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A Systems Engineering Approach to Architecture Development

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Discussion Objectives

- ***Using a simple extension of basic systems engineering (SE) practices***
 - 1) *Describe what a mission area architecture (MAA) is and show how it integrates into a Notional Civil Space (NCS) Architecture Framework*
 - 2) *Describe an effective approach for developing an MAA*
- ***Note: The NCS Architecture is notional and is for illustration & context only – no such architecture has been defined***
 - *But, for this discussion imagine there is an NCS architecture*

Architecture Studies - Beginning Thoughts

- **Conducted prior to Pre-Phase A of project life cycle**
 - Scope broader & shallower than scope for concept design studies in Pre-Phase A
- **Can be conducted at mission area or mission level**
 - **MAA Studies Address:**
 - ❑ Best-value mix of MAA assets that works collectively in specific scenarios & time frames to accomplish mission area objectives
 - ❑ Inform planners on recommended capabilities & investment profile across mission area
 - **Mission Architecture Studies Address:**
 - ❑ Approaches to meet objectives for single mission
 - ❑ Done when little is known of mission & significantly different approaches exist
 - e.g., 1st time expedition to study moon of Saturn
 - ❑ Scope narrower & deeper than MAA
 - ❑ Inform planners on most cost effective approach for mission



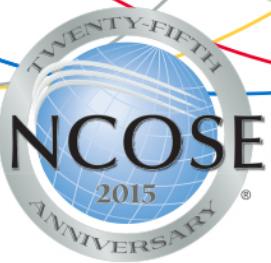
Architecture Development Precedes Concept Design in Project Life Cycle (Fig. 1)



A horizontal timeline for the Project Life Cycle, spanning from Pre-Phase A to Phase F. A vertical line on the left represents "Architecture Development", which begins before Pre-Phase A and continues through Phase E. An arrow points from the "Architecture Development" line to the timeline.

| Project Life Cycle | | | | | | |
|--------------------------|-----------------|----------------------------------|--|----------------------------|--|--------------------------|
| Pre-Phase A | Phase A | Phase B | Phase C | Phase D | Phase E | Phase F |
| Architecture Development | Concept Studies | Concept & Technology Development | Preliminary Design & Technology Completion | Final Design & Fabrication | System Assembly, Integration & Test, Launch & Checkout | Operations & Sustainment |

*Adapted from NASA Project Life Cycle
NASA Procedural Requirements (NPR) 7120.5E*



Architecture Frameworks

- **Many architecture frameworks reported developed or in use**
 - A survey of over 60 frameworks is at iso-architecture.org (see ref. (a)), including those for:
 - Enterprise, defense, information, software, automotive, business, security, etc.
 - Varying scope & taxonomies



Objective 1

- ***Describe what an MAA is and show how it integrates into the NCS architecture framework***



Beginning Definitions

- ***Before getting started, just what is an “architecture”?***
 - *Design?*
 - *Building codes?*
 - *Behaviors?*



Beginning Definitions (Cont'd)

- **New Webster Dictionary (1975) defines “Architecture” as:**
 - 1) *the art or science of building; specif. the art or practice of designing and building structures and esp. habitable ones*
 - 2) *formation or construction as, or as if, the result of conscious act*
 - 3) *architectural product or work*
 - 4) *a method or style of building*
- **New Webster Dictionary (1975) defines “Architect” (from Latin “architectus”, from Greek: “architekton” or master builder) as:**
 - 1) *one who designs buildings & superintends their construction*
 - 2) *one who plans and achieves a difficult objective (e.g., a military victory)*



What is the “NCS Architecture”?

- ***From these definitions, it's clear architecting involves some level of design, but***
 - *What level of design, and is design all there is to it?*
 - *What does an architecture look like, and what does it do?*
- ***To answer these questions for the NCS Architecture, we'll need a common view of:***
 - *Core elements & constituent MAAs of NCS architecture*



Core Elements of an NCS Architecture

- 1) *The set of **functional capabilities** that characterizes actual or forecast capabilities of NCS physical assets & human command & control (C2) entities*
 - *Includes “what” capability will be delivered along with measures of performance (MOPs), e.g.,*
 - *Quality, quantity, timeliness, interoperability, & robustness (QQTIR)*
(Note: this is a minimum set of metrics)
- 2) *The set of NCS **physical assets** (hardware/software) that is, (or is forecast to be) available along with their interconnectivities*
 - *Shows “how” architecture functional capabilities will be delivered*
- 3) *The set of NCS **human C2** operator / decision maker **entities** available along with their interconnectivities*
 - *Note: Automated C2 assets are considered part of physical assets*



Core Elements of an NCS Architecture (Cont'd)

- 4) *The concept of operations (**CONOPS**) that identifies how NCS physical assets & human C2 entities will be employed in time sequence to meet a defined mission*
 - *Used to evaluate effectiveness, etc., as function of environment & scenario*
- 5) *The set of **constraints**, i.e., rules / policies & standards / protocols, that constrain use of NCS assets & human C2 entities*

- *Each element above pertains to specific period in time, or “epoch”*



NCS Architecture Framework Example

- **Framework is established by functional decomposition**
 - Standard systems engineering (SE) technique
- **Enables means to identify**
 - Vertical flowdown of guidance
 - Horizontal interfaces within & among architectures



NCS Architecture Framework Example

Space Access Mission Area Highlighted (Fig. 2)

