Once again, old men and women will be standing in the streets with canes in their hands telling stories to one another - "A great place to grow old" and children will be playing in the streets "A great place to grow up."

Through **EDUCATION, EMPLOYMENT AND ECONOMIC DEVELOPMENT**, Central Detroit Christian CDC strives to transform individuals to be caring, confident individuals while transforming the community to be a place of Shalom.

Central Detroit Christian CDC was founded in 1993 when a coalition of pastors agreed that the community would experience a greater impact with a unified effort. At that time the coalition developed the following focus areas: youth ministry, job training & development, housing, and meeting direct needs. Programs launched in 1994. In the course of meeting our mission, Central Detroit Christian CDC provides numerous youth programs, employment training and placement, business development, housing renovation and counseling and even provides for direct needs.
Dear Friends:

As we approached our 25th year of programming we knew we were going to mix things up. We started and completed our strategic planning process and we were willing to say that there were no sacred cows in what we had been doing for years and years. The majority of what we were doing was unchanged or better or more, but we did say good-bye to a few things as well. And, we came out of this planning process with 3 very clear goals that were out of the ordinary and a bit out of our immediate reach: 1) Retire the $1.2-million-dollar debt on our building; 2) Evaluate and determine effectiveness of our programming; and 3) get 50% of 3rd graders in our community reading at grade level. Well those are big, hairy, audacious goals, but we have started lining up behind these goals and God is honoring that.

I wanted to lead with this because strategic planning was our top priority for 2019. That and celebrating our 25th anniversary as an organization. With all the tumult in Detroit over the past decade we were ready for celebration! And, what a great reason to celebrate. We had great plans, recalling old participants and reviewing CDC through the years. It was a meaningful time for staff and board to come together around this event.

Preceding the gala, we were performing at higher levels than before. We counseled and trained nearly 700 families in the Detroit Land Bank’s Buy Back program who, because they completed our program, got the deeds back to their homes. A great program and an incredible accomplishment for our Family Financial Wellness staff. We provided employment training and employment for 240 teens through our READY program and Grow Detroit’s Young Talent program. And as usual, we served 250 children in our summer day camp program. This is amazing stuff. Things were humming along—so many great things were happening as well (housing construction making great strides, property management took over management of our 44-unit apartment building, the businesses were doing well, Pathways of Promise preschool was nearing capacity and CDC had hit its stride).

It is good to recount all of this because at the end of the summer, the CDC world became drastically different. Tony McDuffy, the only person who had been at CDC all 25 years (besides me) passed away while we were meeting. It was a shock like no other. We, as a staff, picked up the pieces and foggily tried to do business as usual. Then two weeks after Tony’s funeral, Rick, our construction manager, had open heart surgery. While Tony and I went back 35 years. Rick and I go back 33 years. I watched these teen agers become men, godly men at that. It was a tough time, and fortunately Rick is doing very well. In November, our Education Director, Andrew, shared that he was moving to Minneapolis with his wife (she got a job offer there) and I started to cry out to God – “how long will I wrestle with my thoughts and day after day have sorrows in my heart?” But God showed that He is worthy and that I should trust His unfailing love for He has been good to me. (Psalm 13). He has been good to all of us. We are learning that transitions can lead to triumph.

Gratefully Remembering 2019,

Lisa Johanon
Executive Director
HIGHLIGHTS of 2019

Pathways of Promise Early Childhood Education Center

We graduated our second class of 4 year olds who are now doing quite well in Kindergarten. It’s amazing to see how far we have come. Fifty plus children and their parents enter the building every day for a day of learning, fun, recreation, breakfast, lunch and a snack, and of course nap time. The teachers can get the children to all sleep at the same time! We are turning out scholars who will beat the odds and won’t be a statistic. Our scholars will not have their fate determined by the zip code they live in. Some, and we hope all, will come to know Jesus as their best friend.

