



PA RISE SMALL-SCALE AWARD TRACK (SAT) FREQUENTLY ASKED QUESTIONS (FAQ)

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Useful Emails:

- PennTAP's RISE PA: penntap_risepa@psu.edu
- InfoReady Platform Support: psu-infoready@psu.edu
- Penn State Supplier Support: psusuppliers@psu.edu

Useful Links:

- PennTAP's RISE PA Website – RISE PA SAT Grant Guidelines PDF
 - <https://penntap.psu.edu/grants-and-rebates/rise-pa/>
- Catalyst Connection's RISE PA Website – RISE PA Technical Assistance
 - <https://www.wemakeithere.org/rise-pa/>
- RISE PA SAT Application on InfoReady
 - <https://psu.infoready4.com/#freeformCompetitionDetail/1968547>
- EPA's Simplified Greenhouse Gas Emissions Calculator
 - <https://www.epa.gov/climateleadership/simplified-ghg-emissions-calculator>
- Penn State Supplier Registration



- <https://procurement.psu.edu/become-supplier>
- Reference “How to find your Supplier Number”
 - <https://help.paymentworks.com/knowledge-base/how-to-find-your-vendor-number>
- Unique Entity ID (EUI) Registration
 - <https://sam.gov/>
- Prevailing Wage:
 - <https://www.pa.gov/agencies/dli/resources/compliance-laws-and-regulations/labor-management-relations/labor-law/prevailing-wage.html>
- PA DEP’s RISE PA Website
 - <https://www.pa.gov/agencies/dep/programs-and-services/energy-programs-office/rise-pa.html>
- RISE PA Community Benefits Bonus Mapping Tool Guidance
 - https://files.dep.state.pa.us/Energy/OfficeofPollutionPrevention/RISE_PA/Community_Benefits_Bonus_PennEnviroScreen_Instructions.pdf
- Forms for SAT Application:
 - Detailed Budget (required): https://penntap.psu.edu/wp-content/uploads/2025/06/PennTAP-RISE-PA-Budget_-v7.pdf
 - Landowner Consent Form (as applicable): https://penntap.psu.edu/wp-content/uploads/2025/05/PennTAP-RISE-PA-Landowner-Consent-Form_05042025-v2.pdf
 - Fair Labor Bonus Form (as applicable): https://penntap.psu.edu/wp-content/uploads/2025/05/PennTAP-RISE-PA-Fair-Labor-Bonus-Form_05042025-v3.pdf

Questions about the Grant Program

Q: What is RISE PA?

A: RISE PA is \$396 million statewide industrial decarbonization grant program that will award up to \$360 million to substantially reduce greenhouse gas and co-pollutant emissions by funding small-, medium-, and large-scale decarbonization projects at industrial facilities across the Commonwealth.

Q: What is the Small-scale Award Track (SAT)

A: The Small-scale Award Track (SAT) is one of three programs within RISE PA. This funding supports Small- or Medium-sized Manufacturers (SMMs). PennTAP is the administrator of the RISE PA SAT implementation grant program and has been funded to support a percentage of the Technical Assessment Reports. In addition to PennTAP, [Catalyst Connection](#) is a partner of RISE PA SAT. Catalyst Connection is serving SMMs across the state by providing



education, outreach, and has also been funded to support a percentage of the required Technical Assessment Reports.

The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).

Questions about Applicant Eligibility

Q: Who is eligible to apply for Small-scale Award Track (SAT) RISE PA grants?

A1: Eligible applicants include Small- or Medium-sized Manufacturers (SMMs), with 500 or fewer full-time employees at the applicant plant site. Manufacturing is defined as an entity that engages in the mechanical, physical, or chemical transformation of materials, substances, or components into new products, assembled goods or assembled component parts of manufactured products, like-new rebuilt goods.

A2: The total project costs (TPC) must be \$1M or less to be a SAT project. Project that is \$1,000,001 will need to apply through [DEP's RISE PA Medium- and Large-Scale Award Track \(MAT/LAT\) application](#).

A3: Manufacturing Facilities located within Pennsylvania (PA). If a company is headquartered outside of Pennsylvania but has a Manufacturing Facility or Facilities located in PA, the PA locations would be eligible to apply.