Tier

Epoch = 20xx

Use

0

Notional Civil Space Architecture

Functional

1

Space Access

SATCOM

Environmental Monitoring

Space Science

Other

Functional

2

Spacelift/ Payload Transportation

Range / Launch Base

On-Orbit Servicing / Utilities

Functional

3

Deliver

Deploy

Retrieve

Return

Functional

4

Quality

Quantity

Timeliness

Interoperability

Robustness

Performance

5

Fig. 3 Illustrates Allocation of MOPs to Physical Assets

Physical

Functional Decomposition Example

Space Access Mission Area (Epoch = 20xx)

- **Tier 0:** NCS architecture functions applicable to all mission areas
 - *Tier 0 represents Enterprise Level*
- **Tier 1:** Allocates Tier 0 functions to mission areas, e.g., provide **Space Access**
- **Tier 2:** Allocates Tier 1 functions to sub-mission area functions (e.g., provide **Spacelift / Payload Transportation**, etc.)
- **Tier 3:** Allocates Tier 2 functions to more detailed functions (e.g., **deliver, deploy, retrieve, return**, etc.)
- **Tier 4:** Allocates Tier 3 functions to metrics (**QQTIR**) & **MOPs**, e.g., for “**deliver**” function
 - *Example quantity metric = x payloads of y,000 kg to z,000 km circular orbit at i° inclination*
 - *Example MOP = 2 payloads of 2,000 kg to 400 km circular orbit at 51.6° inclination (adds specific values)*
- **Tier 5:** Allocates Tier 4 to physical assets & human C2 entities

Note: Number of tiers can vary among mission areas

Role of Higher Tier Guidance

- **Tier 0: Provides guidance for all mission areas, e.g.,**
 - *Environmental policy (e.g., power / fuel sources, orbital debris, planetary protection, etc.)*
 - *Interoperability standards*
 - *Criticality categories which drive level of robustness (or fault tolerance needed); might pertain to assuring:*
 - *1) Human survival*
 - *2) Specific mission operational capabilities*
 - *3) Specific technology capabilities*
- **Tier 1: Adds guidance unique to each Tier 1 mission area**
- **Note:**
 - *A fault means loss of capability for any reason (component failure, hostile action, etc.)*
 - *Severity of potential fault can depend on severity of threat*



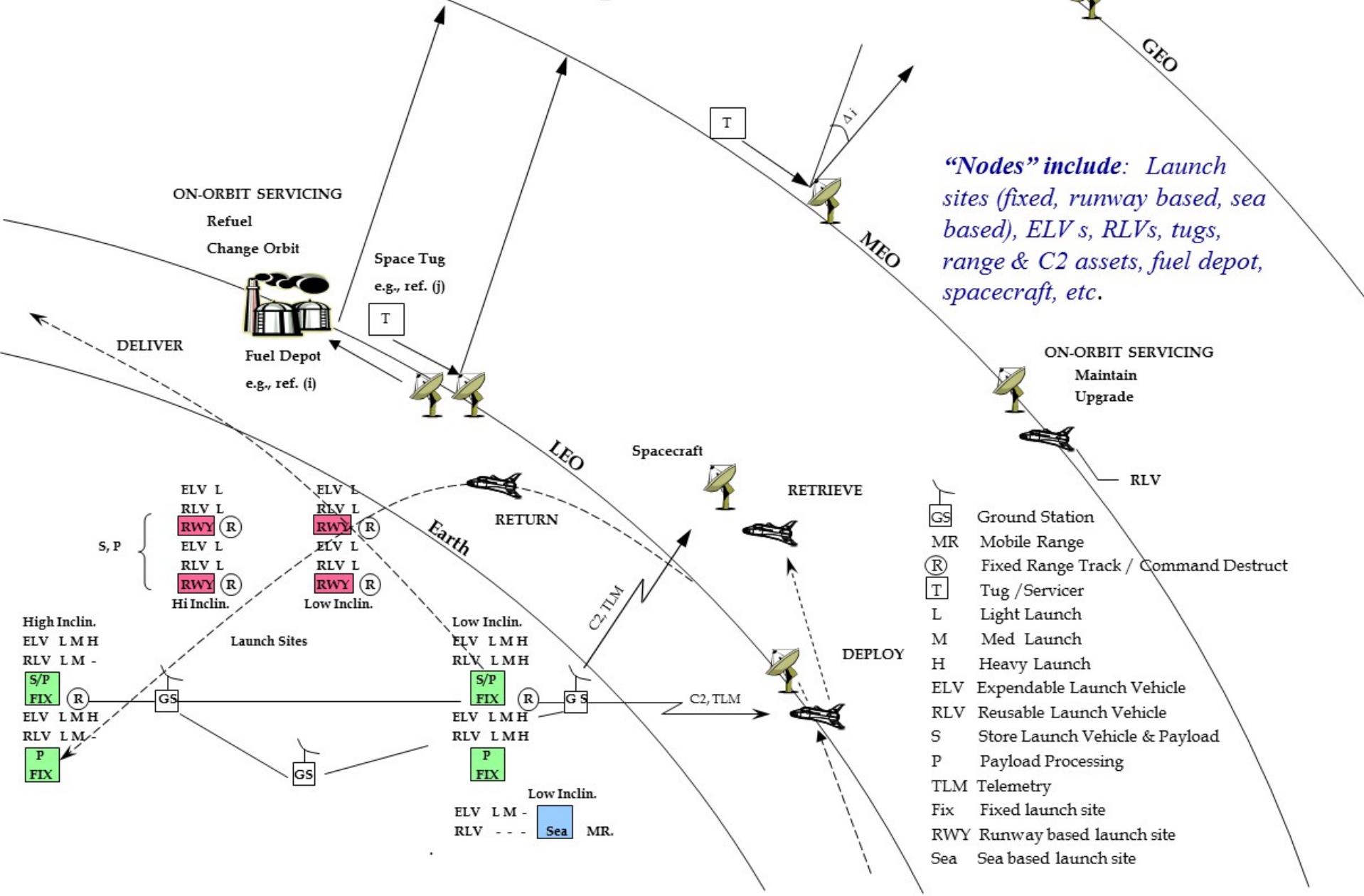
Functional Decomposition Table Example

Space Access Mission Area (Epoch = 20xx) (Table 1)

