

PALOMAR HEALTH REQUEST FOR QUALIFICATIONS

General Contractor Prequalification for Palomar Health Projects

Palomar Health, in partnership with Barrie + CO, is soliciting Statements of Qualifications from experienced General Contractors for multiple upcoming construction and renovation projects at Palomar Health facilities within San Diego County.

Issue Date: 02/12/26



1. INTRODUCTION

Palomar Health, in partnership with Barrie + CO, is soliciting Statements of Qualifications (SOQ) from experienced General Contractors (GCs) for multiple upcoming construction and renovation projects at Palomar Health facilities within San Diego County. Work will occur in active healthcare environments and will fall under HCAI-1 and 3 jurisdictions.

The purpose of this RFQ is to establish a shortlist of highly qualified GCs with the technical expertise, staffing depth, regulatory experience, financial stability, safety culture, and track record necessary to execute work in sensitive clinical environments with minimal disruption to patient care.

Firms who meet the required qualifications outlined herein will be invited to participate in the subsequent RFP phases.

2. PROJECT CATEGORY OVERVIEWS

Palomar Health, in partnership with Barrie + CO, is undertaking a broad portfolio of construction projects over the next several years. These projects span multiple licensed facilities and will include both HCAI-1 and HCAI-3 scopes. This RFQ serves as a single, unified prequalification process to identify qualified General Contractors for four project categories:

Project Category Options (Contractors May Select One or More):

1. **HCAI-1 – Large Projects (> \$3M)**
2. **HCAI-1 – Small Projects (≤ \$3M)**
3. **HCAI-3 – Large Projects (> \$3M)**
4. **HCAI-3 – Small Projects (≤ \$3M)**

Contractors shall clearly identify which category—or combination of categories—they wish to be considered for. Qualification requirements and evaluation scoring will be adjusted based on the complexity of the category selected.

Project Types Will Include:

- Department renovations and clinical suite upgrades
- Imaging, surgical, emergency, ICU, and diagnostic equipment replacements
- Infrastructure upgrades (fire alarm, elevators, HVAC, electrical, low voltage, med gas, etc.)
- MOB improvements, administrative space renovations, and outpatient clinic upgrades
- Projects within fully occupied, 24/7 healthcare environments

- Projects requiring interim life safety measures, infection control, shutdowns, and phased work

Typical Contract Value Scope Clarifications:

- **Small Projects (≤ \$3M):**
Minor renovations, equipment replacements, select interior improvements, small MEP upgrades.
- **Large Projects (> \$3M):**
Multi-room or multi-floor shell buildouts or renovations, complex infrastructure changes, clinical department renovations, high-risk utility work.

3. RFQ OBJECTIVE

This RFQ seeks to establish a prequalified short list of General Contractors for **both large and small projects** in **HCAI-1 and HCAI-3 jurisdictions**. Contractors may apply for one, several, or all categories. Shortlisted contractors will then be invited to the subsequent RFP phases.

Objectives include:

- Evaluate GCs based on **project size** and **HCAI regulation type**.
- Ensuring large HCAI-1 projects have highly experienced contractors.
- Ensuring small projects have appropriately scaled qualification expectations while maintaining safety and capability standards.
- Establishing a flexible, multi-tiered GC pool that Palomar Health can draw from for any upcoming work.
- Verify the contractor possesses the specialized staffing, subcontractor networks and prequalification's, and technical expertise required for healthcare environments.

4. PREQUALIFICATION REQUIREMENTS

Respondents must submit documentation covering the following categories:

A. General Information (Required for All)

- Provide Legal Entity Name
- California Contractor License (B) #

- San Diego County staffed Office Address and Point of Contact
- DIR Registration Number. All subsequent contracts will require DIR registration, certified payroll and prevailing wage compliance.
- Safety program documentation
- Financial capacity to support selected category (as outlined in Section E below)
- Relevant healthcare experience (as outlined in Section B below)
- Three (3) healthcare client references
- Organizational chart listing proposed project team(s)
- Resumes for proposed project team members
- Labor rates (as outlined in Section 4.C. below)
- Markup (Project and change order). If the mark-up for large and small projects are different, please note both in the response.
- List self-performed scopes of work

B. Relevant Experience

Contractors must submit projects completed in San Diego County within the last 7 years. Provide essential project information including but not limited to name, location, owner, contract values, clinical environments and any unique challenges/ complexities. If a specific project complies with more than one category, please indicate that in the description. Specific experience related to Class II IR/Cath Lab, ER Departments, Central Plants and Med-Surge preferred.

