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David J. Kappos  
Director  
United States Patent and Trademark Office  
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P.O. Box 1450  
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Via E-mail  
satelliteoffices@uspto.gov

RE: PTO-C-2011-0066

Dear Director Kappos:

I have had the pleasure of serving as the Chairman and Chief Executive Officer of Polsinelli Shughart PC for the last 14 years. During my leadership, the firm has grown from 90 attorneys to more than 570 attorneys, placing it in the top 100 largest law firms in the country. It has offices in 14 cities from coast to coast. In the last year, the firm has been recognized as being one of the fastest growing firms in the country.

Polsinelli Shughart's growth is focused and deliberate. Its strategic plan places a great emphasis on its Science and Technology and Life Sciences practice groups. Moreover, our strategic plan has an emphasis on growing key markets, with Colorado at the top of the list. This focus has yielded immediate results, evidenced by the growth of our Denver office from 23 attorneys in 2010 to 50 today. This expansion includes the hiring of several patent attorneys spanning several engineering and science disciplines.

Our success, particularly in the science and technology and life sciences areas, has been driven by our clients' successes and ability to attract and retain top talent. The Colorado culture has unique influences over peoples' behavior, job satisfaction, and other traits. Highly talented people love to live in Colorado for a professional and personal lifestyle. We have noticed that in-house engineers, scientists and other professionals tend to maintain dedication to the long-term success of their organizations. Therefore, we commonly work with in-house professionals for many years. This is in contrast to other jurisdictions wherein highly-talented individuals are eager to change jobs to chase after the next hot corporate opportunity.

The metropolitan Denver labor market has a demonstrated ability to attract and retain top-level technical talent. Nowhere is this better evidenced than by the long-term success of the Department of Energy's National Renewable Energy Laboratory in Golden, the National Center

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*In California, Polsinelli Shughart LLP.*

David J. Kappos  
United States Patent and Trademark Office  
Page 2

for Atmospheric Research in Boulder and the NIST Boulder Laboratories. Our own experiences have led us to conclude that Colorado is an ideal place to foster a highly successful technology practice. We think that the attributes that attract our firm to Colorado should also attract the United States Patent and Trademark Office. If the Office comes to Colorado, I am confident it will be highly successful at recruiting and retaining a highly qualified and dedicated work force at all levels.

We have attempted to provide some unique insights to help your decision making process. Please feel free to contact me if you should have any questions or if I can provide any additional information to assist you in your decision.

Sincerely,



W. Russell Welsh  
President and CEO

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