CULTURE of LIFE Family Services

OVERVIEW REPORT AND STRATEGIC PLAN

JULY 2018
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-centerd 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’ Pregnancy Care Clinic includes client counseling, ultrasounds, medical care and follow-up support for women and families in need, including referrals for housing and adoption. Since 2014, we have served over 800 clients and saved many babies.

COLFS founded the Abortion Pill Reversal (APR) program in 2012. APR has saved over 500 babies. Over 400 have been born after successful reversals of mifepristone (RU-486) abortions and over 100 more are on the way. There are over 400 medical practitioners in the network and we have received more than 3,000 calls to the APR hotline. COLFS has now partnered with Heartbeat International to expand APR.

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 building relationships with our clients and providing support and follow up care to preemptively guide them in a choice for life.

COLFS REGIONAL EXPANSION

COLFS strategic goals included operations to provide services to more clients and save more babies by shifting to a preemptive strategy of client engagement. We are implementing client focused marketing programs. We are diversifying and refining services to include education programs and deeper medical support. We will continue to build our family practice partnership with Culture of Life Family Healthcare. COLFS is working within the Diocese of San Diego and at the parish and school level in order to grow our education and outreach programs to reach the next generation with a strong pro-life message.

COLFS APR NATIONAL EXPANSION

Our long-range goal for the APR program has been to expand with a national partner. COLFS APR program has two components. The first is operation of the APR hotline and supporting provider network. The second is refinement of the APR protocol and supporting research. We signed a strategic agreement with Heartbeat International (HBI) effective March 15th, 2018, to transfer operation of the hotline and provider network to HBI. COLFS will continue to support the scientific and medical foundation for APR, refine the APR medical protocols, collect and analyze data, publish papers and provide education. This partnership will allow APR to grow exponentially and save many more babies, nationally and internationally.

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:

**Medical Management Services:** COLFS operates a full family practice in partnership with Culture of Life Family Healthcare (COLFHC).

**Healthcare Assistance:** COLFS underwrites medical services provided by COLFHC for those in need, especially women and families affected by unplanned pregnancy.

**Pregnancy Care Clinic:** COLFS is dedicated to helping women who have unplanned pregnancies with ultrasound, pregnancy tests, APR and support advocacy regardless of ability to pay.

**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, life skills, parenting, and prenatal training programs.

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

**Abortion Pill Reversal Protocol:** COLFS pioneered APR, a revolutionary program that reverses the effects of the abortion pill, giving women a second chance. APR is now a partnership with Heartbeat International and is responsible for maintaining the APR Protocol.
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Figure 2: Mission Valley Clinic Team
COLFS OVERVIEW and STRATEGIC PLAN July 2018

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.

3.1 Medical 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 entire 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 Healthcare Assistance

COLFS has underwritten medical care provided by COLFHC to hundreds of patients in crisis pregnancy or 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 $130,000 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 the 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

| COLFS MANAGEMENT SERVICES ORGANIZATION (NON-PROFIT) |
| CULTURE of LIFE FAMILY HEALTHCARE (Private Corporation) |
| Schedule Refer and Bill Patients Provide Facilities |
| See Patients Provide Medical License |
| COLFHC Medical Collections SPLIT 50 / 50 |
| COLFS MSO Facilities Equipment Support Staff Payroll |
| COLFHC Malpractice Insurance MD, PA, NP, RN and MA Payroll |

Figure 3: COLFS Medical Services and Relationship to COLFHC
professional that can offer the necessary care. Patients are referred to a client advocate unless they refuse such a referral or the 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.

### 3.3 Pregnancy Care 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 service from our clinics in Mission Valley and Escondido. In 2017, we purchased a new ultrasound machine for our Escondido clinic and upgraded our machine in Mission Valley. We formed a partnership in 2015 with Birth Choice San Marcos leading to the successful deployment of the Women’s Mobile Clinic in July 2017. Birth Choice approached COLFS in May 2018, requesting to buy out COLFS and assume full time operation of the Women’s Mobile Clinic in response to significant demand. COLFS agreed and the buyout was executed on June 1, 2018. During our period of shared operation, the Women’s Mobile Clinic served over 200 clients and Birth Choice expects to serve many more each year. Key metrics for our pregnancy clinic ministry are presented in the graph below. COLFS has served many hundreds of women and their families over the years.

![Crisis Pregnancy Cumulative Statistics 2014 through Q2 2018](image)

**Figure 4: COLFS Pregnancy Clinic Clients and Ultrasounds Cumulative Statistics**

COLFS has the ability to support hundreds of clients a month between our two offices in Escondido and Mission Valley. To increase our client access numbers, we are improving our web presence and utilizing aggressive online marketing. We have enlisted Ad America, the premiere Search Engine Optimization and web hosting company for pro-life women’s clinics and centers, to retool COLFS online presence. 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 anticipate a significant increase in client traffic thanks to these initiatives and expect significant growth in the second half of 2018.

