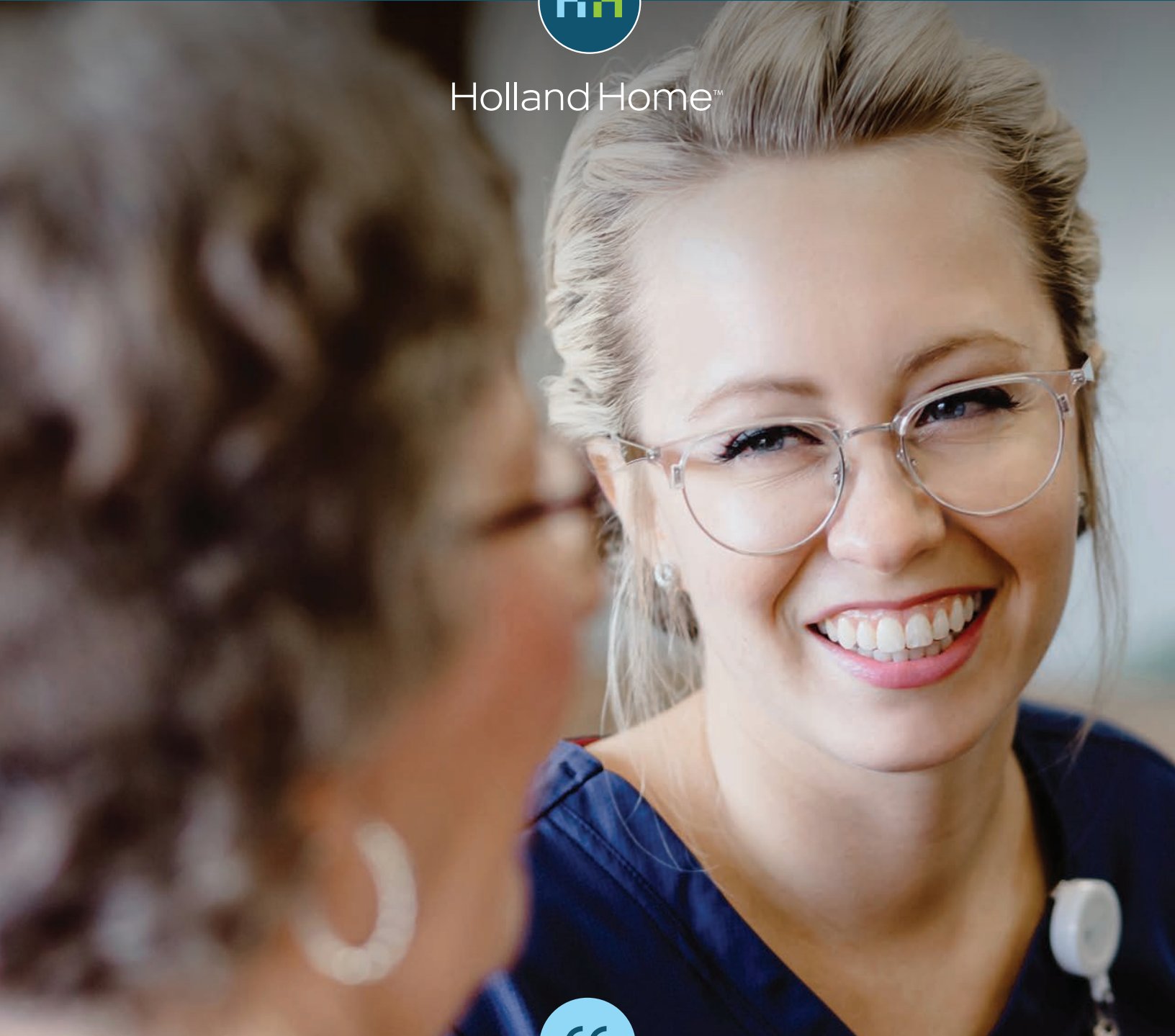


2019 ANNUAL REPORT



Holland Home™



“

Do unto others as you would have them do unto you.

- Luke 6:31

OUR MISSION

In fulfilling God's calling
to serve others we will:

Serve with love and compassion

Commit to excellence

Follow Christ's teachings and
example in all we do.

OUR VISION

Holland Home is called by God to be of service to others,
and, in our efforts, we will constantly seek God's guidance.

We will provide services with love, compassion, and
excellence, and through our efforts, our residents and
clients will feel love, comfort, and peace of mind.

We will provide a broad and flexible range of services and
housing options that are tailored to meet the needs of
individuals both within our facilities and in the community.

Managing our resources carefully allows us to fulfill our
commitment to Christian benevolence. And, we will always
remember that we serve in Christ's name.

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“

Do unto others as you would have them do unto you.

– Luke 6:31

LETTER FROM OUR PRESIDENT

Dear Friends,

In 2019, we focused closely on words from Luke 6:31, “Do to others as you would have them do unto you.” This call to compassion guided us throughout the year and provided a strong foundation moving into 2020 and the COVID-19 pandemic. I am grateful and proud of how our entire team used their experience, compassion, and commitment to rise to the occasion, and also recognize that our successes in 2019 played a large role in our preparedness for these unprecedented circumstances.

As with each year prior, we were driven in 2019 to maintain our mission of providing Christ-like care to every person we have had the privilege of encountering. With our mission as our cornerstone, we have succeeded in maintaining our good position now and for the future.

