



City of Atlanta Sustainable Department Policies Overview



The full set of policy documents can be found at: <http://citynet/Pages/SharePoint-Request.aspx>

Anti-Idling

- Overview** City of Atlanta employees who operate City vehicles are expected to reduce unnecessary idling to minimize the negative impacts that idling has through wasted fuel, damage to engines, and on air quality.
- Policy** No driver, while operating a City vehicle, shall idle a vehicle's engine for more than 3 minutes, or 1 minute if adjacent to (i.e., in or near) a school. *See policy for exemptions.*

Business Hour Commute

- Overview** City of Atlanta employees are expected to use alternative commute options when travelling to meetings during business hours to minimize the negative impact on outdoor air quality, to minimize the expense of fuel, and to increase the positive economic and social potential of alternative commuting.
- Policy** During business hours, employees are strongly encouraged to take alternative commute options whenever possible. Alternative commutes include riding the MARTA trains or buses, walking, biking, or carpooling.

Green Meetings and Events

- Overview** City employees are expected to improve the economic efficiency, environmental stewardship, and social impacts of the City workforce by implementing practices to minimize the impacts of meetings, trainings, and events held in City-owned or operated facilities or on behalf of the City.
- Policy** City employees are responsible for minimizing printed materials, maintaining lighting, utilizing reusable/recyclable name tags and signs, promoting alternative transportation to and from meetings, and are encouraged to purchase food and beverages in recyclable packaging. *See policy for exemptions*

Internal Recycling

- Overview** Employees are expected to recycle in all City facilities that are equipped with recycling bins/carts.
- Policy**
1. City employees will use the desk-side recycling bin for recyclables only. The provided recycling bins will collect paper, cardboard, plastic, metal, and glass. Special items will be collected by Office of Enterprise Asset Management as needed.
 2. City employees are responsible for disposing of their trash by placing it into the designated centralized waste bin.

Lights Off Power Down

- Overview** City of Atlanta employees will recognize and comply with sustainable practices in City-held meetings, trainings and conferences.
- Policy** It shall be the policy of the City of Atlanta to turn off any space when the space is not in use (i.e. during breaks and at the end of the day) OR there is sufficient day lighting, turn off all equipment including smart boards and projectors when leaving the room at the end of the day and during breaks of 30 minutes or more, and turn off or remove decorative lighting that is not needed. Computers should be directed to "hibernate" when not in use.

Paper and Printing

- Overview** Smart printing practices can reduce paper and printing waste, increase cost savings, improve environmental impact, and preserve natural resources
- Policy** Defaults should be set to include Narrow Margins, double sided printing, and printing in grayscale. And, Printers, copiers, cartridges and packaging should be recycled when possible.

The scope of each policy applies to the Mayor and the City employees in departments under the direction of the Mayor.



City of Atlanta

Anti-Idling Policy for all City of Atlanta Vehicles



Date of Adoption: April 29, 2013

- Goals** To ensure that City of Atlanta (“City”) employees who operate City Vehicles understand and follow responsible vehicle operating practices to minimize the negative impact that idling City Vehicles have on local air quality and operating costs. City employees are expected to:
- I. Clearly understand the negative impact of unnecessary idling in terms of wasted fuel, engine wear, and environmental impacts; and
 - II. Modify vehicle operating practices to turn off a vehicle’s engine when stationary for more time than is prescribed in this policy.
- Purpose**
1. The purpose of this policy is to improve the City’s air quality; to protect the health, welfare, and safety of the public; and to enjoy the following benefits derived from reductions in unnecessary idling of City Vehicles:
 - I. Reduced fuel costs;
 - II. Increases in useful lives of City Vehicle engines;
 - III. Decreased emissions of ozone precursors that, under certain weather conditions, rapidly lead to the formation of ground-level ozone pollution; and
 - IV. Reduced emissions of other air pollutants, including greenhouse gases, toxics, particulates, and carbon monoxide.
 2. This document sets out the restrictions and exemptions for idling of City Vehicles in order to educate City employees on compliance, to increase support for environmental sustainability, and to provide a technically sound model for the broader community.
- Scope** This anti-idling policy applies to the Mayor and to City employees in City Departments under the direction of the Mayor.
- Policy**
1. IDLING RESTRICTIONS: Effective immediately, no driver, while (a) operating a City Vehicle or (b) operating a privately owned vehicle while on City business, shall cause or permit a vehicle’s engine to idle for more than:
 - I. Three (3) minutes; and
 - II. One (1) minute if adjacent to (i.e., in or near) a school.
 2. EXEMPTIONS: The following are exempt from this policy:
 - I. An on-duty emergency or law enforcement vehicle that is performing its official duties;
 - II. A vehicle that is stopped due to traffic, traffic control device, or by direction of a law enforcement officer;
 - III. A vehicle that is using the engine to operate or power an alternate/auxiliary work function;
 - IV. A vehicle that is being serviced or inspected;
 - V. A passenger transportation bus and/or shuttle that is actively loading and unloading passengers; and
 - VI. A vehicle that is using the engine to supply air conditioning when the outdoor temperature is greater than 85 degrees Fahrenheit or to supply heat when the outdoor temperature is less than 32 degrees Fahrenheit for the operator’s or passengers’ safety.
- Sustainability Leverage**
- | | |
|----------------------|--|
| <i>Economic</i> | Significant savings in operating costs, including fuel costs and engine wear. |
| <i>Environmental</i> | Reduced exposure to toxic air contaminants and particulate matter, reduced smog, and reduced greenhouse gas emissions. |
| <i>Social</i> | Increased health, welfare, and safety of citizens; improved quality of life; and reduced dependence on foreign oil. |



