<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Letters of Support</td>
</tr>
<tr>
<td>6</td>
<td>Residency Backstory</td>
</tr>
<tr>
<td>7</td>
<td>OGC History and Profile</td>
</tr>
<tr>
<td>8</td>
<td>The Orlando Context</td>
</tr>
<tr>
<td>10</td>
<td>Statement of Purpose &amp; Leadership</td>
</tr>
<tr>
<td>11</td>
<td>Financial</td>
</tr>
<tr>
<td>12</td>
<td>Program Components</td>
</tr>
<tr>
<td>13</td>
<td>Program Year 1</td>
</tr>
<tr>
<td>14</td>
<td>Program Year 2</td>
</tr>
<tr>
<td>15</td>
<td>Program Year 3</td>
</tr>
<tr>
<td>16</td>
<td>The Ideal Candidate</td>
</tr>
<tr>
<td>17</td>
<td>Timeline and Selection Process</td>
</tr>
<tr>
<td>18</td>
<td>Recruiting</td>
</tr>
<tr>
<td>19</td>
<td>Residency Evaluation</td>
</tr>
<tr>
<td>20</td>
<td>Post-Residency Job Placement</td>
</tr>
<tr>
<td>21</td>
<td>OGC 6 Year Budget</td>
</tr>
</tbody>
</table>
Dear Made To Flourish,

I am so grateful to be able to present this application for a grant to start a pastoral residency program at Orlando Grace Church. Almost thirty years ago, our church was planted on the campus of Reformed Theological Seminary and that has shaped our unique stewardship of seminary students ever since. As you will see in this application, in the past fifteen years we have had the privilege to incubate more than thirty seminary students, 90% of whom are still in ministry and have planted eight churches.

For years, we have had a thriving internship program and last year we put a residency program in our five year goals before ever knowing about the Made To Flourish grant. We were asking ourselves where we start and how we get over the financial hump to keep it going when my friend, Case Thorp, informed me that Made To Flourish has figured this out.

After our trip to Kansas City, I am even more impressed with this program and believe that Orlando Grace Church is uniquely positioned to use this money well. I would consider it a great privilege to lead our church into the ‘teaching hospital’ stage and to personally invest more deeply in the next generation of pastors.

Jim Davis, Lead Pastor
Dear Made to Flourish,

I am thrilled as moderator of the elders and longtime member of Orlando Grace Church to have “discovered” Made to Flourish. We have been active in the growing faith and work conversation in evangelicalism. We have been influenced by the work from Made to Flourish, The Chalmers Center, and Redeemer City to City. As an example, Orlando Grace Church we are/were slated to host RightNow Media’s Work as Worship this May.

The most exciting opportunity is partnering with Made to Flourish to expand and solidify our stewardship of providing seminary students a church home so practical pastoral skills can be learned and honed. Orlando Grace Church started at the old campus of Reformed Theological Seminary Orlando (RTS-O). Our church quickly became the church home for the baptistic students. It is from this unintended consequence we realized that God had provided us with a stewardship to provide real church opportunities for future pastors over the past 25+ years.

Please be assured that our elders have a significant “buy-in” to the idea of taking our historical stewardship of seminary students to the next level by creating this pastoral residence in perpetuity. We are committed to becoming a financially self-sustaining program at the end of the five years of grant assistance. Our entire church body has benefited by our RTS-O seminary students by their preaching, teaching, musical abilities, technical skills, student ministry, and adult education.

Finally, we are excited about taking the leap into becoming the equivalent of a “teaching hospital” in Central Florida for the next generation of gospel-centered pastors.

We appreciate Made to Flourish’s consideration to our application and if it is God’s will, a fruitful and long-lasting relationship.

Chuck Mitchell, Elder Board
To Whom It May Concern,

I am writing on behalf of Orlando Grace Church (OGC) in Maitland, Florida with respect to their application for a Made to Flourish grant.

Over the past several decades, OGC has been one of RTS Orlando’s strongest partner churches in preparing future pastors. OGC has provided pastoral care and oversight for RTS Orlando students, offered them internship opportunities, and deployed them in various aspects of the church’s life. Many RTS Orlando alums have been sent out from OGC to serve Christ throughout the world. In addition, two of OGC’s current pastors are RTS Orlando graduates (and personal friends) who continue to cultivate strong relationships between the church and the seminary.

A Made to Flourish grant would only strengthen OGC capacities for providing an essential churchly link between pastoral preparation in the classroom and in the local congregation. OGC is well-equipped to provide such a link and RTS Orlando would be eager to support them as they seek to do so.

