Investigation, Measures and Lessons Learned About the Relationship Between CMMI® Process Capability and Project or Program Performance

SPONSORED BY:
NATIONAL DEFENSE INDUSTRIAL ASSOCIATION SYSTEMS ENGINEERING DIVISION
IN CONJUNCTION WITH:
Software Engineering Institute
Carnegie Mellon

This conference brings together the managers and professionals involved in Acquisition Management, Systems Engineering, Program Management, Software Development, Process Improvement, Six Sigma and related activities for the purpose of advancing the state-of-the-art in process improvement and achieving a higher state of process capability in engineering development in order to reduce cost, schedule and risk, and improve overall quality.

Who Should Attend?
Defense, aerospace and commercial companies, CMMI® Transition Partners, Department of Defense organizations, small companies specializing in software and systems engineering development, tools and processes, acquisition, or services, and other government agencies.

What Will Be Presented?
A wide variety of presentations, including the new CMMI® for Services, integrated process improvement, Lean/Agile and Six Sigma approaches, and evolving approaches and lessons learned involving SCAMPISM appraisal methods. The latest state of the CMMI® V.3 release will be presented and questions answered.
The CMMI® was developed in cooperation with the Department of Defense, Industry and the Software Engineering Institute, and has become the defacto standard for integrated process improvement across multiple disciplines within commercial, Department of Defense and government organizations. Although sponsored by the Department of Defense and NDIA, the CMMI® is used by commercial as well as government and industry organizations, and this conference will address all applications. The purpose of CMMI® is to provide for improvements in cost, schedule and overall performance of projects in engineering, acquisition, and services by eliminating “stovepipe” maturity models and allowing organizations to integrate their process improvement efforts. CMMI® has been shown to reduce costs, to implement internal process improvement, including appraisals (assessments and evaluations) and provide a common baseline and lexicon for process improvement.

LODGING
A block of rooms has been reserved at the Hyatt Regency Denver Tech Center. The government per diem rate is $141 U.S. (*Or the prevailing government per diem at the time of the conference). The industry rate is $167.00 US. In order to ensure the discounted NDIA rate, please make reservations early and ask for the NDIA room block. Rooms will not be held after October 23, 2010 and may also sell out before then. Rates are subject to increase after this date.

*The per diem rate is available only to active duty or civilian government employees. ID will be required upon check-in. Retired military or government civilians do not qualify for the government rate.

**Government Attendees:** Any active U.S. Military attendee with ID and travel order will be tax exempt (subject to state’s regulation of tax exemption). Any U.S. Government employee paying with U.S. Government check or credit card will be tax exempt (with supporting documentation as required by some states). Check with the hotel for specific state and local requirements when booking hotel reservations.

SPECIAL NEEDS
NDIA supports the Americans with Disabilities Act of 1990. Attendees with special needs should call Kelly Seymour at (703) 247-2583 prior to November 5, 2010.

CONFERENCE ATTIRE
Appropriate dress for this conference is business for civilians (coat and tie) and class A uniform or uniform of the day for military.

ANNOUNCEMENT
The National Defense Industrial Association, Systems Engineering Division, in conjunction with the Software Engineering Institute, Carnegie Mellon University, is pleased to announce the 10th Annual CMMI® (Capability Maturity Model Integration) Technology Conference & User Group. This premier conference will be held November 15-18, 2010, at the Hyatt Regency Tech Center in Denver, Colorado.

The purpose of the conference is to exchange ideas, concepts and lessons learned concerning the continuing evolution, adoption and use of the CMMI® and its associated appraisal (assessment and evaluation) methods. This conference brings together CMMI® adopters, users, developers and appraisers, as well as those with general interest in process improvement. It provides a forum for the free exchange of ideas and affords a unique opportunity to meet with the sponsors, developers and stewards of the CMMI®, as well as those offering CMMI® training and implementation assistance. Emphasis will be placed on CMMI® implementation methods and strategies, return on investment and program/project performance benefits.

