



NATIONAL FOOTBALL LEAGUE
345 Park Avenue
New York, New York 10154
(212) 450-2000

July 25, 2012

Ari Novick, Ph.D.
AJ Novick Group, Inc.
333 Third Street, Suite 4
Laguna Beach, CA 92651

Dear Mr. Novick,

The National Football League maintains an established set of best practices for fan conduct. The best practices are issued as recommendations to all member clubs and the clubs are reviewed annually to evaluate the effectiveness of their fan conduct program.

Effective July 1, 2012, the NFL adopted the Fan Conduct Class as a best practice and the following language was incorporated into the *NFL Best Practices for Fan Conduct* under general best practices recommendations:

- All fans ejected from the stadium for violating the Code should be required to complete the NFL four-hour online Fan Conduct Class. Fans ejected from the stadium should be prohibited from attending club-related events at the stadium until they have completed the Fan Conduct Class and produced the Class Certificate of Completion.

The AJ Novick Group, Inc. is authorized to implement and administer the Fan Conduct Class on behalf of the NFL.

Best regards,

A handwritten signature in black ink that reads "Ray DiNunzio". The signature is written in a cursive, flowing style.

Ray DiNunzio
Director of Strategic Security Programs