventory manager for Home Depot. He completed Theology studies at Mount Angel Seminary in Oregon and was ordained to the Order of Deacons in the spring of 2015 and to the priesthood in the spring of 2016. He currently serves at St. Mark parish in San Marcos.

MARIA MORENO: PRESIDENT AND CEO, COLFS, BOARD MEMBER

Maria Moreno was elected President and CEO and joined the COLFS Board of Directors in 2018. (See COLFS Staff Bio for additional information)

KAREN A. SAROKI, MD: ASSOCIATE MEDICAL DIRECTOR, CULTURE OF LIFE FAMILY HEALTH CARE. BOARD MEMBER

Karen Saroki, MD, joined the COLFS Board of Directors in 2018. (See COLFS Staff Bio for additional information)

APPENDIX B: COLFS Staff Biographies

GEORGE DELGADO, MD, FAAFP: MEDICAL DIRECTOR, COLFS / COLFHC

Dr. George Delgado is the Medical Director of COLFS/COLFHC, which provides mission medical services to Culture of Life Family Services, in addition to providing Christ-centered family practice medical services to families throughout San Diego. Dr. Delgado is also the Medical Director for the newly founded Steno Institute, a pro-life medical research non-profit organization.

Dr. Delgado has published the two peer-reviewed articles in the medical literature describing the reversal of mifepristone (RU 486) using progesterone. Additionally, he was the second author on another paper reviewing early mifepristone abortion studies. He then established Abortion Pill Reversal, a program that connects women who have changed their minds after taking mifepristone (RU 486) and want to reverse the effects of the abortion pill. APR research seeks to refine and improve the treatment protocols for reversing mifepristone.

Dr. Delgado received his medical degree from the University of California, Davis and completed his residency at Santa Monica Hospital/UCLA. He is board certified in family medicine and in hospice and palliative medicine. Dr. Delgado is an NFP Medical Consultant trained in NaProTECHNOLOGY. He completed the one-year Certification Program in Health Care Ethics with the National Catholic Bioethics Center. Dr. Delgado is an experienced, popular speaker who has made hundreds of presentations to a wide variety of audiences including pro-life fund raisers. His topics include APR, abortion, euthanasia, stem cell research, cloning, personhood, NaProTECHNOLOGY, natural family planning and other bioethical issues. Dr. Delgado is a regular guest on Catholic Answers Live, the most widely heard show on Catholic radio. He and his wife Liz were selected to receive the St. Gianna Molla Pro-Life Award at the 2017 Walk for Life West Coast. Heartbeat International presented him with the Servant Leader Award at the April 2018 conference. Dr. Delgado and his wife Liz have four children and one grandchild.

KAREN A. SAROKI, MD: ASSOCIATE MEDICAL DIRECTOR, COLFS/COLFHC, BOARD MEMBER.

Dr. Karen Saroki is Associate Medical Director, COLFS/COLFHC, and works with Dr. George Delgado in managing and providing mission medical services and comprehensive family healthcare for Culture of Life Family Health Care. Dr. Saroki is also a voting member of the COLFS Board of Directors.

Dr. Saroki is a San Diego native who attended UC Berkeley for undergraduate training. She majored in Integrative Biology, graduating Magna Cum Laude. Dr. Saroki attended medical school at the University of Michigan and completed her family medicine residency training at University of North Carolina Hospitals. She is a member of the prestigious Alpha Omega Alpha Honor Medical Society and is an NFP Medical Consultant trained in NaProTECHNOLOGY. Dr. Saroki is certified by the American Board of Family Medicine. Dr. Saroki is active in the pro-life community, following in the footsteps of her parents. She previously served for several years as president of the board for the Goretta Group, a San Diego organization that promotes chastity nationwide.

ATEFEH ESLAMI, PA-C: COLFHC PHYSICIAN ASSISTANT

Atefeh is a nationally certified Physician Assistant specializing in Family Medicine care at Culture of Life Family Health Care. She completed her undergraduate studies at University of California in San Diego and continued to obtain her Masters of Science Degree at Hofstra University in New York.

Ms. Eslami is a member of the American Academy of Physician Assistants (AAPA) and New York State Society of Physician Assistant (NYSSPA) and is committed to providing quality of compassionate care to all her patients.

Atefeh considers her patients her friends and enjoys the time she spends with them. She is a very conscientious person who believes it's important to give the most current level of quality care to all her patients. Atefeh joined Culture of Life Family Healthcare in December 2017.

CHERIS LENEHAN, RN: COLFS/COLFHC CLINIC NURSE

Cheris is a graduate from Franciscan University of Steubenville. After receiving her nursing degree, she returned to her home state of California to begin her career. Previously to joining COLFS, she worked at a retirement facility for elderly nuns, but always knew she wanted to transition to caring for the unborn. She also wanted to be able to combine her faith with her passion for nursing and was thrilled when the opportunity with COLFS became available. Outside of her nursing career, Cheris enjoys spending time with friends and family, traveling, and painting.

MARIA MORENO: PRESIDENT AND CEO, COLFS, BOARD MEMBER

Maria Moreno, President of Culture of Life Family Services, is responsible for running all facets of COLFS. Maria has a proven track record with over 30 years of experience driving growth in the medical offices where she has worked.

Before joining Culture of Life Family Services, Maria was an Administrative Assistant for Gold Coast Medical Services. She worked for Indian Health Council where she was responsible for Billing and serving as a Medical Assistant inspiring Native Wellness. Her vast experience includes medical assistant, biller, front and back office assistant, receptionist and office manager. She has a broad knowledge of various medical specialties because of her diverse employment for family practice, gastroenterology, oncology, pediatrics, endocrinology, ophthalmology, obstetrics, and gynecology.

