

### Request for Grant Proposals (RFGP) 2025-2027 Veteran Services Grant

Date Issued: Monday, September 8, 2025

Proposals due: Monday, October 13, 2025, 11:59pm PST Performance Period: January 01, 2026 – June 30, 2027

#### **Note to Grant Applicants**

Please read this RFGP requirements and evaluating Rubric carefully.

This Request for Grant Proposals includes statutory requirements, procedures, instructions, and grant criteria to assist grant Applicants who are applying for a grant under the Oregon Department of Veterans' Affairs | Veteran Services Grant.

# Application Due Date: October 13, 2025 11:59 pm Pacific Standard time

Use the link at <u>ODVA Veteran Services Grant</u> to apply.

Please submit an

**INTENT TO APPLY** 

To receive information regarding this RFGP

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#### SECTION 1: OVERVIEW OF THE GRANT PROGRAM

#### 1.1 INTRODUCTION & BACKGROUND

Since 2017, the Oregon State Legislature has approved funding for the Veteran Services Grant at the Oregon Department of Veterans' Affairs (ODVA). The 2025 Legislature approved \$972,653 to fund eligible proposals that provide direct services to veterans that help improve outcomes in areas such as health or behavioral health care, housing security and houselessness, employment opportunities or stability, education and training opportunities, transportation accessibility and availability, or other critical services within a community. This Grant Program is funded with Lottery dollars established under Ballot Measure 96 (2016), which provides Lottery funds specifically for services to Oregon veterans.

Oregon Revised Statute (ORS) 406.142 requires ODVA to develop and implement the grant program and award multiple one-time grants on a competitive basis. Applicants may not apply for grant amounts below the minimum of \$25,000 or above the maximum of \$250,000 allowed for this grant program. Each organization may submit only one grant proposal; however, a grant proposal may include more than one project, which may be located at multiple sites. Each project shall have individually identified goals, objectives, outcome measures and a requested award amount. ODVA has developed specific eligibility requirements, which must be met to apply for grant funding.

#### **Oregon Department of Veterans' Affairs**

Our Vision: All veterans and their families thrive in Oregon.

Our Mission: To honor and serve all Oregon veterans and their families by aligning and delivering

earned benefits and services that enhance and improve their lives in recognition of

their service to our nation.

Our Values: Stewardship Excellence Respect Vision Inclusivity Commitment Equity

The Oregon Department of Veterans' Affairs (ODVA) is committed to advancing Diversity, Equity, Inclusion, and Accessibility (DEIA) within our organization and for veterans, their families, and the communities we serve. We recognize the historical and systemic harm done to marginalized and underserved veterans. We are dedicated to dismantling barriers, fostering equity, and creating an inclusive environment where all veterans can thrive.

We encourage proposals that serve all veterans, including historically and continuously underrepresented racial and ethnic groups, women, individuals with disabilities, rural, linguistically diverse, aging, and LGBTQ+ veterans. The strength of ODVA lies in the diversity of our partners and their work, as we work together to serve the veteran community throughout Oregon.

#### 1.2 ELIGIBILITY & OTHER REQUIREMENTS

The following are eligible organizations and entities:

- 1. Tribal, regional, or local governments; or other state agencies programs established under state or federal law;
- 2. Oregon quasi-public agencies;
- 3. Oregon intergovernmental agencies formed under ORS 190;
- 4. Private non-profit organizations designated as a 501(c)(3), 501(c)(19) or 501(c)(23) tax exempt organizations that demonstrate in their grant proposal proof of:
  - a) Current (active) business registration with Oregon Secretary of State Corporation Division;
  - Registration with the Charitable Activities Section of the Oregon Department of Justice Oregon and the most recent Oregon Form CT-12 report filed with the Department of Justice; and
  - c) At least a one-year operational history.

