

JNS

 Elena Kagan  
12/10/97 07:48:16 AM

Record Type: Record

To: Bruce N. Reed/OPD/EOP  
cc:  
Subject: INS reform

fyi for 9:00 meeting

----- Forwarded by Elena Kagan/OPD/EOP on 12/10/97 07:48 AM -----

 Julie A. Fernandes  
12/09/97 06:54:13 PM

Record Type: Record

To: Elena Kagan/OPD/EOP  
cc: Laura Emmett/WHO/EOP, Leanne A. Shimabukuro/OPD/EOP  
Subject: INS reform

Elena,

In light of your meeting tomorrow morning with Commissioner Meissner and OMB, the following outlines a few questions that we think we should consider at this stage in our review:

1. As you know, there is an outstanding issue of whether we want the budget document to include any statement about INS reform. It is possible that the statement could be very general (talking about our commitment to create a strong delineation between services and enforcement, to better both, building on our successes, etc.) in a way that indicates our goals, without committing to any specifics (though OMB may want it to be more detailed.) Also, we should be mindful of our possible desire to get congressional support for whatever we propose, and therefore not make a budget statement that limits our options or that appears final. Either way, we should finalize as soon as we can what the WH approach will be going into the end of January and the return of Congress.
2. Related to the first, we should decide when (if ever?) we should begin our legislative effort.
3. INS has almost finalized a contract bid process for an outside management assessment of the current INS structure, the INS proposal for reorganization, and other proposals (unclear on whether this includes CIR recommendation). According to Bob Bach, the contract could be signed as early as next week (though we had referred to this as the Booze Allen review, the contract has not yet been awarded). The assessment will take approximately 2 months.

While the assessment could potentially help us to flesh out details with the proposal flowing out of our review process, we are concerned that the assessment could work at cross purposes with our

efforts. We want to be sure that the assessment is not a tool for INS to predetermine the outcome of our process, or something they could use to beat back our recommendations. Bob has assured us that their goal is not to simply to have this assessment rubber stamp their proposal.

Ideally, the assessment could be a tool to help us to answer difficult or technical management questions (e.g., looking at other agency reorganizations and management structures such as Customs). We recommend seeking assurances from the Commissioner that they will work with us once the contract is awarded to make sure the assessment complements, not conflicts, with our process.

Thanks.

julie & leanne