



**James Q. Crowe**  
Chief Executive Officer

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The Honorable David Kappos  
Under Secretary of Intellectual Property and  
Director of the U.S. Patent and Trademark Office  
Madison Building, 600 Dulany Street  
Alexandria, VA 22314

Dear Director Kappos:

I am writing in regards to your consideration of Denver as a possible location of a satellite office of the U.S. Patent and Trademark Office (PTO). As chief executive officer of Level 3 Communications, a global communications provider serving more than 45 countries on three continents based in Colorado, I encourage you to select Colorado as a PTO location. Level 3 is an active and satisfied customer of the PTO, filing approximately 30 patent applications per year, and we would very much welcome the efficiencies a local PTO office would bring to our patent portfolio. I'm certain the vibrant technology community of Colorado would welcome a PTO office here as well to enhance their efficiency, convenience and innovation.

Additionally, let me explain why Level 3 chose Colorado as its global headquarters fifteen years ago. In simplest terms, we chose Colorado to attract and retain the quality employees we need. At our formation, we needed computer scientists, internet and software engineers and MBAs at a time when there was a national shortage. To attract the best workforce, we knew we had to locate our company in the geographic location they wanted to live.

We retained a national research firm to interview students at leading engineering and business universities across the country. The researchers also surveyed engineers and MBAs who were in the technology workforce. Basically, we learned that potential employees favored either coast, depending upon where they were raised: those on the East Coast were reluctant to relocate to the West Coast, and vice versa. But, we also learned prospective employees would move to Colorado because of the perceived quality of life—good schools, safe neighborhoods, diverse outdoor recreation in the Rocky Mountains, and the robust entrepreneurial culture of our hi-tech community.

Locating in Colorado 15 years ago has proven to be the right decision for Level 3. Our employees and their families are thriving here, and contributing to the operation of our company around the world. I encourage the U.S. Patent and Trademark Office to do so as well.

I wish you well with your deliberations and hope that I have the opportunity to meet you someday.

Best Regards,

A handwritten signature in cursive script that reads "James Q. Crowe".

James Q. Crowe