Breakthrough Children’s Literacy

We are heartbroken to know that in one of our zip codes that we serve, only 4.4% of third graders were reading at level. In the other zip code, the stats were a bit better, 23.2%, but still nothing to brag about. So, in 2019 we got intense about literacy or reading. We made modest and noble attempts in the spring, but really turned it on full blast in the summer with 242 children reading and doing phonics and learning comprehension skills and doing even more reading. In the fall we started doing our Breakthrough After School program 4 days a week and introduced BookNook, a computer based literacy program that tests reading levels weekly. We capped the program at 100 (first time we ever limited a program and it hurt but it was necessary) so that we could effectively manage the students, but the waiting list is so long. We have developed great relationships with our 3 local elementary schools – Thirkel, Durfee, and U Prep School of Art & Design. In 2020 we are going to see even greater results than 2019. Can’t Wait!

Teen Employment Through READY and GDYT

Besides our Friday night teen program that has strong spiritual, social and physical components to it for teens, we also provide employment training and employment opportunities throughout the school year (READY—Recruit, Employ and Deploy Youth) and especially in the summer (GDYT –Grow Detroit’s Young Talent). To be exact, we trained 240 teens between these two programs. They gained computer skills, learned the basics of how to get a job and keep one, learned conflict resolution and learned about respecting authority. You could see a difference in each teen from when they started to the completion of the program which included working in many of our CDC owned businesses and our children’s programs. We are raising up teens who are equipped to take on the world!
Family Financial Wellness Center

This department hit the ball out of the ballpark this past year. We can let the statistics speak for themselves: Helped 117 low income families get property tax exemptions; provided HUD certified counseling appointments to 233 households; taught 248 people all about owning a home in Home Buyer Education classes; canvassed and knocked on 2258 doors of neighbors letting them know that their house was going into foreclosure but we could help them; shepherded 26 families to get 0% interest home improvement loans from the City; taught 496 people in financial capability classes; helped 689 families get the deed to their home back through the Detroit Land Bank’s Buy Back program which included attending our Home Preservation classes; assisted 32 families get emergency funding from the state to pay property taxes. Incredible that we were able to assist so many!

The Casamira

2019 was a big year for Solid Rock Property Management as it took over the management of The Casamira, our 44-unit apartment building. Adding that building increased our portfolio by 35% and that meant our staff needed to grow as well. We hired from within and promoted Calvin from Security at the front desk to the role of Assistant Property Manager. This was a big challenge from day one, but thankfully we were awarded assistance from the JP Morgan Chase Executive Corp and for 4 weeks we had 4 Chase Executives pour into our business to help us grow Solid Rock in a healthy way. Affordable housing is something that we are sold out on, despite its challenges. It’s a mandate and a mission!

The Taylor Street Medical Clinic

When our building was in construction 4 years ago, the Director of Wayne State University’s Nurse Practitioner School came on site and decided that this was the location that they wanted to develop a clinic. We talked about it for months, even years. They had lots of hurdles to jump through with Wayne State being such a large university. There were days that we wondered if this would ever happen, but finally an architect started designing, their contractor starting building and it was getting real. Before we knew it, the clinic was complete. What a blessing for our community! We are grateful for our partnership with the Nurse Practitioner School and grateful for the services to those we both serve.

Fit & Fold

New mural, new green light and new customers is how to describe 2019 for Fit & Fold Laundromat. The building needed to shout out that it was a laundromat, so we hired Thomas, an artist who lives next door to the laundromat, to draw a mural. Volunteers from Habitat for Humanity painted the mural and the change was incredible. Add to that the acquisition of a “Green Light” which feeds video footage directly into the police station and we had another type of change – the drug dealers who kept trying to creep in with their products ran. It was miraculous! The new customers are children at our public schools who need their uniforms cleaned so they can go to school. Now that’s the transformation of a business.
Peaches & Greens

Who knew that fruits and vegetables were good for you? Well, one of our community partners, Henry Ford Health System figured it out and has been advocating for their patients to eat healthy and eat produce. In comes Peaches & Greens to help that become a reality by being the site where patients can get their produce prescription filled. That’s right, doctors write prescriptions for patients to eat fruits and vegetables. Your good health is tied to healthy eating. Of course we charge money for the prescription filling, but we charge Henry Ford Health System and not the customer. And that’s just another way we help change a community and the people in it.

