

Environmental Product Declaration



Environmental Product Declaration for various ready mix concrete products produced by Holcim Argentina at their KHPg facility in Mendoza, Argentina

ADMINISTRATIVE INFORMATION

International Certified Environmental Product Declaration

Declared Product:	This Environmental Product Declaration (EPD) covers concrete products produced by Holcim Argentina. Declared unit: 1 m3 of concrete
Declaration Owner:	Holcim Argentina
	6351 Planta Norte ES3
	Cordoba, Argentina
	www.holcim.com.ar
Program Operator:	Labeling Sustainability
	Address, 11670 W Sunset Blvd.
	City, State, Los Angeles, CA
	www.labelinsustainability.com/
Product Category Rule:	Core PCR: ISO 21930:2017 Sustainability in buildings and civil engineering works – Core rules for environmental product declarations of construction products and services SubPCR: NSF International (March 2020). Product Category Rule (PCR) for Environmental Product Declarations (EPD) PCR for Concrete, v2.1
	Sub PCR Program Operator: NSF International
	Sub-category PCR review was conducted by: Thomas P. Gloria, Ph. D. of Industrial Ecology Consultants: 35 Bracebridge Rd., Newton, MA 02459-1728, t.gloria@industrial-ecology.com. Dr. Michael Overcash of Environmental Clarity: 2908 Chipmunk Lane, Raleigh, NC 27607-3117, mrovercash@earthlink.net. Mr. Bill Stough of Sustainable Research Group: PO Box 1684, Grand Rapids, MI 49501-1684, bstough@sustainableresearchgroup.com . Mr. Jack Geilbig, EcoForm: 2624 Abelia Way, Suite 611, Knoxville, TN 37931, jgeilbig@ecoform.com .
Independent LCA Reviewer and EPD Verifier:	This EPD was independently verified in accordance with ISO 14025 and ISO 21930. The life cycle assessment was independently reviewed in accordance ISO 14044 and the referenced PCR.
	Independent verification of the declaration, according to ISO 14025:2006
	Internal <input type="checkbox"/> ; External <input checked="" type="checkbox"/>
	Third Party Verifier Geoffrey Guest, Certified 3rd Party Verifier under the International EPD Program (www.environdec.com), CSA Group (www.csaregistry.ca)
Date of Issue:	25 June 2023
Period of Validity:	5 years; valid until 24 June 2028
EPD Number:	7c5ebd5c-6a47-49b4-a5bc-1d76416f45ad



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COMPANY DESCRIPTION

Holcim Argentina belongs to the Holcim Group and is a world leader in innovative and sustainable solutions for construction. With more than 90 years of experience in Argentina, it employs more than 1,000 collaborators and has extensive coverage of the national territory. It has four cement plants located in the provinces of Córdoba, Mendoza, Jujuy and Buenos Aires. Likewise, it has permanent and mobile plants of elaborated concrete; a plant of stone aggregates; and another for industrial waste co-processing, called Geocycle.

At Holcim, we work for the cities of the future. The world population is estimated to reach 10 billion by 2050, with 70% of people living in cities by then. With 1.6 billion people lacking adequate housing and sanitation, we need to build livable cities that work for everyone. At Holcim, we are part of the solution.

United in our vision to be the global leader in innovative and sustainable building solutions, we play an essential role in accelerating our world's transition to a more inclusive, net-zero emissions future. Driven by our purpose to create progress for people and the planet, we are at the forefront of sustainable building solutions.

STUDY GOAL

The intended application of this life cycle assessment (LCA) is to comply with the procedures for creating a Type III environmental product declaration (EPD) and publish the EPD for public review on the website, <http://labelingsustainability.com/>. This level of study is in accordance with EPD Product Category Rule (PCR) for Ready Mix Concrete published by NSF International (2019) and is a sub-PCR of International Standards Organization (ISO) 21930:2017 Sustainability in buildings and civil works - Core rules for EPDs of construction products and services; International Standards Organization (ISO) 14025:2006 Environmental labels and declarations, Type III environmental declarations-Principles and procedures; ISO 14044:2006 Environmental management, Life cycle assessment- Requirements and guidelines; and ISO 14040:2006 Environmental management, Life cycle assessment-Principles and framework. The performance of this study and its subsequent publishing is in alignment with the business-to-business (B2B) communication requirements for the environmental assessment of building products. The study does not intend to support comparative assertions and is intended to be disclosed to the public.

