1. **Section One: References**

Identify **three** references for the recipient and **two** for each subcontractor, using the table below for each reference. Use additional pages as needed (**one page** maximum per reference, see the formatting and page limit requirements in Part III, Section A). References must be relevant to the proposed project and within the past ten years. Please ensure that contact information is current. Provide references for CEC agreements (e.g., contracts, grants, or loans) received by the Applicant, if applicable. Applicants should indicate whether the projects were successfully completed in a timely manner.

| Reference # \_\_ of \_\_  | [ ]  Recipient [ ]  Subcontractor |
| --- | --- |
| **Name of Recipient/ Subcontractor** |  |
| **Name of Reference Firm/Organization** |  |
| **Address (city, state, and zip code)** |  |
| **Contact Name and Title** |  |
| **Contact Phone Number and Email Address** |  |
| **Describe the services or products the Recipient/subcontractor provided to the reference firm/organization.** |  |
| **(For projects that did not complete (or timely complete) project objectives) Describe the challenges faced, what led to those challenges and indicate whether those challenges were within the Applicant's control.** |  |
| **Describe any severe audit findings and how they were ultimately addressed and resolved.** |  |

| Reference # \_\_ of \_\_  | [ ]  Recipient [ ]  Subcontractor |
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| **(For projects that did not complete (or timely complete) project objectives) Describe the challenges faced, what led to those challenges and indicate whether those challenges were within the Applicant's control.** |  |
| **Describe any severe audit findings and how they were ultimately addressed and resolved.** |  |

1. **Section Two: Work Product**
* **Past Projects**

Describe **up to three** past projects (**two pages** maximum per project, see the formatting and page limit requirements in Part III, Section A), detailing any technical or business experience of the applicant (or any member of the project team) that is related to the work proposed in the application. Identify projects that resulted in market-ready technology, advancement of codes and standards, and/or advancement of state energy policy.

* **Recent Publications**

Include copies of **up to three** of the applicant or project team member’s recent publications in scientific or technical journals related to the proposed project, as applicable.