

December 21, 2023

**Proposed To:
City of Osceola, Arkansas**

Statement of Qualifications

RFQ 2023 – QUALITY OF LIFE – GOLF COURSE/NATURE PARK

Proposed By:



COVER LETTER

12/20/2023

To Whom it may concern,

Landscapes Unlimited, LLC and Trey Kemp, ASGCA are pleased to provide a Design/Build Statement of Qualifications for the City of Osceola Municipal Golf Course/Nature Park project. Our commitment to excellence and our experience in delivering high-quality golf course design, construction and renovation services make us the ideal partners for this project.

Landscapes Unlimited is a leading name in the field of golf course construction and renovation. With over forty-seven years of experience, we have successfully completed over 2400 projects in the United States and internationally, earning a reputation for innovation, quality, and sustainability. In addition, Landscapes Unlimited has vast experience delivering over 50 projects using the design/build approach and many of these projects have been municipal golf courses.

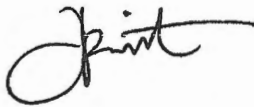
Boasting a comprehensive golfing background, Trey Kemp has amassed two decades of expertise as a Golf Course Architect, contributing his skills to more than 100 projects spanning the United States. Before establishing Kemp Golf Course Design, Trey held the position of lead Golf Course Architect at Kimley-Horn, a distinguished planning and design firm in the nation. Prior to this role, he honed his craft at two other prominent golf course design firms, showcasing a rich and varied professional journey in the field.

With our years of experience, we have recognized that all successful projects are a collaboration of many talented and dedicated people all striving for the same goal. Our team of highly skilled professionals will collaborate closely with the City of Osceola to ensure seamless and efficient project implementation. As design/build, we will represent the City's best interest for the entirety of the project, as we are committed to delivering on time, within budget, and to the highest standards of quality and safety.

Please do not hesitate to contact us to schedule a meeting at your earliest convenience.

Larry Barefield, Senior Project Manager – Landscapes Unlimited, LLC – 402.499.4904
Trey Kemp, ASGCA, Owner/Golf Course Architect – Kemp Golf Course Design – 214.405.3483

Sincerely,



Jake Riekstins, CDO
Landscapes Unlimited LLC

A. Specialized Experience and Technical Competence

Project: **Texas Rangers Golf Club** – Arlington, Texas
Client: The City of Arlington, Texas
Contacts: Greg Durante, Director of Golf – City of Arlington
(817)296-0640
Greg.Durante@arlingtontx.gov



Brick Scott, Golf Course Superintendent – Texas Rangers Golf Club
(682)472-7145
Brick.Scott@arlingtontx.gov

Tasks Performed:

- Golf Course Master Plan
- Public Meeting Presentation of Master Plan
- Specifications
- Complete Golf Course Renovation
- Construction Observation
- Warranty Inspections
- Cost Estimates
- Construction Documents
- Bidding/Negotiation
- Construction Management
- Project Closeout



Additional Information:

Landscapes Unlimited and Trey Kemp, ASGCA worked together on the Texas Rangers Golf Club renovation project for the City of Arlington. The \$8.5 million dollar project for the city was completed in 2019 and has been a successful project for the city. The project has won several national awards for the renovation of the golf course.

Project: **Ross Rogers Mustang Course** – Amarillo, Texas
Client: The City of Amarillo, Texas
Contacts: James Stow, Director of Golf Maintenance – City of Amarillo
(806)570-3060
James.Stow@amarillo.gov

Tasks Performed:

- Project Planning
- Public Meeting Presentation of Master Plan
- Specifications
- Complete Golf Course Renovation
- Construction Observation
- Warranty Inspections
- Cost Estimates
- Construction Documents
- Bidding/Negotiation
- Construction Management
- Project Closeout



Additional Information:

Landscapes Unlimited and Trey Kemp, ASGCA worked together on the Mustang Golf Course renovation project for the City of Amarillo. The \$3.2 million dollar project for the city has been rated the #1 Economy Course in Texas since the course reopened which has been a sense of pride for the City of Amarillo.

