

March 15, 2023

Dear Supporters, Donors and Employees of America's Frontline Doctors:

Since November, it has been our absolute honor to serve on the Oversight Committee of this organization.

We are at a critical crossroads in the medical freedom movement – now more than ever we need an America's Frontline Doctors that is focused, disciplined and transparent. Over the last three years, we have watched as big government, big media, big tech and big pharma have worked hand in glove to terrorize the American people.

Unfortunately, at the exact moment that this organization needed to be strong, it was crippled as a result of the behavior of its founder – Simone Gold.

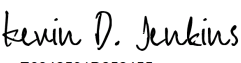
When the Board of Directors of America's Frontline Doctors convened this committee, they tasked us with determining exactly what had happened under Gold's leadership, how do we put the policies in place to make sure it would never happen again, and how do we put the organization on a path to restore it to its rightful place as the flagship organization for medical freedom.

That is exactly what we did.

The report that is enclosed is a fully independent report of this committee and represents months of our work and hundreds of hours of investigatory efforts.

We are thankful for the independence and autonomy the Board granted to this Committee. We look forward to what we know will be a bright future for America's Frontline Doctors.

Sincerely,

DocuSigned by:  
  
E6342591D252455...

Kevin D. Jenkins  
The Oversight Committee

KDJ:jp

## **Official Statement from the AFLDS Oversight Committee**

### **Preliminary Action Report**

**March 14, 2023**

After extensive review of the operations and ongoing financial documentation (as we await the full forensic audit) within America's Frontline Doctors, the Oversight Committee herein advises immediate action, discloses the Committee's preliminary findings regarding the status of the organization, and proposes additional organizational changes, to ensure the organization returns to its mission and regains the public's trust while restoring the image and integrity of America's Frontline Doctors. America's Frontline Doctors' mission is "to reinforce community bonds and encourage self-reliance through education, health, and faith through pursuing a balance of the mind, body and spirit." The Organization proposes to fulfill its mission through public outreach and education in health and wellness, providing access to quality medical services providers, providing access to wellness products, and facilitating community engagement.

#### **Immediate Action Items, Which the Board Has Already Taken:**

- 1) Terminate employment of individuals who acted to the detriment of the entire organization and against the authority of the Board by assisting Simone Gold in her illegal takeover of company assets, intellectual property, and financial accounts to her personal benefit.
- 2) Explore Human Resources needs to bring personnel policies into compliance.
- 3) Begin eviction proceedings against Simone Gold and John Strand from the Naples residential property, in preparation for sale of the property.
- 4) Streamline organizational chart and make personnel changes to empower employees to move forward on new initiatives with greater efficiency.
- 5) Establish job descriptions and clearly defined roles and deliverables for each employee.
- 6) Review and establish an employee payroll budget that reflects the new organizational chart, and cuts all of Simone Gold's unsubstantiated AFLDS payroll and 100% of her for-profit GoldCare payroll using AFLDS funds.
- 7) Obtain former employee completed surveys and follow up to review previous operating policies and practices at AFLDS and identify and discuss the issues to remediate.

#### **Preliminary Findings of the Oversight Committee**

- Consistent employee feedback identifies Simone Gold's leadership was volatile, severely micromanaging, and she refused to take any advice regarding changes in the organization. She threatened to and actually fired employees who questioned her decisions.

- Simone Gold misappropriated extraordinary amounts of organization money, using for her own benefit or that of her family. Her blocking of executive staff from decision-making left her money mismanagement unchecked.
- After resigning from her position at AFLDS in February 2022, Simone Gold split the AFLDS staff and began using staff she considered loyal to her for employment under her for-profit Goldcare company.
- Employee salaries were unconnected logically to the job duties and productivity delivered.
- There was very little accountability under the direction of Simone Gold and the former CFO, without HR management, and simultaneously, excessive micromanagement by Simone Gold, thus lack of delegation and inefficiencies.
- Employees were given insufficient training and not informed regarding organizational policies, which were not fully developed before the current Board took leadership in 2022.
- Telehealth services may have needed more medical personnel oversight and follow up.
- The Board missed red flags because of the “founder” status of Simone Gold and her position of trust; the Board failed to ascertain that it had to take decisive action against Simone Gold’s refusal to step down in day-to-day operations, rather than passively trust the continuity of operations of the organization during 2022.
- The President failed in personnel management to provide accountability to finance officer and HR functions, resulting in lack of transparency, lack of organization and lack of compliance documentation.
- The former CFO has refused to comply with the Board’s requests for financial documentation, failed to provide proper oversight in his position and alert the Board of misuse of funds, and is now delaying the forensic audit in conjunction with obstruction from Simone Gold. The actions and negligence of AFLDS’ former accountant have caused extreme detriment to the company.
- When the Board took action to stop Simone Gold’s severe mismanagement, she locked the staff and the Board out of all email accounts, instructed vendors and banks to exclude all other staff from access to accounts, and unlawfully used AFLDS trademarks and social media and other online assets. She also fired legal counsel she retained on behalf of the organization, which has resulted in the loss for the organization of certain intellectual property.
- Simone Gold filed fraudulent AZ SOS documents in order to carry out her campaign as imposter CEO/director of the organization.
- Simone Gold has solicited not-for-profit “donations” to be directed to her for-profit Goldcare enterprise. Not only is such solicitation fraudulent and deceives the donating public (their donations are not tax-deductible), but it also violates state laws requiring registration for non-profit solicitation.
- Additionally, Simone Gold continues an imposter campaign to solicit donations using AFLDS’ brand and protected intellectual property.
- The user-interface of the AFLDS online channels needs to be streamlined and updated for maximum efficacy.