Enforcement 1. DUTY TO REPORT and INVESTIGATE: All City employees shall notify the Department Head or his/her designee within 24 hours of witnessing any violation of this policy. All reported violations shall be investigated by the respective Department through its normal administrative investigative process.

2. VIOLATIONS: Failure to comply with this policy shall serve as grounds for disciplinary action, up to and including dismissal, and loss of authorization to operate City Vehicles. Employees determined to be in violation of this policy are subject to a fine of \$35 per occurrence.

Definitions CITY VEHICLE Any self-propelled vehicle or motorized equipment that is owned, leased, rented, or operated by the City of Atlanta.

DRIVER Any City employee who drives, operates, or is in actual physical control of a City vehicle.

IDLE Operating the motor vehicle engine at any location while the vehicle is stationary or is not in the act of performing work or its normal function.

Training and Engagement 1. NEW HIRE ORIENTATION: The Department of Human Resources, in conjunction with the Office of Fleet Services, shall be responsible for incorporating anti-idling education into City of Atlanta New Hire Orientation trainings. All City employees who are authorized to operate City Vehicles and motorized equipment shall acknowledge they are responsible for ensuring all vehicles and equipment are operated according to this policy.

2. QUARTERLY UPDATES: Each Department, in conjunction with the Office of Fleet Services, shall be responsible for incorporating anti-idling training on a quarterly basis for each City employee within his or her department.

3. ENGAGEMENT:

- I. Each Department Head is responsible for distributing this policy to and ensuring compliance by the City employees within his or her department.
- II. Each Department Head shall ensure that no-idling posters are prominently posted within the department for employee review.
- III. Proper instructional signage shall be placed at loading docks and in other areas where there is an increased potential for idling.

4. ANNUAL REPORTING: Each Department shall be responsible for preparing and submitting an annual report to the Office of Fleet Services indicating the number of its City employees authorized to operate City vehicles, the number of City employees who received training per quarter, the number of reported violations of this policy per quarter, and whether any of its City employees was subject to disciplinary action.

5. REVIEW: The Office of Fleet Services, in conjunction with the Mayor's Office of Sustainability or the Sustainability Sub Cabinet, should review this policy on a reasonable basis to determine whether idling limits should be modified. Any review of this policy should be taken in conjunction with the City of Atlanta's Vehicle Use Policy.