The team of Landscapes Unlimited and Trey Kemp used the same processes listed below in both projects highlighted above. Both cases resulted in successful projects for each city.

1. Experience with Project Planning and Start-Up Services

Starting a golf course design/build project requires comprehensive project planning to ensure it is successful. Trey Kemp was involved in the project from Day 1 as the Senior Golf Course Architect. Trey and the design team met with city representatives to come up with a list of goals for the project and to set a direction for the design and implementation of the project.

Projects that have the highest probability of success start well. We at LU and Kemp believe in bringing our A-game to the project from the jump. There is a proven tenet of our project approach *"A sound **Project Execution Plan**, that establishes realistic and predictable outcomes, and reflects the Owner's cost, quality, schedule, financial and operational expectations, is the roadmap to project success."* The ability to control and/or influence project scope, cost, quality, and schedule diminishes with time. In simple terms, once a project advances through the design, bidding and construction phases, there is reduced influence over these elements. We stress early involvement through any of our proposed project approaches to define the necessary steps for success and initiate the project on the right path. As a team leader under any scenario, we believe Trey's perspective as a golf course designer, and LU's experience as a golf builder, owner, and operator, is invaluable during the planning phases. There will be hundreds of interdependent decisions to be made. Early and thorough needs assessments, constructability reviews, financial forecasting, on-going value engineering, construction means, methods and materials assessment, operational efficiency analysis, consultant and contractor engagement strategies and similar analyses and recommendations that will be critical to influence positive outcomes. These are foundational elements in the creation of a solid Project Execution Plan.

2. Project Design

Trey worked with the city on several different design concepts, budgets, public meetings, and meetings with the Park Board and City Council before finalizing the Master Plan for the project. Once the Master Plan was complete construction documents and specifications were done and the project was put out to bid.

The dynamic of the design/build approach enables the design and build team to act as one unit and virtually design and construct the golf course in real time. This will result in cost efficiencies that simply cannot be achieved with the traditional design/bid/build approach.

3. Knowledge and Experience with State and Federal Requirements

Landscapes Unlimited is licensed in 49 states and has extensive experience in navigating and complying with procurement laws with over 300 municipal projects

successfully completed in our 47-year history. We have also worked with a variety of public sector funding sources and their outside project management agencies.

4. Experience with Financial Management

Managing the finances of a golf course construction project requires careful planning, monitoring, and control to ensure that the project stays within budget and achieves its objectives. Here are some of the considerations we considered on the project with the City of Amarillo and the City of Arlington.

- A. Budgeting
- B. Cost Estimation
- C. Contingency Planning
- D. Financial Monitoring
- E. Cash Flow Management
- F. Contract Management
- G. Risk Management
- H. Communication
- I. Adaptability

By implementing these financial management practices, we enhanced the likelihood of a successful golf course construction project while maintaining financial stability. Our team of professionals worked with each city to ensure effective collaboration and oversight throughout the project.

5. Experience with Contract Management

Our team helped the City of Amarillo and the City of Arlington to clearly define payment schedules and terms in contracts with contractors, subcontractors, and suppliers. Our team monitored contract performance to ensure that work was being completed according to specifications and within the budget for the project.

6. Experience with Competitive Bidding Process

Our team has many years of experience with bidding projects in the municipal sector. The competitive bidding process we used for the Mustang Course and the Texas Rangers Golf Club is one that we use for every project that involves soliciting proposals from qualified contractors or construction firms to perform the work. This process is designed to ensure transparency, fairness, and competition in selecting a contractor to execute the construction project. Here are the steps in the process.

- A. Project Planning
- B. Prequalification of Golf Course Contractors
- C. Publicizing the Bid
- D. Bid Documents
- E. Pre-Bid Conference
- F. Bid Submission
- G. Bid Opening

- H. Bid Evaluation
- I. Awarding of the Contract
- J. Contract Negotiation
- K. Contract Execution

The competitive bidding process on this project helped to ensure that the project was awarded to a qualified contractor who can deliver the project within budget and according to specifications. This process promoted fair competition and transparency in the selection process, fostering accountability and quality.

