



Arch Cape Domestic Water Supply District  
Arch Cape Sanitary District



**Request for Proposals – Interim Public Utility District Administrator**

**Issuing Entity:**

Arch Cape Domestic Water Supply & Sanitary Districts  
32065 E. Shingle Mill Lane, Arch Cape OR 97102  
www.archcapewater.org  
(503) 436-2790

**Contact Person:**

Bill Campbell, President Arch Cape Domestic Water Supply District  
billcampbellacutil@gmail.com

**Request for Proposals Question & Answer Date via Zoom:** [Tuesday, January 21st 11:00 AM]

**Proposal Submission Date:** [Tuesday, February 11, 11:00 AM]

**Proposal Submission Address:** [billcampbellacutil@gmail.com]

**Proposal Opening Date:** [Tuesday, February 11, 11:30 AM]

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**1. Introduction**

The Arch Cape Domestic Water Supply & Sanitary Districts (hereafter referred to as "the Districts") is seeking qualified candidates to submit proposals for a 2-year contracted position of **Interim Public Utility Districts Administrator**. This interim position is critical to ensure continuity of leadership while the need and approach for a permanent solution is determined. The selected candidate will be responsible for performing essential business administration and management functions for the Districts that will allow current staff to focus exclusively on operations, and to make recommendations to the Districts Boards for longer-term staffing/funding solutions.

This solicitation is in accordance with [ORS 279B.060](#).

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**2. 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 307 homes and process wastewater for about 357 homes. The source of the drinking water is a 1500-acre forest-watershed which is owned by the Water District. 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. The forest-watershed was purchased in 2022 with a Forest Legacy Grant that is administered by Oregon Department of Forestry.

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



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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, Grant Writing, 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, operational activities and problem resolution).

This staffing has not changed in at least 20 years 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.
- In February of 2024, the Water District contracted with a Consulting Forester to oversee an extensive road decommissioning and repair project that should be completed by Fall of 2025. The costs of all work related to the project are being reimbursed by an American Rescue Plan Act (ARPA) grant.

The District Boards have evaluated District needs, staffing requirements and responsibilities.

- The FY 2024-2025 adopted budgets provide the Districts with the funds to upgrade critical components and processes of both plants during the budget year.
- A new job description is being developed for the mission-critical functions of Plant & Operations Management. 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 work tasks of 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.



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- 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 due to the need to focus District staff on critical plant operations, but their terms in office end in June 2025. These functions, which take significant time, are not Board President responsibilities and it is unlikely that others will have the expertise/ appetite and significant time that has been required to take them on.

The Districts are looking for a 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 when/as needed. Working remotely will be require the installation of the District's remote access software suite on the contractor's computer equipment.

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### **3. Scope of Services**

The Interim Public Utility District Administrator will be expected to perform the following duties and responsibilities:

- a. Ongoing Administration & Management
  - i. Work with the Board Presidents to monthly Board meetings that set policy direction for both Districts and address fiduciary requirements. Will participate in every Board meeting in person or via Zoom.
  - ii. 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.
  - iii. Support the Operations Manager as s/he sets and adjusts operations priorities and ensures the availability of appropriate resources. Monthly plant walkthrough / status updates of districts' utilities health and performance needs
  - iv. Work with the Operations Manager to identify the need for grants / low interest loans. Work with admin staff to complete and submit applications.
  - v. Evaluate current business processes and systems, refine procedures and systems to maximize operating efficiency and to establish and maintain controls.



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- vi. Ensure that the appropriate Personnel and Contracting/Procurement policies are in place and being followed.
- vii. 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.
- viii. 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:

- i. Long-term need for an Administrator,
- ii. Skill sets / competencies and level of effort/ time requirements of an Administrator,
- iii. Whether the Administrator should be an employee or contractor,
- iv. Requisite skill sets / competencies for the positions of Operations Manager and District Operator. Identify areas of opportunity to more effectively achieve Districts' mission and goals.
- v. Optimal organization/reporting structure for District Staffing

Within 18 months following contract award, provide draft findings to the Board outlining the assessment and recommendations for the above. Within 22 months following contract, provide a final report to the Boards based on Districts' comments.

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#### 4. Qualifications

The ideal candidate for this interim position will possess the following qualifications:

a. **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
- Computer skills including Microsoft Office Suite and other similar computer programs.