If I can be of any assistance as you consider OGC’s application, please do not hesitate to ask.

Sincerely,

Scott R. Swain
President and James Woodrow Hassell Professor of Systematic Theology
Reformed Theological Seminary, Orlando, Florida
Orlando Grace Church was planted on the campus of Reformed Theological Seminary in 1991. We have enjoyed nearly three decades of fruitful partnership with RTS Orlando. In our history we have had well over 50 students matriculate there and have launched them out. In the last 15 years we have incubated over 30 seminary students and 90% of those students are still pastors or church planters. They are now located in 12 states and five countries. The remaining 10% are business owners, an attorney, and one seminary professor. Eight churches have been planted from this group in three different states and four different countries. Developing and sending out leaders is one of our five stated core values as a local church.

Through conversations we were having with Justin Holcomb and Case Thorp here we learned about the Made to Flourish Pastoral Residency and we came to realize that we had two strong connections to the program:

- **Creekside Community Church** - Associate Pastor, Mike Graham was a member here during undergrad and remains in ongoing close personal and organizational contact with their staff team. We have nearly a dozen members past and present who have been members at Creekside.

- **The CityChurch Project** - Winston Miller (currently a MTF resident with TCCP) was our church planting resident from 2016-2019 while he was finishing his MDiv at Reformed Theological Seminary, Orlando. Since that time Rick Hunter and Brad Jones have both become friends.

Additionally, we have been in a lot of dialogue with Mike Aitcheson about his interest in the MTF residency. Parallel to this and independent from it, we had been working on our one, three, and five year goals and had identified taking the next step in not just having unpaid pastoral interns but developing a paid pastoral residency program. We are of one mind as elders that we would like to continue to grow in our training, developing, and launching of the next generation of pastors and church planters.
1991: Orlando Grace Church grew out of the prayer and desire of two men to see a church where the doctrines of grace would be preached, members would be equipped for ministry, and God would be glorified. About fifty people attended the first service on November 3 of this year on the campus of Reformed Theological Seminary. Greg Elmquist installed as the first teaching pastor.

1994: Fifteen acres of land was purchased on Keller road for $290,000 for a possible future church building.

1997: Tim Vandermey installed as the second teaching pastor.

1999: OGC moved worship to the Seventh Day Adventist Church on Maitland Avenue.

The land purchased on Keller Road was traded for seven acres on Maitland Avenue plus $1.2 million in cash. These funds were put aside for a future building.

2003: Curt Heffelfinger installed as the third teaching pastor. New mission, vision, and values were established and Discover OGC was launched.

2012: The first service was held in the brand new church building.

2018: Jim Davis installed as the fourth teaching pastor.

2019: New mission, vision, and values were established. OGC joined the Acts 29 Network.

Orlando Grace Church is committed to being a confessional and missional church in the complicated and unique ministry context of Orlando, Florida. We are an elder-led (4 lay elders and 2 vocational elders) congregation in the Acts 29 Network whose statement of the faith is the London Baptist Confession. Being born on the campus of RTS Orlando, we have a long history having, training, and sending seminary students.

We are in a season of growing influence and improvement. We are navigating the waters of being both confessional and missional as a local church. This can be a tough tightrope but we have a conviction that sound and historic doctrine and missional living and engagement are not mutually exclusive. This puts our church in an interesting nexus that makes us well-received at institutions like RTS Orlando, regular contributors to the Gospel Coalition, and yet still influential among missional innovators. We believe that standing at these crossroads places us in an uncommon position to prepare the next generation of pastors for the unique challenges they will be facing.
The Orlando Context

Orlando is growing rapidly and is dechurching rapidly (6th fastest dechurching city in the USA). The rate at which people consistently attend Gospel-preaching churches is currently 6% - roughly on par with Seattle or Manhattan.

City Facts

- 1,500 people move to Orlando every week
- 4.3 million people live in Orlando - this figure will exceed 5.2 million by 2030
- Since 2010 over 50% of new residents in Orlando are international
- Orlando is the 47th largest economy in the world (just behind Portugal and Romania)
- Orange and Seminole county are already predominantly minority (47% white, 25% Hispanic-Latino, 21% African American, 4% Asian-Pacific, 3% Other)
- Orlando is undergoing major infrastructural updates - interstate 4, toll roads, terminal 3 at MCO, and three new major train projects connecting Orlando to Miami, Port Canaveral, Disney, and potentially also Tampa

City Needs

- Affordable housing - only 13% of housing inventory is considered “affordable” - this is particularly challenging for our large service industry
- Educators - we will need 29,000 new teachers between now and 2030
- Infrastructure - I-4 Ultimate Phases I and II will need to be matched with updates to our water, sewer, electrical, fire, and police infrastructure
- Mercy and Justice Issues - racial reconciliation/justice, foster care, homelessness, human/sex trafficking (#1 city in the USA), poverty (16% below poverty line)… etc.