City of Atlanta

Business-Hour Commuting Policy



Date of Adoption: April 29, 2013

- Goals** To advance to a state in which all City of Atlanta (“City”) employees understand and have a personal stake in the economic, environmental, and social impacts that commuting decisions have, such that City employees:
- I. Are aware that our commuting decisions impact the public welfare of the City of Atlanta;
 - II. Understand available commuting options and what each means in terms of the impact on the environment; and
 - III. Consider available options thoughtfully and make environmentally progressive commuting decisions.
- Purpose**
1. The purpose of this policy is to improve the economic efficiency, environmental stewardship, and social impacts of the City workforce by reducing the negative environmental impact of conventional commuting, reducing the number of single-occupant vehicles driven for City business purposes, reducing traffic congestion, reducing fuel costs and emissions, and increasing the positive economic and social potential of alternative commute options.
 2. This document sets out guidelines for business-hour commuting in order to educate City employees on alternative commute options, to increase support for environmentally progressive commuting decisions, and to provide a technically sound model for the broader community.
- Scope** This business-hour commuting policy applies to the Mayor and to City employees in City Departments under the direction of the Mayor (“City Departments”).
- Policy** It shall be the policy of the City to reduce the number of single-occupancy vehicle trips made by all City employees for all City business-related trips made during business hours. As such, City Departments should:
- I. Promote the use of ridesharing (carpools, vanpools, public transportation, and other multi-occupancy modes of travel); and
 - II. Strongly encourage the use of alternative commuting options, whenever possible.
- “Alternative commuting options” include (a) M.A.R.T.A. bus and/or train; (b) Bicycling; and (c) Walking or running.
- Sustainability** *Economic* Significant savings in operating costs, including fuel costs; economic opportunities for investment in public transportation
- Leverage** *Environmental* Reduced exposure to toxic air contaminants and particulate matter, reduced formation of smog, and reduced greenhouse gas emissions.
- Social* Increased protection of the health, welfare, and safety of employees and citizens; improved quality of life; and reduced dependence on foreign oil.
- Definitions** CARPOOL A group of two or more people who commute to and from the workplace together in one automobile.
- RIDESHARING Commuting in groups of two or more individuals using a single vehicle.
- VANPOOL A group of more than two individuals who daily use a passenger van or a commuter bus for transportation to and from the workplace.



Training and Engagement

1. NEW HIRE ORIENTATION: The Department of Human Resources shall be responsible for incorporating business-hour commuting education into City of Atlanta New Hire Orientation training. All City employees shall acknowledge they are responsible for complying with this policy, whenever practicable.
2. ENGAGEMENT: Each City Department head is expected to undertake good faith efforts to achieve the goals and purpose of this policy. Making a good faith effort is demonstrated by:
 - I. Distributing this policy to all employees within the City Department;
 - II. Ensuring that adequate information on alternative commuting options is made available for employee review; and
 - III. Implementing business-hour commuting training on a quarterly basis.
3. NON-MONETARY INCENTIVES: City Departments are encouraged to use any non-monetary incentive to encourage ridesharing and the use of alternative commuting options.
4. REVIEW: The Mayor's Office of Sustainability or the Sustainability Sub Cabinet should review this policy on a reasonable basis to determine whether business-hour commuting standards should be modified.



City of Atlanta

Green Meetings and Event Policy



Date of Adoption: April 29, 2013

- Goals** To advance to a state in which all City of Atlanta (“City”) employees understand that in the daily conduct of our employment:
- I. Business meetings and City events have environmental and economic impacts on the City;
 - II. Each City Department and employee can take actions to reduce those impacts; and
 - III. Each City Department and employee should plan and run environmentally-responsible meetings and events.
- Purpose**
1. The purpose of this policy is to improve the economic efficiency, environmental stewardship, and social impacts of the City workforce by implementing practices to minimize the environmental impact of meetings and events held in City-owned or operated facilities or on behalf of the City.
 2. This document sets out guidelines for planning and conducting meetings for the City in order to educate City employees, to increase support for environmentally progressive commuting decisions, and to provide a technically sound model for the broader community.
- Scope** This policy applies to the Mayor and to City employees in City Departments under the direction of the Mayor (“City Departments”).
- Policy** It shall be the policy of the City to:
- Printed Materials*
- Minimize or avoid the use of paper handouts; whenever possible, provide participants with electronic files instead.
 - Leverage technology by sending electronic files to participants in advance, such that participants who have a need for a hard copy can choose to selectively print or make the files readily available through a personal electronic device(s).
 - In cases where hard copies are required, always use double-sided (back to back) copying and printing.
 - Limit the use of glossy paper to applications where it significantly improves the effectiveness of a publication (e.g., high-quality photography).
 - Use paper that meets or exceeds US EPA minimum standards for post-consumer and total recycle content.
 - Ensure that all meeting and event materials contain recycled content.
 - Encourage presenters to provide electronic copies of handouts and any visual presentation, to post presentations for attendees, and to limit handouts.
 - Collect and recycle printed materials not taken by participants.
 - Use electronic advertising, promotion, and registration whenever possible.
- Lighting*
1. Maintain lights turned off when day lighting is sufficient.
 2. Turn off lights if meeting breaks for periods of 15 minutes or longer.
 3. Turn off all room lights and equipment when attendees leave room at the conclusion of meetings and events.
 4. Work in partnership with venue to reduce energy consumption.
- Name Tags & Signs*
- Hand out reusable name tag holders with recyclable name tags.
 - Collect name tags and holders after each meeting or event for reuse or recycling.
 - Purchase and use reusable or recyclable signs.
- Travel*
- Promote the use of shared, public, or alternative commuting options for travel to meetings and events. [Give suggestions and provide directions]
 - Ensure that all directions to City-held meetings and events include information on alternative commuting options, if reasonable.
 - Consider and select meeting locations in close proximity to the majority of attendees, where possible.
- Food & Beverage*
- Encourage the purchase and provision of food and beverages in packaging that is recyclable.



