



# Welcome to Ocean Reef Community Association (ORCA) North Key Largo, FL

Director of Administration for Public Safety Position Open - Apply by April 18, 2016



The Ocean Reef Community Association (ORCA) is seeking a talented, proactive, polished and articulate individual to join its management team as the Director of Administration for Public Safety. Unlike many community associations, ORCA has its own public safety function (Security, Fire, EMS) and works extremely closely with the Monroe County Sheriff's Office. The function involves more than just traditional policing. It is all about ensuring that the Ocean Reef Community is safe, secure and well-protected, as well as providing white glove public safety services to the Community! If you are a very skilled administrator with a strong knowledge of public safety and are interested in a very demanding job and environment, please read on.

## BACKGROUND

Nestled among 2,500 acres of secluded and lush tropics, Ocean Reef is located on the northernmost tip of Key Largo in the Florida Keys. It is a very high-end, world class community. It is a debt-free, member-owned private community and not a place to retire – it's a place of renewal with nature, loved ones and friends. It is



a place where generations of members gather to celebrate a Unique Way of Life. No detail has been overlooked in the planning of the Ocean Reef Community and family members of all ages enjoy first-class facilities. Many members have decided that year-round living at “The Reef” is a perfect choice.

Founded on the idea of gentility and the promise of a unique way of life, Ocean Reef has evolved into a small but sophisticated community with meaningful traditions, values and a sense of belonging. It proudly features amenities and services that surpass imaginable expectations. These include a 175-slip marina; its own general aviation airport; three championship golf courses; over a dozen tennis courts; a spa, salon and fitness center; an art league; a cultural center; multiple swimming pools; a lagoon; a fully staffed medical center; police force including marine patrol; a veterinarian; a water desalinization plant (producing almost two million gallons of clean water daily); and a gas station.

There is also a school - The Academy at Ocean Reef - which serves students from Pre-K (age 3) through 8th grade. The Academy provides academic excellence and has a simple and important mission – to allow children to spend more time in the Florida atmosphere with families. The children of employees can also attend the Academy at a greatly subsidized rate.

Not only is Ocean Reef a favorite with families, it has been a chosen destination of many world leaders during its 71 year history. It has hosted numerous current and former U.S. presidents and welcomed foreign heads of State. Ocean Reef offers an exceptional level of privacy and personal security (the media is strictly denied access). The United States Secret Service has called Ocean Reef the most secure residential community in the entire United States.

The shopping area is called the Fishing Village and provides many of the conveniences of a



big city, offering numerous shops, boutiques and services. Over a dozen options can be found for dining, snacking, watching sports, listening to music, dancing and relaxing.

Within the Ocean Reef Community is the Ocean Reef Medical Center. Its staff includes four full-time physicians and numerous visiting specialists, to address the needs of community members. A wellness program offers extensive preventative care and treatment of acute and chronic illnesses.

The Ocean Reef Cultural Center offers an impressive variety of entertainment and educational events such as: movies, musical performances, live theater, lectures, and special receptions. The Center is architecturally elegant and home to a 300-seat theatre, a library, a museum, meeting rooms, a courtyard for outdoor receptions and a spacious lobby for pre and post show events.

Buccaneer Island is in a beautiful lagoon adjacent to the Atlantic Ocean and surrounded by a white sandy beach. It is the community's hub for water sports with two swimming pools, sailboats, kayaks, paddleboards and a myriad of water toys available for everyone! The Island is a favorite place for the families!

Boating and fishing are cornerstones of the Ocean Reef way of life. The surrounding waters of Key Largo are recognized as some of the best fishing grounds anywhere in the world. After just a 20-minute boat ride, members can be in the Atlantic Ocean's gulfstream and enjoy deep sea fishing. Or, they can enjoy "flats fishing" in the nearby bay waters and the many stunning mangrove-lined waterways.

Snorkeling, scuba diving and spear fishing are popular in the area. The water in the Florida Keys is crystal clear and from the surface one can see the bottom at depths of 30 feet or more! Key Largo is a popular tourist destination and calls itself the "Diving Capital of the World", as it boasts a living coral reef only a few miles offshore. The area is home to the John Pennekamp Coral Reef State Park, the Key Largo National Marine Sanctuary, and the U.S.S. Spiegel Grove.