## **Action Items the Committee Suggests the Board Take Within the Next 60 Days**

### **Changes to the Board**

The Oversight Committee suggests adding a minimum of two new (unpaid) Board members who have medical backgrounds and are mission driven. Additional unpaid Board members to be added should include experience in organizational management. The Oversight Committee proposes Sheriff Mack resign from paid executive officer role in AFLDS, and all Board members continue services as unpaid directors. A President should be recruited within the next 20 days, and the position filled by an individual with high-level managerial experience in business and the non-profit sector and a strong knowledge of fund-raising.

The Committee recognizes the current Board members for their commitment and humility to remain with the organization during critical transition, put their reputations on the line, and take responsibility and restore the organization to its mission. We recognize there are areas in which the Board failed to prepare and maintain compliance and best practices upon taking their positions in early 2022; however, we also recognize that this organization grew incredibly quickly since its inception in 2020, which under Simone Gold's leadership, ignored and failed many accounting and reporting requirements. The only way to move AFLDS forward is to maintain a Board that displays high morality and ethical standards, and significant changes must be made toward that goal.

It is apparent the Board was not prepared for the level of malfeasance by Simone Gold that she kept from the prior Board and which was encountered upon the current Board coming leadership. Even after the Board was duly elected, Simone Gold continued to engage in actions without the Board's informed knowledge or consent, and these are coming to light thanks to an extensive forensic audit and investigation. We will supplement this Committee's report once the audit is complete.

### **Executive Team**

Over the next 20 days, the Oversight Committee will be reviewing and proposing restructuring of the executive team at AFLDS. A press conference will be held at the conclusion to announce the Board's approval of a new executive team and their plan to move the company forward with transparency and integrity. This Committee will ensure that executives are appropriately paid based on their level of experience, productivity, and deliverables on the mission of the organization.

### **Compliance Issues**

After initial overview, it is evident that AFLDS has outdated or missing policy documents for compliance and best practices. We advise that a new HR director work with counsel to revise, update, and implement policies with staff training, including but not limited to updated staff and vendor contracts, employee handbook, privacy policy, and any other documentation

necessary to maintain compliance with state and federal law. This Committee will also review the Bylaws of the organization for any further revision in line with this report's findings and proposed actions. These documents will also drive employee accountability and protect the company.

### **Accounting**

It is suggested that a new bookkeeper be brought on staff immediately. This person should handle payroll and ensure that all revenue is documented correctly and all expenses are authorized and documented correctly. The credit card use policy will be part of the Employee Handbook, and all employees will sign off in acknowledgement of the policies and terms of employment. Organizational credit cards will only be assigned to director level employees who need to book company related flights and travel, and organizational cards will also be available to cover recurring expenses for subscription services, software updates or other necessary systems. The new CFO will be responsible to oversee the bookkeeper in reviewing monthly credit cards statements, ensuring proper documentation is retained for all necessary purchases and books are kept under Generally Accepted Accounting Practices.

### **Employee Accountability and Company Structure**

The spending on credit cards under Simone Gold's leadership was extraordinary, inured to personal benefit of certain employees and Simone Gold, and was not properly documented. ***This Committee will refer certain former employees for criminal investigation.***

Moving forward, to ensure accountability to both the organization and the American people, each employee shall provide weekly deliverables. These deliverables will align clearly within the job description for each employee position. The staff will have weekly meetings at which the programs and operations of the organization will be discussed and deliverables will be assigned in writing in order to meet the obligations of the organization, pursuant to its mission. Additionally, employees must be empowered to voice opinions and concerns without fear of retaliation and termination. Weekly team meetings will ensure visibility and transparency across the company. Each program team will be expected to work together to produce high quality content that fulfills the charitable purpose of the organization.

All employees will be informed of the budget for their department and will be compliant in the production of their deliverables with the budget as designated by the Board. There will be performance evaluations for each employee no less than every six months, and wages and salary shall be adjusted in accordance with the findings of evaluations.