#### 1.3 DEFINITIONS

As provided in Oregon Revised Statute OAR Chapter 274, Division 38, the following definitions apply:

- 1. "Agreement" means a legally binding grant agreement between the Department and the applicant that contains the terms and conditions under which the Department is providing grant funds from the Request for Grant Proposals (RFGP).
- 2. "Applicant" means an organization that has submitted a proposal to the Department.
- 3. "Asset" means non-capital assets tangible or intangible property used in organization operations having a useful life beyond a single year and an initial cost (inclusive of ancillary charges) of less than \$5,000.
- 4. "Authorized Representative" means a person authorized by the applicant to make all representations, attestations, and certifications required in the grant proposal and to submit a proposal on behalf of the applicant.
- 5. "Capital Assets" means tangible and intangible property that has initial estimated useful life beyond a single year and have an initial cost of at least \$5,000 and does not include items below \$5,000.
- 6. "Capital Improvement" means an action that increases the useful life of a capital asset or adapts a capital asset to a new use.
- 7. "Department" or "ODVA" means the Oregon Department of Veterans' Affairs.
- 8. **"Evaluation Committee"** means a committee selected by the Department to evaluate and score eligible grant proposals and make recommendations to the Department director for approval.
- 9. "Grant Program" means the Veteran Service Grant Program.
- 10. "Policy" means specific guidelines used by the Department in the decision-making process.
- 11. "Proposal" means a grant proposal submitted to the Department in response to the Request for Grant Proposal (RFGP.)
- 12. "Quasi-Public Agency" means a publicly chartered body that provides a public service and is controlled by a government appointed board. Examples of Quasi-Public Agencies can be found using this <a href="link">link</a>.

- 13. "Recipient" means an applicant that was selected as a recipient of grant funds by the Department and that enters into a written agreement with the Department to receive funds from the grant program.
- 14. "Supplant funds" means to use grant funds to replace funds that were previously appropriated by another entity for the same purpose.
- 15. "Veteran" has the meaning given in Oregon Revised Statute (ORS) 408.225

#### **SECTION 2: USE OF FUNDS**

\*Services provided using Grant Funds must be provided at no cost to veterans.\*

#### 2.1 PURPOSES OF THE VETERAN SERVICES GRANT

#### Use of Funds:

Oregon Revised Statute (ORRS) 406.142 outlines that grant funds must be used to provide services to Oregon veterans by expanding outreach and services, or to promote at least one of the following target areas:

- 1. Mental health care or physical health care;
- 2. Housing security and homelessness;
- 3. Employment opportunities and employment stability;
- 4. Education and training opportunities;
- 5. Transportation accessibility and availability;
- 6. Critical services for veterans within a community or region or on a statewide basis provided by a veteran organization; or
- 7. Supporting existing programs identified by the Oregon Department of Veterans' Affairs Advisory Committee.

#### 2.2 LIMITATIONS ON USE OF FUNDS

#### \*Administrative costs may not exceed 10% of the total grant award\*

Grant Funds may not be used for the following purposes:

- 1. To supplant other current funding.
- 2. Capital Improvement or capital campaigns.
- 3. Deficit financing and debt retirement.
- 4. Memorials or tributes.
- 5. Grants or direct payments of monies to veterans or other individuals.
- 6. Grants to other entities or organizations.
- 7. Endowments.
- 8. Fundraising.

#### 2.3 AWARD AMOUNTS:

The total funding amount available for the 2025-2027 ODVA Veteran Service Grant awards is \$972,653. ODVA will award one-time grants to successful Applicants. Grants will be awarded up to \$250,000 per

recipient, regardless of the number of offices/locations the Applicant operates. An Applicant may have multiple projects but may only submit one proposal. The proposal must individually identify each project's objectives, measurable outcomes, goal(s), and a specific funding amount needed.

ODVA shall award grant funds to a successful Applicant in an amount equal to the least of:

- The amount supported by the Applicant's proposal; or
- Any other amount determined by ODVA to further the purpose of the Veteran Services Grant

# SECTION 3: REIMBURSEMENT GRANT, RECORDS RETENTION, REPORTING REQUIREMENTS & MONITORING

#### 3.1 REIMBURSEMENT GRANT

The Veteran Services Grant is a reimbursement grant. ODVA will provide a template to be used for submission of reimbursement (claim) requests.

- All expenses must be detailed on the ODVA Claim form with proper supporting documentation.
- ODVA will review each claim for allowable expenses, and then make payment.
- Claims received by the 15th of each month will be reviewed for payment by the end of that same month.
- Reimbursement claims will be paid monthly.
- The last day to incur expenses with this grant will be June 30, 2027. The last day to request reimbursement for this grant will be July 15, 2027.