Here are a few things that happened in 2019 that we are grateful for:

- Our sales team exceeded its sales goal for Independent Living for the second year in a row.
- The Raybrook Renovation progressed, ending the year very near to our campaign goal.
- Holland Home became the first organization in Michigan to receive the PAC Designation Status, with our Cook Memory Care Unit being recognized for its best-practice methods in caring for people living with dementia.
- Faith Hospice continued to grow, serving patients all over West Michigan and at our Trillium Woods inpatient facility.

- We began planning to expand our grief counseling services to include a new center at Trillium Woods.
- Atrio Home Care was named to the HomeCare Elite list. Only 25% of the top home health agencies nationwide make the list.
- Atrio served Home Health and Help at Home clients across six West Michigan counties.

We are incredibly grateful for the prayers and support this past year and throughout the unexpected challenges that we have recently faced.

Sincerely,

Mina Breuker
President and CEO

BRETON HOMES NORTH PHASE ONE

Breton Homes North, an Independent Living community located within the Breton Woods campus, surpassed the halfway mark, with 23 of the total 46 homes now fully constructed and three in progress.

RAYBROOK MEMORY CARE

The Master Plan Renovation at Raybrook progressed in 2019, ending the year with a remainder of \$3.8 million to be raised out of an original \$18.5 million campus-wide renovation project goal.

RAYBROOK MAIN ENTRANCE LOBBY

Resident life was improved through a variety of intentional initiatives, including the renovation of the main lobby, creating a warm and welcoming space for all residents and visitors.

CAMPUS UPDATES

We're taking our commitment to person-centered senior care to the next level by updating our campuses to provide more choices and better services to create an even more comfortable, more engaging, and more enriching environment for every one of our residents.

Independent Living

Our sales team exceeded its 2019 sales goal for Independent Living by 18% (77 sales compared to our goal of 63), marking the second year in a row of surpassing these preset goals. On top of those record numbers, 2019 saw 10 more sales than 2018.

Breton Woods Campus

Breton Homes North, an Independent Living community located within the Breton Woods campus, surpassed the halfway mark, with 23 of the total 46 homes now fully constructed and three in progress. This new construction greatly expands upon previously available Independent Living options, offering sophisticated living with gourmet kitchens, several options of layouts, and smart home technology, to name a few.

Our two assisted living areas – Breton Extended Care and Breton Extended Care South – are doing very well and have steadily maintained a full census. In response to this, a third assisted living facility, Breton Extended Care West, will be built within the South complex area of our Breton Woods campus.

Raybrook Campus

Raybrook of Holland Home had another exceptional year serving our residents with love and compassion in Independent Living, assisted living, and skilled nursing settings.

Resident life was improved through a variety of intentional initiatives, including the addition of a designated walking path around the perimeter of the campus for the enjoyment and convenience of our walkers. The dining experience was also enhanced through the inclusion of new meal options, including “Go Tos” meals and the Raybrook Café.

Raybrook Memory Care

The Master Plan Renovation at Raybrook progressed in 2019, ending the year with a remainder of \$3.8M to be raised out of an original \$18.5 million dollar campus-wide renovation project goal. Thanks to these efforts, the Cook Memory Care Unit now has a secured patio and a newly renovated dining room, which will accommodate improved resident access to the outdoors and low-stimulation dining. 2019 also marked the first year of full occupancy of the 48 renovated Jay Mol Family Center Memory Care assisted living units.

Closing out a wonderful year, the Cook Memory Care Unit achieved the first level of Teepa Snow's Positive Approach to Care (PAC) designation for caring for dementia residents, becoming the first to achieve this honor in the state of Michigan.

SMART TECHNOLOGY

Holland Home is committed to implementing innovative technologies that support the values of those it serves. Research shows older adults are eager to engage in technologies that support their pursuit to live as independently as possible, increase their ability to connect with family and friends, and explore lifelong learning opportunities.



2019 Smart Technology Highlights:

- Deployed a Resident Technology Survey among Independent Living residents to help identify specific areas of interest among that population (feedback mirrored the values and interests found in national research regarding older adult technology engagement).
- Offered weekly, 20-minute, one-on-one Tech Talk appointments to our Independent Living residents, tailored specifically to the area of interest of the resident, increasing their comfort level and knowledge base when navigating new and diverse technologies.
- Implemented technology testing and focus groups that invite residents to provide valuable feedback, allowing stakeholders to learn what is relevant and intuitive to the older adult market. This form of feedback has been identified as being vital to new technology development. Without this feedback, new technologies in the older adult market often fail.
- Engaged residents through REAL technology education courses focusing on the benefits of wearable technology, iPads/iPhones, voice-first technology, social media, video calling, podcasts, and more.
- Utilized robotic cats and dogs as companion animals in our rehabilitation, skilled nursing, and memory care units.

Awards and Recognition

In 2019, Holland Home was honored to be recognized locally as well as nationally throughout the year for our dedication to our promise of care for all those we serve.

JULY

Grand Rapids Magazine named Dr. John Mulder, Dr. Ronald Duemler, and Dr. Robert Riekse as being among West Michigan's Top Doctors in their July publication.

OCTOBER

CEO and President Mina Breuker was named one of Grand Rapids Business Journal's Top 200 Business Leaders.