This project report was commissioned to differentiate Holcim Argentina from their competition for the following reasons: generate an advantage for the organization; offer customers information to help them make informed product decisions; improve the environmental performance of Holcim Argentina by continuously measuring, controlling and reducing the environmental impacts of their products; help project facilitators working on Leadership in Energy and Environmental Design (LEED) projects achieve their credit goal; and to strengthen Holcim Argentina's license to operate in the community. The intended audience for this LCA report is Holcim Argentina's employees, their suppliers, project specifiers of their products, architects, and engineers. The EPD report is also available for policy makers, government officials interested in sustainability, academic professors, and LCA professionals. This LCA report does not include product comparisons from other facilities.



DESCRIPTION OF PRODUCT AND SCOPE

This EPD reports on 3 concrete mixes manufactured at the Holcim Argentina KHPg-Tunel de Caracoles concrete facility in Mendoza, Argentina.

This LCA assumes the impacts from products manufactured in accordance with the standards outlined in this report. This LCA is a cradle-to-gate study and therefore, stages extending beyond the plant gate are not included in this LCA. Excluded stages include transportation of the manufactured material to the construction site; on-site construction processes and components; building (infrastructure) use and maintenance; and "end-of-life" effects.

READY MIX CONCRETE DESIGN SUMMARY

The following tables provide a list of the cement products considered in this EPD along with key performance parameters.

Table 1: **Declared products with all declared products considered in this environmental product declaration**

Mix#	Unique name/ID	Short description	Product type	28 day strength, MPa	H2O to cement ratio
1	H200K15P2NS-ARS	20 MPa 28d strength ready mix concrete.	Ready Mix Concrete	20	0.62
2	H300K15P2NS-ARS	30 MPa 28d strength ready mix concrete.	Ready Mix Concrete	30	0.47
3	S350K15P1NS-ARS	35 MPa 28d strength ready mix concrete.	Ready Mix Concrete	35	0.41

READY MIX CONCRETE DESIGN COMPOSITION

The following table provide mass breakdown (kg per functional unit) of the material composition of each ready mix concrete design considered. Please note that the presented breakdown has been randomly altered by +/-10%, and is therefore only an approximation; this manipulation is to ensure confidentiality

Table 2: **Ready mix concrete composition**

Product Components	Raw Material, weight%
Cement	Proprietary
Aggregates	30-60.00
Others	0.01-5.00
Total	100.00



SYSTEM BOUNDARIES

The following figure depicts the cradle-to-gate system boundary considered in this study:

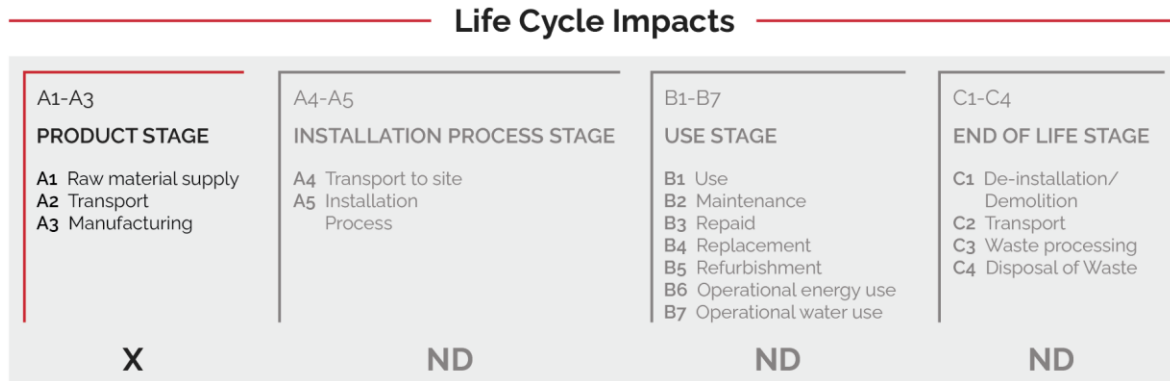


Figure 1: **General life cycle phases for consideration in a construction works system**

