

TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	Purpose.....	1
1.2	Intended Audience	1
1.3	Navigating the Document	1
1.4	About the Icons	2
2	WHY USE SYSTEMS ENGINEERING?.....	3
2.1	Value of Systems Engineering.....	3
2.2	US DOT Policy	4
3	WHAT IS SYSTEMS ENGINEERING?	5
3.1	A Few Definitions.....	5
3.2	Key Principles.....	6
3.3	The “V” Systems Engineering Model.....	10
4	ITS TECHNICAL PROCESSES	13
4.1	Using the Regional ITS Architecture.....	15
4.2	Feasibility Study/Concept Exploration	20
4.3	Concept of Operations	26
4.4	System Requirements.....	33
4.5	System Design	43
4.6	Software/Hardware Development and Testing	54
4.7	Integration and Verification	59
4.8	Initial Deployment	65
4.9	System Validation.....	70
4.10	Operations and Maintenance.....	75
4.11	Retirement/Replacement.....	80
5	ITS PROJECT MANAGEMENT PROCESSES.....	82
5.1	Project Planning	82
5.2	Project Monitoring and Control	84
5.3	Risk Management	87
5.4	Configuration Management	90
6	APPLYING SYSTEMS ENGINEERING.....	93
6.1	The Traditional Project Life Cycle and Systems Engineering	93
6.2	Applying Systems Engineering in Your Project	96
6.3	Applying Systems Engineering in Your Organization.....	104
7	RESOURCES.....	108
7.1	ITS-Specific Publications	108
7.2	General Systems Engineering References	108
7.3	Selected Systems Engineering Standards.....	109
7.4	Systems Engineering Training	109

LIST OF FIGURES

Figure 1: Systems Engineering Improves Project Cost Performance.....	3
Figure 2: FHWA/FTA Systems Engineering Analysis Requirements	4
Figure 3: Examples of Systems Engineering Analysis Requirements Checklist	4
Figure 4: Cone of Uncertainty	6
Figure 5: Late Changes Drive Project Costs	7
Figure 6: Standish Group: 2004 CHAOS Report Project Success Rate	8
Figure 7: Systems Engineering “V” Diagram	11
Figure 8: Regional ITS Architecture Framework for Integration.....	16
Figure 9: Example: MaineDOT DMS Project Architecture Subset	19
Figure 10: Concept Exploration Uses Basic Trade Study Techniques.....	21
Figure 11: Example of High-Level Economic Comparison of Alternatives	25
Figure 12: Concept of Operations (Adapted from ANSI/AIAA-G-043-1992)	27
Figure 13: Industry-Standard Outlines for Concept of Operations	29
Figure 14: Example of System Overview Graphic (from <i>Communicating with the Public</i>	31
Figure 15: Operational Scenario Description	32
Figure 16: Requirements Engineering Activities	34
Figure 17: Example of Hierarchy of High-Level and Detailed Requirements	37
Figure 18: System Design is the Bridge from Requirements to Implementation.....	44
Figure 19: High-Level Design Activities	45
Figure 20: Electronic Toll Collection Subsystems and Components (Excerpt)	46
Figure 21: Detailed Design Activities	48
Figure 22: Architectural Design within a System Component.....	48
Figure 23: High-Level Design May Include Several Views	50
Figure 24: Metro Transit MyBus System Architecture	51
Figure 25: User Interface Prototype Example: ODOT TripCheck Wireframe Diagram.....	52
Figure 26: Monitoring Software/Hardware Development.....	55
Figure 27: Iterative Integration and Verification.....	60
Figure 28: Transition from Development Team to Operations and Maintenance Team.....	66
Figure 29: I-680 Smart Lane Project Deployment Activities Overview	69
Figure 30: Validation Occurs Throughout the Systems Engineering Process.....	71
Figure 31: ORANGES Evaluation – Cumulative Transponders Issued.....	74
Figure 32: Changes/Upgrades Performed Using Systems Engineering	76
Figure 33: Kentucky ITS M&O Plan Best Practices	78
Figure 34: CHART II O&M Procedures	79
Figure 35: Project Management Activities Cut Across All Steps of the “V”	82
Figure 36: The Traditional Transportation Project Development Process	93
Figure 37: Systems Engineering as an Extension of the Traditional Project Life Cycle.....	95
Figure 38: Tailoring Process Based on Risk	100
Figure 39: Quality Leverage Points.....	104
Figure 40: CMMI Maturity Levels.....	106

LIST OF TABLES

Table 1: Technical Documentation in the “V” Systems Engineering Process	14
Table 2: MaineDOT DMS Project Functional Requirements (Partial List)	19
Table 3: Comparison of Alternatives – Supported Traffic Volumes for 2025	24
Table 4: Example of Alternatives Benefit Estimation	25
Table 5: Roles and Responsibilities (Excerpt from CATMS Concept of Operations)	30
Table 6: The “Five Whys” Technique in Action	36
Table 7: Validating Quality Attributes of Good Requirements	38
Table 8: ODOT TripCheck User Requirements (Excerpt)	41
Table 9: CHART II System Requirements (Excerpt)	42
Table 10: Sample Traceability Matrix	42
Table 11: CHART II Software Subsystems (Excerpt)	51
Table 12: Detailed Software Design Example: ODOT TripCheck Software Class Definition	53
Table 13: Verification Procedure Example: ODOT TripCheck Functional Test Plan (Excerpt) ..	63
Table 14: CHART II Integration Test Plan (Excerpt)	64
Table 15: ODOT TripCheck 2.0 System Test Results (Excerpt)	64
Table 16: ORANGES Evaluation Goals and Performance Measures	74
Table 17: Metro Transit AVL System Upgrade	79
Table 18: Example Performance Measures	85
Table 19: Risk Prioritization Matrix	89
Table 20: Procurement Approaches for ITS Projects	96
Table 21: Development Strategy Comparison	99
Table 22: Development Strategy Opportunities and Risks	99
Table 23: Tailoring the Process Based on Project Risk	102
Table 24: Systems Engineering Application Examples	103