NOVEMBER

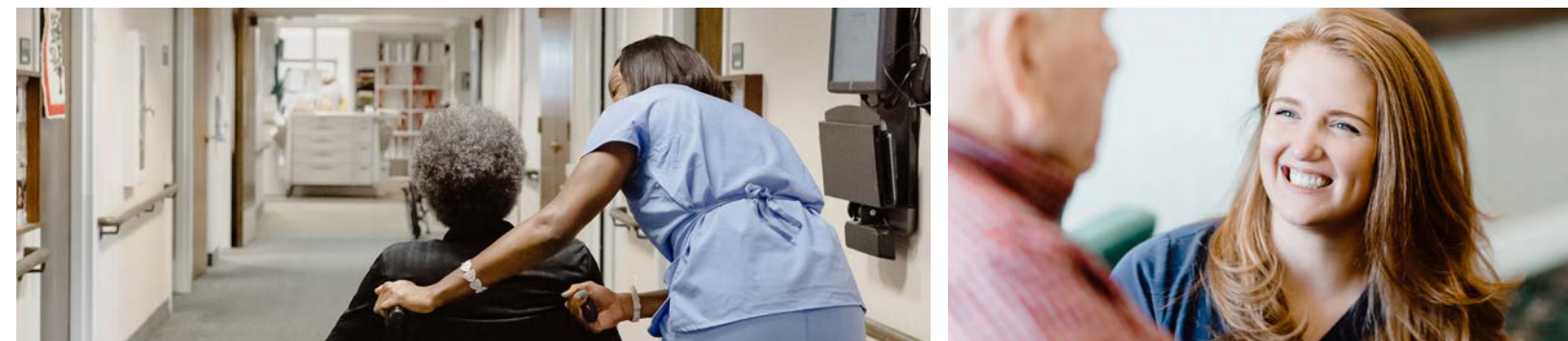
Marc DeRuiter, Dr. John Mulder, and Carl VerBeek were named as being among the top 16 engaged and inspiring individuals over the age of 60 in the West Michigan community.

DECEMBER

Holland Home was selected as one of five memory care providers nationwide (and the first in the state of Michigan) to achieve the coveted Positive Approach to Care (PAC) designation.

JANUARY 2020

Holland Home was voted "Best Retirement Community" in Grand Rapids according to Grand Rapids Magazine's "Best of Grand Rapids 2019" issue.





Holland Home 
Vibrant Living™

The Vibrant Living model exists to help residents engage with others in the community and improve their quality of life through a wide variety of programming opportunities. This wellness model focuses on five components of wellness (spiritual fulfillment, emotional well-being, physical wellness, intellectual discovery, and social engagement) and guides Holland Home’s resident programming across all levels of care.

2019 Vibrant Living Highlights:

- Vibrant Living was awarded the Spirit Award by Humana’s International Council on Active Aging during its national Active Aging Week.
- The Vibrant Living teams coordinated with Volunteer Services to implement the highest number (36) of new large events and theme weeks to date. New events included a women’s retreat, an art engagement opportunity with a Top 20 ArtPrize Artist, and an all-level-of-care Whitecaps Outing.
- Expanded the personal training fee-for-service model under the Vibrant Living umbrella by adding a second certified personal trainer in October 2019. Personal trainers completed 327 appointments, fitness

coordinators led an average of 71 fitness classes per week at each campus, and we began offering Vibrant Living fitness classes of the month in the DeVos and Verblaaw units, and at Breton Extended Care Centre and Breton Extended Care South.

- Two members of the fitness team became certified Matter of Balance coaches, kick-starting the program at Breton Woods and Raybrook. A Matter of Balance is an evidence-based program that helps reduce the fear of falling and increase activity levels.
- Began a partnership with the Grand Rapids Ballet Company. The ballet instructors offered “Moving with Parkinson’s” at the Raybrook campus. This program is designed for individuals with Parkinson’s disease, but all are welcome. The program aims to increase flexibility, strength, balance, and coordination.
- Completely renovated the Breton Ridge Fitness Center in line with current fitness trends and research, positioning ourselves as one of the only communities in the area to house top-of-the-line, technology-enabled fitness equipment designed specifically for older adults.

YEARS SINCE IMPLEMENTED	RESIDENTS AT BW & RAYBROOK	TEAM MEMBERS	HOURS OF WORK FROM INTERNS	AMOUNT FUNDED FOR TOOLS & SUPPLIES	COMPLETED REAL COURSES
3	1,500	9	3,220	\$16,000	171

MEMORY CARE

In 2019, Holland Home became the first organization in the state of Michigan — and only the third nationally — to receive the PAC Designation status from Teepa Snow's Positive Approach to Care™ organization. Specifically, the Cook Memory Care Unit in Raybrook Manor achieved an Aware Designation, which means that staff members are consistently utilizing the Positive Physical Approach™ and other best-practice methods in caring for people living with dementia.

Holland Home now has three certified PAC Trainers, five certified PAC Coaches, and one certified PAC Consultant, all of whom are dedicated to implementing the Positive Approach to Care throughout the organization and achieving PAC Designation status for all Memory Care Service areas.

Over the course of 2019 Holland Home also expanded its Memory Care Services to include:

- Staff training, which consists not only of the Positive Approach to Care, but also a virtual experience called the Dementia Journey. Connect, a program that incorporates Montessori principles in building engaging environments where residents can get involved in meaningful and purposeful activities
- Honor Care, a program through which compassionate, Christ-centered care is provided to those who are nearing the end of their journey with dementia
- Evening Star, a unique type of worship that is based on accessibility and inclusivity, supporting and sustaining spiritual relationships throughout the course of the disease

At Holland Home, we are committed to providing the right care, support, compassion, and expertise to create positive moments of joy for all of our residents and their families.



HOLLAND HOME VOLUNTEERS

We are exceedingly grateful for every one of our dedicated volunteers. In 2019, 575 volunteers served 44,585 hours, for a value of \$836,000.