CONTACTS
Ms. Kelly Seymour, Meeting Planner, kseymour@ndia.org, (703) 247-2583

Conference Chair: Mr. Bob Rassa, Director, Systems Support, Raytheon Company, rcrassa@raytheon.com, (310) 985-4962

Technical Program Chairs: Mr. Rick Barbour, Software Engineering Institute, reb@sei.cmu.edu; Brian Gallagher, Northrop Grumman Corporation, Brian.Gallagher@ngc.com
TUTORIAL REGISTRATION FEES

<table>
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<tr>
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<th>REGULAR (BEFORE 11/05)</th>
<th>LATE (AFTER 11/05)</th>
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<td>INDUSTRY/GOVERNMENT</td>
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TUTORIAL REGISTRATION

Tutorials provide a broad range of informative topics that will enable a better understanding and usage of elements of the CMMI® product suite. This includes understanding the CMMI®-ACQ and CMMI®-SVC as well as practical guidance and experience in applying the CMMI® model. These tutorials also include experience in incorporating supporting techniques such as lean methods and processes, and EVM.

MONDAY, NOVEMBER 15, 2010

DISPLAYS

An area will be available for the setup of company or organization displays to demonstrate unique tools or capability in process improvement, transition partner activities, software and systems engineering tools and related capability. The registration fee of $1,800 includes one individual registration, table, chair and electrical hook-up. Displays will be tabletop or “pop-up” style. Allocated display space will be 10 ft. wide by 6 ft. deep. Pipe and drape will be provided. Although computer systems for demonstration are allowed, minimal hardware should be utilized. No formal decorating company will be involved. Companies must bring their own displays and plan to do their own set-up. Standard draped folding table and chair will be provided for each display space.

Visit www.ndia.org/meetings/1110 to download the Display Registration Form.

CANCELLATIONS received on or before 11/5/10 will receive a refund minus a $75 cancellation fee. No refunds will be given for cancellations after 11/5/10. Substitutions are welcome in lieu of cancellations. Cancellations and substitutions must be made in writing to kseymour@ndia.org.
SUNDAY, NOVEMBER 14, 2010
4:00 pm - 6:00 pm Registration Open
Located in Mesa Verde Foyer, 1st Floor

MONDAY, NOVEMBER 15, 2010
7:00 am - 6:00 pm Registration Open
Located in Mesa Verde Foyer, 1st Floor
7:00 am - 8:00 am Continental Breakfast (Tutorial Attendees Only)
Located in Wind Star Foyer, 1st Floor
8:00 am - 5:00 pm Tutorial Sessions (Tutorial Attendees Only; Additional Cost Required)
9:45 am - 10:15 am Break (Tutorial Attendees Only)
Located in Wind Star Foyer, 1st Floor
11:45 am - 1:00 pm Lunch (Tutorial Attendees Only)
Located in Centennial, 12th Floor
2:45 pm - 3:15 pm Break (Tutorial Attendees Only)
Located in Wind Star Foyer, 1st Floor
5:00 pm - 6:00 pm Reception (Open to ALL ATTENDEES)
Located in Atrium Display Area, 2nd Floor

TUESDAY, NOVEMBER 16, 2010
7:00 am - 6:00 pm Registration Open
Located in Mesa Verde Foyer, 1st Floor
7:00 am - 8:00 am Continental Breakfast
Located in Atrium Display Area, 2nd Floor
8:00 am - 8:15 am Welcome and Opening Remarks
Located in Grand Mesa ABC, 2nd Floor
- Mr. Sam Campagna, Assistant Vice President, Operations, NDIA
- Mr. Bob Rassa, Director, Engineering Programs, Raytheon Company
8:15 am - 9:00 am Keynote
Located in Grand Mesa ABC, 2nd Floor
- Mr. Terence Edwards, Director, System-of-Systems Engineering (SoSE), ASA(ALT)
9:00 am - 10:15 am CMMI® Implementation Strategies for Success Panel
Located in Grand Mesa ABC, 2nd Floor
Moderator: Mr. Bob Rassa, Director, Engineering Programs, Raytheon Company
- Ms. Nancy Fleishcher, Raytheon Company
- Ms. Juliet Davis, The Boeing Company
- Mr. Paul Zavidniak, Northrop Grumman Corporation
- Ms. Bettina Schechter, Lockheed Martin Mission Systems & Sensors (MS2)
10:15 am - 10:30 am Break
Located in Atrium Display Area, 2nd Floor
10:30 am - 11:15 am CMMI® V1.3 Overview
- Mr. Mike Phillips, Software Engineering Institute
11:15 am - 12:10 pm  **BENEFITS OF CMMI®**  
*Located in Grand Mesa ABC, 2nd Floor*  
▷ Mr. Hal Wilson, Director, Engineering, Defense Systems Division, Northrop Grumman  
▷ Mr. Bob Rassa, Director, Engineering Programs, Raytheon Company