Maria studied and completed her Associates Degree at Palomar College. Maria is very grateful for her opportunity to support COLFS. She is passionate about recognizing Christ in each patient she meets. Maria and her husband, Jose, have two daughters, Daniela and Clarissa Moreno.

ANA ZARRAGA: BUSINESS OPERATIONS, COLFS

Ana is responsible for bookkeeping, payroll tracking, donation tracking and finance for COLFS. She has many years' experience in business operations, account and office management and human resources. She has a passion for music and the pro-life ministry of COLFS. Ana joined the COLFS team in 2016.

TIFFANY SILTON: PREGNANCY MEDICAL CLINIC MANAGER, COLFS

Tiffany recently joined COLFS in December 2017. She brings 15+ years of management experience at TERI Inc. She has management experience: supervising 75+ staff members, with budget assets, training,

program expenses and staff development. She has experience managing all aspects of daily living to include healthcare, psychiatric care, medication administration, skill building, behavior intervention programs, finance and budget management and training. She has a Bachelor of Science: Loyola University Chicago - Chicago, IL. Major in Psychology, Minor in Biology and Criminal Justice.

PRISCILLA GARCIA: ASSISTANT OFFICE MANAGER, COLFS / COLFHC MISSION VALLEY

Priscilla attended the Medical Assistant program at Concorde College. She graduated in 2011 at the top of her class making the Dean's list. Priscilla completed her externship at COLFS and has been with us since 2011. She previously worked as a caregiver where she found her love and passion for Pt care. She enjoys spending time outdoors with her husband and children.

ERIKA SANCHEZ: REFERRAL COORDINATOR, COLFS / COLFHC

Erika was born and raised in Chula Vista, CA. She studied Medical Billing and Coding at Kaplan College where she graduated with honors. Erika has been the Referral Coordinator at Culture of Life Family Health Care for over four years. Before working at COLFS, she worked at a pharmacy for eight years as an Inventory Manager. She is very passionate about her job with COLFS and enjoys helping others.

RICARDO CABRERA JR. : MEDICAL RECEPTIONIST, COLFS / COLFHC MISSION VALLEY

Ricardo recently joined COLFS as a Medical Receptionist in July 2018. Ricardo brings with him experience as a Certified Phlebotomist. He completed a Certified PT1 with Family Health Services Training Center. He is currently studying to complete a Bachelor of Arts in Management at Los Angeles Pacific University, he hopes to run a medical practice in the future, with the possibility of returning to school for a Bachelor of Science to be a Registered Nurse. Ricardo enjoys spending time with his family.

ESMERALDA CHAN: MEDICAL RECEPTIONIST / MEDICAL ASSISTANT, COLFS / COLFHC MISSION VALLEY

Esmeralda graduated in May 2017 from CET and completed her internship at U.S. Healthworks. She joined our team in July of 2017. Esmeralda enjoys helping our patients feel at ease and is always making sure that our patients leave our office feeling better than when they arrived

CATALINA DONAVAN: MEDICAL RECEPTIONIST / MEDICAL ASSISTANT, COLFS / COLFHC ESCONDIDO

Catalina recently joined COLFS in Escondido and is an essential part of the COLFS team. She strives to make the most out of every day at the office. Catalina enjoys nothing more than coming home to her husband and her daughter, Sara Grace after a long day enriching patients' lives.

MINERVA MICHEL: MEDICAL ASSISTANT, COLFHC MISSION VALLEY

Minerva completed her Medical Assistant program at San Diego State University in 2017. In 1992 she worked at San Ysidro Health Center for two years. Minerva joined the COLFS team in December of 2017. Minerva loves working with children. She has taught English as a Second Language (ESL) to children for many years. Minerva enjoys spending time with her two daughters and her husband. She also enjoys traveling and seeking new adventures.

LIDIA JUAREZ: MEDICAL RECEPTIONIST / MEDICAL ASSISTANT, COLFS / COLFHC MISSION VALLEY

Lidia Juarez recently joined COLFS in November 2018. She graduated from Pima Medical Institute in March 2016. She has two years of experience working as a Medical Assistant. Lidia has worked for Inspire Wellness and Kaiser Permanente in the Ophthalmology Department. Lidia always tries to help others when they need help. She enjoys traveling with her family and dancing.

YENICELA PEREZ-BRITO: MEDICAL RECEPTIONIST / MEDICAL ASSISTANT, COLFS / COLFHC MISSION VALLEY

Yenicela Perez-Brito graduated from CET on August 2018 and recently joined COLFS in November 2018. She was chosen as graduating class representative. She completed her externship at an OB/GYN practice. She recently joined our team in November 2018. She loves to help out and likes to make patients feel comfortable. She is very happy to have joined our team. She loves to spend time with her children and they are her motivation.

APPENDIX C: COLFS Advisory Board

The Most Reverend Salvatore Cordileone, Archbishop, San Francisco
Reverend Patrick Wainwright, MC, Miles Christi
Marie Finn, St. Dismas Guild, Co-Founder of COLFS
Deacon Keith Esshaki, GTC Systems
Charles S. LiMandri, Esq., Freedom of Conscience Defense Fund
Philip Rivers, Los Angeles Chargers
Mike Murphy, Sharp Health Care
Roger Lopez, San Diego Helpers of God's Precious Infants
Deacon Frank Mercardante, Bank President
Anthony DeBellis, DeBellis Financial Services
Colleen Maalouf, RN, Former COLFS BOD Chair
Mark Ginella, Esq., Wilson Getty
Debbie Bradel, APR Founding Nurse Manager
Joan Martin, Former COLFS Development Director