7. Experience with Construction Management and Observation

Our team is very experienced in both Construction Management and Construction Observation. Construction management and observation are critical aspects of overseeing a golf course project from initiation to completion.

Landscapes Unlimited has over 47 years of experience with Construction Management and will perform comprehensive services throughout all phases of the work including assessments, project conceptualizations, programming, design, permitting, construction, and commissioning.

Our experience and capabilities with construction and irrigation are unmatched. As the design/builder, we will provide project management oversight for the entire construction process. An integral tool for success is the ability to provide status information to the owner and project team in a timely manner. Timeliness allows for accurate assessments of the current status of the project, followed by the appropriate strategy adjustments and actions necessary to keep the project on track. Critical construction phase project management tasks include, but are not limited to:

- A. Budget review and revisions
- B. Construction project controls
- C. Subcontractor bidding, negotiation, and award
- D. Contract administration
- E. Safety planning
- F. Team building
- G. Schedule and milestone control
- H. Construction quality control
- I. Cost control and budget tracking
- J. Material review
- K. Regulatory compliance and project documentation
- L. Inspections and testing
- M. Comprehensive oversight
- N. Decision tracking
- O. Submittal and document control
- P. RFI processing

Trey Kemp has been a golf course architect for 20 years and has been involved in over 150 construction projects. Construction observation has been a key part of each of those. Here is a list of the process that was used in Amarillo and Arlington:

- A. On-Site Presence
- B. Documentation
- C. Issue Resolution
- D. Quality Control
- E. Progress Reporting
- F. Communication

Effective construction management and observation were crucial for the successful completion of this project. By employing these practices, our project team was able to mitigate risks, ensure quality, and deliver a golf course that meet or exceeded the expectations of the city of Amarillo and the city of Arlington.

8. Experience with Project Closeout

Project closeout is a crucial phase in a golf course construction project. For the Mustang Golf Course and Texas Rangers Golf Course project, it involved completing all remaining tasks, obtaining final approvals, and officially concluding the project. The goal of project closeout is to ensure that the project has been executed successfully, all deliverables are in place, and relevant documentation is finalized.

Our design/build team will be supported by the extensive in-house resources at Landscapes Unlimited, including estimators, operations specialists, safety management, procurement services, drone mapping/analysis technology, and CAD/GPS services.

Here are the key steps involved in the project closeout process:

- A. Final Inspections
- B. Punch List and Defect Resolution
- C. Documentation Review
- D. As-Built Drawings
- E. Subcontractor Closeout
- F. Financial Closeout
- G. Client Acceptance
- H. Final Reports
- I. Handover of Project Documentation
- J. Warranty Period Initiation
- K. Celebration and Recognition
- L. Post-Project Evaluation

By following this tried-and-true systematic approach our team ensured that the project was officially completed, and all contractual and regulatory requirements were met. This phase was essential for achieving project success and establishing a positive foundation for the future of the golf course.

C. Capacity and Capability of Firm to Perform Work

1. Staff To Be Assigned to include:

Trey Kemp, ASGCA

Owner/Golf Course Architect – Kemp Golf Course Design

Tasks Performed:

- Preliminary Golf Course/Trail Plans
- Design Development Plans
- Specifications
- Bid Package Preparation
- Site Master Plan
- Construction Documents
- Cost Estimates
- Construction Observation

Erik Christiansen, ASIC, TCEQ

President - EC Design Group, LTD (ECDG)

Tasks Performed:

- Golf course irrigation design services
- Onsite field staking as needed during construction progress
- Innovative solutions for water conservation and energy efficiencies
- Address the agronomic quality and playability aspects of the golf course turf and other irrigated areas
- In depth assessment of growing conditions related to the irrigation needs within the specific microclimate
- Industry-leading comprehension of the integration of the latest technology and its life cycle effectiveness and value

Larry Barefield

Construction Project Manager – Landscapes Unlimited, LLC

Tasks Performed:

- Project coordination and communication
- Schedule and budget management
- Monitor quality of work
- Assist in weekly monitoring and updating
- Weekly site visits and project oversight
- Weekly meetings with all shareholders

