

WASHOUGAL PUBLIC SAFETY COMPLEX

GC/CM Application to the
Project Review Committee (PRC)

City of Washougal, WA

09/ 26 /2025



City of Washougal



MACKENZIE.



AGENDA

Introduction

Project Team

Management Plan

- Experience
- Controls
- Funding

Project Information

- Existing Conditions
- Proposed Site Plan
- Schedule

Qualifying GC/CM Project – RCW 39.10

- Complex Scheduling/Phasing
- Occupied Site
- Early Design Involvement
- Complex Work Environment

Public Benefits

Summary



PROJECT LOCATION

City located in southwest Washington on the Columbia River.

Known as the “Gateway to the Gorge”

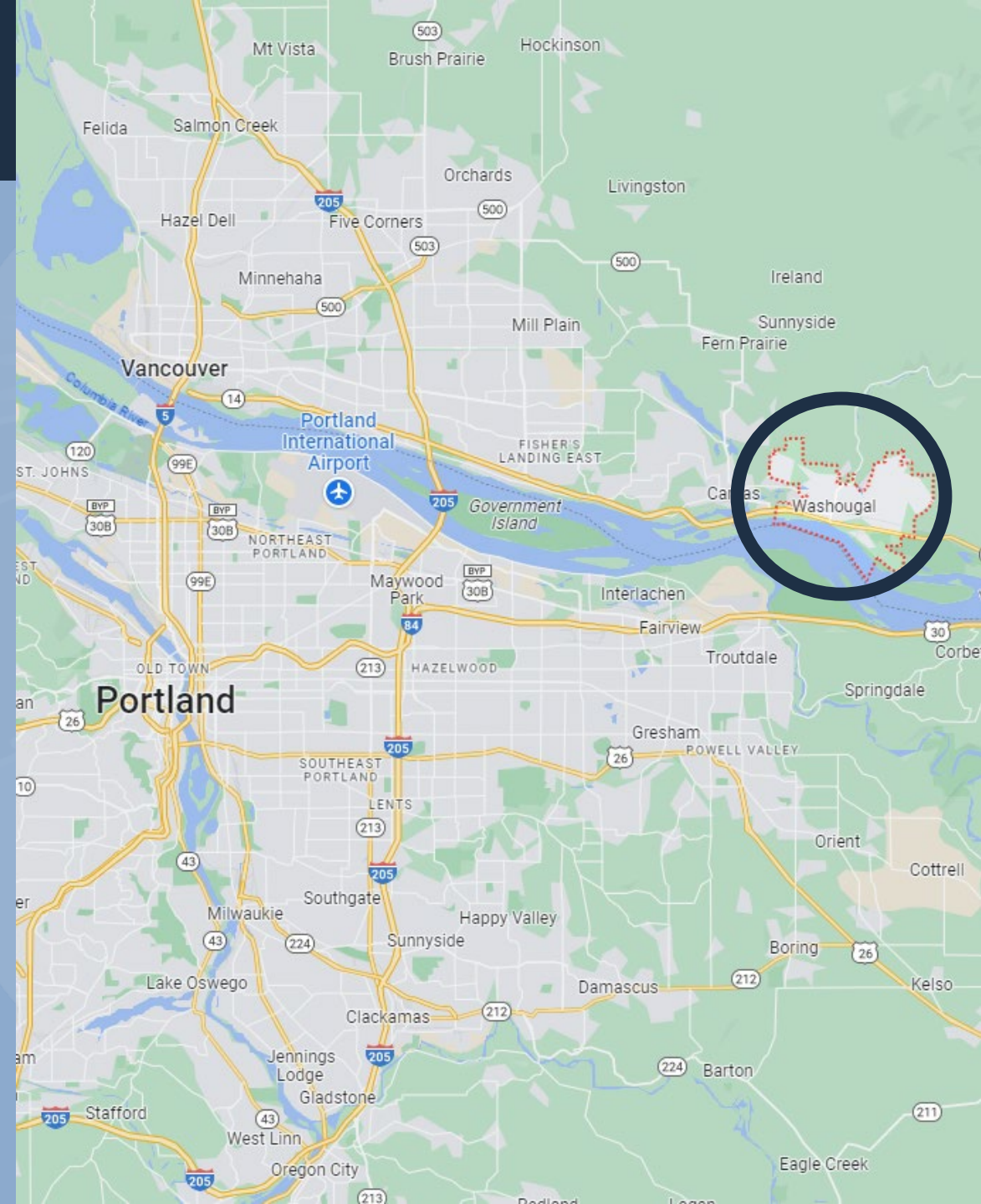
18 miles east of Vancouver, WA

23 miles northeast of Portland, OR

17,944 Residents

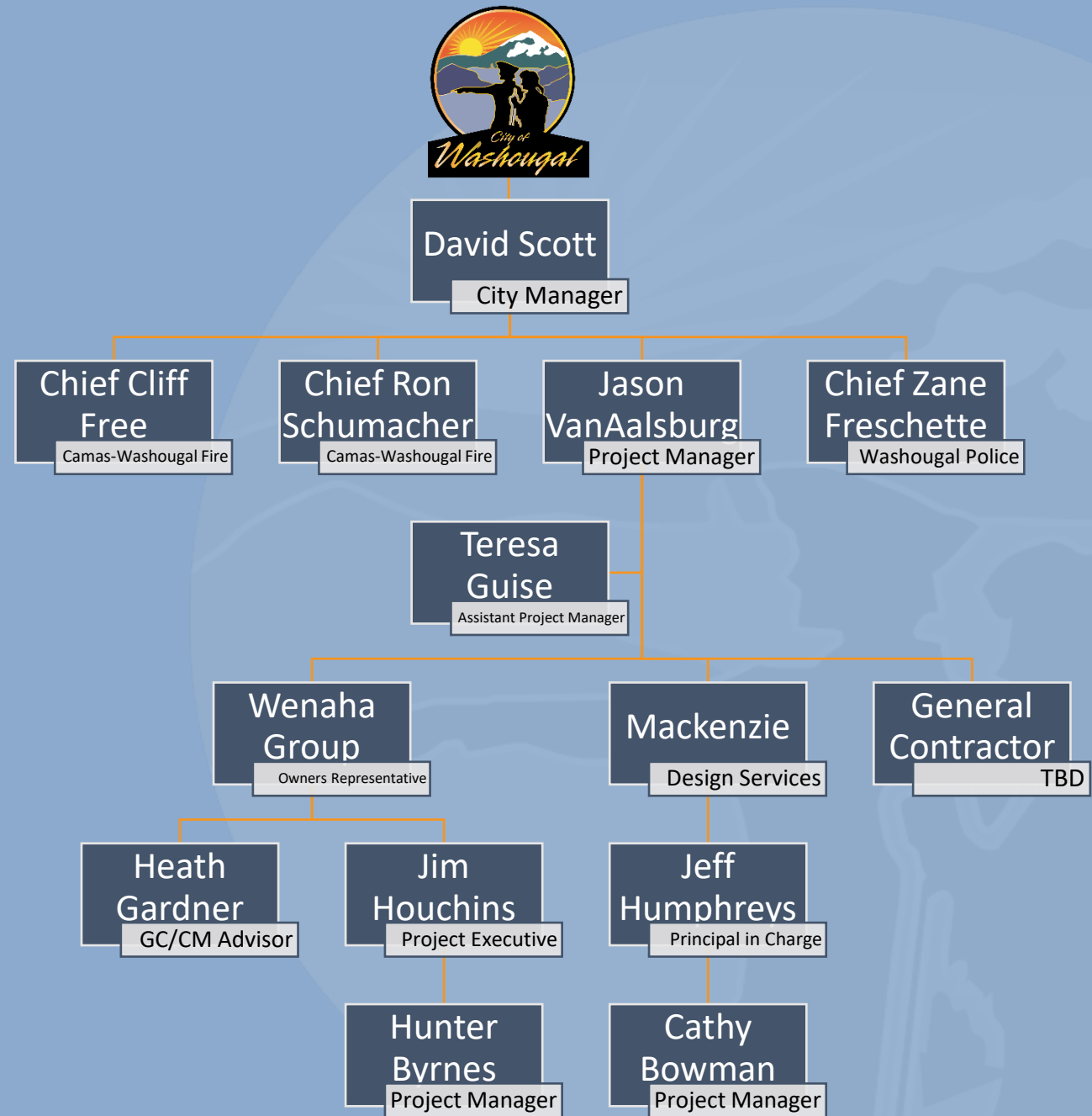
Occupies a total of approximately 5.7 square miles

