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Flanner House and Community-Led Development

In the summer of 2025, Brandon Cosby, CEO of Flanner House, listened as children in the nonprofit's child development center, located in Indianapolis's Near Northwest neighborhood, recited their morning affirmations. He smiled, taking a moment of quiet reflection. Nearly a decade earlier, Cosby had taken the helm of the century-old community organization, then financially fragile with an $800,000 debt and offering a limited range of underutilized services. An outsider both to the neighborhood and the nonprofit sector, he led a significant transformation and was named "Exceptional Nonprofit Executive of the Year" by United Way of Central Indiana in 2024. Under his leadership, Flanner House once again became a vibrant hub anchored by an interconnected ecosystem of initiatives: an urban farm, bookstore, café, bodega, mental health center, workforce development program, Center for Working Families, and more. Each program reinforced each other in a model Cosby referred to as "holonomy." He believed a comprehensive approach was essential to rectifying the systemic disinvestment that had continuously marginalized the predominantly Black community that Flanner House served.

Despite the progress, Cosby faced a growing sense of urgency. First, changes in the federal administration would undoubtedly reduce Flanner House's future funding, while increasing the need for its services. And second, the arrival of the 16 Tech innovation district, Indiana University's health expansion in the area, along with other developments had attracted more affluent residents, increasing housing prices and threatening to displace long-term residents from the community, a process known as gentrification. As one of the last Black neighborhoods in Indianapolis, the area stood at a crossroads.

Cosby had ambitious plans to pursue two separate development projects simultaneously that were estimated to each cost more than four times their annual budget that was around $7 million, which was more than the $1.5 million budget he inherited. Cosby proposed a new $30 million Flanner House facility to expand its reach and strengthen connections among its services that would be funded by a $35 million capital campaign that included $5 million reserve fund. However, a feasibility study recommended that Flanner House spend two years preparing before launching a capital campaign. The second project that Cosby envisioned was a $33 million 120-unit affordable housing development on land that Flanner House owned. The organization was struggling to raise investment capital that did not require market-rate units. Cosby wondered whether either initiative would be enough to protect the community's legacy and whether he could afford to delay either development.

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Indianapolis' Black Residents

Between 1910 and 1970, an estimated 6 million formerly enslaved people and their descendants migrated from the South to the North, Midwest, and West in what became known as "The Great Migration." By 1950, Indianapolis had over 30,000 Black residents who came with hopes of finding better opportunities for their families but encountered entrenched racism.[1] Indianapolis enforced school segregation into the 1970s and Black citizens were excluded from federal programs in the 1930s and 1940s. These included the GI Bill that provided many benefits to veterans and the Home Owners' Loan Corporation and the Federal Housing Administration that increased homeownership.[2] Through a process known as redlining, Black neighborhoods were deemed "hazardous," and residents were denied mortgages. Several decades later, many redlined communities remained impoverished and segregated.[3] Despite these barriers, between the late 19th and mid-20th centuries, Indianapolis had a thriving Black community of business and culture along the Indiana Avenue corridor, known as "Black Wall Street" and "Indianapolis Harlem."[4] A former resident described the neighborhood as "a self-sufficient, well-oiled machine," complete with grocery stores, barber shops, salons, doctors, dentists, restaurants, and jazz clubs.[5]

From the 1960s to 1980s, city leaders along with Indiana University and Purdue University in Indianapolis (which operated jointly as IUPUI until 2024), systematically displaced 17,000 mostly Black residents to acquire land for their downtown campus.[6] The construction of freeways also contributed to this displacement. Despite protests, the city purchased homes at depressed prices and invoked eminent domain to take land away from unwilling sellers. Driven by false claims that the area was a "slum riddled with crime," the flourishing communities along Indiana Avenue ceased to exist.[7]

The displacement combined with other factors contributed to worse outcomes for the city's Black residents, compared with its White residents. Economist Raj Chetty, in a 35-year national study (1980–2015), examined the link between a child's neighborhood and their earnings as adults.[8] His findings placed Indianapolis 48th out of 50 similarly sized U.S. cities for upward mobility (see **Exhibit 1** for rankings). In 1980, Indianapolis children from low-income families (household annual income at the 25th percentile) earned about the same as their parents—$27,000 annually (in 2015 dollars). Black children in similar households earned $22,000 on average, $9,000 less than their White peers.

Researchers at Social Assets and Vulnerabilities Indicators (SAVI), a program of The Polis Center, a research unit at Indiana University at Indianapolis that began in 1994 through a partnership with United Way of Central Indiana, used Chetty's data for further exploration.[9] They identified a strong link between low economic mobility and historical redlining, neighborhood income levels, and the proportion of single-parent households.[10] SAVI's 2024 racial equity study assessed Indianapolis on 31 indicators across seven categories (economy, health, education, access, environment, criminal justice, and housing) and revealed wide disparities between Black and White residents on nearly all measures (see **Exhibit 2** for more details).[11] The report also highlighted a theory that suggested that economic growth was shaped by internal factors, such as physical capital, human capital, and labor.[12] Public policy constrained these growth drivers in low-opportunity neighborhoods. For example, lack of government investment in physical capital led to deteriorating infrastructure such as poorly maintained roads, insufficient street lighting, substandard housing, and contaminated water systems. Human capital development was undermined by education funding models tied to local property taxes and by limited access to affordable, high-quality health care. Labor was constrained by unstable employment conditions and disproportionately high rates of incarceration.

Brandon Cosby

The youngest of eight children, Brandon Cosby grew up in New Castle, Indiana, a rural town of 20,000 residents, more than 98% of whom were White.[13] He recounted, "The only Black people I knew were my relatives. My dad was in and out of prison. We were extremely poor, moving houses eight times. I was an angry kid. But I got lucky in tenth grade when my voice caught the attention of the speech and debate coaches. They recognized my dyslexia and taught me how to read at age 16." Cosby excelled in speech and debate. His coaches helped him apply to colleges. He reflected, "I was the first in my family to go to college. I did not know it was possible for me."

Cosby received a scholarship to the University of Indianapolis. Recalling his first day on campus, he said, "My mom borrowed a car and gas money to take me. I brought two trash bags of clothes. I was totally unprepared, but my mom had no way to help. So, she kissed me goodbye and told me that I couldn't come home. I knew that somehow, I had to make it work." With guidance from a cafeteria worker who mentored him, Cosby graduated with a degree in speech communication and theater.

Inspired by his high school debate coaches, Cosby worked as a debate coach at his former high school. After, in 1996, he became an English Speech and Debate teacher at F. J. Reitz High School in Evansville, Indiana. There, he built the largest speech and debate team in the country by recruiting kids who were often overlooked. For 6 consecutive years, the team competed in state and national championships. Following a disagreement with the principal over the handling of a Black student, Cosby left to pursue a master's degree in educational leadership and administration at Oakland City University with the goal of becoming a school principal. Once completing the program early, he then co-founded Signature School, in Evansville, the first charter school in Indiana. Cosby later worked at an alternative school, Stanley Hall Enrichment Center. He explained, "I had a whole building full of kids like me, who had been failed by everyone but were still trying. It was amazing to provide students with the tools to take control of their futures."