Q: If a project cost is above \$1M, can the project still apply under the small-scale program? For instance, if the Total Project Cost (TPC) for a project were \$2M, would a participant just submit the maximum cost of \$1M and therefore be eligible for a grant up to \$500k?

A: No. One of the requirements for the Small-scale Award Track (SAT) is that the total project costs are to be between \$50,000 and \$1,000,000 per project. Please note that small-sized manufacturers can apply to the Medium-scale Award Track (MAT) or Large-scale Award Track (LAT) if their total project costs exceed \$1,000,000. More information on the MAT and LAT, can be found on the [PA DEP's Reducing Industrial Sector Emissions in Pennsylvania \(RISE PA\) website](#).

Q: Can projects that qualify for Act 129 or other applicable utility incentive programs also apply to RISE PA?

A: A project could include Act 129 or utility rebate program funding as part of the capital stack for meeting the cost share requirement as long as the funding has already been secured. The Applicant must include documentation with their budget information that shows that funding has been approved and the value of this funding.



Q: Can a company with more than one location apply for a grant for all its locations?

A: Each location must submit their own application to make baseline data easier to collect from 'each' site and to keep the paperwork clean for the project measurement and verification and for reimbursement.

Q: How does a company factor its employee count?

A: For the SAT program - the location must have 500 full-time employees or less. We are not adding up the total employees across a company's multiple locations to get to 500. If Site A has 250 employees and Site B has 600 employees, only Site A has met the metric to apply for SAT funding - Site B will be in the Medium- and Large-Scale Award Track (MAT/LAT) pool.

Q: Are part-time employees considered when determining whether a facility can qualify for the SAT?

A: No

Q: Can an energy-as-a-service company apply for the SAT if the project is at an eligible SMM?

A: The Pennsylvania Manufacturing Facility is the eligible applicant for the SAT implementation grant and the entity that will be reimbursed if selected for a subaward.

A Property Manager, Energy-as-a-Service company, or Sustainability-as-a-Service company may submit an application on behalf of the Manufacturing Facility; however, the following letters are required:

- A letter from the Manufacturing Facility leadership is required, authorizing a Property Manager, Energy-as-a-Service Company, or Sustainability-as-a-Service Company to complete an application on their behalf. This letter must include the EUI number and Penn State Supplier number assigned to the manufacturer.
- A letter from the Manufacturing Facility leadership is required, acknowledging that they are responsible for MMV reporting of a project completed by a property manager, energy-as-a-service, or sustainability-as-a-service.

Q: Can an energy service company (such as a natural gas regulating station) be eligible for the SAT?

A: No, this type of company would be considered power generation vs. manufacturing. The SAT program does not support grid resiliency projects.



Q: Who qualifies as “Senior Leadership” for SMM facilities?

A: Senior leadership is defined as upper management positions such as CEO, President, Vice President, General Manager, CTO, CFO or Department Head.

Questions about Eligible Projects

Q: What types of projects are eligible for funding?

A1: Eligible projects must involve technologies such as electrification, energy efficiency, industrial process emissions reductions, fugitive emissions reductions, fuel-switching to low-carbon fuels, on-site renewable energy generation, and carbon capture, utilization, and storage. Refer to Section 4.2 of the RISE PA SAT Grant Guidance Document for a detailed description. The RISE PA SAT Grant Guidance Document can be found on [PennTAP’s RISE PA SAT website](#).

A2: Other technology not explicitly listed that reduces industrial GHG emissions may also be eligible as determined by RISE PA.

Q: Are there any ineligible projects?

A1: Projects required for compliance with federal, state, or local laws, those receiving funding under the IRS’s Advanced Energy Project Credit Allocation Program, or those involving well plugging are ineligible. Refer to Section 4.3 of the RISE PA SAT Grant Guidance Document. The RISE PA SAT Grant Guidance Document can be found on [PennTAP’s RISE PA SAT website](#).

A2: Used or refurbished equipment is not eligible for grant funding. Equipment must be new and support decarbonization of the process and/or facility.

Q: Can the 20% facility-wide emissions reduction requirement apply to a single facility not including all the facilities within the site’s entire footprint?