Figure 5: COLFS Client Focused Web Site
3.4 **Client Advocacy and Material Support**

COLFS ensures that our patients are receiving 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 resources. 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.

3.5 **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.

3.6 **Education Programs**

COLFS provides educational programs in Natural Family Planning, NaPro Technology, 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.
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 are pursuing incorporation of 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 as we teach our clients practical skills consistent with the culture of life.

*Figure 6: COLFS Education Programs*
3.7 Outreach Programs

COLFS also provides pro-life education to the San Diego community, especially to 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 7: COLFS Outreach Extends Throughout San Diego County*
3.8 Abortion Pill Reversal

Culture of Life Family Services (COLFS) founded 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. We have established 400 medical practitioners in our network and have received more than 3,000 calls to the APR hotline. Reversing a medical abortion was certainly unthinkable when mifepristone was approved in the United States in 2000. All of this has been made possible by the generous support of you, our donors.

We know that there are many more women who WILL need APR when they change their minds after starting the medical abortion process. APR has the potential to reach a very large number of these women and save more lives. Currently, medication-induced abortions, represent 30% to 40% of the one million annual abortions in our country and the number is growing.

COLFS’ goal has always been to expand APR. In our strategic plan, we recognized that rapid growth of APR would require a national partner with a more robust support staff and greater resources. Such a partnership would allow us to reach more people via social media and other avenues, provide hotline support with the capacity to handle many more calls and grow a larger network of medical practitioners.

By the grace of God, we have found that partner. Heartbeat International is an
organization with a strong national presence and the institutional depth to expand APR awareness to both potential clients and practitioners. 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 is very well respected in pro-life circles and has a vast network of affiliates to fuel a rapid expansion of the APR network.

COLFS has finalized a formal agreement for Heartbeat International to assume day to day operation of the APR hotline, maintain the medical practitioner network and promote APR to clients, practitioners and its own network of over 2,400 affiliated pregnancy resource and pregnancy medical centers. COLFS will continue to offer APR services to the San Diego County community.

COLFS will continue to provide the scientific and medical foundation for APR, refine the APR medical protocols, collect and analyze data, publish papers and provide education. We will work closely with Heartbeat to further promote and expand APR.

A recent large case study by Dr. Delgado, published in the spring issue of the peer-reviewed journal Issues in Law and Medicine, describes the successful reversal of 261 mifepristone abortions. This study demonstrates that APR is effective and safe. The reversal success rate was 68% with the high-dose oral progesterone protocol and there was no increased risk of birth defects or preterm births.

This is the third medical article from COLFS APR research group. It is of great importance that we continue to demonstrate to doctors, scientists, legislators, judges and all in our society the beauty of human life and the opportunity to counter the culture of death.

The partnership between COLFS and Heartbeat will save thousands of unborn lives and heal at least that many spiritual lives. Our expansion of APR nationally and internationally will serve as a model for cooperation between pro-life organizations.
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 the 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 13: COLFS Organizational Chart](image-url)
5 COLFS Financial Overview

COLFS maintains our 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 below by APR, Medical Management and General Ministry (Mission Medical, Pregnancy Care, Counseling, Education and Outreach). COLFS net balance for the 2017 calendar year was $32.6k. Our Medical Management program was a net positive for the year.

COLFS is on sound footing financially, however; we have cash flow challenges due to the constant nature of our expenses and the cyclical nature of our fundraising. A primary financial goal for 2018 is to operate within budgets and increase our development revenue by 15%, so as to provide operational reserve margin. We hope to encourage our donor partners to make multi-year commitments and transition to regular monthly donations rather large one-time gifts.

### Table 1: COLFS 2017 Income and Expenses

<table>
<thead>
<tr>
<th></th>
<th>APR Program</th>
<th>Medical Management Program</th>
<th>Ministry Programs</th>
<th>Fundraising</th>
<th>Management</th>
<th>Net Fundraising Events</th>
<th>TOTAL</th>
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<tr>
<td>Revenue</td>
<td>$ 41,190.00</td>
<td>$ 481,598.02</td>
<td>$ 5,730.28</td>
<td>$ 402,289.50</td>
<td>$ 225,582.71</td>
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<td>$ 1,123,762.24</td>
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</tr>
<tr>
<td>Net</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ 32,628.27</td>
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</tbody>
</table>

*Figure 14: COLFS 2017 Income and Expenses [numbers have not been independently audited]*

COLFS Yearly Budget is reflected below. The Medical Services Organization program is wholly funded by income from medical collections. Our plan includes net income for the year of $165k, which is about 15% of our total net expenses. Specific allocations have not been made for APR, as that spending will be minimal. We are now focusing our resources on growing our operation locally, to provide more services for clients and patients in our Mission Valley and Escondido medical clinics.
COLFS donor base is diverse and strong. A distribution of our donors at each donation level for yearly contributions is shown below. We continue to work to engage with our donors. We continue to collaborate with parishes, the Knights of Columbus, the University of San Diego and our team of volunteers to educate supporters and generate funding for our life-saving programs.