12:10 pm - 12:30 pm  **Q&A**

12:30 pm - 1:30 pm  **Lunch**  
*Located in Grand Mesa F, 2nd Floor*

1:30 pm - 3:00 pm  **Concurrent Sessions**

3:00 pm - 3:30 pm  **Break**  
*Located in Atrium Display Area, 2nd Floor*

3:30 pm - 5:00 pm  **Concurrent Sessions**

5:30 pm - 6:30 pm  **Reception**  
*Located in Atrium Display Area, 2nd Floor*

**WEDNESDAY, NOVEMBER 17, 2010**

7:00 am - 4:30 pm  **Registration Open**  
*Located in Mesa Verde Foyer, 1st Floor*

7:00 am - 8:00 am  **Continental Breakfast**  
*Located in Atrium Display Area, 2nd Floor*

8:00 am - 9:30 am  **Concurrent Sessions**

9:30 am - 10:00 am  **Break**  
*Located in Atrium Display Area, 2nd Floor*

10:00 am - 11:30 am  **Concurrent Sessions**

11:30 am - 1:00 pm  **Awards Lunch**  
*Located in Grand Mesa F, 2nd Floor*

1:00 pm - 2:30 pm  **Concurrent Sessions**

2:30 pm - 3:00 pm  **Break**  
*Located in Atrium Display Area, 2nd Floor*

3:00 pm - 4:30 pm  **Concurrent Sessions**

4:30 pm  **Conference adjourns for the day**

**THURSDAY, NOVEMBER 18, 2010**

7:00 am - 11:30 am  **Registration Open**  
*Located in Grand Mesa Foyer, 2nd Floor*

7:00 am - 8:00 am  **Continental Breakfast**  
*Located in Atrium Display Area, 2nd Floor*

8:00 am - 9:30 am  **Concurrent Sessions**

9:30 am - 10:00 am  **Break**  
*Located in Atrium Display Area, 2nd Floor*

10:00 am - 11:30 am  **Concurrent Sessions**

11:30 am - 2:00 pm  **Display Dismantle**

11:30 am  **Conference adjourns**

**Please note that the agenda is subject to change**
<table>
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<tr>
<th>Time</th>
<th>Session A</th>
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<tr>
<td>8:00 am -</td>
<td>1A1 - Tutorial</td>
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<td>9:45 am</td>
<td>10924 - CMMI® V1.3 — What’s New?</td>
<td>10924 - CMMI® V1.3 — What’s New?</td>
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<td>10:15 am -</td>
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<td>Mr. Al Florence, The MITRE Corporation</td>
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**Break in Wind Star Foyer, 1st Floor**

**Additional Cost Required**
### CMMI® and Process Improvement Session Chairs:
Ms. Susan Bassham, U.S. Army

### Practical Guidance Session Chairs:
Mr. Geoff Draper, Harris Corporation, Ms. Diane Mizukami Williams, Northrop Grumman Corporation

### Performance Results Session Chair:
Mr. Dennis Goldenson, Software Engineering Institute, Mr. Ken Weinberg, Raytheon Company

### Appraisals Session Chairs:
Ms. Lorraine Adams, Software Engineering Institute & Mr. Mike Phillips, Software Engineering Institute

### CMMI® V1.3 Session Chair:
Mr. Ken Nidiffer, Software Engineering Institute, Mr. Charles Ryan, Software Engineering Institute

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### 1:30 pm - 2:15 pm

**Track 1**
Chasm Creek

**Track 2**
Wind Star

**Track 3**
Mesa Verde

**Track 4**
Highlands

**Track 5**
Wind River

- **11314 - CMMI® in the Social Media (For the Social Media-Challenged!)
  Mr. Bill Smith, Leading Edge Process Consultants, LLC**

- **10963 - Configuration Management
  Mr. Al Florence, The MITRE Corporation**

- **11307 - Process Performance Models for Hardware Engineers
  Mr. Tom Fosness, Northrop Grumman Corporation**

- **11150 - A Real-Life Example of Appraising and Interpreting CMMI® Services Maturity Level 2
  Mr. Neil Potter, The Process Group**