This is a Cradle-to-gate life cycle assessment and the following life cycle stages are included in the study:

- A1: Raw material supply (upstream processes) - Extraction, handling, and processing of the materials used in manufacturing the declared products in this LCA.
- A2: Transportation - Transportation of A1 materials from the supplier to the "gate" of the manufacturing facility (i.e. A3).
- A3: Manufacturing (core processes)- The energy and other utility inputs used to store, move, and manufacturer the declared products and to operate the facility.

As according to the PCR, the following figure illustrates the general activities and input requirements for producing cement products and is not necessarily exhaustive.

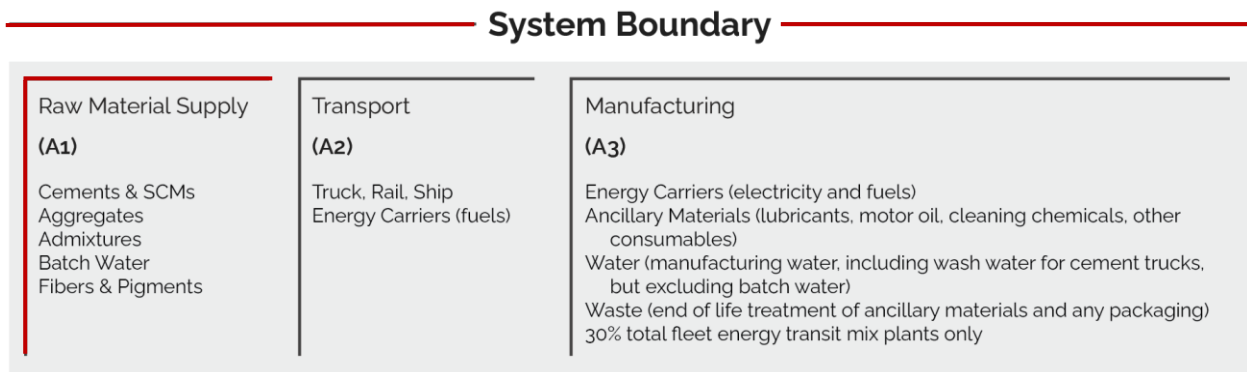


Figure 2: **General system inputs considered in the product system and categorized by modules in scope**

In addition, as according to the relevant PCR, the following requirements are excluded from this study:



- Production, manufacture, and construction of A3 building/capital goods and infrastructure.
- Production and manufacture of steel production equipment, steel delivery vehicles, earth-moving equipment, and laboratory equipment.
- Personnel-related activities (travel, furniture, office supplies).
- Energy use related to company management and sales activities.

For this LCA the manufacturing plant, owned and operated by Holcim Argentina, is located at their KHPg facility in Argentina. All operating data is formulated using the actual data from Holcim Argentina's plant at the above location, including water, energy consumption and waste generation. All inputs for this system boundary are calculated for the plant.

This life cycle inventory was organized in a spreadsheet and was then input into an RStudio environment where pre-calculated LCIA results for relevant products/activities stemming from the ecoinvent v3.8 database and a local EPD database in combination with primary data from Holcim Argentina were utilized. Explanations of the contribution of each data source to this study are outlined in the section 'Data Sources and Quality'. Further LCI details for each declared product are provided in the sections 'Detailed LCI tables' and 'Transport tables' of the detailed LCA report. A parameter uncertainty analysis was also performed where key statistical results (e.g. min/mean/max etc.) are provided in the detailed LCA report.

CUT-OFF CRITERIA

ISO 14044:2006 and the focus PCR requires the LCA model to contain a minimum of 95% of the total inflows (mass and energy) to the upstream and core modules be included in this study. The cut-off criteria were applied to all other processes unless otherwise noted above as follows. A 1% cut-off is considered for all renewable and non-renewable primary energy consumption and the total mass of inputs within a unit process where the total of the neglected inputs does not exceed 5%.