A1: SAT projects are not limited by a GHG reduction requirement. The 20% emissions reduction requirement only applies to Medium- and Large-Scale Award Track (MAT/LAT) projects.

A2: The SAT is a competitive grant project. Funding is not guaranteed to the applicants. SAT Applicants will compete against each other within the Total Project Cost Tier they fit within.

A3: The Applicant must define the boundaries of the Manufacturing Facility and account for all the Scope 1 and Scope 2 emissions within the identified boundary.



A4: If an Applicant has more than one building within the footprint of their property, the boundaries of the Manufacturing Facility can include single, multiple, or all the buildings within the footprint of the property.

Q: Can a company have more than one type of project in their application?

A: A location can have more than one project in their SAT application (i.e. lighting and HVAC in the same application) as long as the total project cost is \$1M or less. If the total project cost is over \$1M, the applicant can break it into two different applications if the projects are independently functioning and reduce GHG emissions - meeting the intent of this program. An applicant can only receive up to \$500,000 in grant funds per trimester. Pushing a project out to a future trimester may be advantageous - applicants can apply every trimester. Funding in future rounds is not guaranteed.

Q: Can a company split their projects into separate MAT and SAT applications if one project is greater than \$1M and the other is less?

A: A company can submit two separate applications as long as their projects are unrelated systems (for instance solar in the MAT category vs. new energy efficient gas boiler in the SAT category). If the two projects are related (for instance solar and new electrical upgrades to support the solar installation) then these would need to be submitted within the same application.

Q: Is labor an eligible cost?

A: If labor is needed to implement energy savings, then it would be regarded as an eligible cost and should be included in the estimate for that recommendation. Please note that Prevailing Wage applies under Davis Bacon and Related Acts. Refer to the RISE PA SAT Grant Guidance for additional context.

Q: Are there any risks that are disqualifying to a project or award?

A1: Starting a project, such as removing existing equipment or installing new equipment before a grant application is awarded, would make the project ineligible. Applicants may pay a downpayment on their project to lock in a contract. Applicants may move forward with their project after receiving pre-approval from the RISE PA SAT program. If eligible, the written permission will be sent after a successful Administrative Review has been completed.

A2: If a project moves forward after receiving the written permission from the RISE PA SAT program but then finds out that the project will not receive a subaward agreement. This project is ineligible to apply in a new funding trimester.



A3: If the applicant makes significant changes to their project scope after they were approved under the original scope.

A4: If an applicant doesn't submit the required progress reports to identify the project as complete and/or the MMV savings.

A5: If an applicant has any compliance issues with local, state, or federal requirements.

A6: Not submitting the required documentation within the application.

Q: Will making a downpayment or signing a financing agreement for new equipment to be installed prior to receiving a subaward make those costs ineligible?

A: No, acquiring a loan or financing your project is not paying for your project. However, if payment for the project is made prior to receiving authorization to incur costs, it will be ineligible for reimbursement. A downpayment can be paid to lock in the contract.

Q: Can a project be oversized beyond current operations or for planned future growth (solar)?

A: No.

Questions about the Application Process

Q: How do I apply for a RISE PA grant?

A: RISE PA SAT applications must be submitted through the Penn State InfoReady Application Portal: <https://psu.infoready4.com/#freeformCompetitionDetail/1968547>.

Q: Can I submit multiple applications?

A1: In a single application round, applicants are encouraged to submit one complete application. If multiple projects are submitted on separate applications, within the same funding round, then the applicant will be competing with themselves, limiting their odds. This is a competitive grant and therefore, applicants are encouraged to submit their best decarbonization project.

A2: If the applicant has different locations, then each location must submit their own application.



Q: Can I submit one application for different projects at multiple locations?

No. RISE PA currently does not allow for a portfolio approach but may consider allowing this for subsequent funding opportunities. An applicant would need to submit a separate application for each location.

Q: What information is required in the application?