**Sustainability
Leverage**

Economic Significant costs savings due to reduced waste and conserved resources; improved energy efficiency; support for local job growth and building the local market for recyclables.

Environmental Reduced greenhouse gas emissions and air contaminants; reduced waste and supporting reuse and recycling; reduced demand for virgin materials and petroleum-based plastic products

Social Increased protection of the health, welfare, and safety of employees and citizens; increased diversion to local recycling facilities.

**Training and
Engagement**

1. **NEW HIRE ORIENTATION:** The Department of Human Resources, in conjunction with the Mayor's Office of Sustainability, shall be responsible for incorporating green meetings and event education into City of Atlanta New Hire Orientation training. All City employees shall acknowledge they are responsible for complying with this policy.
2. **ENGAGEMENT:** Each City Department head is expected to undertake good faith efforts to achieve the goals and purpose of this policy. Making a good faith effort is demonstrated by:
 1. Distributing this policy to all employees within the City Department;
 2. Encouraging the use of green meetings and event practices through information dissemination, development of internal procedures, and leading by example;
 3. Ensuring that adequate information on green meetings and event is made available in meeting or event conference rooms; and
 4. Implementing trainings on a quarterly basis.

NOTE: City Departments are not precluded from adopting separate internal department policies that require additional actions that support this policy.

3. **REVIEW:** The Mayor's Office of Sustainability or the Sustainability Sub Cabinet should review this policy on a reasonable basis to determine whether green meeting and event procedures should be modified.





City of Atlanta Internal Recycling



Date of Adoption: October 1, 2012

- Purpose** The City of Atlanta (“the City”) is dedicated to managing waste responsibility and has set a goal to divert ninety percent (90%) of waste material generated in Atlanta from landfills by 2020. In order to achieve this goal, it is critical for City employees to demonstrate leadership in recycling during their daily activities, as well as comply with the following policy set forth by the Office of Sustainability.
- Scope** This policy applies to the Mayor and to City employees in City Departments under the direction of the Mayor (“City Departments”).
- Policy** Employees will be provided with a blue plastic recycling bin for their recyclable materials, and OEAM will empty these blue recycling bins daily. The City will no longer provide desk-side non-recyclable trash containers. Employees will need to dispose of all non-recyclable trash in a centralized area. Disposing of non-recyclable trash in the blue desk-side recycling bin will not be permitted.

EXCEPTIONS: Employees with disabilities and/or those requiring exceptions will be provided with alternate means of participating in the City’s recycling program, such as the continued availability of desk side waste bins for non-recyclable waste. Employees with disabilities may coordinate with Kristi Matthews kmatthews@atlantaga.gov to grant exception to policy.

Implementation 1. WHAT CAN BE RECYCLED: Recyclable materials include paper, metal, empty plastic/glass bottles and containers. All other materials should be disposed of in the centralized trash bin. This information will be displayed on centralized recycling carts, Deskside recycling bins and can also be found on the Recycling Program page, on Citynet, at <http://citynet/Pages/default.aspx>

2. WHERE CAN YOU RECYCLE:

a. Deskside Recycling

Blue deskside recycling bins will be provided to each employee for recyclable materials only. Desk-side recycling bin rollout will be phased into all City of Atlanta Facilities; Department heads will be notified when their department’s facilities will gain desk-side recycling bins.