#### 3.2 RECORDS RETENTION & DISPOSAL OF ASSETS

- 1. Records Retention: Recipients are to maintain a complete file of all records for this grant for five (5) years after the grant period closes.
- 2. Disposal of Assets:
  - Any asset purchased under this grant shall remain an asset in the service of the Organization for at least three (3) years.
  - Any capital asset purchased under this grant shall remain an asset in the service of the Organization for at least five (5) years.
  - If the Recipient should discontinue providing services to veterans prior to the above retention schedule, then the recipient must notify the Oregon Department of Veterans' Affairs in writing at least 30 days in advance. ODVA will determine the disposition of assets purchased with grant funds, in consultation with the recipient.

#### 3.3 REQUIRED DATA

ODVA wants specific data to show how the grant is helping the Veterans in your community. Required data reporting includes recording the:

• Number of veterans served by the program.

- Number of traditionally underserved veterans (e.g., racially, ethnically, and linguistically diverse, LGBTQ+, individuals with disabilities, women, student, aging, and houseless, and justice involved, etc.) served by the program.
- Number of housing insecure veterans served by the program (if applicable).
- Number of veteran engagements (interactions) with a grant funded position or project.

#### 3.4 REPORTING REQUIREMENTS

#### \*Templates for all reports will be provided by ODVA\*

#### **Quarterly Reports:**

Recipients will be required to submit quarterly reports in the format required by ODVA. Reports shall include an update on the number of veterans served, number of veteran engagements (interactions), summary of program activities, description of program successes and challenges, data and narratives supporting grant outcomes, and accounting of expenditures of grant funds as laid out in the Grant Proposal. Reports are due 30 days after the end of each calendar quarter (March 31, June 30, September 30, December 31).

Report Deadlines: April 30, July 30, October 30, January 30.

#### **Final Report**:

Recipients will be required to submit a final report on a template provided by ODVA. Reports shall include a summary of the measurable outcomes and provide budget reconciliation on expenditures of grant funds, and a detailed log of all assets purchased with grant funds to include description, serial number, and dollar amount of item, as laid out in the Grant Proposal.

If the funds were used to purchase non-capital assets and capital assets (see definitions), include an inventory log showing a description and dollar amount of items purchased. Desirable items such as vehicles, computers, phones, printers etc., must also include the serial/VIN number on the log.

(Final reports are due 60-days after close of the performance period, by August 30, 2027. As outlined in 3.1, the date to submit the final reimbursement request is July 15, 2027)

#### 3.5 MONITORING

<u>Site Visit</u>: ODVA may schedule a site visit to review the progress of the grant work, as well as review asset logs for items purchased with grant funds, files for grant documents, and reimbursement claim back-up documentation.

#### SECTION 4: POINT OF CONTACT AND TIMELINE

#### 4.1 POINT OF CONTACT (POC) AT OREGON DEPARTMENT OF VETERANS' AFFAIRS

**Brenna Bandstra, ODVA Grants Coordinator** 

700 Summer St NE | Salem, OR 97301-1285 Cell (971)388-8204 | Brenna.BANDSTRA@odva.oregon.gov All communications and/or questions concerning this RFGP should be directed to the Point of Contact named above. Any oral communication will be considered unofficial and non-binding. Any additional information received in writing from the POC is considered official.

#### 4.2 CLOSING DATE FOR SUBMITTING PROPOSALS

## All Proposals must be complete and submitted by Monday, October 13, 2025, at 11:59 pm PST.

ODVA will only accept Proposals submitted via a secured link on the ODVA website. The Project Narrative, Budget, and all other attachments must be uploaded at the same time.

#### 4.3 TIMELINE AND OTHER KEY DATES

#### September 2025:

- September 8, 2025: Release Request for Grant Proposals (RFGP).
- September 11, 2025: Grant Guidance Webinar (Please join ODVA Grants Coordinator for this informative session on this RFGP, followed by time for Q & A). The webinar will also be recorded and posted on the ODVA website.

#### October 2025:

- October 13, 2025: Proposal by 11:59 pm.
  - Submit via an Electronic link on ODVA grant page, (5-weeks to complete proposal).
- ODVA Grants Coordinator to review Proposals for completeness.
- Grant Proposal Evaluation Committee conduct independent review of Proposals.

#### November & December 2023:

- Evaluation Committee recommendations submitted to ODVA Director for review and approval.
- Award decision letters will be sent to all applicants.
- Grant Agreements will be prepared and executed.
  - o NO funds will be reimbursed until the grant agreement is fully executed.