At minimum, an applicant is required to submit the following attachments for a complete application:

- 12 consecutive months of all eligible site's utility bills (not including cable/internet).
- All relevant project quotes. Quotes must be itemized so that eligible and ineligible costs are easily identified. There is a budget template that will be submitted with this grant application.
- A complete budget template listing the applicant's cost share vs. the grant reimbursable project costs.
- Equipment specification sheets, brochures, and any technical design and engineering documentation as applicable to the project.
- A Technical Assessment Report as defined in the RISE PA SAT Grant Guidance Document.
- A publicly available Single Audit or current Financial Statement. This cannot contain Confidential Business Information (CBI).
- Letters documenting the financial commitment of the project (internal business capital, financing, or other funding mechanisms, such as other grant programs).
- EPA's Simplified GHG Emissions Calculator for requesting site's GHG Baseline emissions.
- EPA's Simplified GHG Emissions Calculator for requesting site's GHG project emissions savings.

As a best practice, please highlight the information on any specification sheets and/or project documentation to indicate where the relevant information is listed on the reference(s). This will aid in the review process and ensure information is not missed.

You may need the following attachments:

- Content related to the Community Benefits Bonus and/or Fair Labor Bonus
- The facility's lease agreement and Land Owners Consent Form.
- A letter from the Manufacturing Facility's leadership authorizing a Property Manager, Energy-as-a-Service Company, or Sustainability-as-a-Service Company to complete



an application on their behalf. This letter must include the EUI number and Penn State Supplier number assigned to the manufacturer.

- A letter from the Manufacturing Facility's leadership acknowledging that they are responsible for MMV reporting of a project completed by a property manager, energy-as-a-service, or sustainability-as-a-service.
- A Technical Assessment Letter as an addendum to the Technical Assessment Report.

All applications will be reviewed collectively within their SAT funding tier after the close of the grant round. Refer to Section 2.1 of the RISE PA SAT Grant Guidance Document for more context. The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).

Q: What are Scope 1 & Scope 2 GHG emissions?

A: Scope 1 Emissions are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization. Scope 2 Emissions are indirect GHG emissions associated with the purchase of electricity or steam.

To be eligible, the Manufacturing Facility's Scope 1 and Scope 2 baseline GHG emissions must be estimated.

Use [EPA's Simplified GHG Emissions Calculator](#) to determine Scope 1 and Scope 2 GHG emissions.

- Scope 1: Direct Emissions
 - Stationary Combustion
 - Mobile Combustion
 - Fugitive Emissions
 - Process Emissions
- Scope 2: Energy-related Indirect Emissions
 - Purchased Electricity
 - Purchased Heat and Steam
- For the purpose of this grant program, please focus on the following areas. Some of these areas may not apply to your defined boundary:
 - Electricity Data
 - Stationary Fuel Data (for all Fuel types)
 - Mobile Fuel Data
 - Refrigeration and AC Data
 - Fire Suppression Data



- Purchased Gases
- Use Location-Based Emissions for this grant program.
- Scope 3 GHG Emissions and offset options that are outside the defined boundary (such as purchased carbon credits) are not part of this grant program.

Q: Is the energy assessment a required first step?

A: An energy assessment is required in order to put together the Technical Assessment Report. Applicants are encouraged to have project quotes for their preferred equipment prior to the assessment, but this is not required. This information is required to complete the Technical Assessment Report. Refer to Appendix E of the RISE PA SAT Grant Guidelines on who is a Qualified Assessor for the assessment. The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).

Please note that PennTAP does not provide project cost estimates, equipment quotes or preferred vendors. The Manufacturing Facility is responsible for collecting this information.

Q: Does an applicant (the Manufacturer facility) have a choice of Qualified Assessor, and does the Qualified Assessor have to be a PA registered business or just be licensed in the state?

A1: The Qualified Assessor needs to meet the criteria defined in Appendix E of the RISE PA SAT Grant Guidelines. The applicant may work with any Qualified Assessor that meets the criteria. The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).

A2: If a Manufacturing Facility has paid for a Technical Assessment Report after October 1, 2024, then up to \$10,000 could be used as cost share.

A3: If the Manufacturing Facility has an equivalent Technical Assessment Report for an eligible project dated January 1, 2022 or after, then this report can be submitted. A Technical Assessment Letter can be submitted as a compliment to the Technical Assessment Report to provide information on any missing information or to update any antiquated information. Refer to Section 3, item 9 in the RISE PA SAT Grant Guidance Document for more context. The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).

Q: Is there an advantage to applying earlier in this program as opposed to later?