While accompanying his students to the National Dropout Prevention conference, Cosby met Melinda French Gates, who connected him to an opportunity with the then-Bill and Melinda Gates Foundation's reform initiatives in Indianapolis. Following that role, in 2008, he served as principal of Indianapolis's Shortridge Magnet High School for nearly four years. Despite the students thriving, in December 2011, he was fired for insubordination when he challenged how certain district leaders used deficit-framed language while referring to students. The protests in support of Cosby that followed drew national attention.[14]

After his termination, Cosby was approached by the leadership team at Amplify Education Services, an education technology company. They had seen the media coverage of Cosby's dismissal and believed that disruptive conditions in some of their clients' schools had hindered their product's effectiveness. So, in 2012, they hired Cosby to assess and improve school climates at client sites nationwide. Cosby reflected, "Amplify gave me a compelling look at the best practices all over the country, from big cities to smaller places like Utah's remote mountain communities and reservations in New Mexico." While he valued the work, traveling took a toll. After flying over 240,000 miles in 2015 and missing his kids' day-to-day lives, he decided to look for opportunities closer to home.

Cosby Joins Flanner House

In January 2016, Cosby became CEO of Flanner House, one of 12 community development corporations in Indianapolis (see **Exhibit 3** for an overview). He inherited 27 employees with low morale: Cosby's predecessor had died of cancer and the organization had a $1.5 million budget with a

projected $600,000 deficit for the upcoming fiscal year and $800,000 in debt. At the time, Flanner House relied principally on foundation grants to operate a small senior citizen program, an underenrolled child development center, and a Center for Working Families (CWF), which supported economic stability, with low client engagement. On his first day on the job, dressed in a suit, a resident who lived across from Flanner House asked Cosby why he was showing up to work there, as she thought the organization had closed—a misunderstanding caused by media coverage of the closure of a charter school that shared the organization's name and leased space in the building. The confusion also reflected the organization's limited activity in the neighborhood at the time of Cosby's arrival.

As a resident of Indianapolis (a city of about 880,000) since 2004, Cosby was familiar with the state capital that was home to several professional sports teams and events (notably the Indy500 automobile race), universities, and Fortune 500 companies such as Eli Lilly (pharmaceuticals) and Elevance Health (insurance). However, he had much to learn about the community surrounding Flanner House. The Near Northwest neighborhood of about 30,000 residents covered a roughly three-square-mile area, enclosed by Kessler Blvd (west), Meridian St (east), 38th St (north), and 10th St (south). The area featured a public park, golf courses, and the world's largest children's museum. Close to downtown and near four universities and Indiana University's expanding medical district to the east, the neighborhood was attractively situated in a growing city (see **Exhibit 4** for a map).

Despite its prime location, the Near Northwest struggled economically. The unemployment rate among residents was 15%, compared to around 3% in the metro area. The median household income was $24,860, with over one-quarter of families living below the poverty line (see **Exhibit 5** for comparative demographic information). Ninety-six percent of Flanner House clients were Black, 3% were Latinx or multiracial, and 1% were White. Eighty percent were single mothers. Crime was higher than in the rest of Indianapolis. As a result, in 2017, several census tracts in the Near Northwest had been identified as an "Opportunity Zone," a designation created in the first Trump Administration given to economically distressed areas to encourage private investment through tax incentives.[15]

While Cosby became familiar with the Near Northwest, he was fascinated to learn more about the agency's history through conversations with residents, former employees, descendants of past leaders, and historical archives. Flanner House was founded in 1898 with land donated by funeral director Frank Flanner, who was appalled by the living conditions of formerly enslaved citizens in the area. Renowned leader Booker T. Washington, a formerly enslaved person and nationally-known self-reliance advocate, was enlisted to help establish Flanner House that started as a settlement house.[a] Cleo Blackburn, who led the organization from 1936 to 1975, was instrumental in transforming Flanner House from a suite of unrelated programs into a systematic effort to advance residents' self-reliance and economic prosperity. Under Blackburn's leadership, Flanner House served as a social hub for the community and offered a wide range of programs: workforce development, financial access, urban gardening, a cannery, childcare, health care, education, and affordable housing.[16]

The housing initiative, Flanner House Homes, helped over 300 families achieve home ownership with sweat equity, contributing their labor toward the construction of the home instead of making a down payment. The model, which significantly boosted household net worth, was a pioneer of a housing approach that was later popularized by Habitat for Humanity. The program garnered national and international recognition in the 1950s and 1960s, notably when a delegation from the newly formed Pakistan visited to learn how to create opportunities for economic mobility linked to affordable

[a] A Settlement House was a community-based organization that provided tools and resources to help underserved residents improve their economic and living conditions. They were common in the late 19th and early 20th centuries in the United States before federal and state governments expanded the funding and delivery of social services.

housing. Domestic visitors to Flanner House included artists, such as Mahalia Jackson, Nat King Cole, and Harry Belafonte, and former U.S. First Lady Eleanor Roosevelt.

During the 1960s, the younger generation in the community felt that Blackburn, who was reluctant to join civil rights protests, was missing an opportunity to promote the interests of the community. Meanwhile, as federal programs such as Head Start and Model Cities began to draw interest away from the organization, Blackburn warned residents that federal aid was not guaranteed and that they needed to pursue a model of self-reliance. Following his departure as Executive Director in 1975, many of the initiatives Blackburn had started transitioned out of Flanner House, and the majority were discontinued within five years.

In 2002, the agency leased part of its building to a charter school that adopted the Flanner House name but operated independently. A cheating scandal in 2014 forced the school to close, and Flanner House lost not only the rental income, but a significant amount of childcare revenue from the siblings of charter school students. At this point, to sustain itself, Flanner House began to accumulate debt.

The Turnaround

Given Cosby's substantial educational track record, the board members who hired him initially expected him to open a new school as one of his first priorities. Meanwhile, the community was suspicious. He reflected, "Early on, since I wasn't from here, long-term residents wanted to know who my people were in the neighborhood. And when I said I didn't have any personal ties, they wanted to know who sent me. My position as the head of Flanner House meant nothing to them."

Instead of opening a school, Cosby took a deliberate approach to learn about the agency's history and understand his team's pain points. He worked to remove obstacles while making significant structural changes to stabilize the organization's financial health. Cosby reevaluated all external contracts and reduced costs by 40% in six months. He also went without a salary for two months to ensure that Flanner House could meet payroll. Cosby was transparent with funders about their financial situation and how he was resolving it.

These actions attracted the attention of the Lilly Endowment, a prominent Indianapolis-based foundation (independent of the company, but connected with the family that founded Eli Lilly). Lilly had launched an initiative to support social service agencies in 2016, and through a competitive process, awarded Flanner House $5 million to eliminate the debt, make building repairs, and establish a $4.2 million endowment. Under the terms of the grant, Flanner House could draw up to 4% of the endowment's interest annually as unrestricted funds for the first five years. After that period, the organization could access the principal at the discretion of its board and management.

While stabilizing the agency's finances and gaining a deeper understanding of Flanner House's history, Cosby also attended every Quality-of-Life planning meetings for the Near Northwest. The city used these plans to assess community needs and the meetings helped Cosby understand priorities and build trust. While learning more about the needs of the community, Cosby aimed to restore the organization's rich legacy by focusing on the Quality-of-Life suggestions that aligned with Flanner House's historical activities under Blackburn. Cosby admired Blackburn's approach and planned to adopt it. Cosby added, "Integration was not his goal. For him, it was about ownership and control."