DATA SOURCES AND DATA QUALITY ASSESSMENT

Raw material transport: A combination of actual mode/distance combinations were assumed for key bulk materials whereas ecoinvent default multi-modal market mix distances were assumed for other inputs where no original data could be provided.

Electricity: This plant did not use electricity in 2021 per primary Holcim records.

Process/space heating: No fuel is used for space Heating at this plant.

Fuel required for machinery: Machinery-related fuel requirements were determined from direct Holcim information. The types of machinery used include generators, pumps to pump concrete to higher elevations, and transportation equipment used for moving materials. This plant does not have electricity therefore it uses diesel to power generators.

Waste generation: Waste generation values are directly reported from Holcim operations for bulk waste. No hazardous or high-level radioactive waste is generated on-site at this facility. Wash water for trucks was also primary reported data for 2021.



Recovered energy: Not applicable.

Recycled/reused material/components: The amount of returned concrete is based on Holcim primary data for the reference year, 2021.

Module A1 material losses: Due to lack of data, default loss factors were assumed.

Direct A3 emissions accounting: Direct emissions for the on-site machinery use the actual fuel consumption and the ecoinvent database to calculate those emissions.

Waste transport requirements: Transportation distances are using estimated values. The waste hauler cannot guarantee the exact distances traveled due to the variation of route and actual location of disposal. Most waste disposal sites are near the plant therefore the 25 km distance is a representative estimate. Returned concrete and wash water, measured in kilograms, is based on direct Holcim reporting for the reference year 2021.

Product transport requirements: The diesel fuel used by the mixing trucks is direct primary information reported from Holcim Argentina records for the year 2021. Holcim records their fuel for their trucks in l/km and therefore the information was converted with the following formula: (Ave. km to site) * 2 for return L diesel/km / (ave. m3 of concrete in a load) total concrete volume in m3 * fraction allocated to A3. A4 is outside the scope of this study.

The following tables depict a list of assumed life cycle inventory utilized in the LCA modeling to generate the impact results across the life cycle modules in scope. An assessment of the quality of each LCI activities utilized from various sources is also provided.

Table 3: LCI inputs assumed for module A1 (i.e. raw material supply) **Data Quality Assessment Key Fair=1, Good=2, Very Good =3.**

Input	LCI.activity	Data.source	Geo	Year	Technology	Time	Geography	Reliability	Completeness
Water	tap water production, conventional treatment/tap water/RoW/kg	ecoinvent v3.8	Mendoza	v3.8 in 2021	2	3	2	3	3
Additives	market for chemical, organic/chemical, organic/GLO/kg	ecoinvent v3.8	Buenos Aires	v3.8 in 2021	2	3	2	3	3
Pozzolanic Cement	HE Cement	Progam Operator: Labeling Sustainability- EPD ID: d0c13d31-83f9-4490-8b4b-6a36c139e8e0	Mendoza	20 January 2023	3	3	3	3	3



River Sand	sand quarry operation, extraction from river bed/sand/BR/kg	ecoinvent v3.8	Mendoza	v3.8 in 2021	2	3	2	3	3
Gravel	gravel production, crushed/gravel, crushed/BR/kg	ecoinvent v3.8	Mendoza	v3.8 in 2021	2	3	2	3	3

DATA QUALITY ASSESSMENT

Data quality/variability requirements, as specified in the PCR, are applied. This section describes the achieved data quality relative to the ISO 14044:2006 requirements. Data quality is judged based on its precision (measured, calculated, or estimated), completeness (e.g., unreported emissions), consistency (degree of uniformity of the methodology applied within a study serving as a data source) and representativeness (geographical, temporal, and technological).

Precision: Through measurement and calculation, the manufacturers collected and provided primary data on their annual production. For accuracy, the LCA practitioner and 3rd Party Verifier validated the plant gate-to-gate data.

Completeness: All relevant specific processes, including inputs (raw materials, energy, and ancillary materials) and outputs (emissions and production volume) were considered and modeled to represent the specified and declared products. The majority of relevant background materials and processes were taken from ecoinvent v3.8 LCI datasets where relatively recent region-specific electricity inputs were utilized. The most relevant EPDs requiring key A1 inputs were also utilized where readily available.