- **11296 - CMMI® V1.3: The Rest of the Story: Changes at CL/ML 1-3
  Dr. Mike Konrad, Software Engineering Institute**

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### 2:15 pm - 3:00 pm

- **11315 - What Doesn’t Kill You Makes You Stronger: My Process Improvement Lessons Learned
  Mr. Bill Smith, Leading Edge Process Consultants, LLC**

- **10970 - Using CMMI® Effectively in Small Business
  NDIA CMMI® Working Group**

- **11185 - Navigating the Waters of SCAMPI Reappraisal
  Mr. Craig Hale, AVISTA, Inc.**

- **11308 - Effectively Managing Process Compliance
  Mr. Joseph Morin, Integrated System Diagnostics, Inc.**

- **11327 - Questions and Answers with the SCAMPI Upgrade Team
  Mr. Will Hayes, Software Engineering Institute**

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### 3:30 pm - 4:15 pm

- **11318 - NASA’s Use of the CMMI® for Software Engineering Improvement
  Dr. John Kelly, NASA**

- **11340 - Risk Management - How QPM Saved the Day
  Ms. Deepti Sharma, OST**

- **11338 - From Denial to Commitment—Quantitative Chronicles of an Organization's Cultural Change During its Journey Towards Higher Maturity
  Ms. Kinkini Sarkar, OST**

- **11299 - Leaner SCAMPI Preparation
  Mr. Gary Natwick, Harris Corporation**

- **11334 - Scoping Appraisals Using SCAMPI V1.3
  Mr. Will Hayes, Software Engineering Institute**

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### 4:15 pm - 5:00 pm

- **11297 - Applying Theory of Constraints Tools to Focus Lean Development
  Mr. Tim Oltman, The Boeing Company**

- **11158 - Process Alignment—From Acquired to Acquirer
  Ms. Ilene Pinser, Rockwell Collins**

- **10708 - Developing Process Performance Models and Baselines for a Quality Engineering Organization
  Dr. Jeff Ricketts, Raytheon Company**

- **11202 - PIID Strategies in a Changing Environment
  Mr. Sam Fogle, ACE Guides, LLC**

- **11335 - Using SCAMPI with More than One CMMI® Constellation in the Same Appraisal
  Mr. Will Hayes, Software Engineering Institute**
### WEDNESDAY, NOVEMBER 17, 2010

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<th>Time</th>
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<td>8:00 am -</td>
<td>Chasm Creek</td>
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<td>Mesa Verde</td>
<td>Highlands</td>
<td>Wind River</td>
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<tr>
<td>8:45 am</td>
<td>CMMI® and Process Improvement</td>
<td>Practical Guidance</td>
<td>Performance Results</td>
<td>Appraisals</td>
<td>CMMI® V1.3</td>
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<td>Session Chairs: Ms. Susan Bassham, U.S. Army</td>
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<td>Session Chair: Mr. Ken Nidiffer, Software Engineering Institute, Mr. Charles Ryan, Software Engineering Institute</td>
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<td>8:45 am -</td>
<td>11305 - Turning a Super Tanker: Process Improvement Change at NSA</td>
<td>11161 - The Tailoring Dilemma</td>
<td>10778 - High Maturity Heresy—Doing Level 5 before Level 4 without “Data”</td>
<td>11153 - Appraisals and CMMI® Gotchas—Lessons in CMMI® Use and Appraisal Preparations</td>
<td>11364 - CMMI® - DEV V1.3 Pilot—Good, Bad &amp; Ugly</td>
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<td>9:30 am</td>
<td>Mr. Steven Tobin, Dynamics Research Corporation</td>
<td>Mr. Alan Gellis, The Boeing Company</td>
<td>Mr. Tom Lienhard, Raytheon Company</td>
<td>Mr. Neil Potter, The Process Group</td>
<td>Mr. Jackie Lawrence, ISD, Inc.</td>
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<td>10:00 am -</td>
<td>11182 - EPG – Pushing Past the Conflicts</td>
<td>11270 - Vertically Slicing the CMMI®</td>
<td>10791 - Why CMMI® Maturity Level 5?</td>
<td>11192 - Disruptive Appraisals Prohibited</td>
<td>11329 - Tips and Hints for CMMI® V1.3</td>
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<td>10:45 am</td>
<td>Ms. Evelyn Livermore, ARA, Inc.</td>
<td>Mr. David Dickinson, Northrop Grumman Corporation</td>
<td>Mr. Michael Campo, Raytheon Company</td>
<td>Ms. Kelly Lanier, Raytheon Company</td>
<td>Mrs. Mary Beth Chrisiss, Software Engineering Institute</td>
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### Break in Atrium Display Area, 2nd Floor