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b. **Preferred Experience and Education**

Management and administration of water and sanitary utilities. At least six years of supervision, management, or progressively related experience OR three years of related experience in public sector administration with a bachelor's degree.

c. **Insurance**

\$1,000,000 Commercial General Liability, \$1,000,000 Automobile Liability, and \$1,000,000 excess or umbrella policy.

Recyclable products must be used to the maximum extent economically feasible in the performance of the contract work set forth in this document.

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**5. Proposal Requirements**

Proposals should be 5-7 pages, with attachments if/as necessary, and include, at a minimum, the following components:

1. **Cover Letter:** A brief introduction to individual submitting the proposal, outlining the candidate's interest in the position, relevant experience.
2. **Professional Experience:** A detailed summary of the candidate's qualifications, including prior experience in similar roles and responsibilities, especially in utilities management.
3. **Work Availability & Approach:** An outline of the candidates proposed start date and how the candidate plans to transition into the role and accomplish the key duties listed above during the 2-year contracted period.
4. **Work Presence:** Intentions for time spent on site and working remotely
5. **Rates and Fees:** Per diem rates, along with any applicable travel, lodging, or other costs if the candidate is not located within commuting distance of the District.
6. **Conflict of Interest Statement:** A statement of any potential conflicts of interest, including any financial or personal relationships that may affect the candidate's ability to serve the District impartially.
7. **References:** At least three professional references who can speak to the candidate's qualifications and past performance, particularly in leadership roles, with phone and email contact information.

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**6. Evaluation Criteria**

Proposals will be evaluated based on the following criteria in priority order:

1. **Depth & Diversity of Relevant Experience**
  - a. Experience and Qualifications in the Administration and Management of Water and Sanitary Utilities



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- b. Experience and Qualifications in Public-Sector Water and Sanitary Utilities
- c. Experience in Water and Sanitary Utilities on the North Coast of Oregon
2. **Work Approach and Presence.**
3. **Professional network that could be leveraged to the advantage of the Districts in performing the role.**
4. **Rates & Fees and Budget Fit.**

The Board reserves the right to conduct interviews or seek additional information as necessary before selecting a candidate.

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## 7. Bidding Process & Selection

A Request for Proposals Question & Answer Zoom call will be held on [Tuesday, January 21st 11:00 AM]. RSVP to [billcampbellacutil@gmail.com](mailto:billcampbellacutil@gmail.com) for Zoom link.

The bidding process is in accordance with [ORS 279B.060](#). All proposals will be opened, viewed and evaluated following the close of the proposal window on [Tuesday, February 11, 11:00 AM]. All proposals will be evaluated on [Tuesday, February 11, 11:30 AM] by District Representatives and/ or district designated staff to receive these proposals. An evaluation of each proposal will be made against the criteria listed above. Following the evaluation of all proposals, all applicants will receive a notice of intent to award of the contract as well as selection decision if it deviates from the lowest responsible bidder.

The Districts may cancel the procurement or reject any or all of the proposals in accordance with [ORS 279B.100](#)

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## 8. Contract Terms

The selected candidate will enter into a District-provided contract that will outline the scope of services, compensation, term of employment, and other relevant terms. The interim position is expected to last for a period of 2 years.

Failure to perform the scope of work identified in the request for proposals or the contractor's failure to meet established performance standards will result in reducing or withholding of payment.

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## 9. Submission Instructions

Please submit your complete proposal package by [Tuesday, February 11, 11:00 AM]. Proposals must be submitted in electronic format (PDF) via email to [\[billcampbellacutil@gmail.com\]](mailto:billcampbellacutil@gmail.com).



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If you have any questions regarding this RFP, please direct them to Bill Campbell at [billcampbellacutil@gmail.com](mailto:billcampbellacutil@gmail.com).

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**10. Conclusion**

The Arch Cape Domestic Water Supply District and the Arch Cape Sanitary District are jointly seeking a capable and experienced individual to provide leadership and ensure to ensure continuity of leadership while the need and approach for a permanent solution is determined. We look forward to reviewing your proposal and selecting an Interim Administrator who can help us maintain the high standards of service we provide to our community.

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**Issued by:**

Arch Cape Domestic Water Supply District and Arch Cape Sanitary District  
[January 3, 2025]