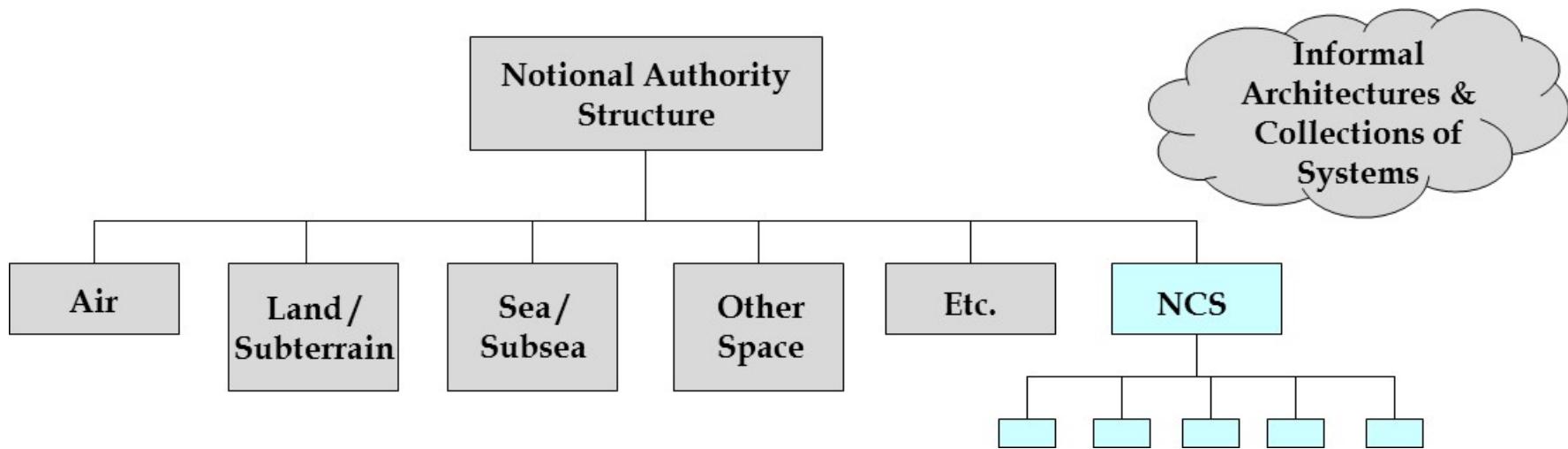
| Tier 0 | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
|------------------------------|---------------------------------------|---|--|------------------------------|
| 1.0 Provide NCS capabilities | 1.1 Provide Space Access capabilities | 1.1.1 Provide Spacelift / Payload Transportation capabilities | 1.1.1.1 Provide capability to deliver payload(s) to orbit | 1.1.1.1.1 Quality |
| | | | | 1.1.1.1.2 Quantity |
| | | | | 1.1.1.1.3 Timeliness |
| | | | | 1.1.1.1.4 Interoperability |
| | | | | 1.1.1.1.5 Robustness |
| | | | 1.1.1.2 Provide capability to deploy payload(s) on orbit | 1.1.1.2.1 Quality |
| | | | | 1.1.1.2.2 Quantity |
| | | | | 1.1.1.2.3 Timeliness |
| | | | | 1.1.1.2.4 Interoperability |
| | | | | 1.1.1.2.5 Robustness |
| | | | 1.1.1.3 Provide capability to retrieve payload(s) on orbit | Continue as done for 1.1.1.1 |
| | | | 1.1.1.4 Provide capability to return payload(s) from orbit | Continue as done for 1.1.1.1 |
| | | 1.1.2 Provide Range / Launch Base capabilities | Continue as done for 1.1.1 | Continue as done for 1.1.1.1 |
| | | 1.1.3 Provide On-Orbit Servicing / Utilities capabilities | Continue as done for 1.1.1 | Continue as done for 1.1.1.1 |

Physical View for Space Access MAA Assets (Fig. 3)

Epoch = 20xx



NCS Architecture May be Influenced by Other Notional Architectures (Fig. 4)



- NCS architecture *may be part of larger notional collection of architectures that crosses domains & stakeholders*
- *Integration with adjacent architectures may impose additional constraints*



Example Level of “Design” Work in MAA Development

- *MAA technical analysis typically limited to 1st principles*
- *For space access MAA with tugs that maneuver spacecraft, architecture development team (ADT) might size tugs at rocket equation (ref. k) level*
 - *Tug mass might scale to 1st order via rocket equation & other relationships, e.g., dry mass to propellant mass ratio, etc.*
- *No detailed tug subsystem design conducted*



Measures Of Effectiveness (MOEs)

- **MOEs - typically address effectiveness at architecture level & differ from MOPs, e.g.,**
 - *MOP might pertain to sizing nodes for spacelift, range, & on-orbit servicing functions*
 - *MOE might pertain to how well these nodes combine to meet an operational scenario at MAA level*
- **MOEs typically need to be decomposed into measurable terms in order to be useable by ADT**
 - *Need early & continued customer / user engagement to develop & refine*