#### January 1, 2026 - August 30, 2027:

- o January 1, 2026 June 30, 2027: Performance Period: (18-months)
- o June 30, 2027: Performance period ends. Final date for recipients to incur expenses.
- July 15, 2027: Final date for recipients to submit reimbursement requests. ODVA will provide the reimbursement form.
- August 30, 2027: Final reports with all data due. ODVA will provide the form for this report.

#### **SECTION 5: FORMAT & SUBMISSION**

Proposals meeting the requirements in Sections 5 & 6 will be moved forward to the Evaluation Phase. Those proposals that do not meet the requirements, may be returned to the applicant to be updated

prior to the application deadline date. Proposals that remain incomplete, or nonresponsive, and/ or submitted after the deadline date will be rejected during the initial qualification screening.

\*\*\*Please contact the ODVA Grants Coordinator for clarification of the requirements\*\*\*

#### 5.1 REQUIRED FILE NAME FORMAT

The following format must be used when naming the files for submission. All files must be uploaded via the submission link, at the same time.

Organization Acronym\_Document Name\_VSG\_2025

Example: Hopeful Horizons Organization	
HHO_Applicant Certification_VSG 2025	HHO_Business Registration_VSG_2025
HHO_Project Narrative_VG 2025	HHO_Charitable Activities DOJ Registration_VSG_2025
HHO_ODVA Budget_VSG 2025	HHO_Annual Operating Budget_VSG 2025
HHO_IRS W9_VSG 2025	

#### 5.2 REQUIRED DOCUMENT FORMAT

- Utilize the Application template. Do not delete section instructions.
- All pages must be standard letter size (8.5" x 11")
- Project Narrative: Use a 12-point Times New Roman or Calibri font, double line spacing, and 1-inch margins.
- Tables may be in 11-point font single line spacing. Bulleted list recommended for tables.
- Do not use a Table of Contents or divider pages.
- Do not add any graphics and photos.
- Submit application & all required elements using the Smartsheets Submission Form link provided on the ODVA Website.

#### **SECTION 6: REQUIRED ELEMENTS**

#### 6.1: APPLICANT CERTIFICATION FORM

Template provided on the ODVA website. The certification form must be signed by an authorized signer for the organization. An authorized signer is authorized to commit the organization to a contract.

#### **6.2: PROJECT NARRATIVE**

Word template provided by ODVA. Utilize the ODVA provided template for the Project Narrative. The applicant shall provide the following information:

#### 6.2 a. GOALS:

The grant proposal must work towards at least one of the following goals (maximum 3 goals). Select (check) which of the following is a goal(s) for the project.

The use of grant funds will help meet the needs of veterans in the following target area(s):

- 1. Mental health care or physical health care;
- 2. Housing security;
- 3. Employment opportunities and employment stability;
- 4. Education and training opportunities;
- 5. Transportation accessibility and availability;
- 6. Promoting veterans' organizations that provide critical services for veterans within a community, region or on a statewide basis; or
- 7. Supporting existing programs identified by the ODVA Advisory Committee.

#### 6.2 b. WORK PLAN:

(4-PAGE LIMIT) A work plan may have one or more distinct projects. If the work plan has more than one project, applicants should outline which Goal(s) each project intends to fulfill. All projects should address:

- What are the identified needs for the project(s) to support veterans in your service area?
  - Include how the Applicant has determined what the needs of the veterans are?
     (e.g. historical data, survey results, focus group feedback etc.).
- Describe how the project's identified activities will address the identified needs of veterans.
- Describe how the Applicant intends to reach out to and engage veterans including veterans that may not be currently engaging with the Applicant.
- Describe how this work will help to close opportunity and accessibility gaps for those veterans who are historically and continuously underserved. (e.g. racial and ethnic groups, women, individuals with disabilities, rural, aging linguistically diverse, and LGBTQ+ veterans).
  - Include whether underserved veteran populations play a role in the design, decision making, and evaluation of the project.

#### 6.2 c. TIMELINE:

(2-PAGE LIMIT) Provide a methodical timeline to implement grant funded activities to achieve grant outcomes and goals.