Jacob Meyer

Irrigation Project Manager – Landscapes Unlimited, LLC

Tasks Performed:

- Project coordination and communication
- Schedule and budget management
- Monitor quality of work
- Assist in weekly monitoring, updating and meetings
- Weekly site visits and project oversight

Trey Kemp, ASGCA

Golf Course Architect

Trey Kemp is the owner of Kemp Golf Course Design based in Dallas, Texas. Trey has a very well-rounded golf background that includes 20 years of experience working as a Golf Course Architect on over 100 projects across the United States.



Prior to starting Kemp Golf Course Design, Trey was the lead Golf Course Architect for one of the nation's premier planning and design firms, Kimley-Horn and before that he worked with two other golf course design firms.

Trey got his start working as a Design Associate for Jacobson Golf Course Design in Libertyville, IL. There, he was involved with all phases of the design process on new construction and renovation projects across the country. After three years with Jacobson Golf Course Design, Trey became the Senior Golf Course Architect at Colligan Golf Design. There he was involved in many award-winning renovation and restoration projects over 13 years including Rockwood Park Golf Course (City of Fort Worth, TX), Stevens Park Golf Course (City of Dallas, TX), Ross Rogers Golf Complex (City of Amarillo, TX), and Texas Rangers Golf Club (City of Arlington, TX).

Trey also has 3-plus years of experience working as an Assistant Golf Professional at Onion Creek Club in Austin, Texas and he has experience working on the maintenance crew at Dallas National Golf Club while in graduate school.

PROFESSIONAL CREDENTIALS

- American Society of Golf Course Architects (ASGCA), Registration No. 291
- Master of Landscape Architecture, University of Texas at Arlington
- Bachelor of Science, Geography & Planning, Texas State University

MEMBERSHIPS

- American Society of Golf Course Architects (ASGCA)
- United States Golf Association (USGA)
- Texas Golf Association (TGA)
- Golf Course Superintendents Association of America – Affiliate (GCSAA)
- Perry Maxwell Society – Founding Member
- Tillinghast Society

HONORS/APPOINTMENTS

- American Society of Golf Course Architects – Golf Committee
- Amateurgolf.com Player Staff
- Golfweek Course Rater
- Lido Prize for Golf Course Architecture, Runner-up (2007)

2. Staff Experience

Trey Kemp, ASGCA – Kemp Golf Course Design

Municipal Project Experience:

- City of Amarillo, Texas (Ross Rogers Golf Complex – Mustang Course)
- City of Arlington, Texas (Texas Rangers Golf Club)
- City of Burleson, Texas (Hidden Creek Golf Course)
- City of Cleburne, Texas (Cleburne Golf Links)
- City of Dallas, Texas (Keeton Park, Luna Vista, and Stevens Park Golf Course)
- City of Fort Worth, Texas (Rockwood Golf Course & Meadowbrook Golf Course)
- City of Irving, Texas (Irving Golf Club)
- City of Knoxville, Tennessee (Knoxville Municipal & Whittle Springs Golf Course)
- City of San Antonio, Texas (Brackenridge Park Golf Course)
- Rankin Independent School District, Texas (Rankin Golf Club)
- City of Silver City, New Mexico (Scott Park Golf Course)
- Somervell County, Texas (Squaw Valley Golf Course)

Education:

Texas State University, San Marcos, Texas
Bachelor of Science – Geography & Planning

University of Texas at Arlington, Arlington, Texas
Master of Landscape Architecture

Erik Christiansen, ASIC, TCEQ - EC Design Group, LTD (ECDG)

Municipal Project Experience:

- Baker National Golf Course, Hamel, MN
- Fox Hills Golf Course, Watford, ND (Golf Inc. Development of the Year-2022)
- Palmer Hills Golf Course, Bettendorf, IA
- Braemar Golf Course, Edina MN
- River Oaks, Cottage Grove, MN
- Kicking Bird, City of Edmonds, OK

Larry Barefield, Construction Project Manager – Landscapes Unlimited, LLC

Education:

Mississippi State University – MBA

Mississippi State University, Starkville, Mississippi
Bachelor of Science – Landscape Construction

Jacob Meyer, Irrigation Project Manager – Landscapes Unlimited, LLC

Education:

University of Nebraska, Lincoln, Nebraska
Bachelor of Science – Biological Systems Engineering

Municipal Project Experience for Landscapes Unlimited:

- Three Rivers Park District, Baker National Golf Course, Hamel, MN
- City of Watford, Fox Hills Golf Course, Watford, ND (Golf Inc. Development of the Year-2022)
- City of Bettendorf, Palmer Hills Golf Course, Bettendorf, IA
- City of Edina, Braemar Golf Course, Edina MN
- City of San Diego, California – Torrey Pines South Course
- City of Laredo, Texas – Max A. Mandel Municipal Golf Course
- City of Louisville, Colorado – Coal Creek Golf Course
- City of Scottsdale, Arizona – TPC Scottsdale Golf Course
- City of Mansfield, Texas – Mansfield National Golf Club
- City of Little Rock, Arkansas - Jack Stephens Golf Academy
- NAS Corpus Christi, Texas - Gulf Winds Golf Course
- EBCI Cherokee, North Carolina - Sequoyah National Golf Club
- Prairie Band Potawatomi Nation, Mayetta, Kansas - The Firekeeper Golf Course
- Anne Arundel City, Maryland - Compass Pointe Golf Club
- Pasqua Yaqui Tribe of Arizona, Arizona – Sewailo Golf Club

3. Staff Time Availability

Trey Kemp, ASGCA – Kemp Golf Course Design

Trey will be available anywhere from 20 – 40 hours per week depending on the stage of the project. This project's timing sets up well with Trey's availability as he has 2 projects currently under construction and is finishing up design work on another so he would be able to step in and spend anytime necessary on the Osceola Municipal Golf Course project.

Larry Barefield and Jacob Meyer – Landscapes Unlimited, LLC

Larry and Jacob will be dedicated to the execution of the work from planning to execution to close out. They will be available anywhere from 20 – 30 hours per week depending on the stage of the project.

D. Proximity to and Familiarity with Project Area

Our team is very familiar with the project area.

Project Manager, Larry Barefield, with Landscapes Unlimited, lives in Lawson, MO and was raised in Mississippi. Landscapes Unlimited has completed over 25 projects in the state of Arkansas, including golf course renovations and irrigation at the Blessings Golf Club and the Alotian Golf Club.

Trey Kemp recently completed a Master Plan for a new golf course in Wilson, Arkansas.

E. Sample of Work

Ross Rogers Golf Complex (Mustang Course) - Amarillo, Texas



Ross Rogers Golf Complex (Mustang Course) - Amarillo, Texas

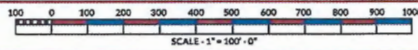


Texas Rangers Golf Club - Arlington, Texas




CARD OF THE COURSE

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II	566	400	154	349	411	123	322	405	574	3304	359	147	431	496	393	172	306	378	501	3183	6487
III	532	357	133	331	366	112	300	383	538	3052	343	128	396	475	362	151	292	360	447	2954	6006
IV	425	269	96	294	255	89	262	318	466	2474	278	102	330	389	308	116	202	307	368	2400	4874
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Texas Rangers Golf Club - Arlington, Texas



Letter of Recommendation for Landscapes Unlimited, Inc.

June 2, 2021

Subject Project: Landscapes Unlimited, Inc.

To Whom This May Concern,

As Resident Engineer for the South Torrey Pines Improvement Project, I would like to provide a solid recommendation for Landscapes Unlimited, Inc. Upon completion of the aforementioned project, their Contractor Evaluation rating was "Outstanding." After 30 years of construction management, including Deputy Director of the City of San Diego Construction Management and Field Services Division and as Associate Vice President of WSP, I can tell you this is a very rare rating and takes the utmost service to obtain.