Architecture Scenarios & Environments



- **Scenarios**
 - *Include driving operational cases at architecture level*
- **Environments typically are assumed conditions in which architecture will be developed & / or operated, e.g.,**
 - *Stable / cooperative vs. unstable / uncooperative governments*
 - *Stable vs. unstable budgets*
 - *Contested vs. uncontested space operations*
 - *Orbital debris / space weather, etc.*
- **Key enabler for NCS architecture level effectiveness analysis**
 - *Consistent scenarios & environments at MAA & NCS levels for given epoch*

Mission Area CONOPS Development & Use INCOSE

- ***Each MAA has at least one CONOPS that applies to a particular scenario, environment, & epoch***
 - *Used to evaluate MAA effectiveness*
- ***CONOPS is specific to architecture design***
 - *i.e., scenario is met differently by CONOPS using RLVs & on-orbit servicing than by a CONOPS using only ELVs*
 - *RLV = Reusable launch vehicle*
 - *ELV = Expendable launch vehicle*



Some Uses for NCS Architecture Framework

- **Provides for structured flowdown of policy & guidance into MAAs**
 - Establishes common lexicon for functions, metrics, & products
 - Provides coherent context & relationships among architecture elements
 - Enables horizontal & cross organizational integration within / among MAAs
- **Allows synthesis of Tier 0 (enterprise) architecture from constituent MAAs for given epoch**
 - Facilitates identifying Tier 0 CONOPS & evaluating Tier 0 architecture effectiveness
- **Exposes gaps / overlaps indicating need for follow-on MAA studies**
- **Highlights whether studies are for:**
 - a) One mission area across all QQTIR metrics
 - b) All mission areas for only one metric, e.g., timeliness



Objective 2

- ***Describe an effective approach for developing an MAA***

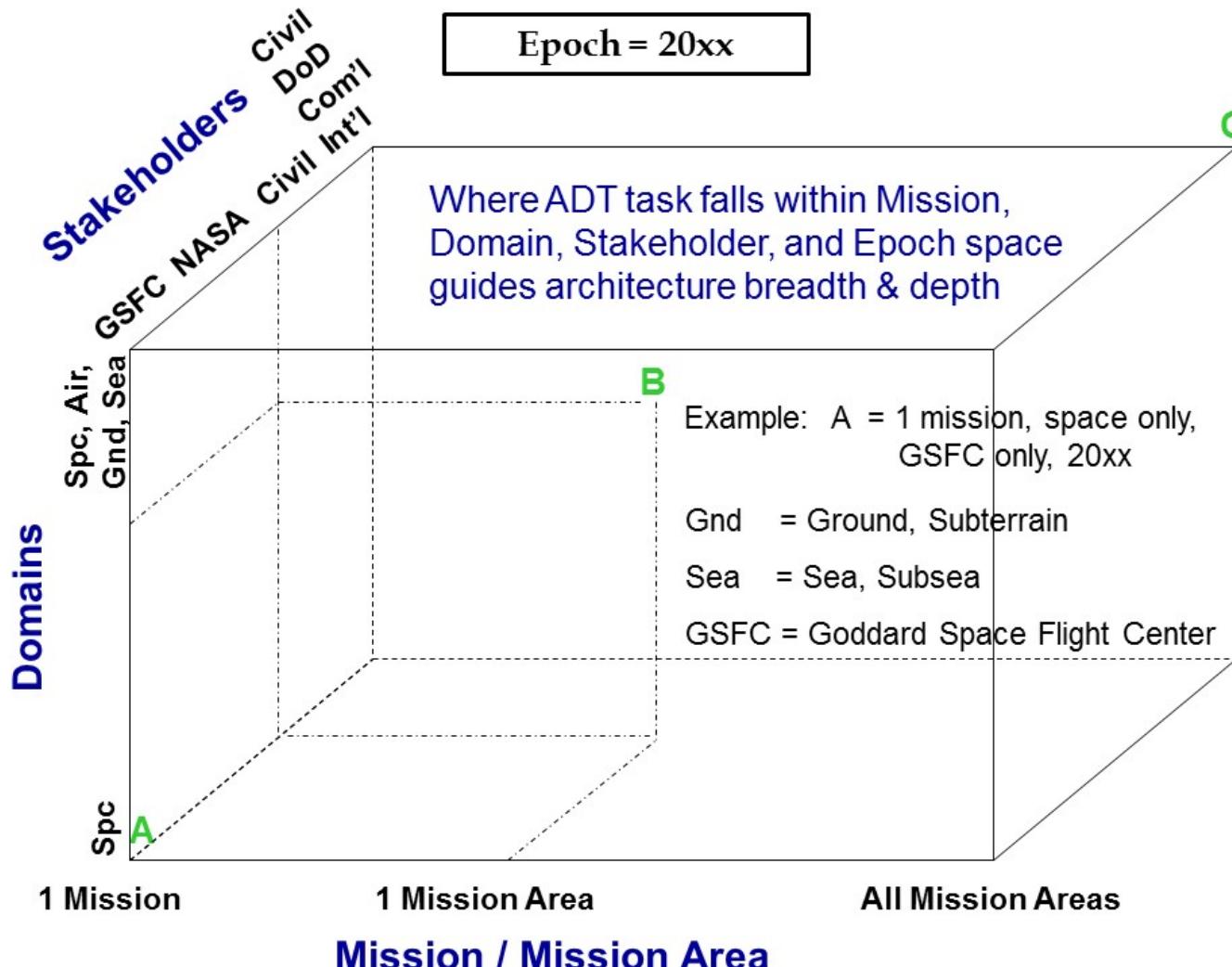
Terms of Reference (TOR)