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<td>11:30 am</td>
<td>11309 - Value Based Product Development</td>
<td>10969 - CMMI® for Executives</td>
<td>10793 - Horizontal Segmentation of Process Performance Model</td>
<td>11265 - In Search of Higher Quality at Lower Costs</td>
<td>10930 - CMMI® Version 1.3 High Maturity Panel—We Thought but Now We Know</td>
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<td>Mr. Phillip Hohn, ITT ES</td>
<td>NDIA CMMI® Working Group</td>
<td>Mr. Michael Campo, Raytheon Company</td>
<td>Mrs. Margaret Corr, General Dynamics</td>
<td>Ms. Mary Lynn Penn, Lockheed Martin Corporation</td>
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<td>10:45 am -</td>
<td>11204 - Managing CMMI® Practice Implementation Across Diverse Distributed Environments in Small Organizations</td>
<td>11284 - Measurement Planning and Data Collection</td>
<td>10968 - CMMI® for Executives</td>
<td>11321 - Use of a Standard Approach—Lessons Learned in Identifying Objective Evidence for the PIID</td>
<td>10986 - Pilot for CMMI®-DEV V1.3 High Maturity Process Areas</td>
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<td>11:30 am</td>
<td>Dr. Mary Anne Herndon, Transdyne Corporation</td>
<td>NDIA CMMI® Working Group</td>
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<td>Ms. Pamela Hudson, Lockheed Martin Corporation</td>
<td>Ms. Dorna Witkowski, Lockheed Martin Corporation</td>
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<td><strong>Practical Guidance</strong>&lt;br&gt;&lt;br&gt;Session Chairs: Mr. Geoff Draper, Harris Corporation, Ms. Diane Mizukami Williams, Northrop Grumman Corporation</td>
<td><strong>Performance Results</strong>&lt;br&gt;&lt;br&gt;Session Chair: Mr. Dennis Goldenson, Software Engineering Institute, Mr. Ken Weinberg, Raytheon Company</td>
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<td>1:00 pm - 1:45 pm</td>
<td>11209 - CMMII® Bottoms - Up Assessment: A Grounded Analysis from the Perspective of Practicing Engineers in Defense Engineering&lt;br&gt;&lt;br&gt;Dr. Bruce Beadell, General Dynamics</td>
<td>11317 - Experience Report On A Method To Predict Software Quality Early in the Software Development Lifecycle and Produce Secure Software&lt;br&gt;&lt;br&gt;Mr. Girish Shashagiri, AIS</td>
<td>10550 - Leveraging Capability Maturity Model Integration for Acquisition (CMII®-ACQ) Processes to Improve Organizational Workforce and System Acquisition Performance&lt;br&gt;&lt;br&gt;Mr. Ahmed Mahdy, Raya Software</td>
<td>10714 - CMII and Micro Focus’ AVP – A Dynamic Duo in Optimizing IT Business Value&lt;br&gt;&lt;br&gt;Mr. Pete DuPre’, MicroFocus</td>
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<td>1:45 pm - 2:30 pm</td>
<td>11339 - Architecture for Enterprise Process Improvement&lt;br&gt;&lt;br&gt;Ms. Joan Weszka, Lockheed Martin Corporation</td>
<td>11331 - A CMMII®-Compliant Project Plan (in Less Than 10 Pages&lt;br&gt;&lt;br&gt;Mr. Faro Lewis, Northrop Grumman Corporation</td>
<td>11293 - Using the SEI Models and Practices to Assure the System Lifecycle Deliverables Quality and Compatibility&lt;br&gt;&lt;br&gt;Mr. Michael West, Natural SPI, Inc.</td>
<td>11211 - The Perils of “Agile, but...”&lt;br&gt;&lt;br&gt;Mrs. Dorothy Acton, Lockheed Martin Corporation</td>
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**Break in Atrium Display Area, 2nd Floor**