Ocean Reef offers a variety of residential real estate properties including 1,700 waterfront estates, private

homes, townhomes and condominiums. The prices for Ocean Reef condominiums and townhomes range between \$400,000 and \$4,000,000. The residential homes are priced between \$1 million and \$15 million. As a result, many of the staff live in nearby Key Largo, Homestead or Florida City where prices can be significantly lower.

One can reach Ocean Reef by land, sea and air. The Club has a 4,500-foot lighted runway, and on-site staff to provide chartering services. Miami International Airport is about one hour north by car while a little further at 2 hours driving time is the Fort Lauderdale/Hollywood International Airport. Cruising options leave from both the Port of Miami and Port Everglades in Fort Lauderdale. If you choose to drive to Ocean Reef, you will either cross into North Key Largo via the Card Sound Bridge and State Road (905A), or via Route 1 through Key Largo. Only one road enters the Community and everyone must pass through the guard gate. Arrival by water means travel through one of the canals or the main channel which are all monitored electronically as well as observed through security boat patrols. In addition to on-site security, the Monroe County Sheriff's office has an Ocean Reef Substation with five deputies assigned to cover Ocean Reef and surrounding area.

The people of Ocean Reef are highly involved in every aspect of the workings of their community and in satisfying its needs. But they are also involved in the world beyond its gates. Residents are proud of the work of its charitable foundation and, most especially, of the willing support of its many members.

All in all, Ocean Reef is a wonderful community; self-contained with a true hometown feel. The only time a traffic jam occurs is when four golf carts arrive at a 4-way stop at the same time! The club is simply a group of families who have achieved, contributed, and made their way in the world. Some live here year round, but most come when they can. They are people who love life and have earned some of its finest rewards.

## HISTORY

The real history of Ocean Reef begins with the Dispatch Creek Fishing Camp. As of 1942, it was composed of a



house with four cabins and some docks, and was located a few miles southwest from today's Ocean Reef Club. Morris and Alice Baker of Minneapolis, MN, purchased the 40 acre fishing camp sight-unseen. By the end of the 1950s, they had increased their land holdings to about 1,300 acres.

The Bakers had vision. Channels were dredged, docks built, land filled, roads made and finally an inn with a coffee shop, gas station and water tower added. An airport, with a landing strip of 2,000 feet was dedicated in May, 1956. Ocean Reef was then accessible by land, sea and air. Next came recreational facilities, villas, golf courses, country clubs and homes. In 1959, 300 home sites for sale at Ocean Reef were announced. A model home had a sale price of \$25,000. During the same period, the concept of a Yachtel (combination yacht and hotel) was introduced. Small prefabricated luxury cottages were trucked in and installed along selected waterways where boat owners could have their boats and live in small individual rented residences.

The Monroe County Commission approved another Ocean Reef plat in July 1963. Ownership was transferred to Harper Sibley Jr. and his partner Morris Burke in 1969 and it officially became The Ocean Reef Club. Expansion continued with a medical facility, chapel and other amenities being built. The once small fishing camp rapidly became a place where members wanted to spend more and more of their time, and more facilities and activities continued to be added.

ORCA's predecessor, the Ocean Reef Improvement Association ("ORIA"), was formed over 50 years ago. In 1959 it became apparent that Ocean Reef had grown from the modest fishing camp established in 1945 to a small town in need of management. ORIA, then an association of volunteer members with one paid employee, stepped in to establish and oversee all "city-type" services.



In 1985, the approximate 2000 Ocean Reef property owners took over the responsibility of ORIA.

Spurred by indications that owner/developer Harper Sibley, Jr. believed the land development of the Reef was over and the next phase should be the inauguration of a resort/hotel business, ORIA and the Club joined forces to convince residents of the advantages of governing themselves. This was quickly agreed on, and by the following year, ORIA, (now named ORCA) took on the Security, Fire Department, Roads, Bridges, Landscaping, Public Area Design and the Telephone Directory functions.

1992 marked the arrival of the devastating Hurricane Andrew. The storm hit Ocean Reef hard and in its aftermath ORCA Board members were able to reach an agreement with owner Carl Lindner to purchase the Club. This game changing agreement gave the homeowners control of both their community and their club.

1993 marked a year of changes and improvements. It was decided that Ocean Reef should have a new look. Landscape Architect Raymond Jungles was hired to create a master plan for landscaping, signage, lighting and other valuable aesthetic changes. In 1994 ORCA created the North Key Largo Utility Corporation (“NKLUC”), which bought the sewage treatment plant that had been previously owned by the Club. The utility floated a \$3 million bond for the plant’s purchase and upgrade.