"We'll Do it Ourselves"

Cosby believed that the agency needed to address the challenges facing residents using holonomy[b] (see **Exhibit 6** for more on holonomy). He explained, "In Black community development, amazing programs emerge, but within a few years they're gone because they are overwhelmed by other factors in the neighborhood. That's why we employ holonomy, where we address everything collectively, so no single initiative gets overtaken." Cosby often used the metaphor of an analog watch. He elaborated, "If you look inside the back of a watch, you see big and small gears all working in concert. If you think about the neighborhood as a watch, then education, housing, workforce development, food, justice, and mental health are the gears that make the whole watch work. Remove one, and the whole thing stops working." Guided by this theory of change, Cosby moved with urgency. United Way of Central Indiana president and CEO Fred Payne reflected, "Brandon is a dynamic leader. His reputation precedes him. Everyone agrees that he gets stuff done. He's very direct about what the community needs and doesn't need. When you see him in action, he owns the room."

Food Justice

Before he arrived, the last remaining neighborhood grocery store closed. Cosby initially considered partnering with a developer to use Tax Increment Financing (TIF)[c] to build a new grocery store. But when a resident asked about organic produce and the developer responded, "In neighborhoods like yours, beggars can't be choosers," Cosby asked the developer to leave the meeting and declared to the community, "We'll do it ourselves."

Cosby secured funding for a 2.3-acre farm, which opened later in 2016 on land surrounding the child development center, providing opportunities for them to engage in learning activities related to agriculture. The farm produced 50,000 pounds of organic produce annually, with 30% consumed at the child development center and 60% sold at Cleo's bodega and café, which opened in 2019 and was named in honor of long-standing Executive Director Cleo Blackburn. The rest of the produce was sold to local restaurants. By 2023, in addition to the 2.3 acres under cultivation, two state-of-the-art greenhouses, located on land donated by Flanner's great-nephew about a mile from Flanner House, were operational and selling high-value add greens at both Cleo's and to local restaurants. Meanwhile, Cosby launched a workforce development program called FEED (Farming, Education, Employment, and Distribution). It operated across the farm, bodega, café, and greenhouses and offered a high school equivalency degree. Because of the trust fostered by Flanner House's initiatives, Cleo's was able to attract customers and provide space for local entrepreneurs to sell their products.

Child Development Center

With the farm enhancing the child development center, Cosby also hired a new leader and several Black male teachers, a group that made up less than 1% of early child educators nationwide.[17] He rewrote the curriculum and expanded it from three- to five-year olds to include those as young as few months. It was accredited by the National Early Childhood Program Accreditation and was a Level 4 Paths to Quality center, the highest rating in Indiana. Level 4 programs reflected the highest standards of professional childcare and were led by providers or directors who volunteered to mentor others in

[b] Holonomy, a term derived from mathematics and physics, refers to the property of being integral or whole, suggesting that the parts of a system are fully integrated and understood only in relation to the whole.

[c] Tax Increment Financing (TIF) was a value capture revenue tool that used taxes on future gains in real estate values to fund new infrastructure improvements. TIF was authorized by state law in nearly all 50 states.

the field. In 2025, the center served more than 100 students whose enrollment was supported by a combination of government programs, childcare vouchers, grants, and private-pay tuition.

Ujamaa Community Bookstore

In 2018, the library branch housed within the Flanner House building announced it would relocate 60 blocks north, leaving behind a vacant space. Cosby first attempted to lease the space to a bookstore, which declined, citing the neighborhood as "less desirable." Once again, Flanner House filled the gap itself and opened Ujamaa[d] Community Bookstore, Indiana's only Black-owned and -operated bookstore, in June 2021. The bookstore, which sold over 100 products from local artists, designers, and authors, also hosted more than 300 annual talks, art openings, musical programs, book club meetings, food justice events, community forums, and daily activities for the child development center.

Center for Working Families

While new initiatives were underway, legacy programs like the Center for Working Families (CWF), were improved. Since 2010, Flanner House had offered CWF, part of a national model created by the Annie E. Casey Foundation to improve long-term economic stability through three core services: employment coaching, financial literacy, and access to public benefits. Cosby implemented three changes. First, all families whose children attended the childcare facility were required to enroll. Second, rather than navigating three separate contacts for each service, clients were assigned one relationship manager who covered all three services. Third, the traditional 12-week model was extended to a five-year support period. CWF also offered FEED and other workforce development options to its clients. CFW clients also shopped at Cleo's, spent time at the bookstore, and received mental health services from Morningstar, Flanner House's wellness center.

Morningstar African-Centered Wellness Center

The CWF staff observed that clients often struggled to remain employed due to unaddressed trauma. Cosby added, "The presence of violence, prisons, and the psychological implications of day-to-day battles against institutional racism and systemic oppression take a toll." When referrals were made to predominantly White mental health providers, clients either did not return or reported negative experiences. Cosby saw a need for culturally responsive mental health care that was Black-led and staffed. Studies revealed that Black men were 19 times less likely to access mental health services than White women and were up to 30 times more likely to be misdiagnosed as bipolar or schizophrenic when experiencing post-traumatic stress disorder.[18] In October 2023, Morningstar African-Centered Wellness Center opened in a home across the street from Flanner House. In January 2024, the Flanner House Arts Stage Academy launched in the Morningstar Center's basement. Led by a multidisciplinary artist and educator, the program offered the community a creative outlet. It also served children in the child development center. The program helped 13 students, who had no prior experience, gain acceptance to the state's largest art festival in 2025.

Expanding Financial Access

Lake City Bank approached Cosby about leasing land on Flanner House property to install an ATM. Instead, Cosby offered the land at no cost in exchange for setting the ATM's terms. Cosby understood the "poor tax" that his community paid in the form of high fees for basic financial services. He asked that the ATM allow withdrawals in one-, five-, 10-, and 20-dollar bills and that the ATM fee be set at

[d] Ujamaa translated to cooperative economics and was the fourth principle of Kwanzaa, a Black American holiday.

one dollar for non-branch users. Within a few years, the bank's CEO shared that the ATM outperformed its second-highest-performing ATM by 600% and that it needed to be refilled three times more than the others. The ATM had an interactive teller and needed repair. A reinstalment was planned for later in the summer of 2025.

Home Ownership

Homeownership was a means to build generational wealth and protect long-term residents from gentrification, a process where new wealthier residents move in and displace current residents. Most of their clients were renters, despite many having credit scores of 700 or higher. Often, families rented the same home for generations. Cosby approached local financial institutions and asked how they invested their funds from the Community Reinvestment Act (CRA), which was designed to counteract discriminatory redlining practices and encourage banks to meet the needs of underserved communities. These conversations led to Lake City Bank agreeing to invest $1 million in CRA funds into an evergreen fund that would cover costs associated with new construction and repairs. Flanner House owned vacant lots and partnered with Black-owned contractors to build new homes and repair existing ones. Cosby set high quality standards.

Additionally, the team worked with the bank to create a mortgage product specifically designed for their zip code, one in which the client paid nothing out of pocket (i.e., no down payment or closing costs) because all expenses were rolled into the purchase price. Since the home was sold below appraised value and cost, the resulting mortgage was affordable. The bank agreed never to sell the loan. Both parties also signed a waiver allowing Flanner House to mediate if needed. About four homes were built each year, with plans to increase production tenfold.