ORLANDO IS THE 6TH FASTEST DECHURCHING CITY IN THE USA
**Spiritual Realities**

- Orlando is the most post-Christian city in the Southeast
- 94% were at one point churched in their lifetime but only 49% today
- Of the 51% of the unchurched people in the city, 84.3% of them used to be churched (684k people)
- Only 6% of the population are actively churched in evangelical Protestant churches
- Practicing Christians are overwhelmingly female in Orlando (60/40) – in other words, there are 50% more churched women in Orlando than men
- Marriage, having children under 18, and being female were the three biggest sources of increased probability of being a practicing Christian
- The mainline church is dying among young people - 13% of those over 40 attend church vs. only 7% of those under 40
- Non Christian population is exploding among young people - 16% of those over 40 vs. 37% of those under 40
- Baby boomers are significantly below average (25%) in terms of the percentage of practicing Christians relative to the national average (36%)
Preparing the next generation of pastors for our secular age.

Orlando is increasingly post-Christian, secular, dechurched, and diverse. We are an ideal context for training the next generation of pastors in the West as pastors in 21st century cities will have to reckon with all four of those realities. Orlando Grace Church is seeking to navigate these challenges by combining the best aspects of confessionalism and the best aspects of the missional church. Future pastors will need to have both theological clarity and sound cultural exegesis in order to succeed in ministry.

We hope to be able to bless the next generation of pastors by sharing with them all the mistakes that we have made along with some of the things that we have done right as well. We have been doing this informally for decades but now is the time for us to build upon that excellent foundation by adding structure, formality, and significant resources.

Our program has four primary values:

**GOSPEL-CENTERED**
we value theological clarity, sound biblical exegesis, and confessional commitment

**MISSIONAL**
we value missional innovation, sound cultural and personal exegesis, and demonstrating a rival narrative to the marketplace of ideas

**CONNECTIONAL**
we value being connected to anyone else who also values Gospel centrality and missional innovation regardless of denomination, network, or affiliation

**JOYFUL**
we value our joy in the hope of the Gospel and believe this produces a culture of grace, charitability, and strong camaraderie among our team

Leadership

Michael Graham
Program coordinator & Secondary mentor

Jim Davis
Primary Mentor

Additional Mentors - Quarterly expert guest lecturers (see program components)
Key Working Relationships - Staff, Pastoral Interns, Elders, Deacons, Welcoming and Assimilation Team
Financial

All pastoral residents will be considered **commissioned** by Orlando Grace Church during the entirety of their residency - this will allow all residents to take advantage of minister’s housing allowance.

Salary will be **$45,000** (note - this is higher than the starting salary for a teacher with a masters in Seminole County)

Benefits will be **$3,000** per year (note - as long as the spouse has no access to health insurance through full-time employment all staff persons currently pay less than $250/mo for silver or higher plans on the ACA federal exchange; we will assist residents in getting their health insurance setup). This does not include retirement or any other insurances.

Ministry fund will be **$2,000** per year. This includes reimbursements for conferences, ministry related meals, and non-commute ministry related mileage. This does not include missions trips, cell phone, computers, software, and books besides the annual ones that OGC will provide.

Education expenses - students may raise financial support for their seminary tuition through OGC. If the student is enrolled at RTS, then RTS will match up to 33% of their tuition raised through our organization.

Program costs will run roughly **$15,000** per year. This includes all costs associated with recruiting new residents, welcome retreat, job placement help in final year, honorariums for guest speakers, any shared counseling expenses, books, materials, training, special events, and all other operational costs..
**Mentoring**
- Bi-weekly mentoring session with Jim Davis with focus on leadership and professional development
- Bi-weekly mentoring session with Mike Graham with focus on the ministry of organization in the local church

**Total Organizational Access (Staff meeting, elder meetings... etc.)**

**Ministry Leadership**
- Preaching
- Project Management
- Ministry Oversight

**Directed Study**
- Longer Philosophy of Ministry paper with focus on their desired future ministry area (Teaching Pastor, Executive Pastor, Worship and Creative Arts, Church Planting, Spiritual Formation... etc.)