Adama Farms & CDC’s Farm & Fishery

Quietly Evan (Garden Production Manager) and Cathy (Farm & Fishery Manager) go about their business of growing produce. They work hard. This past year, they got some great results! Adama Farms, recorded their best year in sales and the Farm & Fishery sold its first batch of catfish tragically (they all died right before harvest because of a power outage in the neighborhood, so the president of DTE bought the fish for what they would have sold for). The Fishery also started growing mushrooms and they grow great in a damp dark basement. The mushrooms are growing in popularity and are quite tasty.

City Kids Soup

Certainly the feel good hit of the year! City Kids Soup, our teen soup packaging business, finally found its audience (besides some devoted churches and individuals). We got the opportunity to sell our soup at Eastern Market and our teen production crew could not keep up with the demand. We sold out on several weekends and had to ramp up production. We sold over 2,000 bags of soup which is now the record to break. Hopefully the 2020 crew is up for the challenge. Natalia, an 18-year-old recent graduate of Henry Ford Academy led the production crew and Emma led the sales team at the market!
TOTAL PUBLIC SUPPORT AND REVENUE

- Sales of services, $189,454, 6%
- Gain on property held for sale, $92,206, 3%
- Tuition revenue, $357,666, 11%
- Other, $20,964, 0%
- In-kind contributions, $32,697, 1%
- Grants and contributions, $1,892,876, 57%
- Rental income, $725,024, 22%

Total: $3.3M

EXPENSES

- Management and general, $291,727, 8%
- Fundraising, $27,447, 1%
- Program, $3,281,022, 91%

Total: $3.6M
### FINANCES for 2019

#### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>12/31/19</th>
<th>9/30/19</th>
<th>Change ($)</th>
<th>12/31/18</th>
<th>Change ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Cash</td>
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<td>96,150</td>
<td>31,478</td>
<td>66,519</td>
<td>61,109</td>
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<td>553</td>
<td>52</td>
<td>517</td>
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<td><strong>Total Checking/Savings</strong></td>
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<td>398,456</td>
<td>302,104</td>
<td>401,052</td>
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<td><strong>Accounts Receivable</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Grants Receivable</td>
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<td>74,684</td>
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<td>(110,875)</td>
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<td>Accounts Receivable General</td>
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<td>64,518</td>
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<td>19,463</td>
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<td><strong>Total Accounts Receivable</strong></td>
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<td>139,202</td>
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<td>190,338</td>
<td>(75,897)</td>
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<td><strong>Other Current Assets</strong></td>
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<tr>
<td>Inventory</td>
<td>1,438</td>
<td>1,508</td>
<td>(70)</td>
<td>1,622</td>
<td>(184)</td>
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<td>Land Contracts Receivable</td>
<td>30,110</td>
<td>108,113</td>
<td>(78,003)</td>
<td>40,186</td>
<td>(10,076)</td>
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<tr>
<td><strong>Total Other Current Assets</strong></td>
<td>31,547</td>
<td>109,221</td>
<td>(77,674)</td>
<td>41,308</td>
<td>(10,251)</td>
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<td><strong>Total Current Assets</strong></td>
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<td>743,982</td>
<td>231,040</td>
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<td>274,788</td>
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<td><strong>Fixed Assets</strong></td>
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<td></td>
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<tr>
<td>Parks &amp; Gardens</td>
<td>63,198</td>
<td>63,198</td>
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<td>63,198</td>
<td>0</td>
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<td>Properties Held by LLC</td>
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<td>11,200</td>
<td>3,800</td>
<td>11,200</td>
<td>3,800</td>
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<tr>
<td><strong>Total Liabilities &amp; Equity</strong></td>
<td>5,827,427</td>
<td>5,864,079</td>
<td>(36,652)</td>
<td>530,595</td>
<td>326,922</td>
</tr>
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<td><strong>Total Current Liabilities</strong></td>
<td>5,827,427</td>
<td>5,864,079</td>
<td>(36,652)</td>
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</tr>
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<td><strong>Total Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets Temp Restricted</strong></td>
<td>15,000</td>
<td>11,200</td>
<td>3,800</td>
<td>11,200</td>
<td>3,800</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>8,811,636</td>
<td>8,770,323</td>
<td>41,313</td>
<td>2,410,528</td>
<td>6,401,108</td>
</tr>
<tr>
<td><strong>Net Assets Temp Restricted</strong></td>
<td>706,228</td>
<td>395,137</td>
<td>311,091</td>
<td>462,579</td>
<td>243,649</td>
</tr>
<tr>
<td><strong>City of Detroit Restriction on Property Hill, LLC</strong></td>
<td>4,228,837</td>
<td>4,581,240</td>
<td>(352,403)</td>
<td>5,638,450</td>
<td>(1,409,613)</td>
</tr>
<tr>
<td><strong>Noncontrolling Interest</strong></td>
<td>38,524</td>
<td>38,524</td>
<td>0</td>
<td>538,942</td>
<td>(500,418)</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>(247,061)</td>
<td>(401,778)</td>
<td>154,727</td>
<td>1,820,435</td>
<td>(2,067,496)</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>13,538,164</td>
<td>13,553,438</td>
<td>154,274</td>
<td>13,505,244</td>
<td>207,224</td>
</tr>
</tbody>
</table>