Building the Team

As Flanner House programs expanded, by June 2025 Cosby had grown the team from 28 people in 2016 to 132 (see **Exhibit 7** for photos and **Exhibit 8** for 2024 highlights). Cosby gave his leaders a high level of autonomy. He elaborated, "Our work is urgent. We don't have the luxury to wait for me to decide everything. Everyone can speak with the full authority of the agency, and I will support them, even if I disagree with the decision." His hiring philosophy emphasized alignment with Flanner House's theory of change over prior experience in the role. Cosby believed the right mindset and commitment were more valuable than traditional qualifications (see **Exhibit 9** for select leadership bios). He recalled, "When I hired Brent [Lyle] as the director of economic development, he lacked experience leading a housing and entrepreneurship program. But I knew that our results validated that being an outsider was effective, and I sought to replicate that with the leaders I hired."

In another instance, Candace Boyd Simmons, who had previously volunteered with Flanner House, joined as the director of food justice. She recalled, "I was active in the local creative food space and when Brandon [Cosby] started in 2016, I proposed food demos and nutrition classes for the seniors. He was supportive. A few years later, I saw the job posting and asked if it was still available. He said, 'See you Monday.'" Meanwhile, it took him a year to convince his chief financial and program officer, Sarah Zike, to join. After United Way, she served as the executive director for a nonprofit education provider. Zike explained, "Brandon has a unique approach. I would not work for any other CEO." To create Morningstar, Cosby immediately thought of Bwana Clements. The two had discussed culturally grounded mental health care years earlier. For the Flanner House Arts Stage Academy, Cosby leveraged a close mutual friend to recruit artist Austin Dean Ashford. In February 2025, Cosby hired Robert Marshall as the director of development. Meanwhile, Debra White, who joined Flanner House four years before Cosby, continued to lead CWF and run operations.

Navigating the Funding Environment

As Flanner House's programming expanded, so did the need for philanthropic support. Cosby overcame several challenges as he navigated the unfamiliar funding environment. He recalled, "Because I did not grow up in the nonprofit space, I didn't know the rules. I wasn't wedded to the way people had historically done things, so I broke half the rules, and it worked to my advantage."

Early on, he noticed that his language differed from the philanthropic community norms. Cosby was frustrated by what he described as "toxic, dogmatic, and destructive language" when referring to Black communities. For example, he described his work as "creating the conditions, building skills and capacity, for people to liberate themselves from impoverished circumstances" instead of "empowering people." Cosby explained, "Power is not ours to give. I am not a wizard. People have suggested that these two ideas are the same. I disagree because one perspective leaves my community feeling less than. We also do not run gun violence reduction programs. Reduction in gun violence is a byproduct of all of what we do." Additionally, given the food access work, Cosby was disturbed by the term "food desert." He explained, "Food desert implies that it is a naturally occurring phenomenon, which is not true; it's food apartheid because the situation is driven by policies and economics."

Cosby was frustrated by questions he received from funders about his collaboration with other Black-led nonprofits; questions his White peers did not receive. For a time, he tolerated these inquiries to preserve potential funding. Eventually, he pushed back. "It's racist to ask that," he recalled telling one funder. "You don't ask my White colleagues the same thing. I don't appreciate that our funding is contingent on collaboration, especially when I choose not to because how we approach our work is different. So, working with them can be a detriment for us." To his surprise, the funder provided more funding after that interaction.

Another challenge stemmed from how foundations structured grants and reporting requirements. Many restricted funds to specific programs, limiting Flanner House's ability to deploy resources holistically. Cosby explained, "We don't think about the work in silos; it's all interconnected. That has been hard for funders to understand. Our commitment to holonomy is what drives our results, which often outperform our peers. Also, we were spending more time reporting on the work than doing it."

Eventually, some funders adapted. United Way of Central Indiana changed its entire funding model, offering unrestricted, three-year grants tied to outcome metrics. Sarah Zike, then at United Way, helped lead this shift, before later joining Flanner House as chief financial and program officer. Additionally, Nina Mason Pulliam Charitable Trust, a local philanthropy, awarded capacity grants that funded two roles for three years, giving Flanner House time to raise enough money to sustain the roles. "Unrestricted dollars and overhead funding are the hardest grants to secure," Cosby said. "That support was transformative. They really listened and understood what was needed for our growth."

Still, not every funder adjusted. Cosby cited one where Flanner House received the largest share of the funding, but the process was burdensome. "We had to submit separate applications for each program," he said. "We were awarded nine grants, but it took over two years to receive the funds for work that was held to the grant timelines and reported on quarterly."

Outside of local philanthropies, Flanner House attracted the attention of the New York–based Steven & Alexandra Cohen Foundation and the Michigan-based W.K. Kellogg Foundation. These foundations were instrumental in providing early-stage funding for several new initiatives such as the urban farm and greenhouses. Other funding included federal, state, and local grants, including those from Mental Health of America, Indiana State Department of Agriculture, U.S. Department of Agriculture, and Department of Labor in partnership with Local Initiatives Support Corporation (see

Exhibit 10 for funding sources and **Exhibit 11** for financial statements). However, changes at federal government under the second Trump administration created challenges. Cosby explained, "Initially, we were looking at a $2.6 million loss from the termination of federal contracts and freezing of federal funds. We were ultimately told that our contracts will be honored, but the government has been delaying payments of our reimbursable grants. That's caused a lot of smaller nonprofits to close. However, we are fortunate to be able to access operating reserves in the meantime."

Financing Two Major Developments

Buoyed by the success of turning around Flanner House, having built a strong team, stabilized the finances and developed an integrated suite of services, Cosby began to explore two new capital development projects. The first was a redevelopment of Flanner House itself, a $35 million capital campaign to fund three critical components for their next chapter: a new Flanner House building, a gymnasium, and a reserve fund to support the long-term operations of both (see **Exhibit 12** for more details on the proposal). The physical size of Flanner House constrained its ability to serve everyone who needed it. For example, the before and after school childcare was limited to 37 students, despite having over 100 on the waiting list. Cosby added, "Our community buried seven young people who aged out of our programming because we don't have space for them." The new building would increase capacity for before and after childcare to 120, early childhood space from 80 to 150, and the workforce program from 15 to 100. Additionally, Flanner House was considering a 120-unit affordable housing development above a planned retail space and an expanded grocery store on an approximately 3-acre property that Flanner House owned on Dr. Martin Luther King Jr Street. The project was estimated to cost $33 million and generate about $1.3 million annually in rental income, with all units at or below 80% of the area median income (AMI). The plans included 13 units priced at 30% of AMI, 95 units at 60%, and 12 at 80%. The project would increase density and stimulate local economic development. For funding, the team hoped to secure a significant allocation of Low-Income Housing Tax Credits (LITEC) and a below market loan. Was that much patient capital (see **Exhibit 13** for sources and uses of funds) possible to raise?" However, they were told by one potential development partner that the neighborhood was "too Black and too poor," but if half of the units were market rate, the project would be more desirable. Cosby decided not to work with that developer. "We walked away from the table because we will not play a role in the death of the neighborhood," he said. Cosby had already witnessed his Fountain Square neighborhood counterpart experience gentrification so rapidly that its clients needed bus passes to continue receiving services.