2019 Volunteer Highlights:

- Over 300 volunteers attended appreciation events throughout the year, giving staff an opportunity to serve and thank them for their dedicated service.
- Coordinated 36 internships/clinical field placements with students from eight different colleges/universities.
- Opened the Raybrook Café in response to a resident satisfaction survey and focus groups, offering grab-and-go style sandwiches, salads, and soups.
- Van's Market at Raybrook and the Breton Market continue to meet the needs of residents and staff on both campuses. They had a combined net total of

- over \$15,000 in revenue, directly supporting the funding of the Vibrant Living Grant for resident quality of life initiatives.
- Supported Dining Services with the launch of Go To's - frozen meals to go at Breton Market and Van's Market.
- Established a partnership with Calvin University's Ready for Life program, which provides postsecondary educational experiences for college-aged individuals living with cognitive, learning, or social disabilities. Students completed an internship working at the Raybrook Café.

VOLUNTEER HOURS

44,584

YOUNGEST VOLUNTEER

13

OLDEST VOLUNTEER

98

RESIDENTS OF HOLLAND HOME

60%



FaithHospice™

Faith Hospice offers physical, emotional, and spiritual care and support to hospice patients and their families. Through Trillium Palliative Services, we provide relief and comfort to anyone suffering with the symptoms of a serious or chronic illness who is not yet eligible for hospice.

2019 Faith Hospice Highlights:

- Served 1,731 patients throughout West Michigan, including 202 at our Trillium Woods hospice inpatient facility.
- Reached a daily census of over 300, with the average being above 285.
- Proposed an expansion of grief services to include a center housed in the lower level of Trillium Woods. This would also include relocating our current staff to this building as was in the original plan.
- Began providing massage therapy visits to those in the community.
- Trillium Palliative Services served 727 new patients—70% hospital or clinic visits, 30% home or facility visits.
- Trillium Palliative Services Clinic moved into the first floor of the corporate building
- Volunteers logged over 9,188 hours, equaling a savings of over \$195,672.
- Hosted hundreds of family members at our Faith Hospice memorial services, including a butterfly release in June.
- Participated in the Community Interfaith Memorial Service, of which we are a charter member.
- Provided support groups, 1:1 counseling, mailings, contacts, and other bereavement services to over 1,600 families.

PATIENTS SERVED ANNUALLY

OVER
1,700

BEREAVEMENT SERVICE PROVIDED

1,497
FAMILIES

VOLUNTEER HOURS

8,660

AWARDS AND RECOGNITION

Dr. John Mulder was awarded the Project on Death in America Palliative Medicine Community Leadership Award from the American Academy of Hospice and Palliative Medicine.

ATRIO HOME CARE

Providing the highest level of care and support for those we serve by utilizing the values, unique gifts, and professional expertise of each Atrio Home Care team member.



CLIENTS SERVED ANNUALLY

2,789

INDIVIDUALS SERVED OVER 100 YEARS OLD

15

COUNTIES SERVED

6

ATRIO HELP at HOME

Atrio Help at Home offers a number of supportive, everyday in-home services that help maintain comfort and quality of life.

2019 Atrio Help at Home Highlights:

- Serviced 821 clients for a total of 66,108 billable hours.
- Scored 98.8% on our Client Satisfaction survey.
- Provided 146 seniors with Guardian Medical Monitoring devices equipped with a variety of optional personal safety settings including fall detectors and medication dispensers.

ATRIO HOME HEALTH

Atrio Home Health helps to ensure that clients recover in the comfort of their own residence, where familiar caregivers can provide support.

2019 Atrio Home Health Highlights:

- Served 1,394 clients in six counties: Kent, Ottawa, Ionia, Allegan, Barry, and Montcalm.
- Achieved a 4.5-Star Quality rating and a 4-Star Client Satisfaction rating.
- Named to the HomeCare Elite list, a list comprising the top 25% of home health agencies nationwide based on quality of care, quality of improvement and consistency, patient experience, process measure implementation, and financial performance.

2019 Atrio Home Health Lakeshore Highlights:

- Served 574 clients in Ottawa and Allegan counties.
- Received a 4-Star rating for both Client Satisfaction and Quality.
- Earned a spot on the HomeCare Elite list, being named in the top 25% of home health agencies nationwide based on quality of care, quality of improvement and consistency, patient experience, process measure implementation, and financial performance.
- Rolled out an outpatient therapy program at Resthaven's Warm Friend and Maplewood's facilities.
- Added a new virtual visit capability for our patients through the introduction of telehealth tablets.



In 2019, Reliance continued to serve our community through the integrated behavioral health services offered at our Integrated Wellness Center. The Center has provided a needed care space for a variety of mental health issues, including depression, anxiety, trauma, grief and loss, mood, and palliative counseling.

2019 Reliance Highlights:

- Celebrated one year of providing accessible and integrated behavioral health care at our Integrated Wellness Center, offering treatment through talk therapy, medication therapy, and tele-psych services.
- Served nearly 2,000 individuals in West Michigan through our various programs.
- Transitioned 55 individuals from nursing facilities back to a home in the community setting.
- Became involved in the PREVNT program, providing counseling and therapy services to individuals with a hoarding disorder who are in jeopardy of losing their housing.
- Received and implemented a two-year \$440,000 grant from the Michigan Health Endowment Fund to develop training modules and train five community organizations in Medically Complex Case Management (MCCM) services.

INDIVIDUALS SERVED
2,000

INDIVIDUALS TRANSFERRED
HOME FROM NURSING
FACILITIES
55

IMPLEMENTED A TWO-YEAR
\$440K
GRANT



“

I get invited into lives at the most challenging and vulnerable times. I'm relentless in relieving their symptoms.

