Record Nr. Autore Titolo Pubbl/distr/stampa	UNINA9910785394503321 Marcus Alfred A (Alfred Allen), <1950-> Reinventing environmental regulation : lessons from Project XL / / Alfred A. Marcus [et al.] Hoboken, : Taylor and Francis, 2002	
ISBN	1-280-68698-7 9786613663924 1-136-52599-8 1-936331-31-4	
Descrizione fisica	1 online resource (253 pages)	
Altri autori (Persone)	GeffenDonald A SextonKen	
Disciplina	363.7/056/0973 363.73630973	
Soggetti	Environmental management - United States Industries - Environmental aspects - United States Environmental law - Law and legislation - United States Pollution - Law and legislation - United States Factory and trade waste - Law and legislation - United States	
Lingua di pubblicazione	Inglese	
Formato	Materiale a stampa	
Livello bibliografico	Monografia	
Nota di contenuto	Cover; Reinventing Environmental Regulation; Copyright; Contents; Chapter 1. Environmental Policy in Transition; Chapter 2. Quid Pro Quo and the Birth of Project XL; Chapter 3. Conflicting Goals; Chapter 4. Complicating Factors; Chapter 5. Drafting the 3M Proposal; Chapter 6. Gaining EPA Support for the Agreement; Chapter 7. Trying To Overcome Deadlock: The Practical Impediments; Chapter 8. Intel, Merck, and Weyerhaeuser: Three XL Projects That Gained Approval; Chapter 9. Comparing the Approved Projects with 3M's Proposal; Chapter 10. Roadblocks to Cooperative Solutions Chapter 11. Creating a Platform for Experiments; Appendix A. The Comparable Actions Test; Appendix B. Next Steps at 3M-Hutchinson; Appendix C. A More Unambiguous Definition of Superior Environmental Performance?; References; Acknowledgements; Index; About the Authors	

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Project XL (eXcellence and Leadership) was the flagship effort by the Clinton administration for 'cleaner, cheaper, and smarter' regulation. Under Project XL, business promised better performance in exchange for a regulatory approach focused more on results than means, with the Environmental Protection Agency (EPA) measuring pollution reduction across rather than at individual sources within a facility. Reinventing Environmental Regulation is a compelling account of the breakdown in negotiations to implement Project XL at a tape manufacturing plant of 3M, a company widely recognized as environ