#### LIABILITIES & EQUITY

<table>
<thead>
<tr>
<th></th>
<th>12/31/19</th>
<th>9/30/19</th>
<th>Change ($)</th>
<th>12/31/18</th>
<th>Change ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>105,942</td>
<td>122,022</td>
<td>(16,080)</td>
<td>73,868</td>
<td>32,074</td>
</tr>
<tr>
<td>Total Accounts Payable</td>
<td>105,942</td>
<td>122,022</td>
<td>(16,080)</td>
<td>73,868</td>
<td>32,074</td>
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<tr>
<td>Credit Cards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chase Ink Credit Card</td>
<td>5,528</td>
<td>4,385</td>
<td>1,143</td>
<td>7,818</td>
<td>(2,290)</td>
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<td>Home Depot</td>
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<td>2,401</td>
<td>4,112</td>
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<td><strong>Total Credit Cards</strong></td>
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<td>6,786</td>
<td>5,255</td>
<td>14,255</td>
<td>(2,214)</td>
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<tr>
<td><strong>Other Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued Property Tax Liability</td>
<td>-</td>
<td>10,205</td>
<td>(10,205)</td>
<td>10,010</td>
<td>(10,010)</td>
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<tr>
<td>403b Liability</td>
<td>1,200</td>
<td>-</td>
<td>1,200</td>
<td>900</td>
<td>300</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>1,397</td>
<td>1,141</td>
<td>256</td>
<td>787</td>
<td>610</td>
</tr>
<tr>
<td>Security Deposits Held</td>
<td>26,519</td>
<td>27,455</td>
<td>(936)</td>
<td>21,490</td>
<td>5,029</td>
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<tr>
<td>Accrued Payroll and related taxes</td>
<td>52,908</td>
<td>49,149</td>
<td>3,760</td>
<td>45,405</td>
<td>657</td>
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<tr>
<td>Other Current Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>438,461</td>
<td>448,461</td>
<td>10,000</td>
<td>58,288</td>
<td>380,173</td>
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<td>Huntington Bank Line of Credit</td>
<td>56,592</td>
<td>50,798</td>
<td>5,794</td>
<td>47,458</td>
<td>9,134</td>
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<td><strong>Total Other Current Liabilities</strong></td>
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<td>573,055</td>
<td>4,021</td>
<td>186,082</td>
<td>386,984</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td>701,863</td>
<td>(6,804)</td>
<td>276,205</td>
<td>418,854</td>
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<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Capital Impact - Casamira</td>
<td>3,862,369</td>
<td>3,875,878</td>
<td>(13,509)</td>
<td>3,875,878</td>
<td>(13,509)</td>
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<tr>
<td>IFF - 1550 Taylor construction</td>
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<td>1,286,338</td>
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<td>1,334,060</td>
<td>(64,061)</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>5,627,427</td>
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<td>3,800</td>
<td>11,200</td>
<td>3,800</td>
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<td>13,505,244</td>
<td>207,224</td>
</tr>
</tbody>
</table>

| **TOTAL LIABILITIES & EQUITY** | $19,355,591 | $19,247,515 | $118,076 | $12,481,199 | $6,884,392 |
## Consolidated Profit & Loss

