

GENERAL MANAGER PROFILE: BROKEN SOUND MASTER ASSOCIATION BOCA RATON, FL

GENERAL MANAGER AT BROKEN SOUND MASTER ASSOCIATION

This is an opportunity to join a large-scale community where the Board is anxious to engage a proactive, responsive, highly collaborative leader who takes on the responsibilities and accountabilities and provides consistent professionalism throughout the organization and with each contributing constituency. Providing long-term continuity throughout ever-changing volunteer leadership is critical, as is setting the foundation for standards, SOPs, communications, and strategic focus.

Working harmoniously with the highly regarded club operations team within the greater Broken Sound community is critical, as is being a strong relationship builder, mentor, diplomat, and accessible leader of the Association. This is an exceptional opportunity for true community association professionals located in one of the country's most desirable areas.

[Click Here to learn more about this opportunity.](#)

ABOUT BROKEN SOUND MASTER ASSOCIATION AND COMMUNITY

In an area known for its high-end country club communities, Broken Sound Club is in a category all its own. With 28 separate villages comprising Broken Sound and located in the heart of Boca Raton, Florida, Broken Sound Club is one of the most desirable, award-winning, sustainable golf and country clubs in the Southeast.

Established in 1985, the Broken Sound Master Association (BSMA) serves as the “umbrella” association for a Planned Unit Development (PUD) that encompasses 28 individual Associations, known as Villages, two apartment communities, the Broken Sound Country Club, and three commercial parcels.

The BSMA is dedicated to:

- Preserving, maintaining, and enhancing all shared properties through volunteer leadership.
- Promoting the health, safety, and social welfare of the members.
- Maintaining landscaping, sidewalks, and roadways in common areas.
- Overseeing architectural design standards and modifications within the PUD.

BROKEN SOUND MASTER ASSOCIATION BOARD

The BSMA Board comprises five elected members who shape the association's operation by participating in volunteer services, serving on committees, attending meetings, staying informed, and providing feedback.

Each village has a president or a designated representative who attends BSMA meetings and communicates news and updates to the homeowners. The 28 villages operate as separate associations, each with its governing documents, board of directors, budget, and management company.

BROKEN SOUND MASTER ASSOCIATION BY THE NUMBERS:

- Annual HOA assessments vary by Village
- Transfer fee - \$4,000 per sale
- The community is divided into 28 Villages and has 1618 homes, including 177 condos and 1441 single-family homes.
- The BSMA budget for 2025 is approximately \$6.9M and is a breakeven projection.
- The HOA has 10 full-time, year-round employees
- The HOA accounting system is TOPS
- The HOA is established as a Not-for-Profit Corporation governed under FL HOA Statute 720
- There are four gatehouses and five entrances to the 1,100-acre community

- Other tech systems used by BSMA: EntrancelQ (gate access), Fourth (HR/Payroll), Constant Contact (emails)
- The Board consists of 5 members, each serving two-year terms

COMMON PROPERTY MAINTAINED BY BROKEN SOUND MASTER ASSOCIATION

- Total Broken Sound PUD Acres – 1,100
- Lakes – 111 acres – 21 Lakes
- Perimeter wall – 4 miles
- Roadways – 5 miles
- Walking Path – 3 ½ miles
- Fountains – 5
- Preserves – 4 open areas to be maintained
- Trees – Over 1,953 trees trimmed annually
- Lighting – Over 1,000 lights (500 at main entrance)
- Guard Houses – 4: Main Gate, North Gate, Banyans Gate, Construction Gate (no exit)

BROKEN SOUND MASTER ASSOCIATION WEBSITE: www.brokensoundmaster.com

GENERAL MANAGER – POSITION OVERVIEW

In collaboration with the board of directors, committees, and senior staff, the General Manager of BSMA is responsible for all day-to-day operations, including administration, grounds, security (outsourced), and maintenance (some of which are outsourced). He or she will define and execute operational plans, ensuring BSMA's continued ranking as a premier luxury community in the South Florida market. Continuous improvement is a focus and priority for someone in this role with BSMA. The GM should be a forward-thinking and creative individual who can proactively identify, and articulate opportunities and potential weaknesses others may overlook, confidently bringing them to the board's attention. He or She must be tech-savvy and capable of leveraging and recommending technology to streamline operations, enhance efficiency, and minimize repetitive tasks.

Being a friendly, open, approachable, responsive, naturally engaged community and hospitality professional who instills the same style in his/her team is critical. In the past few years, the community has experienced a large turnover of residents and significant renovations, leading to a strong need to 'manage' expectations and community impacts. He or She must excel in communication, demonstrating strong skills both in oral and written forms.

The GM must be certified and licensed by the State of Florida for Community Association Management (CAM). Responsibilities include working closely with the Master Association Board, the ARB, other Committees, residents, Club leadership, and staff to manage and successfully operate the community. Strong management, resident service, and supervisory skills are required. The GM must possess comprehensive knowledge of the BSMA governing documents, amendments, policies, and procedures, with the ability to integrate Florida Statutes 720 and 617 into informed decision-making processes.

The GM will review and improve outdated policies and procedures, replacing them with clear, well-written, and easy-to-access best practices. They will also seek out opportunities to create new, improved policies and procedures to provide clarity in areas that are lacking. These shall be maintained and serve as a comprehensive and practical operational guide for future board members and employees.