With two multimillion-dollar development projects planned, Flanner House needed to figure out how to secure significantly more capital. Marshall, director of development, was actively figuring out ways to diversify funding sources, including cultivating support from local high-net-worth Black residents, among other plans. The feasibility study that Flanner House commissioned recommended that the team spend two years laying the groundwork before launching a capital campaign, but Cosby was eager to get started as he worried that the neighborhood might be missing its moment.

Indianapolis' Economic Development Efforts

While Cosby was busy considering these new development options, new economic development initiatives in the Near Northwest were well underway. East of Flanner House, Indiana University Health was building a $2.3 billion hospital that was set to open in late 2027.[19] Just south of this new development in downtown Indianapolis, the renovated Stutz building reopened in the summer of 2023 made 441,000 square feet of Class A (the highest quality and most prestigious) office space available

on attractive terms.[20] Meanwhile, with growing tourism in the region, over 2,300 rooms in 12 hotels were under construction in areas in or near the neighborhood.[21] The Indiana convention center expansion downtown was estimated to create 2,500 construction jobs, 400 hotel jobs, and nearly $300 million in annual economic impact.[22]

Additionally, just south of Flanner House, leaders from across the public, private, and philanthropic sectors had partnered to create 16 Tech, a 50-acre innovation district, which opened in 2020.[23] (See **Exhibit 14** for list of 16 Tech funders and supporters). The 16 Tech Community Corporation, a non-profit organization, that managed the 16 Tech innovation district, aimed to stimulate the economy by facilitating the creation and commercialization of new ideas, generating job opportunities. In addition to three innovation facilities that were designed to host more than 225 companies with more than 1,000 employees, 16 Tech had a 289-unit residential development.[24] At completion, 16 Tech anticipated developing more than 3 million square feet of innovation-related space that would support 3,000 jobs.

In April 2025, the completion of a $30 million bridge serving cars, pedestrians, and cyclist connected 16 Tech with the hospitals, IU School of Medicine, IU Indianapolis, and Purdue in Indianapolis on the other side of Fall Creek.[25] 16 Tech CEO Emily Krueger said, "The 16 Tech bridge was designed by the community, for the community—a physical and symbolic connection that brings neighbors, entrepreneurs, researchers, and students closer to the resources and opportunities that drive innovation. It marks the beginning of a new chapter for 16 Tech and Indianapolis—one where ideas move faster, and communities grow stronger."[26] Indianapolis mayor Joe Hogsett added, "This new bridge will also create more opportunities for both economic growth and community connection."[27] Additionally, Vop Osili, president of the Indianapolis City-County Council, in whose district 16 Tech was located, said, "The voices of residents from the neighborhoods around 16 Tech were integral to the process, and the bridge is a permanent representation of the collaborative spirit that has defined the 16 Tech project since its inception."[28]

16 Tech committed to ensuring the benefits of economic growth, new investment, and job creation extended to nearby neighborhoods.[29] Its Community Investment Fund received $3 million from the City of Indianapolis and was funded by $0.20-per-square-foot of rent received from occupants. By 2025, 16 Tech had awarded $1.9 million in grants across 58 projects since its inception.[30] The projects spanned three neighborhoods and five priority areas (workforce training, business support, education, infrastructure and beautification, and neighborhood capacity building).[31]

Cosby's Next Steps

16 Tech, IU Health, and downtown developments attracted new businesses that catered to the influx of new workers. Simultaneously, housing developments with higher rents surged, creating conditions that could force longtime residents to get priced out of the community. Homeowners received lowball purchase offers for their homes, and marketing materials that falsely implied Cosby's endorsement by using his photo without his permission were found in the neighborhood. New homes were priced significantly above what families in the neighborhood could afford and were much more expensive than the houses Flanner House repaired and built.

Cosby voiced his frustration about 16 Tech's failure to deliver on its promise of inclusive economic development. He explained,

> The original commitments to invest in the community and create career pathways for residents have not been honored. Their investment has taken the form of small grants across several organizations, which is neither effective nor transformative. As for career

> pathways, they fund STEM programs at local schools. This does not prepare students for 16 Tech's high-skill jobs. Instead, 16 Tech employs Black folks in this neighborhood to cook and clean for the White folks working there. They have not made any meaningful contributions to the neighborhood that have significantly improved residents' ability to remain in the community or secure gainful employment.

As Cosby weighed his next steps, the stakes felt higher than ever. Determined to serve his community, he forged ahead with plans to build a new Flanner House building and an affordable housing development. However, Cosby wondered if these projects would be enough to preserve the neighborhood's legacy or if the new developments would only delay long-term residents' displacement.

Exhibit 1 Ranking of Economic Mobility in the Top 50 Largest Commuting Zones (1990)

1. San Francisco, CA
2. Salt Lake City, UT
3. Boston, MA
4. Minneapolis, MN
5. San Jose, CA
6. Newark, NJ
7. *Pittsburgh, PA*
8. New York, NY
9. Seattle, WA
10. Manchester, NH
11. Albany, NY
12. Los Angeles, CA
13. Providence, RI
14. Washington, DC
15. Sacramento, CA
16. San Diego, CA
17. Houston, TX
18. Denver, CO
19. Bridgeport, CT
20. Portland, OR
21. Buffalo, NY
22. Syracuse, NY
23. Fort Worth, TX
24. Miami, FL
25. San Antonio, TX
26. Philadelphia, PA
27. Phoenix, AZ
28. *Chicago, IL*
29. Kansas City, KS
30. Fresno, CA
31. *Grand Rapids, MI*
32. Dallas, TX
33. *Milwaukee, WI*
34. Orlando, FL
35. *Cleveland, OH*
36. West Palm Beach, FL
37. *St. Louis, MO*
38. New Orleans, LA
39. Tampa, FL
40. *Dayton, OH*
41. *Detroit, MI*
42. *Cincinnati, OH*
43. Baltimore, MD
44. Norfolk, VA-NC
45. Virginia Beach, VA
46. *Columbus, OH*
47. Raleigh, NC
48. ***Indianapolis, IN***
49. Atlanta, GA
50. Charlotte, NC

Source: Casewriter, adapted from SAVI. "Equity in Economic Opportunity: How Race, Place, and Class Impact Economic Mobility in Indianapolis." https://www.savi.org/feature_report/equity-in-economic-opportunity-how-race-place-and-class-impact-economic-mobility-in-indianapolis/. Accessed April 2025.

Note: Midwestern cities are italicized.

Exhibit 2 Racial Disparities between Indianapolis' Black and White Residents

Category	Indicator	Black Residents	White Residents
Economy	Median Household Income	$41,970	$71,142
Economy	Poverty Rate	23%	10%
Health	Lack of Health Insurance Access	13%	9%
Health	Homicide	56 per 100,000	7 per 100,000
Education	Bachelor's Degree Attainment	21%	40%
Education	Reading Proficiency (Grades 3-8)	17%	43%
Access	Low Transportation Access	10%	6%
Access	Lack of Healthy Food Access	24%	11%
Criminal Justice	Incarceration Rate	2,603 per 100k	655 per 100k
Criminal Justice	Juvenile Charges	40 per 1,000	11 per 1,000
Housing	Homeownership Rate	36%	66%
Housing	Home Loan Denial Rate	31%	17%

Source: Casewriter, adapted from SAVI. "Equity Report Card." https://www.savi.org/equity-report-card/. Accessed April 2025.