— John Mulder, MD, AAHPM
Community Leader Award Recipient

AWARDS AND RECOGNITION

Dr. John Mulder was awarded the Project on Death in America Palliative Medicine Community Leadership Award from the American Academy of Hospice and Palliative Medicine.



Trillium Institute provides education, training, and community outreach in the areas of advanced disease and end-of-life care. Trillium Institute is focused on training medical professionals and educating the community at large, specializing in the field of Hospice and Palliative Medicine (HPM).

Trillium Institute continues to train the next generation of physicians in West Michigan. Physicians trained under Trillium Institute will learn to integrate palliative care into their thinking and practice.

2019 Trillium Institute Highlights:

- 7 palliative medicine fellows trained in 2019 (3 from 2018-2019 class, 4 in current class).
- Engaged 30 medical students (representing three different medical schools) and 15 residents from several residency programs who rotated through an educational experience in hospice and palliative care with Faith Hospice and Trillium Palliative Services.
- Provided lectures for 100 medical students (MSU), 85 residents (Metro Health), 60 nursing students (GVSU), 50 PA students (GVSU), and 65 undergraduate health education students (Calvin).
- Delivered community presentations (Holland Home

campuses, Georgetown Community Center, and Covenant Village) with over 100 attendees.

- Participated in a community forum – panel discussion regarding the opioid crisis and impact in Kent County.
- Participated in a statewide forum – panel discussion regarding the role of palliative care in oncology (Michigan Oncology Quality Consortium Conference).
- Completed a successful pilot of the Faith Community Stewards Program in partnership with Eastern Ave CRC.
- Awarded grant from Classis East Grand Rapids to expand the program to additional sites.
- Attended national and state conferences and symposia: NAHC, AAHPM, NHPCO, C-TAC, CAPC, ACLC, MHHA.
- Delivered a total of 55 lectures and presentations during the year.

FELLOWS TRAINED IN 2019

7

ENGAGED MEDICAL STUDENTS

30

PROVIDED LECTURES FOR

100
MEDICAL STUDENTS

TOTAL OF

55
LECTURES



With the help of our generous donors, our annual events support the mission of Holland Home and Faith Hospice and provide the necessary resources to help fund our various care services and resident assistant program.

2019 Foundation Highlights:

Annual Golf Outing

After a last-minute venue change because of waterlogged fairways, the golf outing was a big success, raising nearly \$90,000 (net proceeds). Though the outing was moved to Thornapple Pointe in less than 48 hours, 198 golfers enjoyed a picture-perfect day. We are very grateful to our volunteers, golfers, sponsors, and Title Sponsor, Buiten & Associates.

Faith Hospice Summer Concert

Over \$30,000 was raised at the Faith Hospice Summer Concert in June. The event was graciously hosted by Dale and Liz Deppe on the beautiful banks of the Grand River. Guests enjoyed a mouthwatering BBQ dinner followed by an "in the round" style live performance by Buddy Greene, Jeff Taylor, Tricia Walker, and Dr. John Mulder.

Faith Hospice Fall Luncheon

Over 200 guests were touched by Faith Hospice volunteer Terry Vaughn's story and her passion for the mission. Over \$57,236 was raised, and Dr. John Mulder closed the event with his performance of "Joy in a Tear Drop," a song he wrote as a statement of the beauty and poignancy of the work hospice professionals and volunteers do in caring for people at the end of life.

Keeping the Promise Dinner

The Keeping the Promise Dinner raised over \$190,000 to benefit the Resident Assistance Fund. Guests enjoyed a wonderful meal and a fabulous performance by Grammy-nominated, Billboard-chart-topping performer and recording artist Jenny Oaks Baker and three of her four children.

ANNUAL GOLF OUTING	FAITH HOSPICE SUMMER CONCERT	FAITH HOSPICE LUNCHEON	KEEPING THE PROMISE DINNER
\$89,323	\$30,000	\$57,236	\$191,097

* Net 2019 revenue and expenses only. Does not include in-kind gifts

DONOR PROFILES



“

We are very grateful for the role Holland Home has played in the physical care, spiritual nurturing, and flourishing of my dad. We are tickled to hear that he is reflecting the grace he has received from others. We are happy to give back to Holland Home just a bit of what Holland Home has given to Dad.

Groendyk Family

Groendyk Family

Craig and Ruth Groendyk support Holland Home in honor of Craig's dad, Al. Their family is so grateful that Al calls Holland Home his home. He previously lived at Fulton and then moved to Raybrook when Fulton closed.

At Fulton, Al made and sold popcorn weekly, with proceeds going to the Resident Assistance Fund. He brought this act of kindness with him to Raybrook.

Al shares that continuing to make and sell popcorn to support Holland Home is the least he can do — and he loves to build goodwill and share love with others through this effort. Al has a large group of customers who line up to buy his popcorn and catch his positive spirit.



“

You begin as a family unit. Children grow up and go their separate ways. As parents age, they go to Holland Home. The kids see how great it is, and they go to Holland Home and come back together. Family connections occur and lives are enhanced. All of this is possible because Holland Home is grounded in faith and service.

Bloem Family

Bloem Family

For David Bloem's family, Holland Home living has been a cycle of life. Many generations of Bloems have called or call Holland Home their home. Currently, David's sister, Nancy, lives in Estates II and his brother, Michael, lives in the Manor. His Uncle Hank and Aunt Ada live in Raybrook's Estates III. His Uncle John and Aunt Hilda DeVries live in Raybrook Homes. His grandparents, Harry and Lizzy Bloem, lived at Estates II.