Consistency: To ensure consistency, the same modeling structure across the respective product systems was utilized for all inputs, which consisted of raw material inputs and ancillary material, energy flows, water resource inputs, product, and co-products outputs, returned and recovered Cement materials, emissions to air, water and soil, and waste recycling and treatment. The same background LCI datasets from the ecoinvent v3.8 database were used across all product systems. Crosschecks concerning the plausibility of mass and energy flows were continuously conducted. The LCA team conducted mass and energy balances at the plant and selected process level to maintain a high level of consistency.

Reproducibility: Internal reproducibility is possible since the data and the models are stored and available in a machine readable project file for all foreground and background processes, and in Labeling Sustainability's proprietary Ready Mix Concrete LCA calculator* for all production facility and product-specific calculations. A considerable level of transparency is provided throughout the detailed LCA report as the specifications and material quantity make-up for the declared products are presented and key primary and secondary LCI data sources are summarized. The provision of more detailed publicly accessible data to allow full external reproducibility was not possible due to reasons of confidentiality.

*Labeling Sustainability has developed a proprietary tool that allows the calculation of PCR-compliant LCA results for Ready Mix Concrete product designs. The tool auto-calculates results by scaling base-unit technosphere inputs (i.e. 1 kg sand, 1 kWh electricity, etc.) to replicate the reference



flow conversions that take place in any typical LCA software like openLCA or SimaPro. The tool was tested against several LCAs performed in openLCA and the tool generated identical results to those realized in openLCA across every impact category and inventory metric (where comparisons could be readily made).

Representativeness: The representativeness of the data is summarized as follows.

- Time related coverage of the manufacturing processes' primary collected data from 2021-01-01 to 2021-12-31.
- Upstream (background) LCI data was either the PCR specified default (if applicable) or more appropriate LCI datasets as found in the country-adjusted ecoinvent v3.8 database.
- Geographical coverage for inputs required by the A3 facility(ies) is representative of its region of focus; other upstream and background processes are based on US, North American, or global average data and adjusted to regional electricity mixes when relevant.
- Technological coverage is typical or average and specific to the participating facilities for all primary data.

ENVIRONMENTAL INDICATORS AND INVENTORY METRICS

Per the PCR, this EPD supports the life cycle impact assessment indicators and inventory metrics as listed in the tables below. As specified in the PCR, the most recent US EPA Tool for the Reduction and Assessment of Chemical and Other Environmental Impacts (TRACI), impact categories were utilized as they provide a North American context for the mandatory category indicators to be included in the EPD. Additionally, the PCR requires a set of inventory metrics to be reported with the LCIA indicators (see tables below).

It should be noted that emerging LCA impact categories and inventory items are still under development and can have high levels of uncertainty that preclude international acceptance pending further development. Use caution when interpreting data in any of the following categories.

TOTAL IMPACT SUMMARY

The following table reports the total LCA results for each product produced at the given cement facility on a per 1m³ of concrete basis.

Table 4: **Total life cycle (across modules in scope) impact results for All declared products, assuming the geometric mean point values on a per 1 m³ of concrete basis.**

a) Midpoint Impact Categories:

Indicator/LCI Metric	AP	EP	GWP	ODP	PCOP	ADPe	ADPf
Unit	moles of H ⁺ -Eq	kg N	kg CO ₂ -Eq	kg CFC-11-Eq	kg NO _x -Eq	kg Sb-Eq	MJ, net calorific value
Minimum	49.5	0.0681	281	2.49e-05	0.78	0.00133	2590
Maximum	56.9	0.0761	396	3.08e-05	0.9	0.00184	3570
Mean	54.2	0.0732	340	2.79e-05	0.854	0.00159	3070



Median	56.1	0.0754	344	2.79e-05	0.882	0.0016	3040
H200K15P2NS-ARS	49.5	0.0681	281	2.49e-05	0.78	0.00133	2590
H300K15P2NS-ARS	56.9	0.0761	344	2.79e-05	0.9	0.0016	3040
S350K15P1NS-ARS	56.1	0.0754	396	3.08e-05	0.882	0.00184	3570

b) Inventory Metrics:

Indicator/LC I Metric	TPE	RE	NRE	NRR	RR	WDP	LFW	LFH W	CBW C	CW WC	CHW	CNH W
Unit	MJ-Eq	MJ-Eq	MJ-Eq	kg	m3	m3	kg waste	kg waste	m3	m3	kg	kg
Minimum	2860	77.6	2780	78.8	0.000853	7.41	57.7	0.00468	0.189	0.00101	0.445	0.443
Maximum	3940	92.3	3840	109	0.00101	14.7	65.2	0.00555	0.194	0.00101	0.445	0.443
Mean	3390	86.6	3300	93.7	0.000936	9.97	61.8	0.00514	0.191	0.00101	0.445	0.443
Median	3370	89.8	3270	93.4	0.000945	7.79	62.6	0.00518	0.189	0.00101	0.445	0.443
H200K15P2NS-ARS	2860	77.6	2780	78.8	0.000853	7.79	57.7	0.00468	0.189	0.00101	0.445	0.443
H300K15P2NS-ARS	3370	89.8	3270	93.4	0.000945	7.41	62.6	0.00518	0.189	0.00101	0.445	0.443
S350K15P1NS-ARS	3940	92.3	3840	109	0.00101	14.7	65.2	0.00555	0.194	0.00101	0.445	0.443

ADDITIONAL ENVIRONMENTAL INFO

No regulated substances of very high concern are utilized on site.

REFERENCES

ASTM Standards:

- ASTM A36/A36M Standard Specification for Carbon Structural Steel
- ASTM A108 Standard Specification for Steel Bar, Carbon and Alloy, Cold-Finished
- ASTM A123/A123M Standard Specification for Zinc (Hot-Dip Galvanized) Coatings on Iron and Steel Products
- ASTM A153/A153M Standard Specification for Zinc Coating (Hot-Dip) on Iron and Steel Hardware
- ASTM A184 Standard Specification for Welded Deformed Steel Bar Mats for Concrete Reinforcement
- ASTM A307 Standard Specification for Carbon Steel Bolts, Studs, and Threaded Rod 60,000 PSI Tensile Strength
- ASTM A416/A416M Standard Specification for Steel Strand, Uncoated Seven-Wire for Prestressed Concrete



- ASTM A555/A555M Standard Specification for General Requirements for Stainless Steel Wire and Wire Rods
- ASTM A615/A615M Standard Specification for Deformed and Plain Carbon-Steel Bars for Concrete Reinforcement
- ASTM A666 Standard Specification for Annealed or Cold-Worked Austenitic Stainless Steel Sheet, Strip, Plate, and Flat Bar
- ASTM A706/A706M Standard Specification for Deformed and Plain Low-Alloy Steel Bars for Concrete Reinforcement
- ASTM A767/A767M Standard Specification for Zinc-Coated (Galvanized) Steel Bars for Concrete Reinforcement
- ASTM A775/A775M Standard Specification for Epoxy-Coated Steel Reinforcing Bars
- ASTM A820/A820M Standard Specification for Steel Fibers for Fiber-Reinforced Concrete
- ASTM A884/A884M Standard Specification for Epoxy-Coated Steel Wire and Welded Wire Reinforcement
- ASTM A934/A934M Standard Specification for Epoxy-Coated Prefabricated Steel Reinforcing Bars
- ASTM A1064/A1064M Standard Specification for Carbon-Steel Wire and Welded Wire Reinforcement, Plain and Deformed, for Concrete
- ASTM C33/C33M Standard Specification for Concrete Aggregates
- ASTM C94 Standard Specification for Ready-Mixed Concrete
- ASTM C150/C150M Standard Specification for Portland Cement
- ASTM C260/C260M Standard Specification for Air-Entraining Admixtures for Concrete
- ASTM C595 Standard Specification for Blended Hydraulic Cements
- ASTM C618 Standard Specification for Coal Fly Ash and Raw or Calcined Natural Pozzolan for Use in Concrete
- ASTM C979/C979M Standard Specification for Pigments for Integrally Colored Concrete
- ASTM C989/C989M Standard Specification for Slag Cement for Use in Concrete and Mortars
- ASTM C1017/C1017M Standard Specification for Chemical Admixtures for Use in Producing Flowing Concrete
- ASTM C1116/C1116M Standard Specification for Fiber-Reinforced Concrete
- ASTM C1157/C1157M Standard Performance Specification for Hydraulic Cement
- ASTM C1240 Standard Specification for Silica Fume Used in Cementitious Mixtures
- ASTM C1602/C1602M Standard Specification for Mixing Water Used in the Production of Hydraulic Cement Concrete
- ASTM G109 Standard Test Method for Determining Effects of Chemical Admixtures on Corrosion of Embedded Steel Reinforcement in Concrete Exposed to Chloride Environments
- ASTM C330/C330M Standard Specification for Lightweight Aggregates for Structural Concrete
- ASTM C494/C494M Standard Specification for Chemical Admixtures for Concrete