- **TOR identifies**
 - *Who, what, where, why, when of study process & products*
 - *Incl. resources, participants, roles & responsibilities*
- **TOR typically will include**
 - *Problem background (incl. relationship to relevant past studies)*
 - *Problem statement: Concise & clear*
 - *Study scope & product depth, i.e.,*
 - *Functional boundaries (e.g., include spacelift, exclude on-orbit servicing)*
 - *Stakeholders*
 - *Domains*
 - *Epoch*
 - *Mission area guidance (e.g., relevant policy directives, etc.)*
 - *Guidance for establishing MOEs*
 - *Definitions for key unique terms*

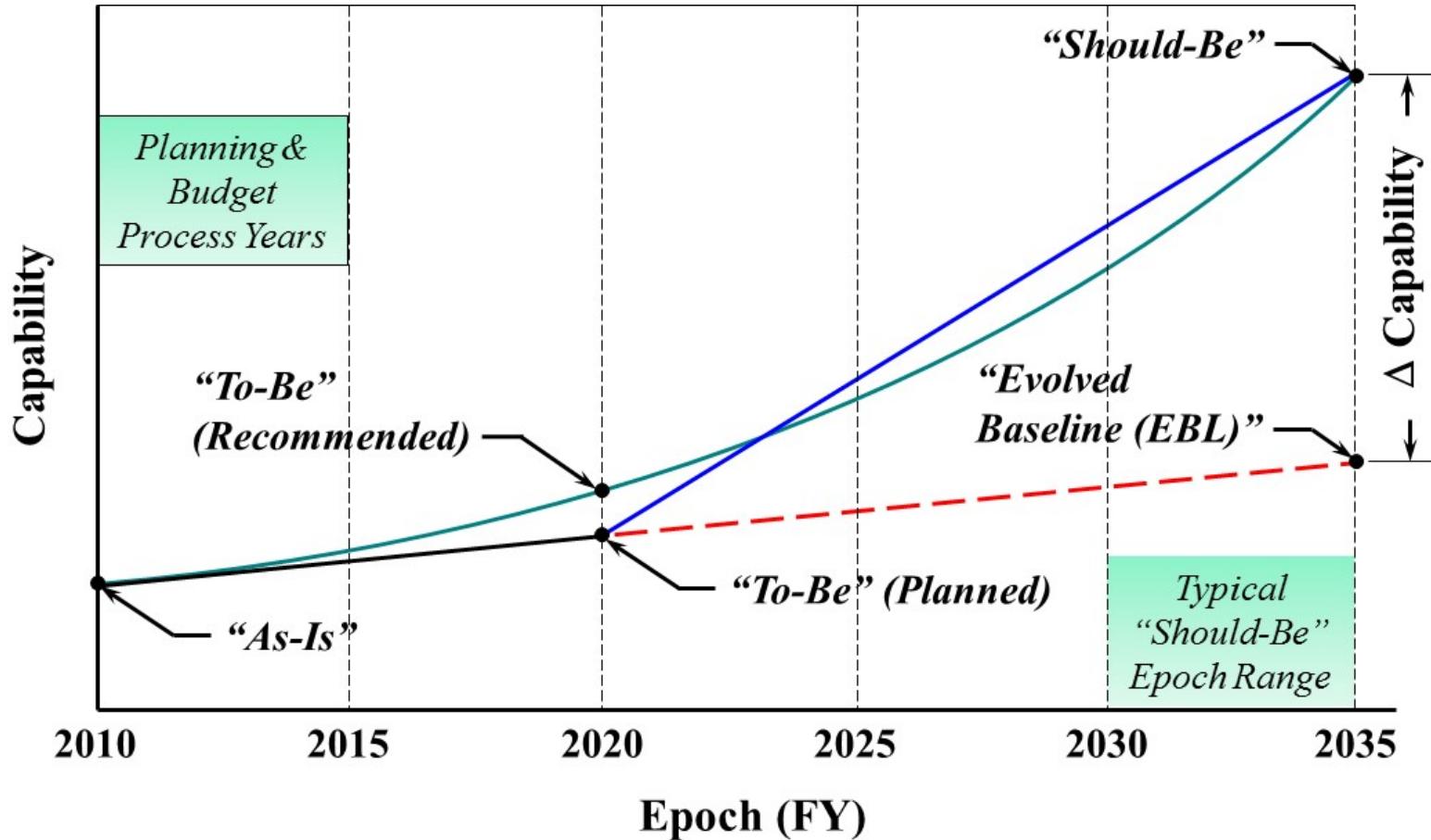
Terms of Reference (TOR) (Cont'd)

- **Assumptions, Constraints, Groundrules**
 - ❑ System (x) from stakeholder (y) is out of scope
 - ❑ Use data from source (z) as principal input
 - ❑ Scenarios & environments
 - ❑ Technology readiness date
 - ❑ Policy, Cost
- **Guidance on how to select recommended architecture**
 - ❑ e.g., single, best value architecture within cost constraint, etc.
- **TORs are deceptively difficult, but worth time to develop well**
 - **Weak TOR can delay product delivery**
 - ❑ Can leave ADT to define purpose, scope, depth, epoch, products while designing MAA
 - ❑ ADT view may not match customer view

Scope & Depth Considerations for TOR (Fig. 5)



“As-Is”, “To-Be”, “Should-Be”, & “Evolved Baseline” MAAs* (Fig. 6)



* Adapted from model used by ref. (1)



Conducting Effective Architecture Studies

- **Lets now look at one way to effectively conduct an MAA study**
 - A generic, iterative “design cycle” process
- **Important Note:**
 - MAA studies can be conducted more than one way



