



James C. Triola
Chief of Operations
PGA TOUR Golf Course Properties

April 25, 2018

Recreation and Parks Commission
City and County of San Francisco
501 Stanyan Street
San Francisco, CA 94117

Dear Commissioners:

As you may know, the TPC Network includes golf facilities owned and/or operated by affiliates of PGA TOUR. As both owner and an operator, we have learned first hand that a golf facility's ability to utilize flexible/dynamic greens fee pricing to maximize revenue opportunities is critical to the ongoing sustainability of the property. As a result, as the operator of TPC Harding Park and on behalf of the TPC Network, I would like to endorse the San Francisco Recreation & Park Department's (the "Department") proposed legislation regarding the setting of fees at golf facilities in the City of San Francisco.

In any business, but especially those offering discretionary services, ongoing analysis of supply and demand elements is essential. This includes, among other things, the quality of the services being offered and the price being charged for those services in the relevant marketplace. For golf facilities, the ability to assess these factors and then adjust pricing to meet the competitive forces in the market has become an essential part of a well-managed facility. We therefore whole-heartedly support the Department's proposed code changes that allow for more real time market considerations in setting rates for non-resident golfers while preserving reasonable rates and access for all San Francisco residents. If implemented, we are confident that these changes will successfully position San Francisco public golf in a stronger position within the Bay Area.

We concur with the Department's assessment that these proposed changes will enrich the overall experience and value proposition for residents of San Francisco, without compromising public access, while setting a foundation which allows for strong financial performance. I sincerely hope that the Recreation & Parks Commission will support the Department's proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jim Triola".

Jim Triola
COO, PGA TOUR Golf Course Properties, Inc.

PGA TOUR
100 PGA TOUR Boulevard Ponte Vedra Beach, FL 32082
tel 904.273.3352 904.273.3336 fax
www.pgatour.com

Together, anything's possible.