

September 15, 2023

TO: Whom It May Concern,

RE: Letter of Reference for Non Plus Ultra

The purpose of this letter is to commend Jordan Langer, Pete Glikshtern, and Non Plus Ultra (NPU) for their professionalism in event, venue, and nightclub management. Having worked regularly with Mr. Langer and Mr. Glikshtern on many events in my capacity as the San Francisco Fire Marshal over the past decade, I can personally attest to NPU's skills in creating and producing safe, original, and quality events that reliably met or exceeded San Francisco Bureau of Fire Prevention's rigorous public safety standards.

NPU's principals have demonstrated a consistent working knowledge of effective crowd management and their staff continues to maintain a genuine understanding of fire safety protocols. Their team's proactive approach to safety, combined with their continual willingness to implement our recommendations and directives, highlights their dedication to ensuring attendees are both entertained and safe.

Finally, NPU's unique ability to balance quality and diverse entertainment options with necessary safety measures showcases their expertise as a skilled venue operator who is always willing to work with the Authority Having Jurisdiction (AHJ). Whether the event is a 250 guest dinner or a 40,000 person music festival, their dedication to upholding San Francisco's highest public safety standards excels at all levels.

In closing, I personally and graciously endorse Non Plus Ultra as an exceptional and conscientious venue operator. Please feel free to contact me at 415-793-6702 if you have questions or concerns.

Sincerely,



Ken Cofflin
Fire Marshal of the San Francisco Fire Department