The Director of HR will ensure that all employees are provided written policies compliant with federal, state, and local employment law. The Director shall also establish procedures for appropriate disciplinary measures, including performance improvement plans, as applicable. Strict adherence to performance standards will be required of all staff and management of the organization.

### **Current Assets to Be Liquidated**

A. Naples, Florida Residential Property (Home purchased by Simone Gold in 2022 under false pretenses)

Simone Gold and John Strand have been provided with written notice at the end of January that they had until March 2, 2023 to vacate the Naples property. A complaint for eviction has been filed against Gold and Strand in Collier County, FL.

B. AFLDS owned Vehicles

Simone Gold, through AFLDS, purchased three vehicles in 2022, without proper authorization of the Board: A Mercedes sprinter van and GMC Yukon XL Denali “for company travel,” as well as personal Hyundai SUV for her and John Strand’s use. None of these three vehicles are currently benefitting AFLDS and their purchase under false pretenses was not approved by the Board. Written notice was provided to Gold demanding return the vehicles by mid-February, which she ignored. All three vehicles will be repossessed by the AFLDS Board and sold. The proceeds of such sales shall be used for organizational programs in pursuit of its mission.

### **Telehealth**

This Committee proposes that AFLDS explore options to reinstate its telehealth services. A reinstated program for providing telehealth services should offer services and products beyond covid related treatments; institute and enforce strict privacy protections for all patients; provide professional guidance and instructions for products; schedule regular follow up with AFLDS telehealth medical professionals for each patient; and work together with patient insurance, as applicable, providing all services at a competitive market price. AFLDS has been a symbol of saving lives through providing access to telehealth during the covid pandemic. We must ensure that people have access to affordable care and guidance from independent medical professionals.

### **The Vision Forward**

The team at America’s Frontline Doctors has defined its vision moving forward that brings value to the American people, under strict financial accountability and high ethical standards.

- AFLDS work and communication will be focused in a new location: [www.medicalfreedom.org](http://www.medicalfreedom.org).
- The News Team will be re-structured, based in the United States, not Israel, and re-purposed. AFLDS will publish productive articles providing solutions and clear wellness guidance, rather than fear-inducing publications. Publications will include weekly interviews and articles from physicians and health professionals in America and around the world, directly involved in the freedom movement.
- AFLDS will provide educational materials for navigating the post-Covid medical and regulatory environment. Health and wellness, preventative medicine, medical advocacy, homemaking and homesteading, and more will all be addressed in AFLDS outreach in 2023 and beyond.
- The AFLDS medical team will be responsible for putting out weekly content (written and video) sharing ways to empower the people to take their health and the health of their

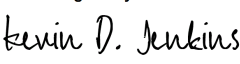
families and children into their own hands. This will include updates within the medical community (viruses, Pfizer, etc.), medical education and disease prevention, etc.

- Citizen Corps will produce articles and pamphlets to help citizens engage at all levels. We will encourage people to hold community meetings, and they can use our pamphlets and materials to cover different subjects each month.
- America’s Frontline Doctors will work with allied organizations at the local, state and federal level on relevant policy and legislative efforts. America’s Frontline Doctors will be a leading voice for medical freedom and advocacy.
- Citizen Corps will also develop a QRT (quick response team) within each region in which AFLDS has local presence. The QRTs will be made up of healthcare professionals, lawyers, etc. to whom people can reach out to the public and patients with issues in their community on a real-time basis.

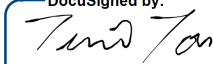
**Conclusion**

The Oversight Committee is tasked with the objective of accountability for AFLDS. This Committee is working to account for every donor dollar and advise the organization on policies and standards to ensure all funds raised are spent in pursuit of the organization’s mission. Moving forward, America’s Frontline Doctors must operate above reproach, at the highest level of ethical responsibility to its donors and American people. Never again can this organization be caught in the manipulation of self-dealing leaders, and it will be prepared to prevent malignant leadership as well as trained to maintain sound policies and practices to identify and resolve misconduct promptly.

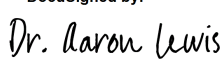
**Adopted this 14th Day, March, 2023**

DocuSigned by:  
  
 3A77634E8DA4427...

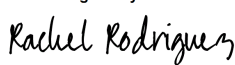
**Kevin Jenkins, Chairman**

DocuSigned by:  
  
 2C06A62730D5440...

**Trent Loos**

DocuSigned by:  
  
 6CC8402A872B426...

**Rev. Aaron Lewis**

DocuSigned by:  
  
 20EEE54F9BE24E9...

**Rachel Rodriguez, Esq.**

**Enclosures**

- Bios of the Oversight Committee
- Press Releases of the Oversight Committee

- Court Order on motion for preliminary injunction in Maricopa County, AZ Case No. 2022-015525
- Copy of Fraudulent and corrected corporate filing in AZ
- Select misrepresentations by Simone in writings both before and after AZ Court Order
- Survey submitted to former and current staff by Oversight Committee during this investigation