Recyclable materials include paper, metal, empty plastic/glass bottles and containers. This information will be displayed on the recycling bin. All other materials should be disposed of in the centralized trash stands. If further clarification is needed, employees should contact their designated Department Recycling Champion or the Office of Sustainability at 404.335.1959.

b. Centralized Recycling

All City Offices and Facilities will be provided with recycling carts which will be placed in centralized locations throughout each floor/department.

Recyclable materials include paper, metal, empty plastic/glass bottles and containers. All other materials should be disposed of in the centralized trash bin. If further clarification is needed, employees should contact their designated Department Recycling Champions or the Office of Sustainability at 404.335.1959.

This information will be displayed on centralized recycling carts, Deskside recycling bins and can also be found on the Recycling Program page, on Citynet, at <http://citynet/Pages/default.aspx>



3. WHERE YOU CAN DISPOSE OF NON-RECYCLABLE TRASH - Centralized Trash
All City Offices and Facilities will be provided with centralized trash stands which will be placed in centralized locations throughout each floor/department. Desk side waste bins will no longer be permitted. Employees will be responsible for disposing of their non-recyclable waste in the trash stands located centrally throughout each floor/Department.
4. COLLECTION: The Office of Enterprise Assets Management will empty desk side recycling bins daily and OEAM will check recycling carts regularly.
5. QUESTIONS: If you have any questions about this policy, please contact your designated Department Recycling Champion or reach out to the Office of Sustainability at 404.335.1959.

**Sustainability
Leverage**

- Economic Significant costs savings due to reduced waste and conserved resources; improved energy efficiency; support for local job growth and building the local market for recyclables.
- Environmental Reduced greenhouse gas emissions and air contaminants; reduced waste and supporting reuse and recycling; reduced demand for virgin materials and petroleum-based plastic products
- Social Increased protection of the health, welfare, and safety of employees and citizens; increased diversion to local recycling facilities.

Accountability

The City expects that all employees adhere to the policy outlined above. Department Heads will be notified by OEAM of consistent violations made within their department. Special items¹ will be collected by the Office of Enterprise Asset Management for measurement to develop a plan for best waste management practices.



City of Atlanta

Lights Off/Power Down Policy

Date of Adoption: April 29, 2013



- Goal** To advance to a future state in which all members of our community of City employees, in the daily conduct of our jobs:
- I. Are aware that operation of lighting and other fuel-consuming fixtures and appliances, when not in use, has a negative environmental impact and an economic cost,
 - II. Know that it is the responsibility of all City employees to turn off these fixtures and appliances when not in use or, if they notice this happening outside their area, to bring it to the attention of the appropriate City team member(s) in that area, and
 - III. Are regularly turning fixtures and appliances in our areas off, when not in use, in the course of the daily performance of our job responsibilities
- Purpose** To ensure that the City of Atlanta (“City”) enjoys the benefits that result from eliminating excess energy use in lighting and other fixtures/appliances including cost savings, reduced greenhouse gas footprint, and preservation of our natural resources.
- Policy** It shall be the policy of the City of Atlanta to:
- All room lights shall be turned off in any space when the space is not in use (i.e. during breaks and at the end of the day) OR there is sufficient day lighting.
 - All equipment including smart boards and projectors will be turned off when leaving the room at the end of the day and during breaks of 30 minutes or more.
 - Turn off or remove decorative lighting that is not needed.
 - Ensure all computers are in Hibernate mode when not in use.
- Scope** All City Departments that make purchases of goods and services or that contract with others to make purchases.
- Sustainability** *Economic* Reduced facility operating cost.
- Leverage** *Environmental* Improved air quality from reduced energy demand. Reduced light pollution at night.
- Social* Increased daylight, which has been shown to improve the moral of employees and, thus, productivity.
- Enforcement**
1. DUTY TO REPORT and INVESTIGATE: All City employees shall notify the Department Head or his/her designee within 24 hours of witnessing any violation of this policy. All reported violations shall be investigated by the respective Department through its normal administrative investigative process.
 2. VIOLATIONS: Failure to comply with this policy shall serve as grounds for disciplinary action, up to and including dismissal.