**Meetings**
- Weekly resident and intern lunch
- Weekly staff meeting
- Elder meetings (attend at least 50% of the meetings)
- Monthly Acts 29 and TGC joint cohort
- Monthly visit to a church member’s work environment
- Be involved in a Community Group
- Be involved in a Formation Group

**Continuing Education**
- Conferences
- Cohorts
- Readings
- Papers

**Global Missions Opportunities (at least one short-term trip during residency)**

**Guest Lectures**
- Quarterly half day gatherings on a particular topic
- Reformed Theological Seminary, Orlando
  - Scott Swain - President
  - Mike Glodo - Professor
  - Michael Allen - Professor
  - Justin Holcomb - Professor
  - John Frame - Professor Emeritus
- CRU
  - Greg Lillestrand - Vice President
  - Marc Rutter - Director of Leadership Development
  - David Robbins - CEO, Family Life Ministry
- Richard Pratt - President, Third Millennium Ministries
- Case Thorp - Moderator of the EPC
- Mike Aitcheson - Pastor/Planter of Christ United Fellowship
- Pat Morley - CEO, Man in the Mirror Ministries
- Curt Heffelfinger - Former Teaching Pastor at OGC and author of The Peacemaking Church
- Joel Hunter - Former Pastor at Northland
- Lindsey Holcomb - Communications Coordinator of Samaritan Village
- Dee Coleman - Executive Director of Samaritan Village
- Vicky Matthews - Executive Director of Choices Women’s Clinic
- Other people we will be asking
  - Ligon Duncan - Chancellor, Reformed Theological Seminary
  - Alistair Begg
  - HB Charles
  - Bruce Ashford, Provost at Southeastern Baptist Theological Seminary
Goals

• Get residents settled into weekly, monthly, and quarterly rhythms within 4 months
• Get residents relationally assimilated and congregationally embedded within 6 months
• Will have residency budget, insurances, and financial training/gameplan completed within 90 days
• Preach at least once during the year
• Teach at least in one other environment
• Participate in a Formation Group
• Participate in a Community Group

Conferences and Continuing Education

• TGC National Conference
• Acts 29 and TGC Orlando monthly cohort
• Regional Made to Flourish network events

Global Missions Opportunities

• Nuova Vita - Salerno, Italy
• Filter of Hope - Cuba

READINGS

Flourishing Pastors
• James K.A. Smith - You Are What You Love
• Andy Crouch - Strong and Weak

Flourishing Churches
• Tim Keller - Church Size and Leadership Dynamics (PDF)
• Tim Keller - Center Church

Flourishing Communities
• Fikkert and Corbett - When Helping Hurts
• Tom Nelson - Work Matters
• Emerson and Smith - Divided By Faith
Goals

• Will have first draft of philosophy of ministry paper completed
• Will be actively networking for post-residency
• Preach at least once during the year
• Co-lead a Community Group with another pre-existing group
• Lead a Formation Group

Conferences and Continuing Education

• Acts 29 Global Gathering
• Acts 29 and TGC Orlando monthly cohort
• Regional Made to Flourish network events

Global Missions Opportunities

• Nuova Vita - Salerno, Italy
• Filter of Hope - Cuba

READINGS

Flourishing Pastors
• Andy Crouch - The Tech-Wise Family
• Dan Allender - Leading with a Limp

Flourishing Churches
• Marshall and Payne - The Trellis and the Vine
• Patrick Lencioni - The Five Dysfunctions of a Team

Flourishing Communities
• Tim Keller - Ministries of Mercy
• James K.A. Smith - How (Not) to be Secular
• Soong-Chan Rah - The Next Evangelicalism
**Goals**

- Will be actively interviewing for post-residency job placements
- Will have completed philosophy of ministry paper

**Conferences and Continuing Education**

- TGC National Conference
- Acts 29 and TGC Orlando monthly cohort
- Regional Made to Flourish network events

**Global Missions Opportunities**

- Nuova Vita - Salerno, Italy
- Filter of Hope - Cuba

**READINGS**

**Flourishing Pastors**
- Paul Tripp - *Dangerous Calling*

**Flourishing Churches**
- Mark Sayers - *The Reappearing Church*

**Flourishing Communities**
- Um and Buzzard - *Why Cities Matter*
- Gene Veith - *God at Work*
- Pathak and Runyon - *The Art of Neighboring*
The Ideal Candidate