Having full operational responsibility for the BSMA, the GM will support the board by managing relationships with the community and community partners, including the Broken Sound Country Club and external partners. The GM will also manage the annual operating plan, improve processes, rectify inefficiencies, and implement the board's policies.

The General Manager of BSMA:

- Manages the annual and capital budgets, including monthly analysis and findings. The GM presents key findings to the board at least monthly, with follow-up actions aligning with the annual and strategic plans.
- MUST be an expert on Florida Statutes 720 and 617 and the BSMA CCRs, other governing documents, amendments, policies, and procedures, and have expertise in contract negotiation and development.

- Must have a strong level of financial acuity, and be proactive in evaluating reserve needs, projecting future projects and budgets, and work collaboratively with counterparts at the Club to ensure a high level of understanding of what each is working on or proposing that may have a financial or other resident impact.
- Provides leadership to the board and contributing constituencies (committees, member residents, and staff) regarding crucial community assets and requirements. Recognizes the need to balance multiple interests and perspectives with BSMA's business and financial objectives, sometimes having to respectfully 'push back' to ensure the interests of the whole are being considered.
- Coordinates, streamlines, and consolidates all operational and administrative activities and processes, keeping the board well informed of any key personnel or process changes.
- Must have a strong and natural sense of detailed orientation, be responsive and organized, and be able to multi-task and efficiently deal with interruptions and unexpected plan changes.
- Reports directly to the president and board of directors and owns day-to-day operations, explicitly emphasizing enhancing the value of the residential lots in Broken Sound, the lifestyle for member residents and guests, and the health, safety, and welfare of member residents and guests.
- Communicates proactively with all internal and external constituencies. Outstanding verbal and written communication skills are critical in this role. The GM is the primary communicator of all information for the BSMA and must be able to listen, engage, build trust, and be highly approachable. The GM must also be extremely responsive to the board, committees, neighborhood representatives, and residents.
- Works proactively with the board of directors and committees to keep them focused on key goals and objectives and ensure that capital projects are executed on time and within budget. Keeping the board and the residents well-informed is important to the GM's responsibilities.
- Responds promptly to resident inquiries and requests and is adept at conflict resolution.
- Is a strong leader who is out in front of issues, provides the board with proposed solutions, and executes approved solutions that lead to successful outcomes. The GM must consistently focus on priorities, goals, and objectives established by the board and senior staff as appropriate.

INITIAL PRIORITIES OF THE GENERAL MANAGER

- Assess current operations, policies and procedures, technologies, and staffing to identify and implement improvements immediately impacting resident service delivery. First, understand the history and "why" of what has been or is being done.
- Learn the history, culture, dynamics, and traditions of the community. Meet, get to know, and listen to residents. Learn their names and earn their trust.
- Develop relationships with key leaders outside the community, including Boca Raton city officials and Palm Beach County commissioners.
- Understand BSMA's financial model, annual plan, how financial projections are met, and reserve studies and their components.
- Review all contracts and agreements to ensure understanding of details, timing of renewals or terms, etc.
- Learn and become familiar with upcoming projects and where they stand in development and execution.
- Review project management systems and consider opportunities to leverage technological enhancements to improve high-touch opportunities.
- Establish a transition plan so future board members can serve effectively without long learning curves.

ORGANIZATIONAL STRUCTURE

As noted, the GM reports directly to the president of the board of directors. BSMA has five members serving two-year, staggered terms; consequently, since terms are short, the GM's role is critical to long-term continuity within BSMA. The GM also interfaces withstanding committees, including the Architectural Review Board, Grievance, Maintenance/Landscape, and Nominating, and Several Ad Hoc committees, including Entrances, Finance, Legal, Security, and Technology, as presently construed.

The office manager, finance director, administration, operations manager, and director of security (Titan International) are direct reports to the role. Security includes over 35 officers, paramedics, roving patrols, and gatehouse operations.

CANDIDATE QUALIFICATIONS

- Has a Florida Community Association Manager's (CAM) State License. Ideally, an LSM, PCAM, AMS, CMCA, or other elevated certifications are additionally desirable.
- Is a confident, diplomatic, and competent professional with exceptional “executive presence” who recognizes the importance of accountability and has a strong history of success in working with volunteer boards and committees.
- Technologically proficient and recognizing best practices in using technology to improve ‘high touch’ service delivery to residents and data management and to manage and lead operations more effectively.
- Has at least five years’ experience working in, with, or overseeing a homeowner’s association and/or club community.
- Has strong financial acumen, including financial statement review and budget preparation.
- Has strong property management skills with strengths in leadership, finance, human resources, and project management.
- Has the proven ability to define and achieve goals and objectives.
- Is an innovator and a champion of new ideas and initiatives, looking to improve resident experiences and operational efficiencies consistently.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package, including association membership.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter in that order using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter to Mr. Allan Ratafia, President, and the BSMA Board of Directors. Clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and why BSMA and the Boca Raton area will benefit you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than January 15, 2025. Candidate selections will occur in early February, with the first Interviews expected in mid-month and the second interviews a short time later. The new candidate should assume his/her role as soon as reasonable thereafter, following appropriate notices, etc.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - BSMA”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle: patty@kkandw.com

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