

TAB D

82-413014

DDA 82-0538/1

26 February 1982

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Executive Director

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Discussion [redacted] about Project SAFE.

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1. At my request, [redacted] visited Headquarters on Thursday, 25 February, to discuss our current concerns about the SAFE project. Those attending the meeting included [redacted] Evan Hineman, ADDI; and [redacted] and myself of the Directorate of Administration.

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2. Emphasizing the importance of the SAFE project to CIA and DIA, I expressed our concern over the schedule slips and the prospective cost overrun, pointing out that we would be under congressional scrutiny to justify the increasing expenditures. I mentioned that the preliminary design review (PDR) had just been completed, one year late and conducted prior to a full design of the system. I expressed concern about the problems [redacted] with the user language and the architecture of the system, and concern that the [redacted] hardware which has been selected for the system may not prove adequate. I noted that the [redacted] project personnel complement appeared to be overly large for the design phase. He was informed that there were some very serious concerns held by senior people in the government and by certain government consultants that the system could not be built as currently being designed and managed. He was informed that, in order for us to gain an independent perspective on the state of the project, we are assigning an audit team to review the total SAFE project.

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3. The DIA representatives echoed my concerns about the hardware and architecture, the need to justify the cost of the project, and the shortcomings we had observed in TRW management of the project.

4. [redacted] a strong defense of the [redacted] position. They believe they have a viable design and that the [redacted] hardware can do the job. He reminded us that the hardware was selected through a process dictated by the government and that [redacted] would have been willing to build the system using any hardware. He also mentioned that [redacted] had released to them information on future product plans, which indicated that there will be an upward migration path from today's hardware. He admitted that the PDR review on error recovery had been flawed, but asserted that they now have a viable strategy for attacking this problem. He believes they will be close to meeting their projected schedule.

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SUBJECT: Discussion with TRW about Project SAFE

5. On the user language, he reported he had spent a few hours that morning with OCR/SAS seeing in person what kinds of service are now available on Interim SAFE and the Pilot Mail system. He admitted that there has been inadequate communication [redacted] about these services and other requirements, and said he intends to reprioritize their work on the operator interface question.

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6. [redacted] that the current [redacted] Project Manager had asked to be relieved and his desire is being granted. He decried the lack of mutual trust and teamwork and said there had been too little communication on requirements and too much communication on design. He believes they have been over guided but admitted [redacted] had invited this. In a discussion of why the government/contractor relationship had had such difficulty, [redacted] said that he believed the total inadequacy of the original funding ceiling [redacted] had cast a shadow on all discussions thereafter, making every design and technical issue automatically a cost concern. He hopes that we can rebuild mutual trust and expressed concern about what an audit would do to [redacted] team morale and to the project scheduling.

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7. I told him that despite the danger of temporary disruption, the government needs to know exactly where we are on the project and that we would proceed with the audit. We agreed to try and conduct the audit with a minimum of interference with the project development. I made a copy of my instruction memorandum to [redacted] Chief of the Audit Team, available to him.

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8. Several issues about outstanding requirements and some recent proposed changes were discussed and are under investigation.

9. We will have the members of the Audit Team identified before the end of the day and [redacted] will meet with the members next Monday to begin the audit.

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[redacted]

Harry E. Fitzwater

cc: ExDir
ADDI
D/ODP

D/ODP [redacted]
Rewritten: DDA:HEFitzwater:kmg (26 Feb 82)

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