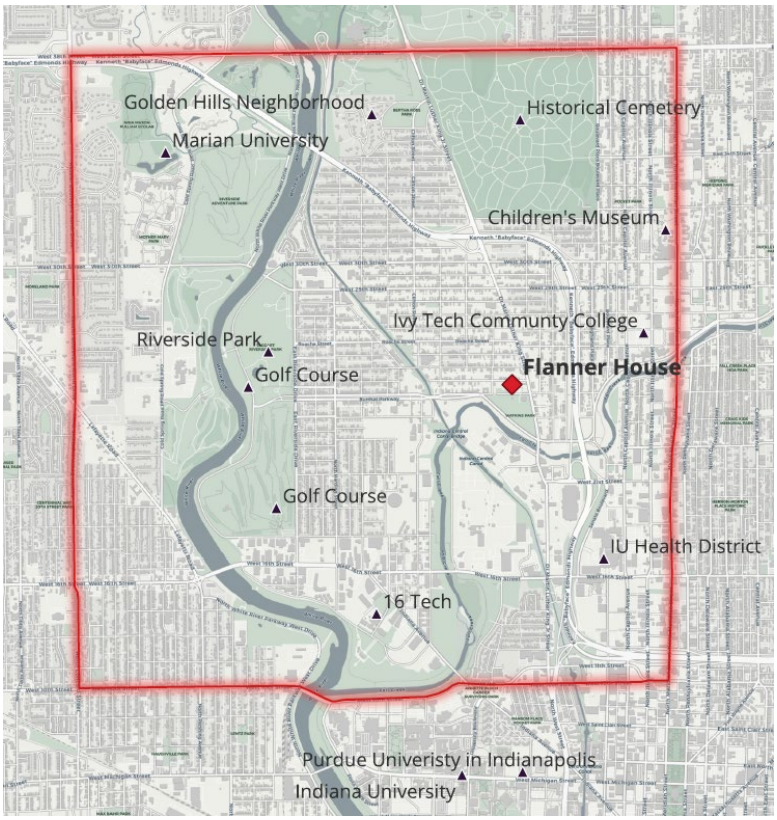
Exhibit 3 Community Development Corporations in Indianapolis

Organization	Year Established	2023 Budget	Programs & Services	Geographic Area
Christamore House	1905	$1.7M	Early childhood education, after-school programs, senior citizen services, employment assistance	Haughville and Near-Westside, Indianapolis
Community Alliance of the Far Eastside (CAFE)	Circa 1980	$3.6M	Housing assistance, utility support, daycare, leadership training, youth programs, Center for Working Families	Far Eastside, Indianapolis
Concord Neighborhood Center	1875	$1.6M	Early childhood education, youth development, family services, senior outreach	Near-Southside, Indianapolis
Fay Biccard Glick Neighborhood Center	1984	$5.7M	Health services, adult education, basic needs assistance, youth development, early childhood education	Crooked Creek, Northwest Indianapolis
Flanner House	1898	$6.3M	Youth programs, daycare, senior services, wellness initiatives, food justice, workforce development, housing, economic development, Center for Working Families	Near Northwest Indianapolis
Hawthorne Community Center	1923	$2.8M	Youth programs, senior activities, adult education, financial stability services, Center for Working Families	Near Westside, Indianapolis
John Boner Neighborhood Centers	1971	$25.6M	Early childhood programming, family support, educational initiatives, economic development, Center for Working Families	Near Eastside, Indianapolis
Martindale-Brightwood Community Development Corporation (MBCDC)	1992	$2.XM	Affordable housing projects, workforce development, community education	Martindale-Brightwood, Indianapolis
Martin Luther King Community Center	1972	$3.6M	Youth programs, family support services, community events	Butler Tarkington
Mary Rigg Neighborhood Center	1911	$2.9M	Youth programs, family services, community events, Center for Working Families	Southwest, Indianapolis
Shepherd Community Center	1985	$8.9M	Youth programs, family support services, community outreach, Center for Working Families	Near Eastside, Indianapolis

Source: Casewriter, compiled from GuideStar. "Organization Profile." https://www.guidestar.org/. Accessed April 2025.

Note: 2023 Budget is the "Total Expenses" listed in GuideStar.

Exhibit 4 Map of Near Northwest Neighborhood



Source: Casewriter.

Exhibit 5 Indiana, Indianapolis, and Near Northwest Demographics

	Indiana	Indianapolis	Near Northwest
Racial Demographics			
% White	84%	54%	
% Black	10%	28%	78%
% Hispanic/Latino	9%	13%	
% Asian	3%	4%	
Poverty Rate	12%	16%	27%
Unemployment Rate	4%	3%	15%
Home Ownership	70%	55%	33%
Median Household Income (in 2023 dollars)	$70,051	$62,995	$24,860

Source: Casewriter, compiled from: U.S. Census Bureau. "QuickFacts: Indiana." https://www.census.gov/quickfacts/fact/table/IN/LFE041223. Accessed April 2025; U.S. Bureau of Labor Statistics. "Local Area Unemployment Statistics." https://www.bls.gov/lau. Accessed April 2025; and U.S. Census Bureau. "QuickFacts: Indianapolis City, Indiana." https://www.census.gov/quickfacts/fact/table/indianapoliscitybalanceindiana/PST045224. Accessed April 2025.

Exhibit 6 Holonomy in Leadership

Holonomy recognizes the interconnectedness between individuals, their communities, and the broader social context and promotes leadership practices that prioritize collaboration, inclusivity, and social responsibility. It emphasizes integration of the following:

- **Personal Growth and Self-Awareness:** Holonomy encourages leaders to engage in self-reflection, understand their strengths, weaknesses, values, and beliefs, and continuously strive for personal growth and development. By cultivating self-awareness, leaders can better understand their impact on others and make conscious choices that align with their values.

- **Community Engagement and Collaboration:** Holonomy emphasizes the role of leaders as active participants in their communities. It encourages leaders to engage with diverse stakeholders, build meaningful relationships, and foster collaboration. By understanding the needs, aspirations, and challenges of their communities, leaders can develop inclusive and impactful strategies that address the collective well-being.

- **Shared Leadership and Empowerment:** Holonomy challenges traditional notions of leadership as hierarchical and emphasizes shared leadership models. It recognizes that leadership is not confined to a single individual but emerges from collective efforts. Holonomy encourages leaders to delegate responsibilities and create opportunities for leadership development within their teams and communities.

- **Systems Thinking and Social Responsibility:** It recognizes the interconnectedness of various systems, including social, economic, and environmental, and the impact they have on individuals and communities. Leaders are encouraged to consider the broader societal implications of their actions, make ethical decisions, and take social responsibility. By understanding the larger context, leaders can navigate complexities and work toward sustainable and equitable solutions.

- **Continuous Learning and Adaptability:** Holonomy promotes a mindset of continuous learning and adaptability. It encourages leaders to seek new knowledge, perspectives, and experiences to expand their understanding and enhance their leadership skills. Leaders are encouraged to embrace change, be open to feedback, and adapt their approaches based on evolving needs and circumstances. By being lifelong learners, leaders can stay relevant, innovative, and responsive to the challenges and opportunities that arise.

- **Ethical and Values-Driven Leadership:** Holonomy emphasizes the importance of ethical leadership rooted in strong values. Leaders are encouraged to demonstrate integrity, honesty, and transparency in their actions. They are expected to lead with empathy, respect diversity, and champion social justice. By embodying ethical and values-driven leadership, leaders can inspire trust, foster a positive organizational culture, and create a sense of purpose and shared vision.