<table>
<thead>
<tr>
<th>Date</th>
<th>Prior Year</th>
<th>Approved Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/31/2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,280,535</td>
<td>2,067,996</td>
</tr>
</tbody>
</table>

### Ordinary Income/Expense

<table>
<thead>
<tr>
<th>Income/Expense</th>
<th>12/31/2019</th>
<th>12/31/2018</th>
<th>Change ($)</th>
<th>Budget % Complete</th>
<th>Over (Under)</th>
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<tbody>
<tr>
<td><strong>Total Income</strong></td>
<td>3,321,669</td>
<td>2,682,250</td>
<td>639,419</td>
<td>124%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>803,209</td>
<td>714,782</td>
<td>88,427</td>
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<td><strong>Net Income</strong></td>
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<td>1,967,468</td>
<td>550,992</td>
<td>124%</td>
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</tbody>
</table>

### In-Kind Donation

| In-Kind Donation             | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Program Supplies & Expenses

| Program Supplies & Expenses | 497,892    | 693,090    | (195,200)  | 87%               |

### Marketing

| Marketing                  | 62         | 558        | (596)      | 108%              |

### Tuition Revenue

| Tuition Revenue            | 376,192    | 200,875    | 175,318    | 87%               |

### Sales

| Sales                      | 803,209    | 69,831     | 733,378    | 170%              |

### Utilities

| Utilities                  | 105,556    | 47,905     | 57,650     | 124%              |

### Bank Service Charges

| Bank Service Charges       | 8,048      | 7,860      | 188        | 124%              |

### Legal Fees

| Legal Fees                 | 4,048      | 4,048      | #DIV/0!    | #DIV/0!            |

### Deposits & Discounts

| Deposits & Discounts       | 9,230      | -          | 9,230      | 0%                 |

### Rent

| Rent                       | -          | -          | -          | #DIV/0!            |

### Licenses & Permits

| Licenses & Permits         | 4,640      | 6,648      | (2,009)    | 57%                |

### Group Insurance

| Group Insurance            | 803,209    | 200,875    | 602,334    | 124%              |

### Development Program Expense

| Development Program Expense| 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Payroll Expenses

| Payroll Expenses           | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Gain (Loss) on Equity Method investments

| Gain (Loss) on Equity Method investments | 376,192    | 200,875    | 175,318    | 87%               |

### Revolving Line of Credit

| Revolving Line of Credit   | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Other Expenses

| Other Expenses             | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Administrative Expenses

| Administrative Expenses    | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### General & Administrative Expenses

| General & Administrative Expenses | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Total Administrative Expenses

| Total Administrative Expenses | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Total Administrative Expenses

| Total Administrative Expenses | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Total Income

| Total Income                | 3,321,669  | 2,682,250  | 639,419    | 124%              |

### Total Expense

| Total Expense               | 803,209    | 714,782    | 88,427     | 124%              |

### Net Income

| Net Income                  | $ (247,061)| 1,820,535  | (2,067,996)| 69,370            | (316,431)    |
FAREWELL to our
TONY MCDUFFY

He is Home!
by Lisa Johanon

I met Tony when he was 15 years old as I was trying to recruit students for a new ministry with Detroit Youth for Christ. As he always tells the story, he didn’t want to stay at Cooley High School but did so that this new ministry could happen. Because of his obedient spirit and willingness to help in any way possible, he rose to be a phenomenal student leader who really could have run everything without adults except for that driving thing. He was a student leader at the largest Campus Life club in the city with attendance ranging from 60-70 teens weekly.

Tony continued to grow spiritually and when it came time to start Central Detroit Christian CDC, Tony was right there as the first employee (plus Harriett Smith). His love for people and children in particular was attractional and our programs grew and grew. He knew everyone’s name and address and loved to visit peoples’ homes sharing about CDC and about Jesus of course. I estimate that over the course of his 25 years with us that Tony touched over 10,000 lives. Everyone knew him and he was everyone’s “Uncle” or “Dad”. I can’t tell you how many times he or I would call a mom to discuss the discipline problem we were having with her son or daughter and she would say “tell Tony to get his belt off and whup his/her behind”. He even volunteered at the school to help as the Discipline Officer because the principal knew the depth of relationship Tony had with families.