In recent years ORCA has become a true community association. In addition to its chief responsibilities in the areas of Public Safety and Public Works, ORCA manages and assists a sizable number of diverse groups. These include the: Volunteer Fire Department, Grayvik Animal Care Center (home of ORCAT), Ocean Reef Political Action Committee (“ORPAC”), North Key Largo Utility Corp. (“NKLUC”), the newly reconstructed Reverse Osmosis System (“ROS”) and the popular Ocean Reef Dog Park.

## CLIMATE

Due to its proximity to the Gulf Stream and the Gulf of Mexico, Key Largo has a mild tropical-maritime climate where the average summer and winter temperatures rarely

differ more than 10 degrees. The area is mostly sunny and warm, with occasional cool or rainy days. Temperatures typically range from a low of 65° to a high of 75° Fahrenheit in the winter months and from a low of 79° to a high 89° in the summer.

## GEOGRAPHY

Ocean Reef is located on the northernmost tip of the island of Key Largo which is at the very “top” of the Florida Keys (a group of coral islands located off the southern coast of Florida). As a point of reference, Miami is approximately 50 miles due north and Key West is 112 miles southwest (at the very “bottom” of the Florida Keys). The land Ocean Reef occupies is approximately four miles long and a mile wide, encompassing 2,500 acres. A portion of this land also includes a national wildlife sanctuary and an abundance of majestic and tropical birds occupy the area.

The thick growth of mangroves around Ocean Reef acts as a natural breakwater from wave action and storms, helping to prevent erosion. The shallow water mangrove root system provides vital reproduction and nursing habitats for all types of marine life such as fish, crabs, and shrimp. The coastal mangrove system serves as one of the key pillars of the marine food chain that virtually all of our Florida marine life and many of our birds are dependent on.

## DEMOGRAPHICS

The Ocean Reef Club and the Key Largo Anglers Club are components of the North Key Largo census-designated place (CDP). Table I on page 6 provides some information concerning the area’s demographics.

## THE OCEAN REEF COMMUNITY ASSOCIATION, PROTECTING & PRESERVING PARADISE

The Ocean Reef Community Association (ORCA) performs the city-like functions within Ocean Reef. It maintains the community’s assets to the very highest standards and strives to provide incomparable services and security to residents.

ORCA’s operations are overseen by a nine member Board of Directors. A number of committees (including, for



Table 1: North Key Largo CDP

2010 Estimated Population: 1,244			
Distribution by Race		Distribution by Age	
Caucasian	98.5%	0 to 18	6.7%
Asian	0.2%	18 to 24	2.0%
African American	0.8%	25 to 44	12%
Some Other Race	0.1%	45 to 64	32.1%
Two or More Race	0.5%	Over 65	47.2%

Educational Achievement (over age 25)		Median Age	
Highschool or Higher	95%	ORCA	62.6
Bachelors Degree or Higher	48%	Florida	41.5
		U.S.	37.2

Income	
Average Family Income	\$125,000
Families Below Poverty Level	0%

Source: U.S. Census

example, Public Safety, Architectural Review and Budget and Finance) also play a key role in the Association’s oversight.

The Board appoints the Association President who functions as a city manager would in other governments and who manages the day-to-day operations of ORCA. These functions include: Public Safety, Public Works, Utilities (including the North Key Largo Utility), Veterinary and Animal Services, Finance, Administration, Community Services, and Code Enforcement.

Overall, ORCA has approximately 65 employees and a total budget of \$10,000,000.

PUBLIC SAFETY DEPARTMENT

As noted, Ocean Reef is known for its high level of security. The Public Safety Department is responsible for this security and strictly monitors all access to the Community

The Department is composed of two divisions: Operations and Administration. The former provides Security, Fire, and Paramedic Services. The latter is responsible for Dispatch, the Welcome Center, the Front Gate Access, Training, Budgeting, Purchasing, and Emergency Management. Training is particularly important as members of the Department are cross trained in paramedic, fire, and security. Each specialization is available 24/7/365. The Ocean Reef Public Safety ambulances, firefighting equipment and paramedics are all able to respond swiftly to emergency calls anywhere in the community.

Overall, the Public Safety Department has a budget of \$6,000,000 and 50 total staff. In support of ORCA’s own officers, the Monroe County Sheriff’s Office has an on-site contingent composed of a sergeant and four deputies. Numerous other law enforcement agencies maintain a presence including U.S. Coast Guard, Border Patrol, Marine Patrol and the Park Service.