Many of their family members have experienced the full continuum of care Holland Home offers. The mission, which never wavers from providing loving, compassionate care in Christ's image, is a common thread that continues to bring the Bloem family members to Holland Home.

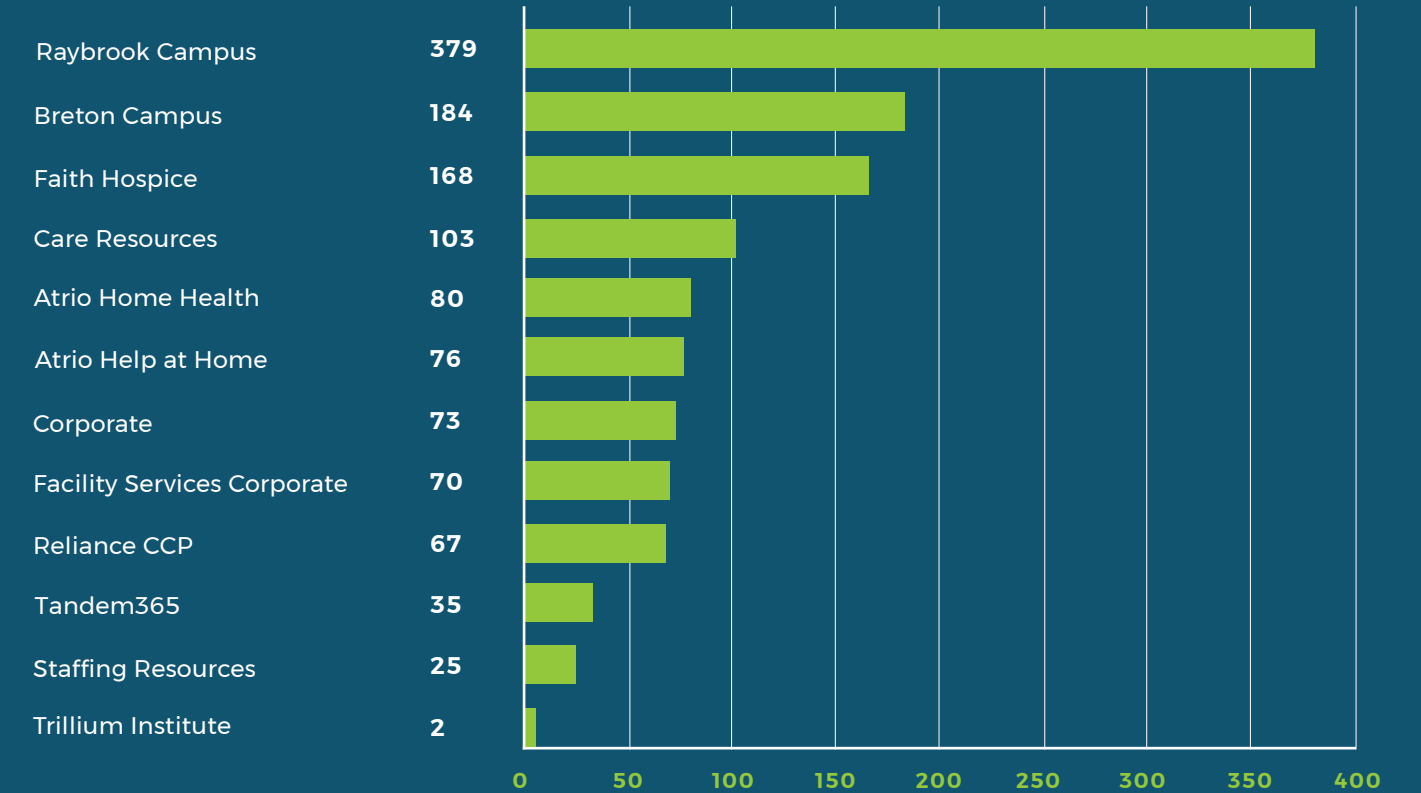
2019 CFO REPORT

Christian Living Services and Holland Home can provide a variety of quality services to thousands of people because of the abundant generosity of a broad Christian constituency and results of a solid business plan developed to perpetuate the organization. A copy of the audited financial report prepared by independent auditors may be obtained by contacting David Tiesenga, Chief Financial Officer at the corporate offices.

Christian Living Services wholly owns Holland Home and Holland Home Foundation, Faith Hospice, Reliance Community Care Partners, and Trillium Institute and is a collaborative owner of Atrio Home Care, Care Resources, and Tandem365.

The organization continues to be blessed by its dedicated and committed staff. The following chart and graph detail the number of staff by company and location. Total payroll in 2019 was \$46.1 million paid out over approximately 1.9 million hours worked. As of December 31, 2019, 1,262 staff were employed.