• Clear call to pastoral ministry
• Practical ministry experience
• Basic written theology of ministry
• Basic written philosophy of ministry
• Solid ministry track record of faithfulness and fruitfulness
• Masters degree from qualified institution
• Project management experience
• High capacity leader
• High amount of self-awareness
• High emotional intelligence
• High cultural intelligence
• Key relationships for high probability of post-residency placement
• Ability to raise financial support preferred

OGC Needs

• Director of Community Groups
• Director of Formation Groups
• Director of Membership Journey

Helpful Skills

• Project management
• Musicians (drummer and others)
• Experts in ministering to the dechurched
• Digital Marketing
• Creative Arts
• Google AdWords
Networking, Marketing, and Recruiting

*Summer and Fall*
- Remind friends of our residency
- Meet with seminaries
- Post position online

Application

*Due November 15th*
- Writing
- Communication
- Concise

Filtering

*January 15th*
- Applicants are filtered down to top candidates
- Video interviews conducted with top candidates
- Follow-up video interviews with recommended candidates
- Top candidates recommended to elders for final recommendation

Hiring

*March 30th*
- In-person visits with the top 2-3 candidates
- Finalists decided and the top 2 candidates are offered job

Onboarding

*April - July*
- Job offer accepted (April 15)
- Resident relocates (June 15)
- HR completed
- First day on the job (July 1st)
- Welcome retreat
Primary recruiting will take place in three main areas:

**RTS Orlando**

**Our direct social networks**

**OGC Alumni word of mouth**

Secondary recruiting (if there is a need) will employ strategic connections that we have at Southeastern Baptist Theological Seminary (Bruce Ashford, Provost, is a friend), Southern Baptist Theological Seminary (we have two mDiv alumni and one PhD alumni who are members at our church), and Midwestern Baptist Theological Seminary (Jared Wilson is a friend and former co-worker).
We will be conducting annual 360 degree evaluations that will entail receiving feedback from the church body, elders, and the residents themselves. In addition we will provide evaluation of all residents on an annual basis above and beyond our regular touchpoints.

**Expectations**

- Nearly all residents will get placed elsewhere - we want to take residents who are amazing enough that we would want to hire them - but we created the residency primarily to send people out
- Being a resident will be hard work because pastoral ministry is hard work. How many hours of time it will take per week will vary by each residents’ situation but all should plan on the rigors of full-time work
- If the resident is still in seminary they have no more than one year of seminary of your master’s degree with a course load no larger than 2-3 classes per semester
- You will be considered a “temporary residential employee” and will be terminated at end of program
- There will be an annual off ramp for both resident and Orlando Grace Church if either party feels so inclined
- The grant that is helping to get self-sufficient in 5 years is annually renewed and the continuance of that program in its early years might look different if that grant is not renewed (support raising might be necessary on the part of the resident)
- Residents are real pastors who do real pastoral work
- All residents will have administrative, pastoral, and project management aspects to their residency - nobody gets to solely focus on their main focal area as this is true in non-residency-centric pastoral work as well
- All residents will be self-starters who do not require significant oversight to own their responsibilities
- Residents will volunteer for things when they see mission critical organizational needs according to their capacity and competencies
- Residents will provide fresh eyes on our organization and will share ideas, constructive criticism, and other insights
- Pastors, staff, and elders will need to be open for constructive criticism from residents and vice versa
- Residents will exercise good peacemaking skills and communicate gently and directly with people when conflict arises
- Residents will be commissioned by OGC but not examined or ordained from us
OGC has a pretty extensive network of alumni who are in diverse traditions - Acts 29, SBC, EFCA, PCA, EPC, and a few other denominations and networks. We maintain good working relationships, trade ideas, and sometimes see our seminary students placed in those churches. We are known for being active in the Southeast region of the Acts 29 Network and have many good friends throughout that region, many of whom are hiring often. We have lots of friends through our longstanding close relationship with The Gospel Coalition and are contacted often to see if we have certain roles available for an open pastoral calling.

Residents should have an eye to placement from day one and should be informally networking throughout. However, placement will be an active and formal part of year three of the internship. We will assist heavily in this process and do everything within our control to help residents get launched into good ministry situations.
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CASH FLOW (CUMULATIVE GRANT NEEDED) | $108,000 | $198,000 | $273,000 | $331,000 | $356,000 | $356,000 |