Introduction to Design Cycle Process for Architecture Studies

- **Design cycle process is structured, iterative approach**
 - Based on standard SE technique for conducting requirements development, design, & analysis
 - Brings products to common, coherent reference point in each cycle
 - Maintains synchronization of assumptions, trades & analyses
 - Accelerates start of architecture design
 - Provides discrete opportunities for stakeholder / management review
 - Facilitates systems level integration
 - Improves final report & reduces work required to produce it
- **Other process models (e.g., waterfall, ad-hoc iterative, etc.), less effective for studies with high uncertainty**
 - Waterfall (i.e., linear, unidirectional) processes more effective for tasks that are well understood
 - Ad-hoc iterative processes difficult to keep synchronized



Introduction to Design Cycle Process for Architecture Studies (Cont'd)

- **First time MAA developments are inherently exploratory & uncertain**
 - Teams learn at high rate
 - Unknown-unknowns often emerge as byproduct of design work
 - Can't be planned for in advance
- **Can't plan all study details at outset**
 - Outline general plan (incl. major activities & milestones) early
 - Develop schedule template for each design cycle
 - Allows cycles to be moved & tailored, to minor extent, within general plan
- **Starting design work early accelerates learning**
 - Surfaces unknown-unknowns early
 - Allows adjustments when there is still time to resolve



Design Cycle Approach Overview

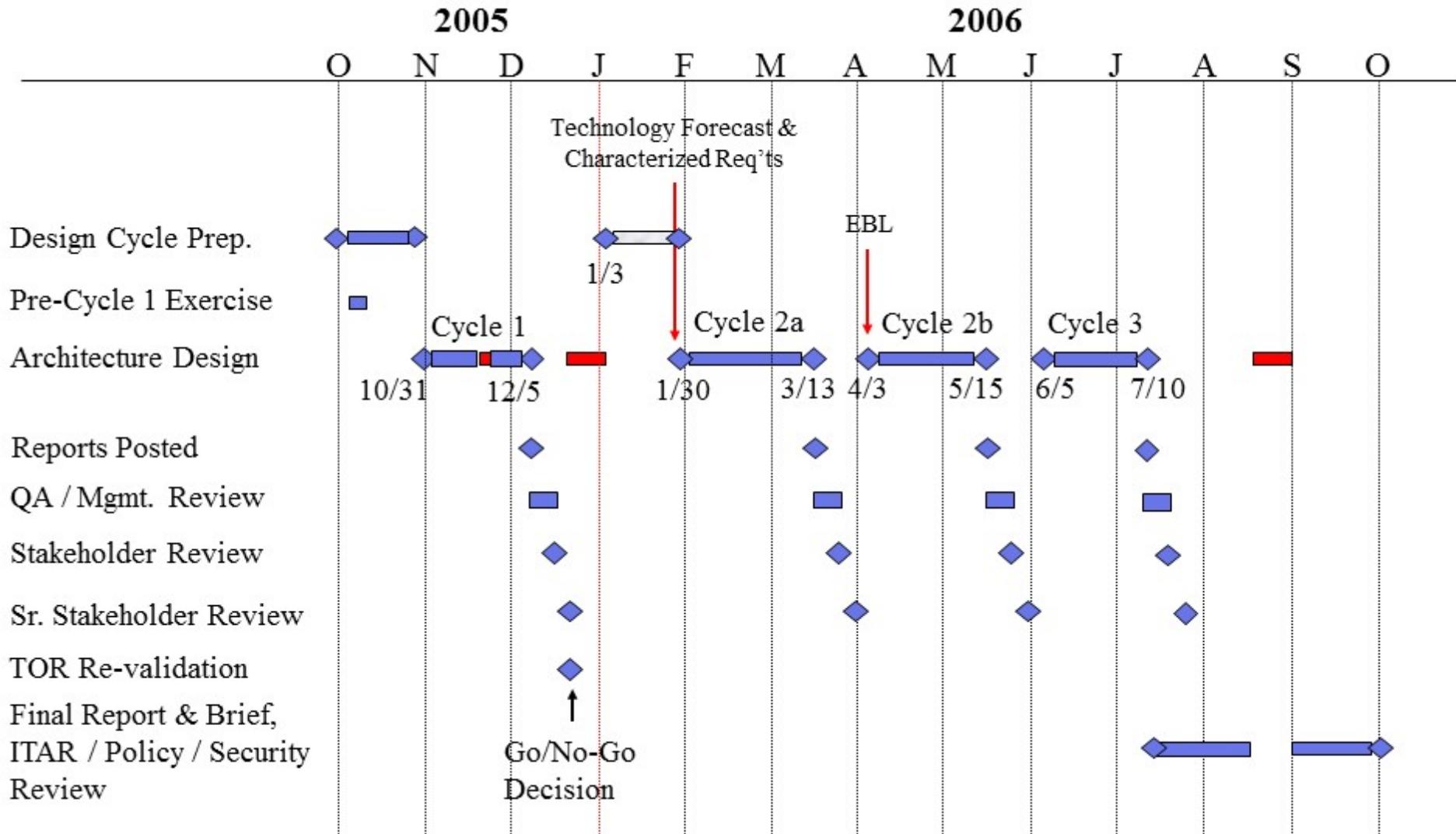
Conducted in 3 Cycles

- **Cycle 1: Pathfinder; learn & assess readiness for design**
 - a) “requirements” characterized in form usable for analysis
 - b) metrics compatible with modeling tools
 - c) modeling tools can analyze design to provide desired product set
 - d) desired product set suffices to answer problem statement in TOR
 - Analyze a few architectures that span solution space
 - Surrogates can be used for “requirements”, technology forecast
- **Cycles 2a & 2b:**
 - Conduct comprehensive investigations for broad range of candidate architectures
 - Determine most promising architectures across trade space
- **Cycle 3:**
 - Refine designs & analyses on most promising representative architectures of solution space
 - Recommend single architecture based on criteria in TOR