Source: Company Documents.

Exhibit 7 Photos of Flanner House Programs

Source: Company Documents.

Exhibit 8 Selected 2024 Highlights

- Flanner Farms produced more than **50,000 pounds** of organic produce.
- Morningstar African-Centered Wellness Center, the nation's only all back-owned, operated and staffed mental health center provided **more than 5000** counseling units.
- Ujamaa hosted **more than 300** book talks, art openings, entrepreneur "Pitch Feasts", musical events, and community forums.
- F.E.E.D. and Center for Working Families teams started a new High School Equivalency Program in partnership with IndyReads.
- **5 college scholarships** were provided because of the 18th Annual Golf Outing, which was a completely sold-out event this year for the 6th year.
- Early Childhood Center was **recertified Level 4 Paths to Quality**, passed our national accreditation review, and graduated our first cohort of Kindergartners.
- Center for Working Families – Clients Served – **1539**, Families Served – **120**, Rental Assistance Provided – **330**, Utility Assistance Provided – **206**, Transportation Provided – **150**, Healthy Food Access – **627**, Health and Wellness – **169**.
- Our F.E.E.D. (Farming, Education, Employment and Distribution) program hired **60 young adults** to work the farm and enroll in a High School Equivalency Program
- Christmas Toy Program provided toys for **350** families and **more than 700** individual children.

Source: Casewriter, adapted from Company Documents.

Exhibit 9 Biographies of Selected Leaders

Austin Dean Ashford, Artistic Director of Flanner House Arts Stage Academy, started 2024. An acclaimed artist, educator, and cultural ambassador whose work fuses Afrofuturism, music, and storytelling, his performances were featured at the Kennedy Center, United Solo Festival, and on global music diplomacy tours. Education: B.A. from Wiley College; dual MFAs from the University of Arkansas; completing a Ph.D. in Interdisciplinary Fine Arts at Texas Tech University.

Bwana Clements, Director, Morningstar African-Centered Wellness Center, started 2023. With more than 20 years of experience in leadership development, mental health, and organizational transformation, he is the founder of BC Consultant Group, where he provides DEI strategy and executive coaching, and previously led Urban Ministry, LLC. His work is rooted in culturally responsive practices and community healing. Education: B.S. in Criminology and Criminal Justice from Ball State University; M.S.W. from Indiana University Indianapolis.

Brandon Cosby, Chief Executive Officer, started 2016. With a background in education, he has previously worked at Amplify Technology Services and Indianapolis Public Schools. Education: B.A. in speech communication and theater from the University of Indianapolis; M.A. in educational leadership and administration from Oakland City University; honorary doctorate in public service from Marian University.

Brent Lyle, Director of Economic Development, started 2022. With over a decade of experience in marketing, communications, and business development, with prior roles at Your Money Line, Knauf Insulation, and The Skillman Corporation, Lyle focuses on digital strategy, brand development, and inclusive economic growth. Education: B.A. in Spanish and Psychology from Ball State University; Executive MBA from the University of Notre Dame's Mendoza College of Business.

Robert Marshall, Director of Development, started 2025. With two decades of experience across the education, nonprofit, and corporate sectors, he previously served as Vice President at Black Onyx Management and was the founding Executive Director of Vanguard Collegiate of Indianapolis. Education: B.A. in Political Science from Morehouse College; pursuing an Executive MBA from the University of Tennessee's Haslam College of Business.

Candace Boyd Simmons, Director of Food Justice, started 2022. As a food justice advocate and creative strategist with nearly 20 years in nonprofit leadership and racial equity work, she leads reconciliation initiatives for the Christian Church (Disciples of Christ) and founded Black Girls Eating podcast and FoodLoveTog. Education: B.S. in Nonprofit Leadership from Huntington University; pursuing an M.Div. at Christian Theological Seminary.

Debra White, Chief Operating Officer, started 2012. With a strong background in social work and ministry, overseeing programming and services at The Light of the World Christian Church, White later joined Flanner House in 2012, where she supported the Center for Working Families. Bachelor's degree from Jarvis College; MDiv from the Christian Theological Seminary.

Sarah Zike, Chief Financial and Program Officer, started 2023. With over 20 years of leadership experience across nonprofits, education, and community-focused organizations, she has led strategic planning, capacity building, and educational initiatives at Hope Training Academy, United Way of Central Indiana, and IUPUI. Education: B.A. in English Literature and an M.S. in Adult Continuing Education Leadership from Indiana University Indianapolis.

Source: Casewriter, adapted from LinkedIn. "Profile Name." LinkedIn. https://www.linkedin.com/. Accessed April 2025 and company interviews.

Exhibit 10 Representative Funding Sources, 2020–25

Philanthropy	Amount	%	Government	Amount	%
National Urban League (Indianapolis African American Quality of Life Initiative funded by Lilly Endowment)	$2,400,000	17%	City of Indianapolis	$600,000	4%
United Way of Central Indiana	$1,982,719	14%	City - Department of Metropolitan Development	$260,000	2%
Mental Health America	$1,500,000	11%	Marion County	$548,845	4%
Central Indiana Community Foundation	$1,276,000	9%	Indiana State Department of Agriculture	$250,000	2%
Local Initiatives Support Corporation	$1,175,000	8%	Federal - Children's Bureau	$35,000	0.3%
EmployIndy	$647,190	5%	Federal - Health Resources and Services Administration	$250,000	2%
Nina Mason Pulliam Charitable Trust	$405,000	3%	Federal - U.S. Department of Agriculture	$500,000	4%
NBA Foundation	$400,000	3%	Total Government	$2,443,845	17%
Lilly Endowment	$367,500	3%			
Mosaic	$300,000	2%			
Steven and Alexandra Cohen Foundation	$250,000	2%			
W.K. Kellogg Foundation	$250,000	2%			
Tides Foundation	$150,000	1%			
Eskenazi Health	$145,000	1%			
Clowes Memorial Hall	$60,000	0.4%			
16 Tech	$57,000	0.4%			
Central Indiana Racial Equity Fund	$50,000	0.4%			
Come Back Stronger	$27,500	0.2%			
Boner Community Center	$22,500	0.2%			
Indiana University Health	$5,000	0.04%			
Total Philanthropy	$11,470,409	82%			

Source: Casewriter, adapted from Company Documents.

Exhibit 11A Income Statement, 2022 and 2023

	2023	2024
Operating Revenue		
Grants	$ 5,411,069	$ 4,196,044
Contributions	83,653	257,715
Product sales	283,422	405,490
Childcare fees	954,332	1,307,116
Fundraising event	79,654	17,199
Investment income	192,754	321,851
Gain (loss) on disposal of assets	(189,620)	79,697
Miscellaneous revenue	22,511	57,202
Net assets released from restrictions	847,152	4,481,384
Total operating revenue	6,837,775	6,642,314
Operating Expenses		
Program Services		
Social services	881,932	1,521,783
Community services	880,645	1,191,361
Youth services	1,584,038	1,880,308
Food justice	1,657,899	1,787,732
Total program services	5,004,514	6,381,184
Management and general	1,369,538	1,844,347
Total operating expenses	6,374,052	8,225,531
Non-Operating Income (Expenses)		
Gain (loss) on investments	276,935	122,370
Total non-operating income	276,935	122,370

Source: Company Documents.