- The timeline should be broken into quarters, list of what activities will occur, when they will occur, and who will be responsible for evaluating the outcomes of the activities.
- Timeline should include "how" and "when" Applicant will track and collect data to provide updates on the outcomes for required quarterly reporting.

#### 6.2 d. OUTCOMES:

(2-PAGE LIMIT) Measurable outcomes must be included in the Proposal. Measurable outcomes must clearly demonstrate that the result of the grant funded project(s) achieves the selected goal(s).

- An outcome is a statement of a specific measurable change (result) that the Applicant aspires to achieve with a grant funded project.
- Measurable outcomes must provide specific data and other evidence that demonstrates if the program's objective(s) goal(s) were achieved.
- Outcomes demonstrate how the project will provide a positive and direct impact for veterans.

#### **Outcomes should include:**

- The number of unique (unduplicated) veterans served through the project.
- Number of traditionally underserved veterans (e.g., racially, ethnically, and linguistically diverse, LGBTQ+, individuals with disabilities, women, student, aging, and houseless, and justice involved, etc.) served by the program.
- Number of housing insecure veterans served by the program (if applicable to project).
- The number of engagements (i.e. interactions or encounters) with veterans expected from a grant funded project or position.

### 6.2 e. APPLICANT'S ORGANIZATIONAL BACKGROUND, CAPACITY, AND FUND ADMINISTRATION ABILITIES:

(2-PAGE LIMIT) In this portion of the narrative, all of the following components should be addressed:

- The Applicant's Mission and Vision Statement.
- A brief history of the organization's current efforts in providing services to the community and how the organization has/will benefit veterans.
- Identify any partnerships your organization has that enhance your capacity to serve veterans.
- A statement about the Applicant's ability to use grant funds awarded in compliance with this RFGP and all applicable federal and state laws.
  - This statement would describe any compliance measures that your organization is required by law to comply with in order to provide services to the public.
- Organization's capacity to administer the grant, reach the goals, financial ability to pay for grant related expenses prior to reimbursement, and ability to spend grant funds appropriately within the Performance Period.
- Provide the following information:
  - How long the organization has been serving the community; and
  - A list of the Board members (or organizational leadership) and their capacity to oversee the grant's implementation; and
  - A list of the key person(s), in the organization, including contact information, which will have a significant role in overseeing operations for the project or administering the grant.

#### 6.2 f. BUDGET NARRATIVE:

(2-PAGE LIMIT) The Budget Narrative and Budget should have strong and specific ties to the work plan, goals, outcomes and budget in the proposal and provide the best benefit to veterans. Describe the proposed budget for the use of grant funds (minimum \$25,000 and maximum \$250,000).

- Provide specific information about what will be purchased or paid for to successfully implement a
  project.
  - E.g. Salaries & employee benefits, program expenses, purchased professional & technical services, supplies, equipment, events, outreach, printing, postage, etc.
  - Administrative costs are limited to 10% of the total Grant Funds awarded.

#### 6.3. ODVA PROJECT BUDGET:

Utilize the ODVA provided Excel Budget Template which includes separate line items for personnel salaries & employee benefits, program expenses, purchased professional & technical services, supplies, equipment, events, outreach, printing, postage, etc. It is an option to include a statement about any other fund sources that will be used to match the grant funding.

#### 6.4: ADDITIONAL REQUIRED DOCUMENTATION:

- 1. Current annual operating budget.
- 2. Federal Employer Identification Number (EIN) Signed IRS W-9 form: Request for Taxpayer Identification Number and Certification.

Nonprofits organized under 501(c)(3), 501(c)(23) or 501(c)(19) must also attach/upload the following documents with the proposal submission:

- 1. Proof of current (active) business registration with Oregon Secretary of State Corporation Division; and
- 2. Registration with the Charitable Activities Section of the Oregon Department of Justice; and
- 3. The most recent Oregon Form CT-12 report filed with the Oregon Department of Justice; and
- 4. Previous 2-years of filed federal tax return (e.g.: IRS 990, S-Corp, etc.).

# SECTION 7: MODIFICATION, WITHDRAWAL, CANCELLATION OF RFGP OR RESERVE FUNDS

<u>Modifications</u>: An Applicant may modify its Proposal prior to the RFGP closing. An Applicant must first email the Point of Contact (POC) to notify and request an UPDATE link. The Applicant must mark its email subject line "Proposal Modification 2025 – Veteran Services Grant Proposal." Any modification to a Proposal must be submitted to ODVA via the specific link. Any modification must also include the Applicant's written statement that the modification amends and supersedes its prior Proposal.