A: No, all applications will be reviewed at the close of the round



Q: Do I need a complete project plan in my application? What level of planning is required for my application?

A: PennTAP requests that an applicant provide as much information about the project timeline as is relevant. The Period of Performance is 12 months after an applicant has been notified that they will receive a subaward. PennTAP will evaluate each eligible application in the Technical Review on the risks of the timeline and project scope.

Note that permits and other auxiliary documentation are not included in the Total Project Cost and therefore can be acquired prior to submitting an application. Please share what permits and/or relevant documentation is set or is pending and any additional information related to those timelines.

Questions about the Award Notification Process

Q: What is the RISE PA SAT Timeline?

A1: The first round of funding for 2025 opened on May 9, 2025. The application will close at midnight on August 15, 2025.

A2: A Committee Review will take place after the close of the application. This is planned to take two months. Subawards will be announced between November – December 2025.

A3: A second round of funding for 2025 will open in September 2025 and close December 15, 2025. The Committee Review will take place after the close of the funding round and then subawards will be announced.

A4: The first round of funding for 2026 will open in January 2026 and close April 15, 2026. The Committee Review will take place after the close of the funding round and then sub-awards will be announced.

A5: PennTAP intends to operate the funding rounds for 3 to 4 years. PennTAP is free to disperse funds as much or as little within the rounds, until April 1, 2029.

Q: How do projects compete for funding?

A1: There are 3 stages of reviews.

- Stage 1 is the Administrative Review process. During this review, PennTAP will be confirm that all of the documentation has been submitted for a full and complete application. This process is completed within 30 days after the application has been submitted.



- Stage 2 is the Technical Review process. This review will take place once the application has closed. PennTAP will confirm that the projects are technologically sound and will evaluate the risks in the project timeline which will then be shared with the Committee Review for the final review.
- Stage 3 is the Committee Review process. This review will take place after the portal has closed, and the Technical Review has been completed. To remain unbiased, a committee of RISE PA program individuals will review the projects to determine which projects will receive funding. If a RISE PA program individual was involved with the project that is being evaluated, they will not assess that particular project.

A2: There are 3 funding tiers within the SAT grant program. The tiers are based on the total project cost and range from:

- Tier 1: \$50,000 – \$149,999
- Tier 2: \$150,000 – \$299,999
- Tier 3: \$300,000 – \$1,000,000

The applications will be competitively reviewed and scored based on the tier that the project falls into; Meaning that a \$50,000 project will not compete for funding with a \$1,000,000 project.

Questions about Funding, Reimbursement and Cost Share Requirement

Q: How much funding is available per project?

A: SAT: 50% of Total Project Costs (TPC). Note that expenditures that are ineligible for reimbursement or cost share do not need to be included in the TPC.

Q: What costs are eligible for funding?

A: Labor and capital costs associated with project implementation, including materials, equipment, delivery, software, construction, installation, retrofitting, tools, and contractual work directly related to the project. Refer to Section 4.4 in the RISE PA SAT Grant Guidance Document for more context.

All work or delivery of equipment, etc., must occur during the stated period of performance in the grant agreement. No reimbursement will be given for costs expended prior to the grant period of performance. Refer to Section 7.5 in the RISE PA SAT Grant Guidance Document for more context. The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).



Q: What costs are ineligible for funding?

A: Please review the list of the restricted expenditures found in Section 4.5 of the RISE PA SAT Grant Guidelines.

If the costs are ineligible for reimbursement, then they are outside of the scope of the Total Project Cost.

The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).

Q: What about reimbursement for costs already incurred?

A: Projects that incur costs prior to pre-approval or a subaward agreement may be ineligible for RISE PA SAT funding. There are only 2 costs that can be incurred prior to submitting a project application. Note that these costs can only be included as cost-share.

- If an applicant paid for a Technical Assessment Report (no later than October 1, 2024), then up to \$10,000 of that cost can be used towards cost share.
- If an applicant needs to put a downpayment on their project to lock in the equipment/proposal, then this value can be used as part of the required cost share.

Applicants should not move forward with their projects without pre-approval or receiving a subaward agreement. If an applicant moves forward with a project prior to pre-approval or receiving a subaward agreement, then the project application is no longer eligible for funding.

