



**Arch Cape Domestic Water Supply District
Arch Cape Sanitary District**



**INTERIM DISTRICT ADMINISTRATOR
SCOPE OF WORK**

Background

The [Arch Cape Domestic Water Supply District](#) and [Arch Cape Sanitary District](#) are [Oregon Special Districts](#) located on the North Coast of Oregon about five miles south of Cannon Beach. The districts produce and distribute drinking water to some 300 homes and process wastewater for about 350 homes. A Board of five District Commissioners oversees each of the two Districts. Current staffing is a District Manager, an Operator and a contracted part-time bookkeeper. Staff are hired/ contracted by the Water District and provide services to both districts

The updated Drinking Water plant went online in 2014 and the updated Waste Water plant in 2009.

In July of 2023 the Boards undertook a thorough assessment of each district, their needs and shortcomings. A two-year project plan to bridge critical gaps was developed along with associated updates to the Annual Budget, Capital Improvement Plan and five-year Financial Plans.

Highlights of the assessment were:

- For at least the past 20 years, the Districts have been staffed with two full-time employees – a District Manager and an Operator - and a part-time book keeper. These 2.5 people are expected to perform the functions of; a) District Management (Business, Personnel, Procurement/Contracting, Budgeting & Finance, Admin and Community Outreach), b) Operations Management (Planning, Scheduling & Oversight of Operating Requirements for Plant, Equipment & Projects) and, c) Ongoing Operations (365x24x7 compliance procedures, maintenance, operation activities and problem resolution).

This staffing has not changed even though the population has increased by more than 80% (from 205 to 375 full time residents) along with an unquantified increase in second home ownership and in short term rentals – all of which reflect significantly increased demand on plant resources.

- The time available and skill sets of the District Staff are not adequate to perform all of the job functions.
- Over the past 20 years and specifically in the past seven, the work load has significantly increased, requisite management and maintenance activities have lapsed, and a forest-watershed has been purchased.
- In July of 2023 the Board Presidents undertook primary responsibility for Districts' Finance and Administration and Forest-Watershed Oversight to allow the District Manager and Operator to focus on the mission critical functions of plant maintenance and operation and project management.



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The District Boards are evaluating district needs, staffing requirements and responsibilities.

- In spring of 2024, a new budget was adopted that affords the Districts the funds to upgrade critical components and processes of both plants during FY2024-2025.
- A new job description is being developed for the mission-critical functions of Plant & Operations Manager. That person, who has [Level III certification](#), will focus exclusively on managing the assets of both Districts, maintaining the ongoing operational needs of plant and equipment, directing and overseeing the Operator, coordinating any 24x7 response related to the Forest-Watershed and planning and managing any/all projects. This job is proving to be at least full-time.
- A long-term plan is required for how to address the Business, Personnel, Contracting/Procurement, Budgeting & Finance, Administrative and Community Outreach functions of the Districts. These functions are currently being done by the Board Presidents but their terms in office end in June 2025 and neither plans to continue on either board. It is unclear who will do this work and how much time it will take. These functions are typically not Board President responsibilities and is it unlikely that others will have the time/ expertise/ appetite to take them on. Based upon the work level over the past year, performing those functions is approximately a half-time job.

The Districts are looking for a part-time, contracted interim Administrator. The engagement would ideally start in July 2025. The role of the Administrator will be twofold; 1) perform the functions listed above, and 2) equally important, assess and make recommendations to the Boards about the ongoing need for an Administrator, the level of effort required to do the job, whether the Administrator should be an employee or contractor, and the organization/reporting structure for District Staffing.

The Interim Administrator role can be performed remotely with on-site availability as needed.

Anticipated Responsibilities

A. Ongoing Administration

1. Work with the Board Presidents to plan and facilitate monthly Board meetings that set policy direction for both Districts and address fiduciary requirements.
2. Oversee annual budget development and forecasting of funds needed and available for staffing, equipment, materials, and services. Work with bookkeeper/ accountant and auditors to monitor/control expenditures, allocate resources, and monitor performance.
3. Support the Operations Manager as he/she sets and adjusts operations priorities and ensures the availability of appropriate resources. Monthly plant walkthrough / status updates to districts utilities health and performance needs
4. Work with the Operations Manager to identify the need for grants / low interest loans. Work with admin staff to complete and submit applications.



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5. Evaluate current business processes and systems, refine procedures and systems to maximize operating efficiency and to establish and maintain controls.
6. Ensure that the appropriate Personnel and Contracting/Procurement policies are in place and being followed.
7. Coordinate with Consulting Forester and funding agencies to ensure that the contract requirements and District plan for Forest-Watershed Operations is being followed.

Note: Two-year and 12-year operations plans for the Forest-Watershed are in place along with funds for anticipated expenditure level through 2031.

8. Work with the Board to provide necessary and appropriate outreach to the District rate payers to keep them informed

B. Organizational Assessment and Recommendations

Assess and make recommendations to the Boards about:

1. Long-term need for an Administrator,
2. Skill sets / competencies and level of effort/ time requirements of an Administrator,
3. Whether the Administrator should be an employee or contractor,
4. Requisite skill sets / competencies for the positions of Operations Manager and District Operator and the extent to which they are being met with current staff.
5. Optimal organization/reporting structure for District Staffing

Competencies

Proficient-level to advanced-level for the below:

- Careful, Ethical, and Responsible Decision Making
- Business & Financial Management Expertise
- Securing grants / low-income loans
- Written and Verbal Communication & Presentation
- Inter-Personal Relationship Building

Preferred Experience and Education

Six years of supervision, management, or progressively related experience, ideally in public utilities OR three years of related experience in public sector administration with a bachelor's degree.

Compensation

To be negotiated.