<table>
<thead>
<tr>
<th>Range</th>
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<tbody>
<tr>
<td>Yearly Donations</td>
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</tr>
<tr>
<td>$100 or less</td>
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<tr>
<td>$101-$500</td>
<td>316</td>
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<tr>
<td>$501-$2,500</td>
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<td></td>
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</table>
6 COLFS Strategic Initiatives

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

6.1 Initiative: Reach More Clients

- **Challenge:** Expand client awareness of COLFS to attract higher client volume.
- **Objective:** Increase client access to COLFS services by 100% per year.

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 (underway).
- 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).
- Market to more high schools and colleges in partnership with John Paul the Great University and USD Pro-Life groups for college volunteers (underway).
- Develop stronger relationships with countywide pregnancy clinic centers and medical clinics for joint marketing, referrals, volunteers, purchasing, etc. (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. We have 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 (completed).
- 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 (underway).
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)

6.5 Initiative: Sustain APR Protocol and Provide Supporting Research

- Challenge: Strengthen the scientific basis for APR Protocol.
- Objective: Refine protocol and educate medical community as to effectiveness and safety of APR.

As part of our partnership with Heartbeat International, COLFS will continue to refine the APR protocol and support related education and research. Action plan:

- Gather data from Heartbeat International partnership, analyze and publish papers.
- Document and educate medical community on latest APR protocol.
- Continue to promote APR message at various conferences and symposiums.
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 for 10 years and served as Secretary of the Board as well. 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 BSEE 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 the Board of Directors, COLFS, 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 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 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 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 study in Theology studies at Mount Angel Seminary in Oregon and was ordained to the Order of Deacon in Spring of 2015 and priesthood in the Spring of 2016. He currently serves at St. Mark parish in San Marcos.

Maria Moreno: President and CEO, COLFS, Board Member
(See COLFS Staff Bio)

Karen A. Saroki, MD: Associate Medical Director, Culture of Life Family Health Care. Board Member
(See COLFS Staff Bio)
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 Abortion Pill Reversal (APR) research.

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 Goretti 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 as 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.

MATT HARRISON, MD: APR ASSOCIATE MEDICAL DIRECTOR

Dr. Matt Harrison is the associate medical director of APR. He has served as Hospitalist Director of Novanthealth Rowan Regional Medical Center in North Carolina. He graduated from the College of William and Mary with BS and MA degrees, The Medical College of Virginia/VCU with his MD degree and completed residency at the University of South Alabama as a board-certified physician in Family Medicine. He serves as a Medical Advisor to Priests for Life and is the Medical Director of the student health clinic at Belmont Abby College as well as an Instructor at Campbell School of Osteopathic Medicine. He and his wife Kathleen have 7 children and reside in North Carolina.

MARY DAVENPORT, MD, FACOG: APR RESEARCH DIRECTOR

Dr. Mary Davenport is the Research Director of Abortion Pill Reversal. She graduated from Tufts University School of Medicine in 1975 and completed her residency at the University of California, San Diego. Dr. Davenport is an obstetrician-gynecologist in private practice in El Sobrante, CA and is affiliated with multiple hospitals in the area. She has an NFP-only medical practice and is a Medical Consultant in Natural Family Planning. Dr. Davenport is also a Fellow of the American College of Obstetrics and Gynecology. She is a board member for CANFP and the American Association of Pro-Life OBGyn's. Dr. Davenport has been in practice for over 40 years.
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.

**Amy Fortanel: Medical Assistant, COLFHC Mission Valley**

Amy is an MA at COLFS, where she contributes in assisting patients with professional and compassionate medical care. A San Diego native she graduated from San Diego College. Proceeded into the medical field where she encountered a variety of practice settings. Amy has previously worked in Urgent Care, Obstetrics/Gynecology, Clinical Research and Family Practice. Balancing motherhood and life, in her free time she enjoys spending time with her children, traveling and reading.

**Karla Johnson: Medical Assistant, COLFHC Mission Valley**

Karla was born in Los Angeles but has lived most of her life in San Diego. She has been a medical assistant at COLFS since December 2016, before that she worked as a dialysis technician for three years. She was married to Jay Edward Johnson of Pickering, Louisiana in 2005. Her hobbies include visiting the zoo or Disneyland with her friends and family.

**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.
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