We would often joke with each other that he was Ezra and I was Nehemiah. He took care of the people and I took care of the bricks and mortar that served the community. We learned how to work with each other, learned how to forgive each other and finally learned how to anticipate each other. Tony knew my quirks and as part of “his” onboarding of a new staff person, he would be quick to let them know that you don’t touch my blue pen, or she likes it when you push in your chair. And when I would raise my voice telling him to stop that would just make him spout out even more. He loved to walk the halls and greet everyone and when he asked you how you were, he was not content with a one or two word answer. God gave him great wisdom that he willingly and lovingly shared with so many.

In July, Tony turned 50 and there was a big celebration that his church put on for him. Only Tony could have a worship service birthday party. Regardless, he got to hear how much he was loved and admired. I am grateful for that. In August, Tony’s mother passed away suddenly. That hit him hard. As much as Tony was a prayer warrior for CDC and so many people, it was his mother who was a prayer warrior for him. One week after the family had her funeral, Tony passed away (8/30/19). He was sitting in my office talking with me when he suddenly passed away. He had taken that week off to grieve and take care of personal business, but came in at my request so we could shoot this video, the story of our relationship--of a black man and a white woman who knew each other for 35 years and tried to serve God. Sadly, we never got to tell that story together, but how grateful I am for that last hour we had together before God called him to come home.

The shock of his death rang throughout the community. Hundreds came out for a candle light vigil and even more for his funeral. If only he could have seen and known how loved he was, but all of that is meaningless to him now as he gets to be with the King of Kings and hear from Him, “Well done good and faithful servant!”

He touched many lives and many lives are forever changed because a man named Tony told them about a savior named Jesus.
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Evan Neubacher
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Pathways of Promise Asst. Director
Tony McDuffy
Workforce Development Director
Tracy Smith
Family Financial Wellness Counselor & Coach
Uclesha Ray
Peaches & Greens Manager

EMPLOYEES
Anthony Beauford, Shadow of the Almighty
Antoinette Adams, Pathways of Promise
Demond Smith, Neighbor to Neighbor
Dorian Hardison, CDC Construction
Dwayne Jones, Shadow of the Almighty
Edna Connor, Pathways of Promise
Erika Ghee, Fit & Fold
Fisher White, Pathways of Promise
Jenaye Williams, Peaches & Greens
Jerome Gibson, CDC Construction
Jimeca Brazziel, Pathways of Promise
Joshua Price, CDC Construction
Ken Bailey, Fit & Fold
Kia Crain, Pathways of Promise
Michael Williams, Fit & Fold
Michelle Kindred, Pathways of Promise
Natalia Whitley, City Kids Soup
Norma Heath, Food Coordinator
Robert Hoke, Neighbor to Neighbor
Rosanna Hinds, Pathways of Promise
Shauna Hayward, Pathways of Promise
Teryn Nelson, Pathways of Promise

Photo by Steve Koss
THANK YOU to our DONORS!

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Brighton Assembly of God
Calvary Baptist Church
Christ Presbyterian Church
Church of God in Christ Johnson Temple
Citadel of Faith
Cornerstone Baptist Church
Cornerstone Presbyterian Church
Covenant Helpers
Farmington Hills Church of God
Genesis the Church
Harbor Light Community Chapel
Harvest Missions Community Church
Highland Congregational Church
Highland Park Baptist Church
Life Changers
Mt. Union Bible Church
New Life Church of Detroit
North Hills Christian Reformed Church
Northport Covenant Church
Northridge Church
Oak Pointe Church
One Hope Church
Penn Valley Youth Center
Penn Valley Community Church
Rossville Bible Fellowship Inc.
Seymour Christian Reformed Church
Solid Rock Bible Church
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Troy Christian Chapel
Venture Church
Ward Evangelical Presbyterian Church
Westminster Presbyterian Church
World Challenge

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Young Life

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GOVERNMENT
Detroit Land Bank Authority
Housing Action Illinois

Along with 271 Individual Donors!!!