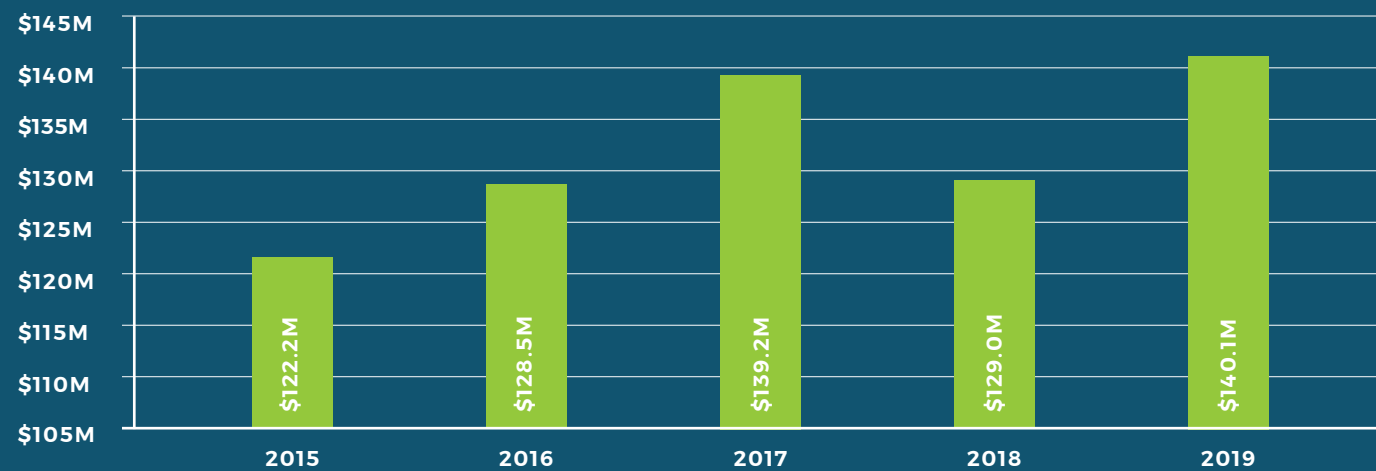
1,262 Employees by Location



2019 CFO REPORT

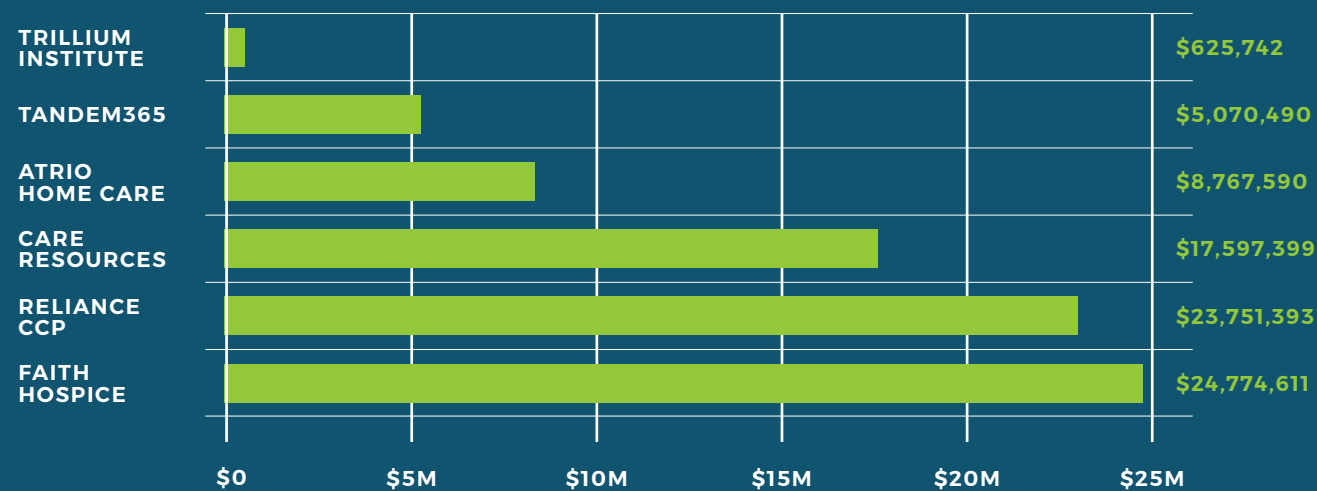
Revenues for 2019 were \$140.1 million, which was \$11.1 million higher than 2018, with the majority of this increase in revenues generated from home- and community-based services. Reliance revenues increased by \$6.7 million, Faith Hospice by \$3.8 million, Atrio Home Care by \$.7 million, Care Resources by \$.6 million, and Tandem365 by \$.4 million, while Holland Home revenues were down by \$1.1 million. Most of the reduction of facility-based revenue reductions occurred when Fulton was discontinued from operating revenues in anticipation of its sale in late 2020 or early 2021.

Christian Living Services Gross Revenue



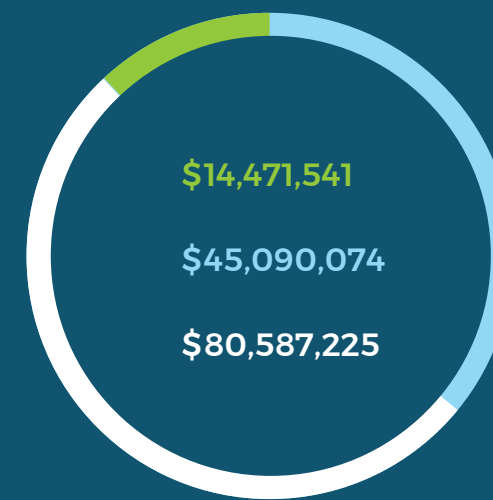
2019 community-based service revenues of \$80.6 million were from the entities below. Christian Living Services owns 100% of Trillium Institute, Reliance CCP, and Faith Hospice, and owns 60% of Atrio Home Care, 40% of Care Resources, and 20% of Tandem365:

Christian Living Services 2019 Community Service Revenues: \$80,587,225



Total revenues of \$140.1 million are categorized between facility-based services of \$45.1 million; community-based services of \$80.6 million; and corporate, investment, and foundation revenues of \$14.4 million.