12-Month MAA Study Design Cycle Template

CY 2005/2006 Example with Pre-Design Products Available (Fig. 7)



Pre-Design Products

Draft Products Developed before Cycle 1

- **Pre-Design Products Accelerate Cycle 1 start**
 - Functional decomposition through performance metrics
 - Generic scalable physical nodes
 - Prepare for modeling use, incl. governing equations / relationships
 - Generic “threads” (see next chart)
 - Types of modeling tools available to analyze nodes
 - Technology forecast (to degree readily available in roadmaps, etc.)
 - MOEs previously used or identified for mission area
 - Summary of known mission area guidance & relevant studies
- **Pre-design products may also include**
 - Data collection templates that support development of technology forecast and “as-is”, “to-be” (planned), & EBL architectures



Architecture Trade Case Matrix

Space Access Example

- **Analyses of individual nodes combine to determine performance / effectiveness of “threads”**
 - *Threads contain all nodes needed to deliver an end-to-end service, e.g.,*
 - *Deliver payload to orbit includes nodes for: launch base, ground station, range, launch vehicle, human C2 entities*
- **Analyses of individual “threads” combine to determine performance / effectiveness of MAA**
 - *ADTs assign combinations of threads to a range of candidate MAAs*
- **Functional decomposition for final MAA solution transferred into NCS functional decomposition table**
 - *Formats similar*



Architecture Trade Case Matrix

Leverages Functional Decomposition Table Format (Table 2)

Space Access Example, Epoch = 20xx

| Architecture Solution (How's) => | 1a | 1b | 1c | 2a | 2b | 2c | 3a | 3b | 3c | 4a | 4b | 4c | 5a | 5b | 5c | 6a | 6b | 6c | |
|---|---------|----|----|---------------|----|----|----------------|----|----|----|----|----|---|----|----|--|----|----|--|
| Functions / MOPs (What's) | | | | | | | | | | | | | | | | | | | |
| Provide Space Access Capabilities | All ELV | | | Mix ELV / RLV | | | All RLV w/Tugs | | | | | | | | | | | | |
| Provide Spacelift / Payload Transportation Capabilities | | | | | | | | | | | | | | | | | | | |
| - Deliver | | | | | | | | | | | | | | | | | | | |
| - Quality | | | | | | | | | | | | | | | | Each "architecture" is a composite of several "threads" designed to meet MOPs | | | |
| - Quantity | | | | | | | | | | | | | | | | Architecture #1 represents an all ELV solution where threads 1a, 1b, & 1c might include light, medium, & heavy ELVs, respectively. | | | |
| - Timeliness | | | | | | | | | | | | | | | | Architecture #3 represents an all RLV solution with tugs, where threads 3a, 3b, & 3c might include light RLVs, medium RLVs, & medium tugs, respectively. | | | |
| - Interoperability | | | | | | | | | | | | | | | | | | | |
| - Robustness | | | | | | | | | | | | | | | | | | | |
| - Deploy (QQTIR as above) | | | | | | | | | | | | | | | | | | | |
| - Retrieve (QQTIR as above) | | | | | | | | | | | | | | | | | | | |
| - Return (QQTIR as above) | | | | | | | | | | | | | | | | | | | |
| Provide Range / Launch Base Capabilities | | | | | | | | | | | | | Expand as done for Spacelift / Payload Transportation | | | | | | |
| Provide On-Orbit Servicing / Utilities Capabilities | | | | | | | | | | | | | Expand as done for Spacelift / Payload Transportation | | | | | | |



Typical Design Cycle Products (Table 3) (1 of 2)

| Product | Cycles |
|--|--------------|
| User Needs / "Requirements" Classes & Bounding Cases | *, 2a, 2b, 3 |
| Scenarios | 1, 2a, 2b, 3 |
| Future Environments / Threat Assessment | 1, 2a, 2b, 3 |
| CONOPS | 1, 2a, 2b, 3 |
| Doctrine / Policy Assessment | 1, 2a, 2b, 3 |
| Functional Decomposition (incl. MOPs / Interface "Req'ts") | 1, 2a, 2b, 3 |
| Tradespace & Trade Case Matrix | 1, 2a, 2b, 3 |
| Architecture Alternative Point Designs | 1, 2a, 2b, 3 |
| "As-Is", "To-Be" (Planned), & EBL Architectures | 2b, 3 |
| Technology Forecast | *, 2a, 2b, 3 |

Note: Shading aggregates products into ADT subteam reports

| | |
|---------------------|----------------|
| 1) Operations: | Green shading |
| 2) Systems: | Blue shading |
| 3) Analysis: | Yellow shading |
| 4) Architecture SE: | Grey shading |

* Surrogates may be used for Cycle 1



Typical Design Cycle Products (Table 3) (2 of 2)

| Product | Cycles |
|--------------------------------|--------------|
| MOEs | 1, 2a, 2b, 3 |
| Performance / Utility Analyses | 1, 2a, 2b, 3 |
| Vulnerability Assessment | 1, 2a, 2b, 3 |
| Work Breakdown Structure | 1, 2a, 2b, 3 |
| Cost Analysis | 1, 2a, 2b, 3 |
| Risk Assessment | 1, 2a, 2b, 3 |
| Subteam Technical Reports | 1, 2a, 2b, 3 |
| Systems Engineer Report | 1, 2a, 2b, 3 |