<u>Withdrawals:</u> An Applicant may withdraw its Proposal by a written notice submitted signed statement by an authorized representative and emailed to the POC. The Applicant must mark its email subject line "Proposal Withdrawal 2025- Veteran Services Grant."

<u>Cancellation Of RFGP; Rejection of Proposal; No Damages</u>: ODVA may reject any or all Proposals inwhole or in-part or may cancel this RFGP at any time when the rejection or cancellation is in the best interest of the State or ODVA, as determined by ODVA. Neither the State nor ODVA is liable to any Applicant for any loss or expense caused by or resulting from the delay, suspension, or cancellation of the RFGP, award, or rejection of any Proposal. All Grant awards are subject to availability of funds.

**Reserve Funds**: ODVA may require recipients not to spend a percentage of their grant award to be held in reserve for a period of time during the grant period, based on ODVA's availability of funding, or other budgetary factors.

#### **SECTION 8: PROPOSAL EVALUATION**

ODVA will review the Proposals received, to verify whether each Proposal meets the Proposal Requirements and Format in Sections 5 and 6 and determine whether the Proposal is responsive. Those Proposals meeting the requirements in Section 6 will be moved forward to the Evaluation Phase. Those Proposals that do not meet the requirements, may be returned to the applicant to be updated prior to the application deadline date. Proposals that remain incomplete, nonresponsive, and/ or submitted after the deadline date will be rejected during the initial qualification screening.

#### 8.1 POINTS STRUCTURE

The Evaluation Committee will score each proposal using a 38-point maximum scoring rubric.

Description	RFGP Section	Points
Workplan	6.2 b.	15
Timeline	6.2 c.	5
Outcomes	6.2 d.	5
Organizational Capacity	6.2 e.	3
Budget Narrative & Budget	6.2 f. and 6.3	5
Meeting Veterans' Needs	Overall	5
Totals		38

#### 8.2 EVALUATION & AWARD AMOUNTS

#### **Evaluation**:

ODVA will select an impartial Evaluation Committee. The Committee will conduct a comprehensive and impartial evaluation of the Proposals. The Committee will use the scoring Rubric to evaluate and score the Proposals according to the criteria in the rubric and will then make funding recommendations to the

Director of ODVA. The Director has final approval of the awards. ODVA shall make funds available statewide and may give priority to:

- To those proposals that ODVA determines are best designed to help veterans in their community or
- Concentrate funds and resources in those areas of the state with the greatest need for veteran assistance programs, as determined by ODVA.

<u>Award Amounts</u>: In addition to scored results of all Proposals, the Evaluation Committee will also consider the total amount of available grant funds, and the total dollar amount requested, in all grant proposals. Once the evaluation process is completed, the Director of ODVA will review the recommendations and has final approval of awards. ODVA may award Grant Funds for all or some of the amounts requested in an individual proposal.

#### Section 9: AWARD NOTICE & GRANT AGREEMENTS

#### 9.1 AWARD NOTICE

ODVA will first make phone calls and/or send emails to notify all applicants with the outcome of the award determination. ODVA will then send a written Notice of Award to the funded applicants for this RFGP. The notice will indicate the award amount, the performance period, and any next steps. In addition, the organization names will be published on the Oregon Department of Veterans' Affairs website.

#### 9.2: GRANT AGREEMENTS

The Grant Agreement is a contract between ODVA and the Recipient, which describes the contractual relationship and responsibilities of the parties. The Agreement authorizes the project to begin on a specified date, or upon the date signed by all parties including ODVA and the authorized signer for organization. The Grant Proposal, Budget and other required documents submitted may be exhibit(s) to the Agreement.

No funds will be disbursed until a fully executed Grant Agreement is in place. All project costs shall be incurred during the Performance Period, or as identified in the Grant Agreement.

#### **Funding Notes**

ODVA may receive grant applications that exceed the amount of available funds and, therefore, may not be able to fund all applications that meet grant proposal requirements.

Disbursement of funds are subject to the availability of sufficient moneys in and from the Funding Source, Agency will disburse Grant Funds to Grantee for the allowable Project activities undertaken during the Performance Period.