GIFTS in KIND SUMMARY
1,591 volunteers contributed 24,723 hours of work valued at $622,557.29
Professional services donated time valued at $33,296.32
TOTAL $655,853.61
Amount of Food distributed to families in our community: 88,656 pounds
Meals served to children ages 0-18: 51,150
In Kind Donations: $32,687
## STRATEGIC PLAN

<table>
<thead>
<tr>
<th>BHAGs</th>
<th>MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FUNDRAISING</strong></td>
<td></td>
</tr>
<tr>
<td>1. Build external funding and fundraising to match the reality of CDC programs and businesses</td>
<td>1. Retire the $1.2M debt with the board raising six-figures (2019--)</td>
</tr>
<tr>
<td>Staff co-champions: Lisa Johanon and Nate Gangwer</td>
<td>2. Right size the budget (2020)</td>
</tr>
<tr>
<td></td>
<td>3. Increase funding to support the right-sized budget (2020)</td>
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<td></td>
<td>4. Create a recurring $50k youth fund for scholarships and internships (2021)</td>
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<tr>
<td></td>
<td>a. Launch 3–10 paid internships in internal- and external-facing service learning projects</td>
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<td>5. Create a $15k initiative for youth grant-making to community-created projects (2021)</td>
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<tr>
<td><strong>EVALUATION</strong></td>
<td></td>
</tr>
<tr>
<td>2. Use evaluations as metrics for continuous process improvement for programs and CDC as whole</td>
<td>1. Commit to building evaluation into the organization’s DNA (2019)</td>
</tr>
<tr>
<td>Staff co-champions: Tanisha Finley and Evan Neubacher</td>
<td>2. Research and secure an evaluation firm (2019-20)</td>
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<td>3. Set scope of pilot for evaluating specific programs and CDC as a whole (2019-20)</td>
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<td>4. Design intake form for CDC data collection (2020)</td>
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<td>5. Begin collecting data (2020)</td>
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<td>6. Review data to refine evaluation and expand scope (2020)</td>
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<td></td>
<td>7. Create dashboards (2021)</td>
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<tr>
<td><strong>YOUTH</strong></td>
<td></td>
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<tr>
<td>3. Fifty-percent of third-graders are reading at grade level in the target area (Webb Street to the north, I-75 to the east, Grand Boulevard to the south, and Dexter Avenue to the west)</td>
<td>1. Verify and establish the baseline of 4.4% (48206), 23.2% (48202), and of third graders reading at level (2019)</td>
</tr>
<tr>
<td>Staff co-champions: Lisa Johanon and Fikre Prince (Tony McDuffy)</td>
<td>2. Set levels of cultural competencies for instructors (2019)</td>
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<td>3. Understand children’s interests and choose a literacy program that effectively meet their needs (2019)</td>
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<td>4. Implement a K–3 literacy-focused program (2019)</td>
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<td>5. Review and evaluate (2020)</td>
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<tr>
<td></td>
<td>6. Examine and enter public schools to do individual interventions (2020)</td>
</tr>
</tbody>
</table>
THANK YOU for your CONTINUED SUPPORT

- Parks Developed: 11
- Square Feet of Orchards and Gardens: 58,850
- Teens Employed: 2,000
- School Backpacks Handed Out: 15,400
- Meals Served: 494,000
- Individual Kids Served: 25,896
- Volunteer Hours: 500,000
- Zucchinis Grown: 7,466
- Bananas Sold: 113,800
- Houses Served (10 years): 5,867
- Properties Rehhabbed and Homes Repaired: 450
- New HBE Homeowners: 733
- Christmas Presents: 2,050
- Gallons of Paint: 8,000
- Businesses Started: 13
- Dumpsters Filled: 639
- Years Serving Our Community: 25
- Number of Households Served: 58,867
- 11 square feet of orchards and gardens
- 58,850 square feet of orchards and gardens
- 2,000 teens employed
- 15,400 school backpacks handed out
- 494,000 meals served
- 25,896 individual kids served
- 500,000 volunteer hours
- 7,466 zucchinis grown
- 113,800 bananas sold
- 5,867 houses served
- 450 properties rehhabbed and homes repaired
- 733 new HBE homeowners
- 2,050 Christmas presents
- 8,000 gallons of paint
- 13 businesses started
- 639 dumpsters filled
- 25 years serving our community
- 58,867 households served