Christian Living Services 2019 Revenues: \$140,148,840



- Corporate, Investment & Foundation
- Holland Home Facilities
- Community-Based Services

Holland Home 2019 Facility Revenues: \$45,090,074



- Breton Woods Campus
- Raybrook Campus

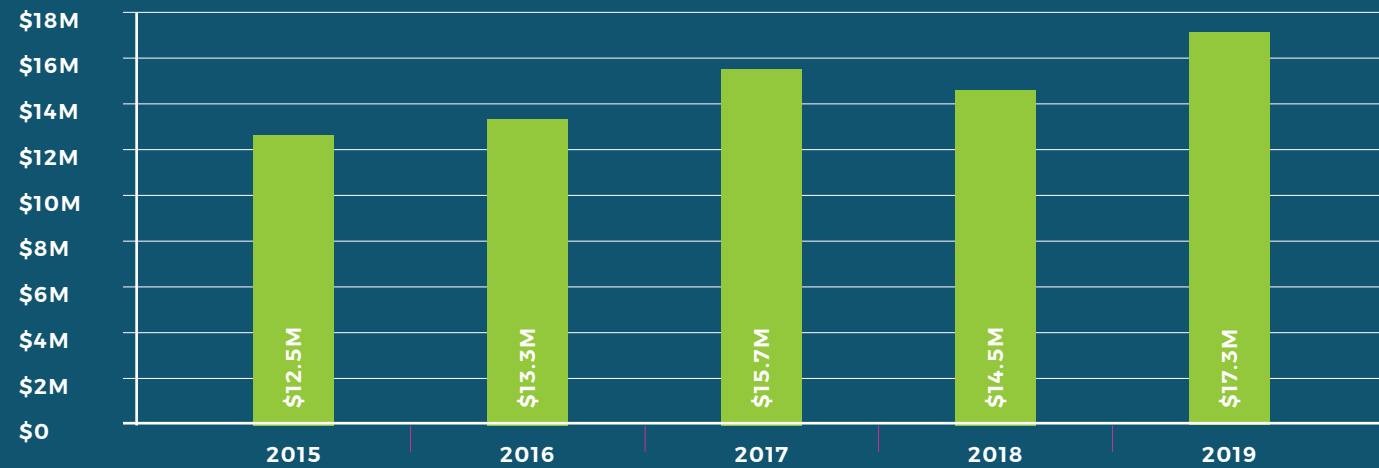
Facility-based revenues of \$45.1 million resulted from the following distribution between Raybrook and Breton Woods campuses. As of December 31, 2019, Holland Home had 1,338 residents living in its facilities. Interestingly, there were 463 men and 875 women.



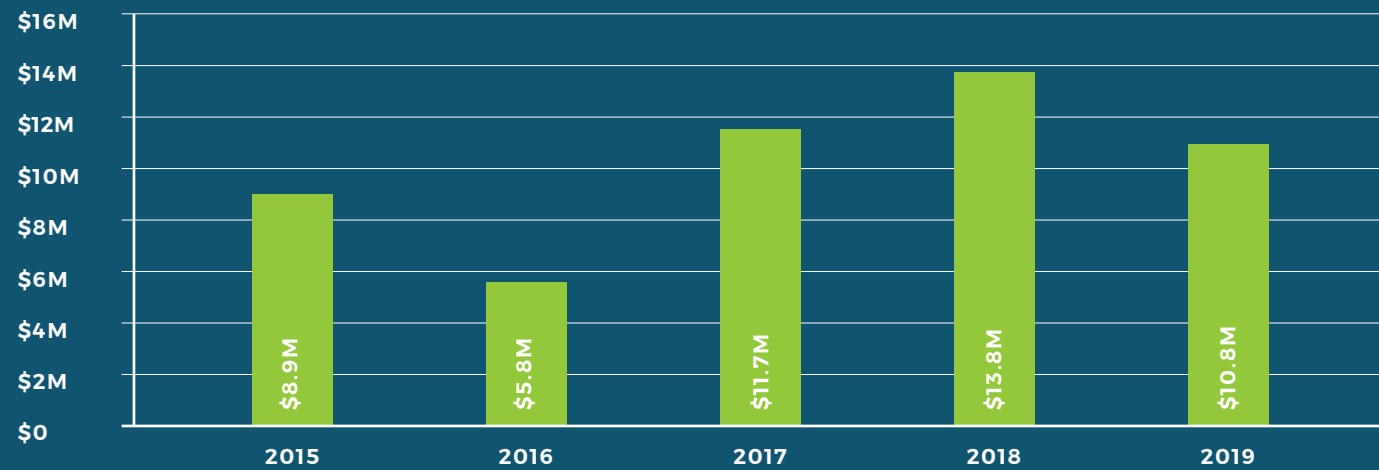
2019 CFO REPORT

The Holland Home Foundation endowment fund continues to support resident assistance for Holland Home. Total benevolence in 2019 for Holland Home was \$5,105,786, or roughly 11.3% of facility-based revenues, with nearly 15% of all Holland Home residents needing some level of assistance. The Holland Home Foundation assets increased by \$3.8 million in 2019, eliminating all 2018 unrealized losses. The Holland Home Foundation finished the year at an all-time high of \$17.3 million in assets.

HH Foundation Assets



Capital Expenditures



FROM OUR CFO

I am thankful for God's continued blessings to Holland Home and its related entities and seek your ongoing prayers, volunteer time, and financial support as we carry out the mission of Holland Home for years to come.



Sincerely,

David Tiesenga
Chief Financial Officer



Holland Home™

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hollandhome.org