Project Site: 1400 A St, Washougal, WA 98671



City of Washougal

PROJECT TEAM



PROJECT TEAM - QUALIFICATIONS



- ❑ **Jason VanAalsburg – Senior Management Analyst / Project Manager**
 - ❑ 12+ years in design, construction, and public works project management.
 - ❑ Manages capital projects ranging from \$500K–\$80M, including \$80M 32nd Street Railroad Underpass (Progressive DB)
 - ❑ Extensive experience in design-bid-build and alternative delivery; provides day-to-day GC/CM project management.
- ❑ **Teresa Guise – Management Analyst / Assistant Project Manager**
 - ❑ 20+ years in construction, permitting, and project management across public and private sectors.
 - ❑ Former Senior Project Engineer with Skanska, managing multi-million-dollar design-build projects.
 - ❑ Brings permitting, regulatory, and community engagement expertise critical to complex GC/CM projects.
- ❑ **Cliff Free – Camas-Washougal Fire Department / Fire Chief**
 - ❑ 20+ years of Experience
- ❑ **Zane Freshette –Washougal Police / Chief**
 - ❑ 20+ years of Experience
- ❑ **Heath Gardner – Wenaha Group**
 - ❑ 25+ years of project management experience and 14 years owner's representative consultant services experience.
 - ❑ Previously worked as a contractor including as a partner in a general contracting firm.
 - ❑ Oversaw multiple alternative delivery method projects including multi-million-dollar PDB and CM/GC projects
- ❑ **Jim Houchins – Wenaha Group**
 - ❑ 35+ years of industry experience, specializing in managing all phases of design and construction.
 - ❑ His expertise spans heavy civil, roadway, vertical construction, transit maintenance, and rail transit.
 - ❑ Experienced with various delivery methods, including Progressive Design-Build and GC/CM (General Contractor/Construction Manager).
- ❑ **Hunter Byrnes – Wenaha Group**
 - ❑ 10+ of experience in construction with additional experience in architectural design, project management, and consultant services as an owner's representative.
 - ❑ Experience includes custom homes, various housing/apartment building projects, and mass transit facilities as a superintendent, architectural designer, and project manager.
 - ❑ Has worked almost exclusively on alternative delivery method projects including multiple CMGC projects in Oregon.
- ❑ **Jeff Humphreys, AIA, DBIA – Principal-in-Charge**
 - ❑ 30+ years of architectural experience; leader of Mackenzie's public safety design team.
 - ❑ Delivered 60+ alternative delivery projects, including multiple GC/CM and CMGC fire/police facilities.
 - ❑ Subject matter expert in public safety facilities; board member and national presenter on fire/police design.
- ❑ **Cathy Bowman, NCARB – Project Manage**
 - ❑ 10+ years managing fire, police, civic, and seismic upgrade projects
 - ❑ Led more than two dozen projects through alternative delivery, including GC/CM.
 - ❑ Manages coordination and design, serving as primary day-to-day contact for the project team.

MANAGEMENT PLAN – PROJECT TEAM

❑ Experience

- Emergency Services Programming, Construction Project Managers, and Architects with extensive current GC/CM experience
- AGC GC/CM workshop certified
- Mackenzie and Wenaha group currently working together on another Public Safety Facility

❑ Controls

- Roles and responsibilities matrices
- Limits of authority
- Milestones for design and construction
- Vetted Agreement and General Conditions
- Budget approval process

❑ Procurement

- City of Washougal Legal Counsel guidance
- Early marketing
- Formal selection with RFP, RFFP, General Conditions & Agreement



PROJECT BUDGET

Estimated Total Project Cost:
≈\$17.5 million



Construction Hard Costs: \$9.5 million



Funding Sources:

- Voter-Approved Bond (Proposition 12): \$15.725 million
- Additional Funding (impact fees / real estate excise tax): ~\$1.75 million



PROJECT INFORMATION

❑ **Project Scope**

- Replacement of Fire Station 43, with temporary relocation to the Silver Star Search & Rescue Building (renovated for interim use).
- Demolition of existing Fire Station 43, site excavation, and relocation of cell tower.
- Renovation and expansion of Washougal Police Station, joined architecturally to new Fire Station 43.

❑ **Key Features**

- Police Station upgrades: new Community/Training Room, Lobby, Fitness Room, and Break Room.
- Police operations remain fully functional during construction, requiring extensive coordination.
- Fire operations remain fully functional during construction after relocation to Silver Star

❑ **Regional Fire Authority (RFA)**

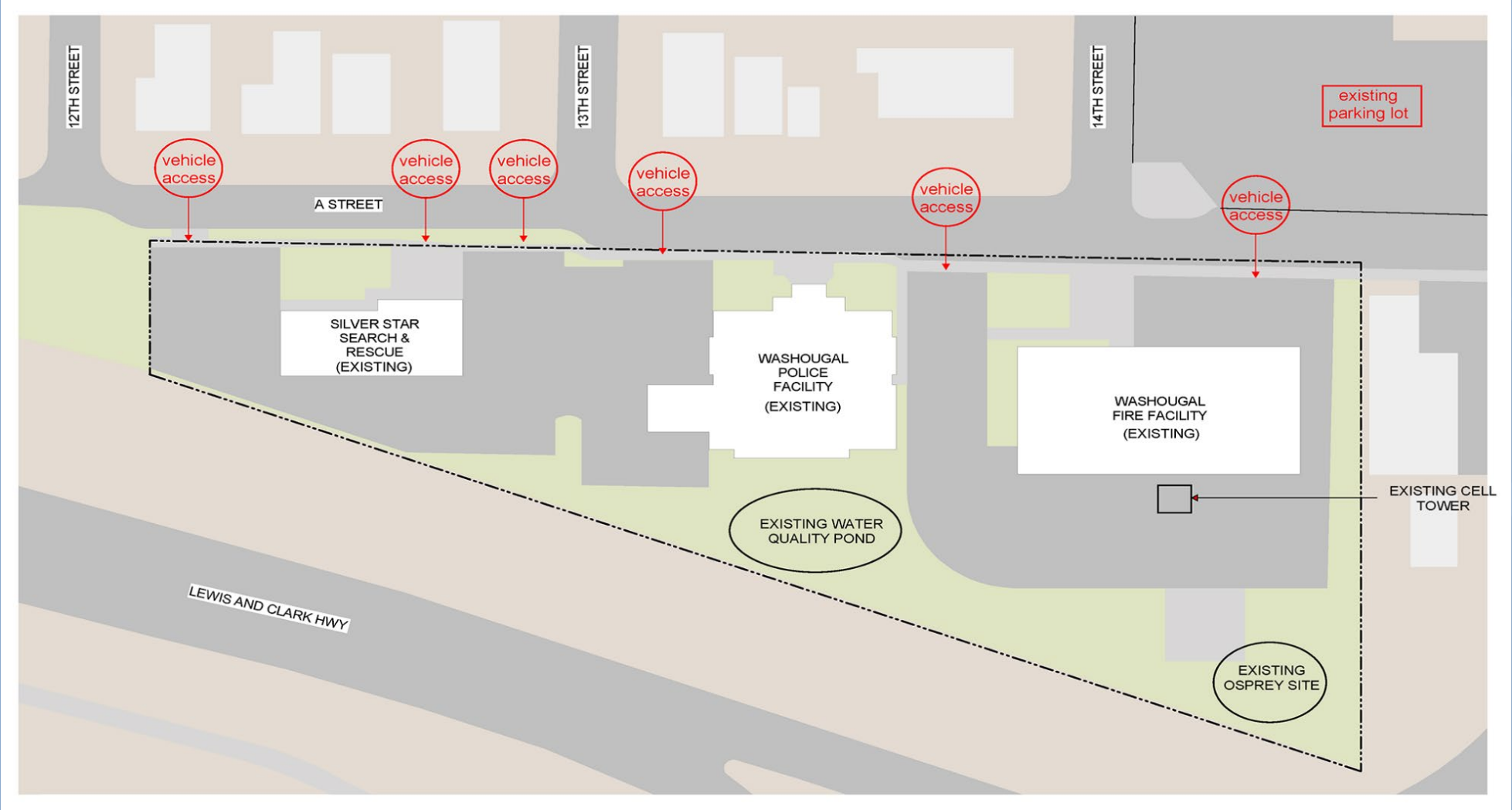
- Joint effort between Washougal and Camas to establish an RFA.
- Property partitioned into two sites: Fire Station 43 and Police Station.
- Entire project funded by the voter-approved Washougal bond; Fire Station 43 to be turned over to RFA upon completion.



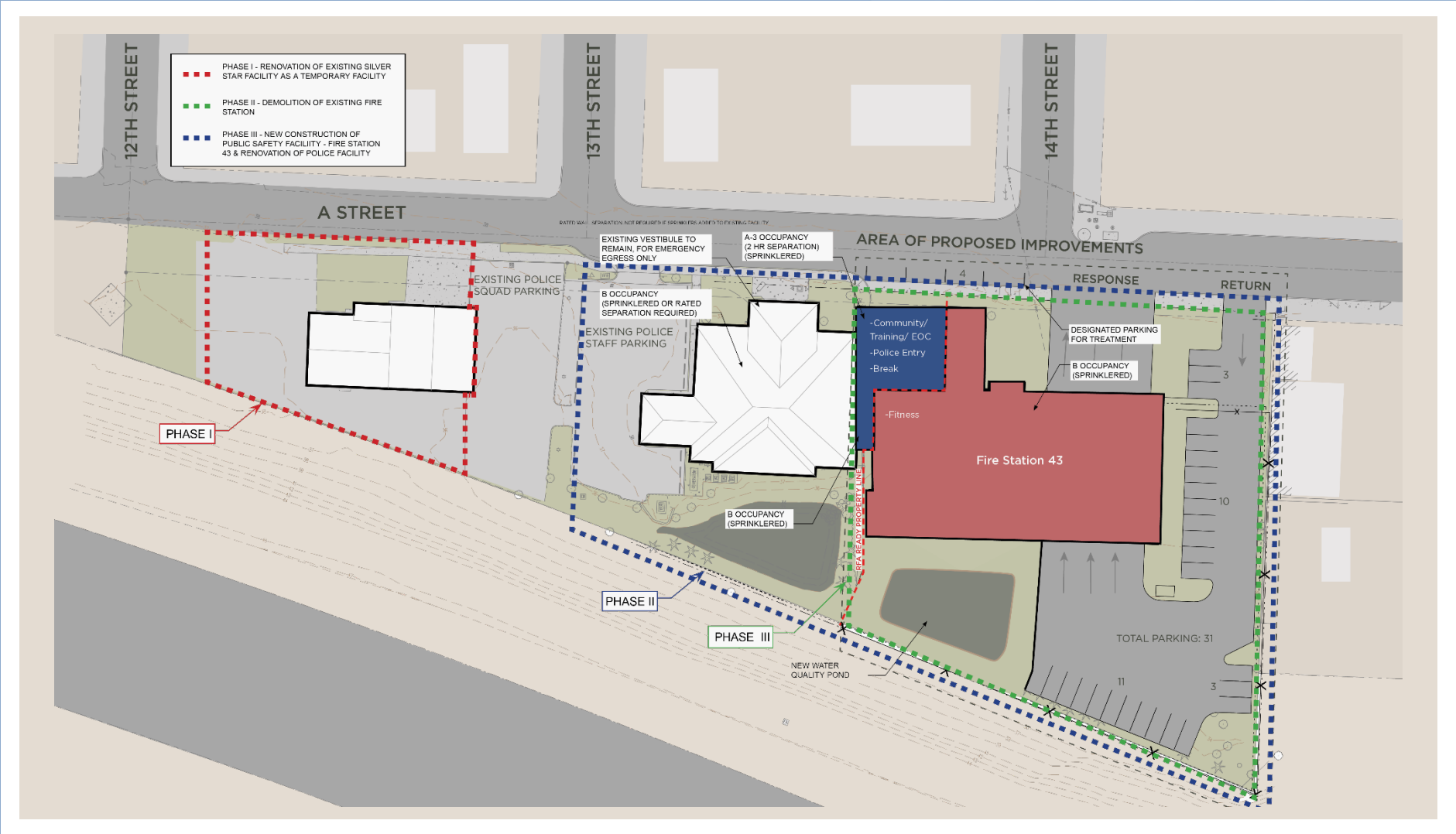
EXISTING CONDITIONS – SITE AERIAL



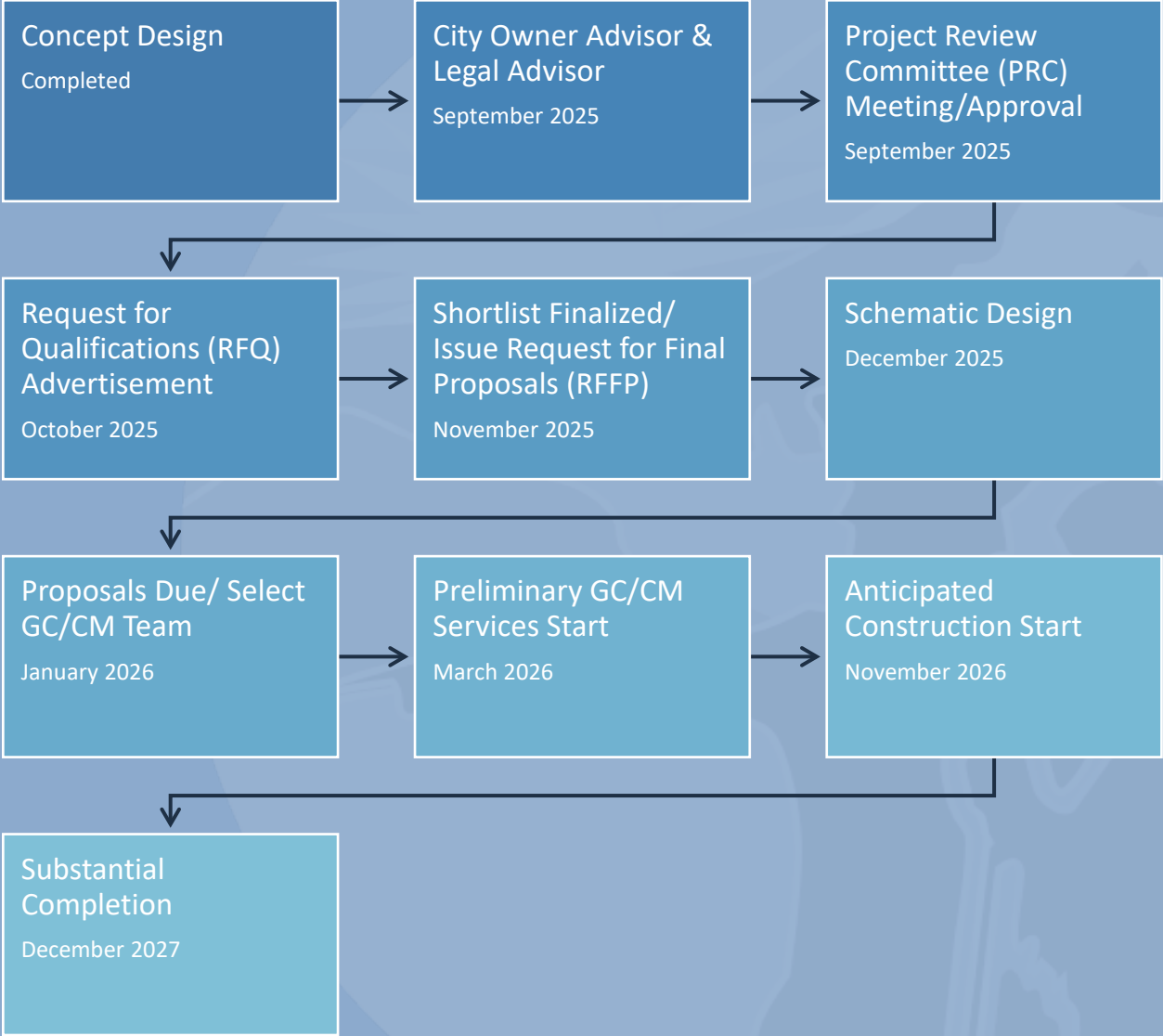
EXISTING CONDITIONS



PROPOSED SITE PLAN



PROJECT SCHEDULE



GC/CM Approval Criteria City of Washougal – Public Safety Complex

✓ Complex Scheduling / Phasing

Existing Fire/EMS
operations must
remain active
24/7 during
construction

Phased
sequencing
needed to ensure
continuous
response & site
access

✓ Occupied Facility / Public Safety

Critical life-safety
services cannot be
interrupted

Construction
adjacent to Civic
Spaces requires
careful safety
controls

Construction
activities must
ensure life-safety
standards for staff
and community

✓ Need for GC/CM Expertise

GC/CM expertise
required to plan
site logistics,
staging, and
temporary
facilities

Preconstruction
services will
provide early cost
certainty and
value engineering

Collaboration
reduces risks of
delays, change
orders, and cost
escalation



PROJECT PUBLIC BENEFITS

Reduced Cost

- Early start minimizes overtime and inflation exposure
- Maximizes efficiency by enabling construction during peak season
- Better control of construction costs in an inflating market

Earlier Occupancy

- GC/CM procurement allows earlier opening of the new headquarters and station
- Expands public services, access, and facility use sooner

Reduced Risks

- Early work release maximizes weather windows for timely completion
- Higher likelihood of attracting experienced contractors
- GC/CM driven scheduling keeps project on track and avoids extended construction schedules

Minimizing Unforeseen Conditions

- Early investigations identify conflicts between existing & proposed conditions
- Constructability reviews and GC involvement improve utility/system phasing
- Reduced claims/ litigation through collaboration

Reduced Site Complexity and Increased Public Safety

- Safety protocols developed during design protect public around an active, constrained site
- Clear pedestrian routes and mobilization planning
- Facilitates uninterrupted access to critical public services

Improved Quality

- Ongoing subcontractor management by GC/CM staff ensures higher quality outcomes
- Preconstruction estimates allows team to reconcile realistic budgets with high quality materials



PROJECT SUMMARY

Meets RCW 39.10.340 qualifying criteria

- Complex schedule
- Direct adjacency to occupied entities
- Involvement of the GC/CM during design is critical
- Complex work environment



Public body is qualified

- Experienced with RCW 39.10.340
- Experienced personnel
- Clear and logical management plan
- Necessary funding including contingencies
- Detailed project schedule



Public benefits

- Safety
- Risk management
- Time
- Quality
- Cost



QUESTIONS



PRC QUESTIONS

What fundamental changes to the project are anticipated if either the RFA vote or the parcel division are not approved?

RESPONSE: RFA - The City and the Fire Department ultimately expect the formation of the RFA to be approved at some point in the future. If the RFA is not approved in the upcoming November vote, there remains the option to revise the proposal and present it to the public again. Therefore, the project team has been directed to proceed under the assumption that the RFA—or a similar governing entity—will be established either during the course of the project or shortly after its completion.

Parcel Division - The project team has conducted a thorough review of the relevant code sections concerning parcel division and the shared facility concept. In addition, initial discussions were held with AHJ to confirm our interpretation of the applicable codes. This step was taken to ensure the project could proceed with confidence prior to presenting the concept to the council and the public in advance of the bond vote.

What is the expected involvement of the City Mayor, Council, and Police Chief in the project process?

RESPONSE: The Police Chief and Fire Chief have been involved since the inception of the project and will continue to participate in project meetings throughout the design phase. Their ongoing input is essential to ensure that the specific needs of both departments are incorporated from design through construction. Their involvement not only brings valuable operational insight but also helps ensure that both departments can continue to deliver essential services to the community during the construction phase of the project. The Mayor, City Council, and City Manager will also play a supportive role—primarily they will provide a conduit to the public for information on the projects progress and help to generate additional community support for the project as needed.

What level of authority does the project team have for changes and decision making?

RESPONSE: The project team has been granted broad authority to manage the project and make decisions within an acceptable margin of the approved budget. The full bond amount has already been allocated for use on this project. As previously noted, City leadership remains fully supportive and is available to provide assistance when requested.



PRC QUESTIONS

Has the City acquired the services of an owner advisor? The application indicates they would procure those services in September. I would like to see the qualifications of the owner advisor personnel included in the City's presentation to the PRC.

RESPONSE: We have recently procured the services of the Wenaha Group as the projects Owner Adviser.

Wenaha Group – The City of Washougal has contracted with Wenaha Group to provide comprehensive project management and owner's representative services. Wenaha Group has a reputation for successful projects utilizing alternative project delivery methods including GC/CM (Washington), CMGC (Oregon), CMAR and Progressive Design-Build methods. Their experience applying these methods to projects under different authorities for both private and public clients has given them the expertise to maximize the value of an integrated team and benefit the City of Washougal's Council, staff, and the community. In addition to the experience represented in the project specific team, the City of Washougal will have access to the full breadth of knowledge held by more than 30 Wenaha project managers with diverse backgrounds and experiences. In total the Wenaha Group has delivered more than 60 alternative delivery projects for a construction value of over \$2.6B.

Jim Houchins, Project Executive, Wenaha Group

Jim is a results-driven leader with over 36 years of industry experience, specializing in managing all phases of design and construction across a diverse portfolio of projects ranging from \$80K to \$400M. His expertise spans heavy civil, roadway, vertical construction, transit maintenance, and rail transit, making him an indispensable asset to any multidisciplinary team. Jim has successfully led teams through various delivery methods, including Progressive Design-Build and GCCM (General Contractor/Construction Manager), demonstrating a deep understanding of collaborative project execution. He has directed complex projects from early planning through construction closeout, consistently emphasizing teamwork, communication, and strategic problem-solving to control costs, reduce risk, and maintain quality and schedule.

Heath Gardner, Assoc. DBIA, GC/CM Advisor, Wenaha Group

Heath has more than 25 years of project management experience and has been providing owner's representative consultant services for the last 14 years. Before Wenaha Group, he worked as a contractor including as a partner in a general contracting firm. Heath has experience with alternative project delivery including, PDB Pasco Public Facilities District Aquatics Facility \$46M; PDB Ellensburg Fieldhouse \$25M; GC/CM Walla Walla High School \$63M; PDB East Umatilla Fire and Rescue \$5.6M; CMGC Hermiston Bond Projects \$60M; and CMGC Sherman County Courthouse \$9M. Heath also experienced many CM at risk projects as a contractor and early in his career two Design-Build projects; Weyerhaeuser Corporate Aircraft Hanger; and a private commercial bank. Heath has a reputation for managing collaborative teams in order to accomplish difficult projects and ensuring shared success among team members.

Hunter Byrnes, AIA, Project Manager, Wenaha Group

Hunter has over 12 years of experience in construction with additional experience in architectural design, project management, and consultant services as an owner's representative. The projects Hunter has worked on span a wide range including building custom homes, various housing/apartment building projects, and mass transit facilities. His roles on these projects include positions as superintendent, architectural designer, and project manager; the combination of his experience and roles held have left Hunter with a well rounded and multifaceted perspective that benefits the projects he works on. Hunter started his career at a design build architecture firm working exclusively on alternative delivery method projects. Once he transitioned to working as a project manager and owner's representative, the bulk of his projects have been CMGC projects in Oregon. Hunter's current project is the site preparation for TriMet's Columbia Bus Base.

