

JOHN MORRIS, PRESIDENT | DEDHAM COUNTRY AND POLO CLUB | DEDHAM, MASSACHUSETTS



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RYAN KENNY, GM/COO

In 2014, Dedham Country and Polo Club decided to change its governance model to a GM/COO concept.

Since then, the club's board has been able to focus on strategy. With a full and vibrant membership, a completely restored golf course, and most recently, stronger financial footing because of a newly imposed capital dues structure, the club is now focusing its attention on broader initiatives for its membership.

Club president John Morris has trust in the GM/COO model and respect for the high level of respect for the hard work that has been accomplished before he took the reins. The recent capital dues initiative will allow the club to strategically reinvest into its facilities for years to come. Morris has had a very impactful role in bringing this capital dues initiative to fruition.

Under his leadership, the club's membership has embraced the need to reinvest in their club. Dedham boasts more than 12 heavily subscribed programs, including golf, tennis, paddle tennis, shooting, skating, dining and aquatics. Over the past six years, Dedham has reinvested over \$15 million, bringing the facilities to meet today's consumer demand.

"John is part of a long lineage of thoughtful and innovative club presidents at Dedham," said the club's GM Ryan Kenny. "He trusts the management team to carry out the objectives set by the board. His actions inspire others to learn more, do more, and become more."

Morris co-founded Crestwood Advisors in 2003, where he serves as a wealth manager and managing partner. He has a B.A. in History from Kenyon College and an MBA from the FW Olin School at Babson College. A father to five children, he enjoys fishing, paddle tennis, golf, skiing and reading. **BR**

JEFF PERO, PRESIDENT | LAKE MERCED GOLF CLUB | DALY CITY, CALIFORNIA



JEFF PERO, PRESIDENT



NICK BAILEY, GM

Under Jeff Pero's leadership, Lake Merced Golf Club in Daly City, CA, commenced a long-term strategic planning process.

"A club cannot expect to maintain a healthy membership flow without a long-term strategic plan that anticipates the needs of potential future members," said Pero.

Since Pero took the reins, the club's board of directors has accomplished a series of important goals, not the least of which has been a survey of member feedback. Pero has enhanced transparency by increasing the frequency of management communications with the membership, both individually and as a whole.

His strategy has been well-received by members, who now enjoy increased confidence in the board, knowing member sentiment will be carefully considered as the board formulates policies or takes actions that impact the member experience.

With Pero leading the way, the board retained a world-renowned golf course architect to develop a golf course master plan and commenced the process of hiring a building architect to assist in developing a facilities master plan. The board also began work on a plan to build a capital reserve fund sufficient to address the club's future capital needs.

Throughout his term, Pero held that the strategic plan was of utmost importance and focused on the creation and finalization of this plan while allowing the club's management team to execute clearly defined objectives.

"As club president, Jeff was instrumental in redefining the culture and setting the framework for future successes of our club," said Lake Merced's GM Nick Bailey. "Jeff created and fostered an environment that allowed our management team to excel and obtain clear direction from the board of directors. He provided supportive guidance as to how best navigate through a transitional time for the club."

Pero is an experienced board volunteer, having served on the boards of two public companies and seven local, state and national non-profit organizations. Though he is now retired, as a lawyer at the law firm of Latham & Watkins LLP, Pero specialized, among other things, in advising boards about corporate governance matters. **BR**