Exhibit 11B Balance Sheet, 2022 and 2023

	2023	2024
Current assets		
Cash and cash equivalents	$ 1,073,358	$ 335,008
Accounts & grants receivable	1,792,331	715,875
Inventory	66,066	101,187
Total current assets	2,931,755	1,152,070
Fixed assets		
Building and improvements	4,916,954	4,991,348
Equipment	946,292	1,055,534
Vehicles	100,000	100,000
Software	7,232	7,232
Total fixed assets	5,970,478	6,154,114
Accumulated depreciation	(2,691,630)	(2,952,990)
Net fixed assets	3,278,848	3,201,124
Long-term assets		
Facility lease contribution receivable - long term	4,000	-
Grant receivable - long term	96,000	96,000
Investments	4,888,082	6,129,816
Right of use asset - operating lease	27,214	13,292
Total long-term assets	5,015,296	6,239,108
Total assets	11,225,899	10,592,302
Current liabilities		
Accounts payable	175,796	87,456
Accrued payroll	113,709	184,230
Accrued interest	10,005	18,643
Current portion of LISC note payable	25,700	27,149
Refundable advances	375,000	375,000
Line of credit	-	871,207
Lease liability - current	14,810	13,292
Total current liabilities	715,020	1,576,977
Long-term liabilities		
Total long-term liabilities	150,776	116,069
Total liabilities	865,796	1,693,046
Total Net Assets	10,360,103	8,899,256
Total Liabilities and Net Assets	11,225,899	10,592,302

Source: Company Documents.

Note: The line of credit funded reimbursable construction costs for the Vacant to Vibrant housing project and was being repaid as the project progressed through City grants and home sale proceeds.

Exhibit 12 Proposed Capital Campaign for New Flanner House Building

Building Hope, Inspiring Change is a $35 million capital campaign that allows Flanner House to build the campus that our community needs, and gives us a chance to save more lives.

THE NEW FLANNER HOUSE	28,000 sq/ft	$22 Million
THE NEW GYMNASIUM	23,000 sq/ft	$8 Million
FLANNER HOUSE RESERVE FUND		$5 Million

This expanded complex will maximize the depth and rigor of Flanner House programming, and maximize the chances of success for the kids, youth, adults and seniors of this community, with these features:

CLASSROOM SPACE for the Center for Working Families, high school equivalency classes, and workforce development programming: so that multiple forms of instruction and training can happen simultaneously with technology.

SENIOR PROGRAMMING, which lengthens lives by countering loneliness and brings generations together in community.

Dedicated space for a **MINI MUSEUM** to present the history of the Near Northwest area, the historic economic hub for Black Indianapolis.

WRAPAROUND SERVICES and **LEASABLE SPACE** for co-located services such as the Marion County Prosecutor's Child Support Office.

Ample **MEETING SPACE** for our team, and for the community.

IMPROVED SECURITY INFRASTRUCTURE, required for child care centers and preschools licensed and accredited by the state.

A staff **BREAK ROOM**.

MODERN AMENITIES: open ceilings, less cramped hallways, LED lighting, modern bathroom fixtures, etc.

The **INTEGRATION** of the Flanner House mission under one roof.

Source: Company Documents.

Exhibit 13 Affordable Housing Development Projections

Sources of Funds	Construction	Permanent	
Construction: 275 bps + LIBOR	$ 15,250,000		52.08% depreciable basis + land
Permanent: 4.80% for 35 Years		$ 8,000,000	66,667 Debt/Unit
Bridge Loan: 275 bps + LIBOR	8,600,000	-	6.80% Debt Yield
MDL: 0.00% for 30 Years	-	-	
Tax Credit Equity - Federal	2,032,589	13,550,595	
Tax Credit Equity - State	1,141,904	7,612,694	
Income during Construction Period	-	-	
Soft Loan #1: Board of Trustees 1.00% for 30 years	-	-	
Soft Loan #2: GAP 0.00% for 30 years	2,200,000	2,200,000	
Soft Loan #3: GAP 0.00% for 30 years	-	-	
Cash Flow	-	-	
Deferred Development Fee	-	1,406,661	
	29,224,493	32,769,949	
Uses of Funds			
Acquisition Costs	-	-	
Construction Contingency	947,368	947,368	
Construction Costs	21,600,000	21,600,000	
Architect/Engineering	1,125,000	1,125,000	
Permits & Fees	240,000	240,000	
Title & Survey	210,000	210,000	
Construction Period Expenses	225,000	225,000	
Financing Costs	2,607,978	2,637,978	
Professional Services	407,000	482,000	
Tax Credit Fees	115,975	115,975	
Development Fee	700,000	3,800,000	14.9% of Eligible Basis
Reserves & Other	931,000	1,386,628	
	29,109,321	32,769,949	
Surplus (Deficit) Cash	$ 115,172		
Source Paid Developer Fees	700,000	2,393,339	63.0%
15-Year Cash Flow after 1st Mortgage DS	1,563,653	1,563,653	
Deferred Developer/GC Fee	-	1,406,661	37.0%
15-Year Cash Flow available for Deferred Developer Fee	-	1,424,161	

Project Statistics:	
Units	120
5th Year Cash-Flow	$85,483
GC/Unit w/o Contingency	$180,000
Source Paid Dev Fees	2,393,339
Market Rate	0%

Prevailing Wage Required:	No
Sales Tax Exemption:	No
Construction Start Date:	10/1/2022
Club House Delivery Date:	11/1/2023
Construction Completion Date:	6/1/2024
Stabilization/Perm Conversion:	10/1/2025

Source: Company Documents.

Exhibit 14 16 Tech Funders and Supporters

American Structurepoint
Anthem Inc.
AT&T Indiana
Bank of America
BOMA of Indianapolis
Browning
Browning Investments
Building Owners and Managers Association (BOMA) of Indianapolis
Butler University
Central Indiana Community Foundation
Central Indiana Community Partnership
Central Indiana Corporate Partnership
Citizens Energy Group
City of Indianapolis
Conversight
Cook Medical Group
Cook Regentec
Cummins Foundation
Cummins Inc.
Don Wood Foundation
Eli Lilly and Company

Eli Lilly Foundation
FA Wilhelm
First Financial
First Financial Bank
First Internet Bank
Gregory & Appell
Health and Hospital Corporation of Marion County
Heritage Environmental Services
IFMA Indianapolis
Indiana BioResearch Institute
Indiana Biosciences Research Institute
Indiana University
Indiana University Health
Indiana University School of Medicine
Indy Chamber
Institute of Real Estate Management International Facility Management Association (IFMA) Indianapolis

Ivy Tech Community College
Lacy Diversified Inc.
Lake City Bank

LDI, Ltd.
Lilly Endowment Inc.
Marian University
Mays Chemical Co.
Mays Chemical Company
Meridian Foundation
Notre Dame University
PNC Bank
PNC Foundation
Purdue University in Indianapolis
Richard M. Fairbanks Foundation
Road Pictures Inc.
Roche Diagnostic Corporation
Roche Diagnostics
Samerian Foundation
State of Indiana
Taft
TechPoint Foundation
US Bank

Source: Casewriter, adapted from 16 Tech. "Funders & Supporters." https://16tech.com/about/funders-supporters/. Accessed April 2025.

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