CSA Standards:

- CAN/CGSB-1.40 Anticorrosive Structural Steel Alkyd Primer



- CAN/CSA G30.18 Carbon steel bars for concrete reinforcement
- CAN/CSA A3000 Cementitious Materials Compendium
- CAN/CSA G40.20/G40.21 General requirements for rolled or welded structural quality steel / Structural quality steel
- CAN/CSA A23.1/A23.2 Concrete Materials and Methods of Concrete Construction/Test methods and Standard Practices for Concrete
- CAN/CSA A23.4 Precast concrete - Materials and construction
- CSA S806 Design and construction of building structures with fiber-reinforced polymers

ISO Standards:

- ISO 6707-1: 2014 Buildings and Civil Engineering Works - Vocabulary - Part 1: General Terms
- ISO 14021:1999 Environmental Labels and Declarations - Self-declared Environmental Claims (Type II Environmental Labeling)
- ISO 14025:2006 Environmental Labels and Declarations - Type III Environmental Declarations - Principles and Procedures
- ISO 14040:2006 Environmental Management - Life Cycle Assessment - Principles and Framework
- ISO 14044:2006 Environmental Management - Life Cycle Assessment - Requirements and Guidelines
- ISO 14067:2018 Greenhouse Gases - Carbon Footprint of Products - Requirements and Guidelines for Quantification
- ISO 14050:2009 Environmental Management - Vocabulary
- ISO 21930:2017 Sustainability in Building Construction - Environmental Declaration of Building Products

EN Standards:

- EN 16757 Sustainability of construction works - Environmental product declarations - Product Category Rules for concrete and concrete elements
- EN 15804 Sustainability of construction works - Environmental product declarations - Core rules for the product category of construction products

Other References:

- US EPA Waste Reduction Model (WARM), Fly Ash
Chapter: <http://epa.gov/climatechange/wycd/waste/downloads/fly-ash-chapter10-28-10.pdf>
- American Concrete Institute (ACI) 211: Standard Practice for Selecting Proportions for Normal, Heavyweight, and Mass Concrete.
- ACI 318-14 Building Code Requirements for Structural Concrete and Commentary. American Concrete Institute. Farmington Hills, MI, USA available at <https://www.concrete.org/store/>



- Mather, B & Ozyildirim, C. (2002). SP-1(02) : Concrete Primer. American Concrete Institute: SP0102. American Concrete Institute. Farmington Hills, MI, USA available at <https://www.concrete.org/store/>
- NSF International (February 2019). Product Category Rules (PCR) for ISO 14025 Type III Environmental Product Declarations (EPDs) of Concrete v1.2.
- Product Category Rules for Preparing an Environmental Product Declaration for Precast Concrete (UN CPC 37550), ASTM International, March 2015. https://www.astm.org/CERTIFICATION/DOCS/266.PCR_for_Precast_Concrete.pdf
- USGBC LEED v4 for Building Design and Construction, 11 Jan 2019 available at <https://www.usgbc.org/resources/pcr-committee-process-resources-part-b>
- USGBC PCR Committee Process & Resources: Part B, USGBC, 7 July 2017 available at <https://www.usgbc.org/resources/pcr-committee-process-resources-part-b>.