Landscapes Unlimited, Inc. received the outstanding rating for the following reasons:

- They provide quality upper-management who listens to the client's needs and concerns and works to alleviate or address them.
- They provide on-site managers that adjust to the field conditions as they arise, work through the inspector's issues, and implement the best solutions.
- They monitored the project schedule and budget knowing that delays affect the revenues of the course. They stayed within their budget and took all necessary measures to finish by the required deadline.
- Golf continued during our entire renovation. Landscapes Unlimited, Inc.'s staff tailored their work and operations to accommodate the play experience.
- They listened to Golf Operation's concerns and respected the course.

I highly recommend Landscapes Unlimited, Inc. for any project they apply or bid for. I only wish they were on all of my projects.

Sincerely,



April S. Penner, P.E.
Associate Vice President
& Project Resident Engineer
WSP, USA, Inc.
April.penner@wsp.com
858-354-1331 Mobile

June 2, 2021

To Whom it May Concern:

I am providing this letter of recommendation for Landscapes Unlimited, LLC irrigation division. It has been my pleasure to have worked with Landscapes for several years as it relates to golf course irrigation system installations.

Their field crews were knowledgeable about their required scope of work and were very professional and diligent in completing each task. More importantly, they were conscientious about ongoing operations and left the golf course clean and free of debris. It is incredibly impressive how they manage to install irrigation systems; within a very short time the golf property looks as it did before construction occurred.

I highly recommend Landscapes Unlimited LLC for your upcoming irrigation project needs.

Casey Crittenden CGCS

Golf Course Maintenance Coordinator

City of Lincoln, Nebraska 68510

402-440-5489

ccrittenden@lincoln.ne.gov



April 29, 2020

To Whom It May Concern,

I had the privilege of working with Trey Kemp on the reconstruction of Chester W. Ditto Golf Course. Mr. Kemp was an integral part of the transformation of a run down muni to the championship caliber Texas Rangers Golf Club. Trey was involved in every aspect of the project from concept presentation to the finished product. He was the main architect in the design and development concepts and was on course daily to ensure quality of the product. Trey was very easy to work with and took aspects of course maintenance into consideration when making architectural decisions. I would be happy to recommend Trey in any endeavor he sought to pursue. He is not only a visionary when looking at properties but has the desire to learn about old designs and the history of the courses when looking at renovations.

If you have any question, please feel free to call.

Sincerely,

A handwritten signature in black ink that reads 'Brick Scott'. The signature is written in a cursive, flowing style.

Brick Scott

Texas Rangers Golf Club, Superintendent Class A

682-472-7145

Bryan Shelhamer
3707 Farwell Dr.
Amarillo, Texas 79109
(806) 626-6761

September 8, 2020

RE: Trey Kemp Letter of Recommendation

Ladies and Gentlemen,

I am proud to recommend Trey Kemp, not only because I regard him as a friend, but also because I learned so much about golf course architecture while serving as Project Manager for the City of Amarillo during all of the construction and grow in phases of The Mustang Course at Ross Rogers Golf Complex. The almost daily interactions I had with Trey were invaluable to success of the project.

Before meeting Trey, I spent the summers doing internships for various golf course construction companies while finishing my Masters in Landscape Architecture at Texas Tech University. One thing that I noticed very early on in my internships was the lack of involvement by the golf course architect ("GCA"). It was common for me to see or have any contact with the GCA only once a summer, even when I was in charge of, or working closely with full time employees staking and providing elevations of all features including greens. I believed this to be the norm. After attaining my Masters, I accepted a job with the City of Amarillo. Because of my background in golf course construction, I was assigned the Project Manager position overseeing renovation of The Mustang Course. I approached the job with reservations because of my previous experience with GCAs and thinking I was going to be run over by contractors. How wrong I was! Trey, whose home and office were almost 400 miles away in Arlington, Texas, was on site an average of two days per week. On the other days we communicated through phone or email. It made my job simple.