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<td>3:00 pm - 3:45 pm</td>
<td>11221 - Improvement by the Numbers&lt;br&gt;&lt;br&gt;Mrs. Debra Perry, Harris Corporation</td>
<td>10723 - Using CMII® to Integrate and Improve the Enterprise&lt;br&gt;&lt;br&gt;Mr. Philip Wah, Jr., The Boeing Company</td>
<td>11372 - Maritime Surveillance Systems: An Acquisition Program Office’s Approach to Continuous Process Improvement&lt;br&gt;&lt;br&gt;Dr. Richard Welch, Northrop Grumman Corporation</td>
<td>11152 - Comparing Scrum And CMII®—How Can They Work Together&lt;br&gt;&lt;br&gt;Mr. Neil Potter, The Process Group</td>
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<td>3:45 pm - 4:30 pm</td>
<td>11147 - Multi-Model Organizational Process Quality Assurance Program&lt;br&gt;&lt;br&gt;Mrs. Kristin Kingland Glowaski, Kingland Systems Corporation</td>
<td>10779 - CMII®—The Way It Should Be&lt;br&gt;&lt;br&gt;Mr. Bradley Bittorf, Raytheon Missile Systems</td>
<td>11328 - Systems Assurance, The Global Supply Chain, and Efforts To Increase Communication Between Acquisition and Development&lt;br&gt;&lt;br&gt;Mr. Kobi Vider, K.V.P Consulting</td>
<td>11166 - Practical Report: CMII® Requirements Development and Management in an Agile Environment&lt;br&gt;&lt;br&gt;Mr. Ahmed Mahdy, Raytheon Corporation</td>
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### Thursday, November 18, 2010

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#### 8:00 am - 8:45 am
- **10987 - Applying CMMI®—SVC to Process Management**
  - Ms. Dorna Witkowski, Lockheed Martin Corporation
- **11285 - Deployment of Measurement and Analysis at a Large Multisite Company**
  - Mr. William Golaz, Lockheed Martin Corporation
- **11292 - The Issue of Performance—Why Do You Need a Maturity Level 5**
  - Mr. Kobi Vider, K.V.P Consulting
- **10942 - How Can I Establish a Process Architecture and Use it Effectively?**
  - Dr. Gary Palosaari, The Boeing Company

#### 8:45 am - 9:30 am
- **11141 - Improving Operational Resilience Processes**
  - Mr. Richard Barbour, Software Engineering Institute
- **11273 - Divide and Conquer—Marshaling the “Masses” to Tackle CMMI®**
  - Mr. Robert Tuthill, Northrop Grumman Corporation
- **11310 - Performance Effects of Measurement and Analysis**
  - Dr. Dennis Goldenson, Software Engineering Institute
- **How MBE can support Requirements Development and Technical Solution**
  - Mr. Frank Salvatore, High Performance Technologies, Inc.

### Break in Atrium Display Area, 2nd Floor

#### 10:00 am - 10:45 am
- **10701 - Making Process Deployment and Monitoring Work**
  - Ms. Susan Byrnes, Natural SPI, Inc.
- **11312 - Implementing High Maturity—A Behavior Based Approach**
  - Mr. William Crowder, Lockheed Martin Corporation
- **11165 - A Streamlined Approach to SW Estimating Using Cocomo II**
  - Mr. John Rossi, Rockwell Collins
- **11323 - Lean Development—Influencing the Organization**
  - Mr. Carl Gaul, The Boeing Company

#### 10:45 am - 11:30 am
- **11319 - Proactive Process Deployment is Key to Institutionalization**
  - Ms. Pamela Hudson, Lockheed Martin Corporation
- **11177 - Connecting the Dots: QPM, OPP, CAR, and OID**
  - Ms. Diane Mizukami-Williams, Northrop Grumman Corporation
- **10599 - Systems Engineering Processes Improvement Using the CMMI® in Large System of Systems Space Programs**
  - Mrs. Sarit Assaraf, Israel Aerospace Industries
- **11324 - Lean Development—Selecting the Right Tools for Maximum Success**
  - Mr. Carl Gaul, The Boeing Company
CMMI® TECHNOLOGY CONFERENCE
AND USER GROUP

Investigation, Measures and Lessons Learned About the Relationship Between CMMI® Process Capability and Project or Program Performance

NOVEMBER 15 -18, 2010
HYATT REGENCY DENVER TECH CENTER
DENVER, COLORADO

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