OPPORTUNITIES & CHALLENGES

While Ocean Reef is virtually crime free, policing is a high stress job.

The challenge is to maintain the outstanding level of service residents of the Community have come to expect while doing so in an appropriate manner. Consequently, the next Director of Administration for Public Safety needs to understand the dynamic of working with a very exclusive membership and staff. Having public safety experience is important, but more important is knowing how to work with people and think outside of the box to accomplish your mission.

THE IDEAL CANDIDATE

The Director of Administration for Public Safety plays a critical role in ORCA’s management team. In other organizations the position might be known as the chief of staff, second in command and/or administrative lieutenant. The environment is fast paced so the Director of Administration for Public Safety is very busy. This is not a retirement job. Being high energy is a job requirement!

The ideal candidate will be talented with strong leadership skills. The individual will be proactive as well as very



polished. He/she will know how to command respect through finesse, a winning personality and strength rather than by being aggressive and threatening.

The individual will be customer service oriented and understand that in this high end community, residents need to be treated with care and understanding. At the same time, the Director of Administration for Public Safety will know when to be firm and resolute. The individual will lead by example and be the model. He/she will be dedicated and someone who inspires the staff. The ideal candidate will be committed to excellence and to the community.

The Director of Administration for Public Safety will value training for him/herself and for employees. He/she will be always working with the staff to provide opportunities to learn and grow. The individual will be compassionate but also challenge the staff to excel. While being reasonable, he/she will set high standards and demand accountability. The Director of Administration will empower their staff, set goals and help with direction as needed.

The Director of Administration for Public Safety will be an outstanding communicator and equally comfortable making a budget presentation to the Board or chatting with an officer on the street. Having an open mind and listening will be key. He/she will spend time with department employees and in the community making new contacts and chatting with members. His/her ears will always be open, always seeking things the organization can do better. The individual will seek input and make everyone feel valued.

Personally, the ideal candidate will be approachable, cheerful, persistent, responsive and friendly. The Director of Administration for Public Safety will be humble - someone people can be comfortable with and want to be around. He/she will have outstanding people



and problem solving skills. The individual will be a forward thinker, a planner and an out-of-the-box thinker – always considering new ideas and technologies. The Director of Administration for Public Safety will be completely honest and have the highest degree of integrity. He/she will value openness but also understand its limits.

This position is largely administrative in nature so knowing the internal workings of a public safety organization and understanding the behind the scene processes is essential. Strong knowledge of and experience in administration, budgeting, purchasing, scheduling, and training are all critical. Since ORCA is a relatively small organization, particularly on the administrative side, the ideal candidate will be someone who can easily transition into a broader administrative role elsewhere on either a short or long term basis.

The Director of Administration for Public Safety needs to understand Fire, EMS, Code Enforcement, Public Safety, Security, and 911 Dispatch Services. He/she will be responsible for the Emergency Management Plans so experience in that area will be important.

The ideal candidate will have at least a Bachelor's Degree in Criminal Justice, Public Administration, Business Management, or a similar, related field. A Master's Degree is preferred. He/she will ideally have fifteen years of experience in Public Safety areas, such as law enforcement, security, fire, and medical. Being an FBI National Academy Graduate, having the Homeland Security Emergency Medical Response Certification, and/or Criminal Investigator is a plus.

## COMPENSATION

The salary range for the Director of Administration is \$100,000 to \$130,000. Benefits are excellent.

## RESIDENCY

Residency within the boundaries of the Ocean Reef is not expected. Most staff reside on the mainland and have an easy commute (30 to 45 minutes) to Ocean Reef.

## HOW TO APPLY

E-mail your cover letter and resume to [Recruit32@cb-asso.com](mailto:Recruit32@cb-asso.com) by April 18, 2016. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

## CONFIDENTIALITY

ORCA is a private homeowners association and the process will be entirely confidential except to the degree we need to speak with references.

## THE PROCESS

Applicants will be screened between April 19th and May 20th. Finalist interviews are scheduled for June 3rd. A selection will be made shortly thereafter.

## OTHER IMPORTANT INFORMATION

Ocean Reef Community Association is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. The following websites have additional, useful information that you may wish to review:

<http://www.orcareef.com/>

<https://www.oceanreef.com>

<http://www.keyshistory.org/nokeylargo.html>

<http://www.privatecommunities.com/florida/oceanreefclub/>

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