



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

Vice President for Administration Position Available—Apply by July 28, 2017



The Ocean Reef Community Association (ORCA) is seeking a talented, proactive, polished and articulate individual to join its management team as the Vice President for Administration. This position plays a key role in ensuring that Ocean Reef remains the premier residential community in the United States. Extremely successful (personally and professionally) individuals live in the community because of its exceptional quality of life, and they expect nothing less than the best. If you are an outstanding administrator and interested in a very demanding, yet satisfying, job and environment, please read on.

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 facility.

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 attend the Academy.

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 Pennkamp 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 of 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

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

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 (opposite) provides some information concerning the area’s demographics.

THE OCEAN REEF COMMUNITY ASSOCIATION, PROTECTING & PRESERVING PARADISE

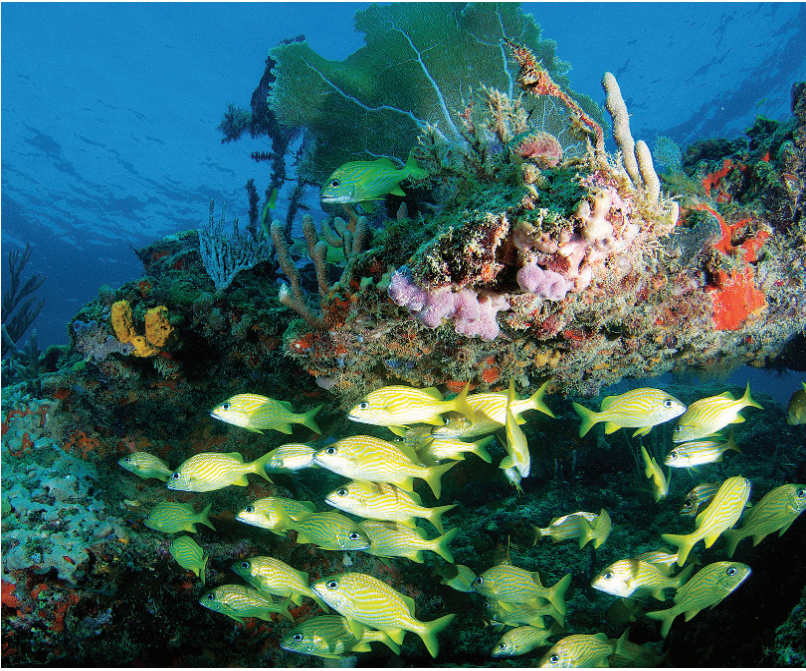
The Ocean Reef Community Association (ORCA) performs the city-like functions within Ocean Reef. It maintains the community’s assets to the very highest standards and strives to provide incomparable services and security to residents.

ORCA’s operations are overseen by a nine-member Board of Directors. A number of committees (including, for 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 100 employees (a little over half are in public safety) and a total budget of \$14,000,000. It does not have any unions.

The staff at ORCA are all very capable and it is a very desirable place to work. Consequently, employees tend to stay for a long time. For example, the current President has been President for 25 years, the current VP for Administration for 20 and the VP for Utilities for 15.



## ADMINISTRATION DEPARTMENT

Historically, ORCA has had a large number of committees composed of residents. The President and the Vice President for Administration have assumed the primary responsibility of working with these committees to enhance the quality of life of ORCA residents. Examples of some of the committees include the Airport Committee which oversees the operation of Ocean Reef's general aviation airport and the Marina Committee that oversees the operation of Ocean Reef's Marina. The VP has generally served as the Association President in his absence.

A significant portion of the VP for Administration's time is spent overseeing the Administration Department. This Department covers four functional areas: Human Resources (2 staff members), Communications (1 staff member), the Animal Services (including the ORCAT Program-11 full-time and part-time staff), and employee leasing (approximately 15 staff). The last mentioned program involves leasing staff members to community organizations to support their activities. These leased employees include staff for the Art League, Cultural Center, the Community Foundation, all charities and the Chamber of Commerce as well as a veterinarian and a minister for Ocean Reef's on-site chapel. The Animal Services program involves traditional animal services as well as the ORCAT Program. Several decades ago the area was overrun with a few thousand feral cats. ORCA began a program to trap, neuter, release and feed the cats. The result has been to reduce the feral cat population to 300 to 400 animals. The receptionist also reports to the VP for Administration.