Key Points

1. Turning off the lights in an unoccupied room cuts the energy use instantly, with direct benefits to the bottom line. How much you reduce your bills depends on the type of light you turn off and how much you reduce the time it is used
2. Reducing energy use helps protect resources and reduces the need for additional generation infrastructure.
3. Turning off unnecessary lights reduces light pollution, preserving our view of the stars and reducing potential adverse impacts on the ecosystem.
4. Occupancy sensors and other controls can be utilized to turn lights off automatically when an area is unoccupied. This can save 15-80% of lighting energy and cost.
5. It does not take more energy to turn a light on than is saved by turning it off for a short period of time.

Training and Engagement

1. NEW HIRE ORIENTATION: The Department of Human Resources, in conjunction with the Office of Sustainability shall be responsible for incorporating lights off/power down education into City of Atlanta New Hire Orientation trainings. All City employees shall acknowledge he or she is responsible for ensuring they act according to this policy.
2. ENGAGEMENT:
 - I. Each Department Head is responsible for distributing this policy to and ensuring compliance by the City employees within his or her department.
 - II. Each Department Head shall ensure that lights off/power down posters are prominently posted within the department for employee review.
3. REVIEW: The Office Sustainability and/or the Sustainability Sub Cabinet shall review this policy on a reasonable basis to determine whether lights off/power down should be modified.



City of Atlanta

Paper and Printing Policy



Date of Adoption: April 29, 2013

Goal	To advance to a future state in which all members of the community of City employees, in the daily conduct of our jobs: <ol style="list-style-type: none">I. Are aware that the excess use of paper and printing has a negative environmental impact and contributes to operating cost,II. Know what measures to take to reduce that impact, andIII. Have incorporated those measures into the normal day-to-day performance of our jobs.	
Purpose	To improve the environmental, economic and social efficiency of the City of Atlanta's ("the City") facilities, operations, and services by reducing wasted paper and printing, such that the City enjoys the cost savings, improved environmental impact and preservation of natural resources that result.	
Scope	The scope of this green printing policy applies to the Mayor and the City employees in departments under the direction of the Mayor.	
Policy	Printing will be monitored on all City printers and copiers. <ol style="list-style-type: none">I. Word programs on City computers should have default settings<ul style="list-style-type: none">• Narrow margins to 0.5 inches on each edge• Print double sided, and• Print in grayscale.II. Printers, copiers, paper and ink purchases should follow green procurement guidelinesIII. Printers, copiers, cartridges and packaging should be recycled when possible	
Sustainability Leverage	<i>Economic</i>	Using less paper reduces costs in energy and paper supply. Black ink cartridges are less expensive and require less ink than color cartridges.
	<i>Environmental</i>	Reduced demand for materials manufacturing and processing reduces use of chemicals as well as emissions.
	<i>Social</i>	Increased development and availability of environmentally preferable alternatives; increased support for recycling market; and reduced demand for foreign oil and products purchased in virgin form.
Key Points	<ol style="list-style-type: none">1. Always be conscious of your printing habits. Remember: the best kind of paper is the paper you do not use.2. Department of Information Technology is responsible for setting the appropriate defaults to City computers.	



Enforcement

1. DUTY TO REPORT and INVESTIGATE: All City employees shall notify the Department Head or his/her designee within 24 hours of witnessing any violation of this policy. All reported violations shall be investigated by the respective Department through its normal administrative investigative process.
2. VIOLATIONS: Failure to comply with this policy shall serve as grounds for disciplinary action, up to and including dismissal.

Training and Engagement

1. NEW HIRE ORIENTATION: The Department of Human Resources, in conjunction with the Department of Information Technology shall be responsible for incorporating paper and printing policy education into City of Atlanta New Hire Orientation trainings. All City employees shall acknowledge he or she is responsible for ensuring compliance with this policy.
2. ENGAGEMENT:
 - I. Each Department Head is responsible for distributing this policy to and ensuring compliance by the City employees within his or her department.
 - II. Each Department Head shall ensure that paper and printing policy posters are prominently posted within the department for employee review.
3. ANNUAL REPORTING: Each Department shall be responsible for preparing and submitting an annual report to the Office of Sustainability indicating paper consumed.
4. REVIEW: The Department of Information Technology in conjunction with the Office of Sustainability, should review this policy on a reasonable basis to determine whether paper and printing policy should be modified.