Review the RISE PA SAT Grant Guidelines for eligible expenditures and restrictions. If the costs are ineligible for reimbursement, then they are outside of the scope of the Total Project Cost. The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).

Q: Can I be reimbursed for costs associated with preparing an application?

A: With exception of a downpayment or costs associated with a Technical Assessment Report, no, applicants cannot receive direct reimbursement. Applicants will only be reimbursed after they have completed the project within the Period of Performance set forth in the subaward agreement. Review the SAT Grant Guidance Document for what is considered eligible for reimbursement, what is considered eligible for cost-share, and what is not eligible for either. The RISE PA SAT Grant Guidance Document can be found on [PennTAP's RISE PA SAT website](#).



Q: Are the costs associated with performing measurement, monitoring, and verification (MMV) reimbursable?

A: No.

Q: How will RISE PA funding be disbursed?

A: RISE PA is a reimbursement grant program. Applicants will be reimbursed 30 days after they have submitted the proper documentation showing that the project has been implemented and can operate. Penn State will disburse the funds via the PaymentWorks Vendor Number.

Q: What are the cost share requirements?

A: SAT: Applicants must provide a 50% cost share. Cost share includes cash or in-kind contributions provided by the Applicant, subrecipients, or other project related sources.

Q: Can tax credits be used toward meeting the cost share requirement?

A: If the tax credit has already been received, then it can be counted toward meeting the cost share requirement. If the tax credit has not yet been received, it cannot count toward meeting the cost share requirement. However, if a project such as a renewable energy project that will generate the Investment Tax Credit upon project completion, a bridge loan could be secured for the value of the tax credit, and that loan could be part of the cost share capital stack.

Q: How much funding does our company ultimately receive if the project comes in lower than the initial cost that was submitted in the application?

A: In this instance, the reimbursements of eligible costs will match the percentage of cost share up to actual project costs.

Q: Do I need to register with PSU Payment Works as a vendor?

A: Yes. To register as a supplier with Penn State, the Manufacturing Facility will need to register with Penn State in PaymentWorks, a third-party supplier onboarding tool. PaymentWorks is a secure platform where suppliers will create an account, complete the supplier application, and manage their supplier data as needed.

To become a Supplier - <https://procurement.psu.edu/become-supplier>



Q: When can I start spending money on my project?

A: When you have either 1) received pre-approval or 2) have received a subaward agreement for grant funding.

- After the Administrative Review has been complete, the applicant will be notified that they have pre-approval to move forward with their project. NOTE, this notification does not mean the applicant will receive a subaward. Pre-approval means that the applicant can CHOOSE to **move forward** with their project or to **wait** until the subaward agreements are announced. If an applicant WAITS to move forward with their project until the subawards have been announced, a project that was not funded may reapply in a future funding round. Projects moved forward and incurred costs AND did not receive a subaward will not be eligible to reapply in a future funding round.
- Applicants that receive a subaward grant agreement can move forward with their project.

Questions about the Award Structure

Q: How much funding is available in each Award Track?

Small-scale (SAT): \$40 million for total project costs ranging from \$50,000–\$1,000,000.

Medium-scale (MAT): \$100 million for total project costs ranging from \$1,000,001–\$66,666,666.

Large-scale (LAT): \$220 million for total project costs above \$66,666,666.

Questions about Implementation and Measurement, Monitoring, and Verification (MMV)

Q: How is the 1-year follow-up to be submitted?

A: The 1-Year Follow-up Report is due 13 months after the project has been implemented. This report will be submitted through InfoReady as a final progress report.

Q: What kind of Measurement, Monitoring, and Verification (MMV) is required?

A: Measurement, Monitoring, and Verification (MMV) is the process of comparing the implemented project and/or process against the prior equipment and/or method. This will



be unique to the applicant's project and will vary due to the different types of eligible projects.

The Applicant is required to submit a plan in their application on how they plan to complete the required MMV for the proposed project. This could be as simple as monitoring utility bills or could require recording hours of operation or number of widgets produced, or completing several of these steps together. The MMV plan needs to be detailed enough to know that:

1. It is feasible,
2. It is realistic, and
3. It will provide the appropriate data for the 1-Year Follow-up Report.