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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