Ross Rogers is a 36-hole complex. One of the courses was renovated in 2004. The Mustang Course, which I worked on with Trey was renovated and opened in 2013. From the earliest interviews with Trey and John Colligan, it was made clear by City staff and myself that The Mustang Course was to be totally different and stand apart from the existing course. The last thing we wanted was 36 holes that played and looked the same. Trey and John delivered. This is where and when I realized that Trey had a vast knowledge of golf course design. Every time someone questioned the routing, a feature or a green complex, Trey took the time to explain the design process in a way that everyone could understand, no matter what they knew or thought they knew in regards to golf course design. Although course rankings are a totally different subject, I am of the opinion that the proof is how much attention The Mustang Course has received and continues to receive at both the local and state level since it opened.

Although I have left the City of Amarillo for a new job, I would gladly return if afforded the opportunity to work with Trey again on a renovation of a city golf course. That is how much I think of him, not only as an architect but as a person.

Sincerely,



Bryan Shelhamer



April 30, 2020

To Whom It May Concern,

I am extremely pleased to submit a letter of recommendation for Trey Kemp.

Trey was an integral part of the Rockwood Park Golf Course rebuild. His planning and design skills were tremendous in the success of our project. I was totally pleased in his work ethic and professionalism during the entire reconstruction of our golf course.

Rockwood Park Golf Course is still getting rave reviews on the re-design. As a golf course superintendent for more than 23 years, I cannot compliment Trey enough on the ease of maintenance and the beauty of its design. It was a pleasure to work with him throughout the entire process.

I would be more than willing to further discuss Trey's design skills with anyone who would like to do so.

Sincerely,

William Sturm

Golf Course Superintendent

Rockwood Park Golf Course



Dear Sirs,

I am writing this letter of recommendation for Trey Kemp. I met Trey during the process of hiring a golf course architect for the renovation of Stevens Park. The City of Dallas hired an area golf course architect firm to present a concept drawing for the renovation of Stevens Park. We laid out specific requirements for the renovation and the architect firm completely failed. The failure of our original firm to present an acceptable plan resulted in the Parks Department almost cancelling the entire project. As a result of our experience with the first firm, Colligan and Associates (Trey Kemp) was hired under immense scrutiny.

The renovation of Stevens Park presented many difficult limitations. The property is on a very small footprint, just a little over 100 acres. We have 4 city streets that cross the property. Finally, the golf course is located in the historic neighborhood of Kessler Park and was originally built in 1924. Our project was extremely challenging based on many of our restrictions.

Trey came to the project with enthusiasm and a keen desire to solve our puzzle. I witnessed Trey sitting on the golf course for days developing his vision for the renovation. Trey took each of our required features and built them into the final layout. All great projects start out with a great plan and Trey certainly had the keen vision for what Stevens Park could be. I will never forget the morning Trey presented his drawings to our committee. I was so excited I almost jumped over the conference table to shake his hand. The best description is "pure genius". Following that meeting I knew we had hired the right firm.

The project took 310 days, closing to reopening. I worked closely and met with Trey several times a week. His professionalism, demeanor, knowledge, and willingness to see the process completely through to the end made him a pleasure to work with. One of Trey's best qualities was his ability to accept different ideas and wishes into the plan. Trey did not let his ego interfere with changes from the committee. Throughout the project, Trey managed to keep the integrity of the work, while accommodating changes.

Words cannot fully express the body of work Trey Kemp brought to our renovation. I can truly say Trey's design was pure genius. Even today, 10 years after the renovation Trey is continuing to assist in improvements at Stevens Park. Trey stepped into a difficult situation and created a masterpiece. Trey is a true credit to the profession. Trying to describe a beautiful sunset or greatness in an athletic performance just can't be done. These are the feelings I have for Trey. He simply has all of the innate qualities that anyone would want in a golf course architect.

It was my pleasure to have written this letter of recommendation. I am proud to say that Trey Kemp is one of the great architects of our time. Stevens Park, Kessler Park neighborhood, and the City of Dallas were truly lucky to have had Trey Kemp on this project. Please feel free to reach out to me if you need any follow up.

Sincerely,

James R. Henderson, PGA

Director of Golf

A handwritten signature in black ink, appearing to read "JR Henderson", written over the typed name "James R. Henderson, PGA".