Some Additional Recommended Practices for MAA Development

- Set “Should-Be” epoch far enough out for candid discussion
 - 25 years: Allows candid discussion of future architecture
 - 15 years: Discussion highly constrained by current budget
- Keep Cycle 1 short, but apply concerted effort
 - Avoid pressure to use results from Cycle 1 for budget inputs
- Don’t retrofit architectures from prior cycles
 - Just apply what’s been learned to future cycles
- Exercise full solution space in Cycles 1, 2a & 2b
- Start writing ADT report in Cycle 1, refine in Cycles 2 & 3
 - Write reports first (documents of record), then translate to briefings
- Remain impartial

Closing Thoughts

- **Approach presented uses simple extension of SE that can help ADTs, their customers, & stakeholders:**
 - Quickly understand core elements of an enterprise architecture when planning for far-term future
 - Visualize how constituent MAAs might get developed & integrated into an enterprise architecture
- **As approach is based on widely understood SE techniques & terminology, it should:**
 - Be readily usable by wide range of teams without need for special training in more complex & abstract methods
 - Have application beyond space architecture development



Questions ?

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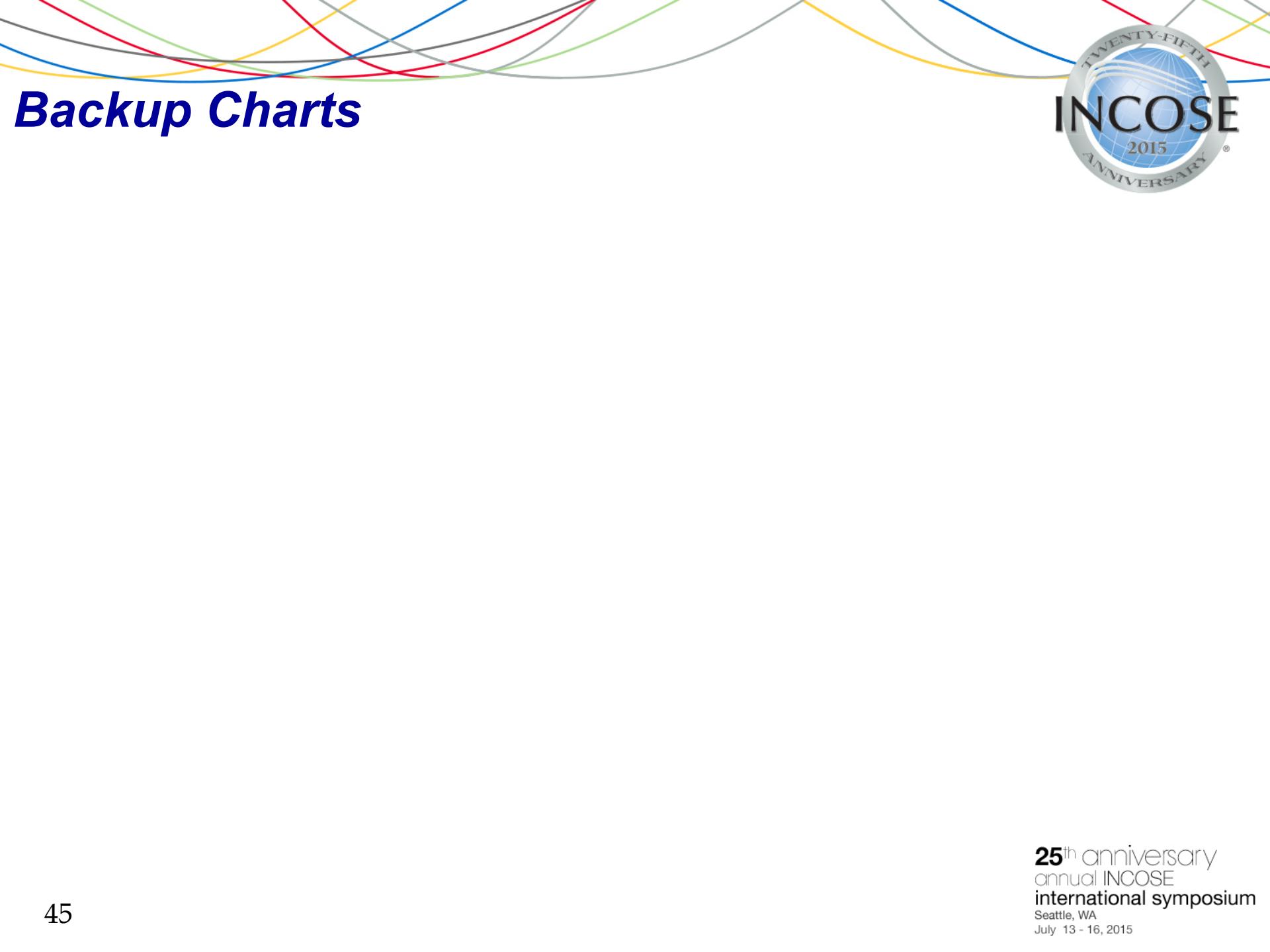


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Backup Charts



Interface Identification

- **Horizontal interfaces (within or among MAAs) can be highlighted on functional decomposition**
 - e.g., transmit data rate / frequency from remote sensing node (Environmental Monitoring MAA) to ground station (SATCOM MAA)
- **Some physical interfaces may need to be standardized**
 - e.g., for some on-orbit servicing nodes
- **Horizontal integration analyses across MAAs validate interfaces are compatible**

Example “Requirements” Trade Space

Space Access Example