## OPPORTUNITIES & CHALLENGES

In many ways Ocean Reef is paradise. Its setting is idyllic and the residents and staff are very friendly and capable. The community expects (and has received) an outstanding level of service. The primary challenge is maintaining and enhancing that level of service the residents have come to expect. Consequently, the next Vice President for Administration must understand the dynamic of working with a very exclusive membership and very competent staff. Having administrative experience is important, but more important is knowing how to work with people and think outside of the box to accomplish your mission. Expectations are very high and one must always be ready to meet – and preferably, exceed them.

## THE IDEAL CANDIDATE

The Vice President for Administration plays a critical role in ORCA's management team. In a city, the position would be equivalent to that of a deputy city manager. The ideal candidate will be committed to excellence, to the community and to enhancing residential life. The work environment is very fast paced so expect to be busy, or rather extremely busy. Being high energy is a job requirement! This is not a retirement job!

The ideal candidate will have strong leadership skills and be proactive as well as very polished. He/she will know how to finesse difficult situations while also being firm when appropriate. Outstanding people skills, exceptional communication skills, a winning personality and hard work are the keys to success in this position.

The individual will be customer service oriented and work diligently to get to yes. Simply saying no to a resident is not an option. Instead the VP will convey an understanding of the resident's issue as well as that it is being addressed appropriately and in a timely manner. He/she will understand that in this high-end community,

residents need to be treated with dignity, care, understanding and respect. White glove service is a must! The individual will lead by example and be the model. He/she will be dedicated and someone who inspires the staff.

The Vice President for Administration 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 Vice President for Administration will empower their staff, set goals and assist in reaching them when necessary.

The Vice President for Administration will be an outstanding communicator and equally comfortable making a budget presentation to the ORCA Board as to chatting with someone pumping gas at the Marina. Having an open mind and listening will be key. He/she will spend time with department employees and in the community chatting with members. His/her ears will always be open, always seeking things the organization can do better to improve the residents' quality. The individual will seek input and make everyone feel valued.

Personally, the ideal candidate will be approachable, cheerful, persistent, responsive and friendly. The Vice President for Administration will be humble—someone people can be comfortable with and want to be around. The individual will be a forward thinker, a planner and an out-of-the-box thinker—always considering new ideas and technologies. He/she will have outstanding problem-solving skills. The Vice President for Administration 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 understanding organizational culture and change is essential. Strong knowledge of and experience in administration and budgeting are critical. Since ORCA is a relatively small organization, particularly on the administrative side, the ideal

candidate will be someone who is a jack-of-all-trades and can easily step into another or broader administrative role elsewhere on either a short or long-term basis.

The ideal candidate will have at least a Bachelor's Degree in Public Administration, Business Management, or a similar, related field. A Master's Degree is preferred. He/she will ideally have five years of experience in community administration or city management. Experience with Emergency Management is a plus.

## COMPENSATION

The salary range for the Vice President for Administration is \$100,000 to \$150,000. The Association would prefer to pay in the lower half of the salary range but will pay at the top of the range for the perfect candidate. Benefits are excellent.

## THE MOST RECENT VICE PRESIDENT FOR ADMINISTRATION

The most recent Vice President for Administration was very highly regarded and successful but has moved to Virginia to be with his wife and young son.

## RESIDENCY

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

## HOW TO APPLY

E-mail your cover letter and resume to [Recruit24@cb-asso.com](mailto:Recruit24@cb-asso.com) by July 28, 2017. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

## CONFIDENTIALITY

Although ORCA operates like many cities do and its President is a former City Manager, it is actually 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 July 29th and September 5th. Finalist interviews are scheduled for September 11th and 12th with a selection 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/>

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING