



**REQUEST FOR QUALIFICATIONS  
for  
Pullman Dairy Modernization  
Pre-Design/Programming Services**

**November 13, 2025**

For

**Washington State University**

By

Facilities Services, Capital

**Statement of Qualifications Deadline: December 9, 2025, 3:00 pm**

## TABLE OF CONTENTS

### Request for Qualifications

- I. Introduction
  - Point of Contact
  - Selection Committee
  - Selection Schedule
- II. Scope of Work
  - Background
  - Scope of Services
- III. Qualifications Requirements and Criteria
  - Qualifications Submittal
  - SOQ Evaluation & Selection Process
  - Protest Procedures
- IV. Supplemental Information
  - Form of Agreement
  - Consultant Fees
  - Registration, Licensing and Insurance

### APPENDICES

1. Sample Form of Agreement
2. WSU Design & Construction Standards

## I. Introduction

Washington State University (WSU), Facilities Services is advertising to retain a professional planning and programming firm to provide services for a predesign of a new modern dairy and/or renovations to the existing dairy that reflects the university's commitment to lowering carbon emissions, educating future dairy industry professionals, and providing modern research facilities for faculty across multiple disciplines. A modern dairy with new capacity and infrastructure is essential to meet educational, research, and Extension needs of both the WSU College of Agricultural, Human, and Natural Resource Sciences (CAHNRS), and of industry. The plans developed in this study will direct the future efforts of capital fundraising and building construction to help teach the next generation of dairy students.

Selection of a firm for pre-design/programming consulting services will preclude said firm from participation with any Design-Build team. At the University's option, the programming consultant may be retained to serve as an owner's representative through the design and construction of the project.

To be considered, all Statements of Qualifications (SOQ) should be submitted via email in PDF format electronic file to:

Cynthia Arbour  
Project Manager  
Facilities Services, Capital  
[contracts@wsu.edu](mailto:contracts@wsu.edu); [carbours@wsu.edu](mailto:carbours@wsu.edu)  
Phone 509-335-7010

During preparation of the qualifications submittal, all communications with WSU regarding the submittal request shall be made with Cynthia Arbour, Project Manager, 509-335-7010, [carbours@wsu.edu](mailto:carbours@wsu.edu). Firms are cautioned that this is the only person that shall be contacted throughout the procurement process. Any contact with other individuals, including the Selection Committee and their organizations may result in the Firm's SOQ being declared non-responsive and not eligible for further consideration.

All questions shall be received by e-mail and shall be received no later than five calendar days prior to the submittal deadline to be included in an addendum.

### Selection Committee

WSU has assembled the following individuals to serve on the selection committee to evaluate proposals. No contact with selection committee members other than the Point of Contact is permitted. The Owner reserves the right to add or remove representatives at any time without notice.

#### Voting Participants:

##### Cynthia Arbour, Project Manager, Facilities Services

Cyndi has been a Project Manager with Facilities Services since 2010, working on a wide range of renovation and new construction projects. Previously she served as a Campus Planner at WSU and at UMass Amherst. With her Planning background, she takes a large-scale view of campus issues. Her extended family has a background in dairy, which she will use along with her planning skills to develop solutions that make effective use of the project funds.

Louise Sweeney, Senior Project Manager, Facilities Services

Louise has spent her 30+ year career as an Owner’s Representative in Higher Education. Louise managed renovation projects with complex scheduling scenarios and new construction for major capital projects using alternative delivery methods. Louise is DBIA certified and a registered architect.

Kimi Lucas, Director, CAHNRS Operations

Since 2015, Kimi Lucas has used her higher education business management strategies to enhance operations statewide as the College of Agriculture, Human, and Natural Resource Sciences (CAHNRS) Director of Operations. Kimi provides leadership, direction, and oversight of CAHNRS Capital Projects, Information Technology, Space, Safety, Risk, and Land Service Agreement Management. Her organization actively engages across the state with the four Research and Extension Centers, plus locations in every county, one tribal entity, and the Pullman campus and farms.

Gordon Murdoch, PhD Professor and Chair, Department of Animal Sciences

Dr. Murdoch has maintained a large animal research program for more than 30 years, with a background and training in physiology and growth. He has expertise in metabolism, livestock production, teaching and leadership. Dr. Murdoch was responsible for re-initiating the Knott Dairy Center on the list of facilities needing Major Capital investment when he started as Chair in August of 2020. Over the past three years, Gordon has had management oversight and budgetary control of the department’s Dairy Center, Beef Center, Cattle Lab, Meats Lab, Feed Mill, research labs and offices.

Holly Neibergs, Assistant Director Office of Research, CAHNRS

Holly is a professor in Animal Science and the Assistant Director of the CAHNRS Agricultural Experiment Station and the CAHNRS Office of Research. Her research focus is on comparative animal genomics, genetic susceptibility to disease, and genetic factors associated with embryonic and fetal loss in cattle.

Non-Voting Participants:

Isabella Ludwig, Program Coordinator, CAHNRS Operations

Bella serves as Program Coordinator for CAHNRS Operations at Washington State University, advancing the university’s land-grant mission through leadership in safety, space management, and capital planning initiatives. In her work, she plays a key role in pre-design coordination and bridging the efforts of faculty, administrators, and facilities experts. Her background in education and public service informs her commitment to cultivating inclusive, high-performing, and forward-thinking environments.

**Selection Schedule**

- |    |                                        |                                  |
|----|----------------------------------------|----------------------------------|
| 1. | RFQ Advertisement                      | November 13, 2025                |
| 2. | <b>Submittal deadline</b>              | <b>December 9, 2025, 3:00 pm</b> |
| 3. | Notify Finalists or Announce Selection | December 16, 2025                |
| 4. | Interview Finalists (if necessary)     | January 6-7, 2026                |
| 5. | Final Selection Notification           | January 13, 2026                 |
| 6. | Notice to Proceed                      | January 20, 2026                 |
| 7. | Programming/Predesign Phase            | February 2026-April 2027         |
| 8. | Program Presentation                   | April 16, 2027                   |

## **II. Scope of Work**

### **Background**

The intent of this project is to develop a predesign for the construction of a new dairy facility and/or renovations to the existing dairy facility. The primary focus of the facility is for lifelong training of industry professionals with a secondary emphasis on remote training for formal instruction on new and emerging technologies that, in part, can begin to reduce carbon emissions, integrate sustainable energy and encompass natural resource practices. Given the current and projected growth in the Washington dairy industry, energy conservation efforts, food production, and environmental science technologies, this timely investment will create career opportunities, improve the quality of life, and enable environmental improvements across every county within the state.

Nationally, the dairy industry aims to reach a zero-carbon footprint by 2040. One of the many goals of this project is to include farm energy generation to meet and exceed farm energy needs by evaluating the opportunities for solar, wind and methane capture. The current Knott Dairy Center, operational since 1961, lacks modern facilities and infrastructure that may not accommodate these future technologies in sustainability. This predesign will consider both the construction of a new facility nearby and a renovation of the existing Knott Dairy Center to determine the most effective course of action. Either way, current operations will need to continue throughout the life of the proposed project to maintain a healthy and productive herd while continuing to provide milk used to produce cheese and ice cream at the university creamery.

A new or renovated dairy would be the only such facility in the West and broader in scope and integration than comparable operations at institutions in the East, making WSU more competitive in research awards and substantially more effective in education, training, and Extension missions. It will also further establish WSU as a leader in livestock production, modern dairy technology development, and resource management. WSU has a history of striving for excellence, and this innovative, interdisciplinary center will cement its reputation as a leader in this field.

### **Scope of Services**

The preliminary scope of work is as follows:

1. Conduct multiple planning discussion sessions with user groups to identify the specific programmatic and facility needs to be incorporated into a future project.
2. Evaluate the interaction of technologies in the dairy industry and elsewhere to determine realistic and effective zero carbon methods relevant to an operational research dairy.
3. Review previous WSU studies and renovation projects to evaluate relevance to current project goals.
4. Create a preliminary program summary document for review and comment.
5. Conduct a Site Feasibility Study based on programmatic needs, and discuss results with the Owner to facilitate selection of preferred location.
6. Perform an analysis of the infrastructural requirements (utility services, siting evaluation, etc.) for the proposed facility.
7. Determine equipment needs to maintain any new facilities.
8. Generate maintenance and operation financials and metrics.
9. Develop a conceptual level construction cost estimate.
10. Produce a “menu” of options for fundraising and naming opportunities.
11. Develop three to four renderings of the potential building design to use for public engagement and fundraising purposes.

12. Consolidate the information in a final predesign document.

Project meetings will occur in Pullman, WA or virtually. The actual extent of professional services undertaken will be subject to available funding and administrative decisions.

### **III. Qualifications Requirements and Criteria**

#### **Qualifications Submittal**

Interested firms shall have the following minimum qualifications:

- Licensed to do business in the State of Washington.
- Commitment that qualified personnel will be available for timely execution of contracted services.
- Commitment that personnel will not be changed during the life of each project without prior consent and notice to WSU.

The following information should be provided in the RFQ submittal. Note that WSU is most interested in specific information regarding the proposed team members and their specific related experience. The importance of completing the submittal with concise, pertinent, and descriptive responses is emphasized. Demonstrate your ability to meet project commitments within the prescribed time criteria. Demonstrate experience with collaboration and communication.

Each Team's SOQ shall be in PDF format, with the page size set to 8 1/2 X 11" and limited to eight (8) single sided pages (when printed). Information on pages beyond this limit will not be reviewed.

#### **1. Basic Information:**

Name, Address, Phone numbers, email addresses, Year Established, Type of Ownership (Individual Proprietor, Partnership, Corporation, etc.), Type of firm, MWBE status of applicant firm, Washington Revenue Registration Number, Branch Office Addresses, Previous name of firm.

#### **2. Firm Experience:**

Provide a brief history of the firm outlining the firm's experience and qualifications to meet the requirements of the RFQ. Material need not be elaborate or extensive but should depict, in the manner chosen by the respondent: scope and quality of respondent's work and the type of services provided. WSU is most interested in the firm's specific experience with programming, planning, and design of similar academic, corporate or institutional facilities as outlined in the Background information above.

#### **3. Proposed Personnel:**

List your Principals and Key Personnel that will be assigned to support WSU with the services you will provide under this solicitation. Describe their availability, assignment, and involvement in each aspect of the services associated with programming, planning, and design of similar academic, corporate or institutional facilities. Relevant work experience of each person should be described. Keep in mind that these are the same individuals who should be identified as having similar and related experience in the projects listed previously.

**4. Programming Approach:**

Describe your overall approach to programming in a way that maximizes and fosters a highly interactive and collaborative team experience. Describe the tools, tactics and strategies that will be utilized in your approach. Explain how your programming approach will ensure that all voices are heard in the development and prioritization of project goals and objectives. Describe how your approach will align the project budget with the project priorities.

**5. Small and Underutilized Business Inclusion Plan:**

Summarize the core concepts of your internal and external small and underutilized business inclusion plans specific to this project. Identify any strategies, resource commitments, and steps you take to include small and underrepresented people within your firm, sub consultants, suppliers, etc.

**6. Estimating and Budget:**

For each related project listed under firm experience, provide the original and final planning & construction budget. Describe in detail the roles of the predesign consultant as they relate to meeting the project budget.

**7. References:**

Provide complete contact information for references from at least three clients for which similar work has been performed.

**SOQ Evaluation and Selection Process**

The University, through a Selection Committee, will review SOQs submitted in response to this RFQ based on the evaluation criteria and weighting identified herein. The University reserves the right to reject any or all SOQs and may also check references from prior clients, and subconsultants not explicitly identified within the SOQ.

RFQ's will be evaluated in accordance with the following weighted distribution:

Basic Information	Required
Firm Experience	30 points
Proposed Personnel	30 points
Programming Approach	20 points
Small and Underutilized Business Inclusion Plan	5 Points
Estimating and Budget	15 points
References	Pass/Fail
Acceptance of University Agreement	No Score
SOQ Total Possible Score	100 points
Interview (if required)	50 points
Maximum Possible Score	150 points

If interviews will be conducted, they will be with up to three shortlisted firms. Notification of interviews will be per the selection schedule above. Additional information will be available when notification is made.

WSU reserves the right, at its sole discretion, and based solely on its determination of the candidate firm's qualifications, to accept or reject any or all SOQ's, to postpone the selection process for its own convenience at any time, to waive any defects, informalities or irregularities in the SOQ's, and to re-advertise for this work and may also check references from prior clients, contractors, suppliers, subcontractor, and consultants not explicitly identified within the SOQ.

The candidate firms acknowledge and agree that in submitting a SOQ pursuant to this Request for Qualifications, the preparation of all materials for submittal and all presentations are at their sole cost and expense, and WSU shall not, under any circumstances, be responsible for any cost or expense incurred by the candidate firms in this regard. In addition, the candidate firms acknowledge and agree that all submitted SOQ's shall remain the property of WSU and may be disclosed after award to selected firm(s).

### **Protest Procedures**

Firms shall provide written notification to the Assistant Vice President, Capital & Operations, Facilities Services of any protest within four (4) business days from the date the proposer was notified of the selection decision by email to [contracts@wsu.edu](mailto:contracts@wsu.edu). Any protest received more than four (4) business days from the date notification was made shall not be considered.

## **IV. Supplemental Information**

### **Form of Agreement**

The consultant agreement to be utilized for this work is posted on the website at <https://facilities.wsu.edu/consultants/>. Each firm must affirm in their RFQ that the terms and conditions of this agreement are acceptable; or if the firm takes exception to any of the language in the agreement, they must specifically describe the reasons for the exceptions. The university makes no commitment to any modifications based on the comments received. Each firm's response to this section shall not be scored nor used as a condition of consideration.

### **Consultant Fees**

Actual fees will be negotiated with the Project Manager and will be billed on a time and material, not to exceed basis. Hourly rate agreements will be based upon state fee guidelines and rate maximums. If the respondent and University cannot agree on a fee the University may cancel the negotiations and begin negotiations with the next highest-ranking firm. Should the University choose to cancel the negotiations upon failure to arrive at a fee agreement, such cancellation will be effective upon receipt of written notification to the respondent. The respondent shall not be reimbursed for any costs associated with the fee negotiations.

### **Registration, Licensing and Insurance**

Registration, licensing, and insurance coverage shall be as required by State of Washington Laws, as applicable to the professional services being provided.

---

End of Request for Qualifications