- HCAI-1 – Large Projects (> \$3M)
 1. Minimum: Three (3) completed HCAI-1 acute-care projects over \$5M
 2. Full-time HCAI-experienced superintendent and PM
 3. Demonstrated success with shutdowns, phasing, and complex MEP tie-ins
- HCAI-1 – Small Projects (≤ \$3M)
 1. Minimum: Three (3) healthcare renovation or equipment replacement projects
 2. At least one (1) HCAI-1 project
 3. Superintendent with healthcare renovation experience
- HCAI-3 – Large Projects (> \$3M)
 1. Minimum: Three (3) healthcare projects over \$3M

2. Experience with complex infrastructure and utility upgrades
 3. HCAI-3 project experience preferred
- HCAI-3 – Small Projects (≤ \$3M)
 1. Minimum: Three (3) healthcare renovation projects
 2. Small MEP and healthcare equipment installation/ renovation experience
- Note: Contractors shall clearly indicate which category(ies) they are applying for.

C. Key Personnel-Provide resumes specific to project size. i.e. if large projects are preferred, submit resumes for team members with large project experience, etc.

Provide resumes and experience for:

- Project Executive
- Preconstruction Manager
- Project Manager
- Superintendent(s)
- Safety Manager / ICRA Specialist
- MEP Coordinator

Each resume must demonstrate **healthcare construction and HCAI experience**, not general commercial experience.

Minimum qualification:

For HCAI 1 projects, Superintendent must have led at least two (2) HCAI-1 projects of similar type and complexity.

Staffing Capacity:

Contractors shall demonstrate their ability to adequately staff the project by providing a clear staffing plan that identifies key personnel, their roles, and their anticipated availability throughout the duration of the work. The contractor must maintain sufficient staffing capacity to meet schedule, quality, and coordination requirements, and shall promptly notify the client of any potential changes that may impact staffing levels. Substitution or reassignment of any proposed key staff (including the project manager, superintendent, or other critical team members) shall not occur without resume approval and prior written approval from the client, ensuring continuity, accountability, and consistent project performance.

Labor Rates:

Contractors shall complete and submit the **Labor Rates, Fee, and Markup Sheet Template (See “Attachment D”)** to demonstrate staffing capacity and provide cost transparency for Owner-authorized supplemental services (e.g., limited preconstruction support, estimating, scheduling, change management, and other requested services). Rates shall be provided as fully burdened straight-time hourly billing rates by role, inclusive of labor burden, payroll taxes, insurance/fringe, overhead, and profit, and shall clearly identify any assumptions or exclusions. On **Attachment D**, Contractors shall also identify and list any staff positions, temporary labor, or self-performed field labor classifications that the Contractor anticipates carrying within the Cost of Work (rather than billing at hourly rates), including but not limited to laborers, carpenters, field engineers, field office staff, general trades, or other crew support roles. This disclosure is required to provide transparency and prevent undisclosed staffing costs from being embedded within the Cost of Work.

Change Order Fees:

On the same **Labor Rates, Fee, and Markup Sheet Template (See “Attachment D”)**, Contractors shall separately identify proposed Change Order fees for (i) work self-performed by the Contractor and (ii) work performed by subcontractors. The intent is to provide transparency in fee application and to avoid duplication or stacking of markups across scopes of work.

Labor rates and fees will be used for qualification review and future cost validation purposes only and is not intended for pricing comparison at the RFQ stage. Incomplete or missing labor rate or fee information on **Attachment D** may be deemed non-responsive.

D. Safety Program

Submit:

- EMR for the last 3 years
- Corporate safety plan
- ICRA training program
- Narrative outlining approach to ICRA project execution

Minimum qualification:

EMR must be **1.25 or lower** unless explained and documented.

E. Financial Strength and Insurance Requirements

Provide:

- Bonding capacity (single and aggregate)

- **Minimum qualification:** Letter from surety confirming capacity for projects up to \$50M for large projects and \$10M for small projects.
- **Insurance Requirements:** Respondents to confirm ability to provide coverage & policy limits consistent with the following categories:
 - General liability
 - Workers Comp
 - Auto liability
 - Professional Liability (if design-assist requested)
 - Builders Risk: Respondents shall be able to provide a project-specific Builders Risk policy covering the full replacement value of the Work, including materials stored on & off-site.

Additional insured and waiver of subrogation requirements

F. Subcontractor Strategy

Include:

- List of preferred specialty subs (MEP, low voltage, fire alarm, med gas, structural, etc.) and note any relevant HCAI experience
 - Subcontractor qualification and vetting process
 - Note – All subcontractors must be DIR registered, licensed and compliant with prevailing wage
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G. Project Approach

Provide narratives describing:

- Approach to work in active clinical spaces
- Strategy for shutdown coordination with hospital operations
- Approach to pre-construction
- Experience with ICRA protocols
- Approach to after-hours work
- Approach to schedule compression and phasing

- Communication and document control tools (Procore, Smartsheet, BIM)
 - Budget control methodology
 - Coordination with Owner consultants / vendors (IT, Security, Medical Equipment, Etc.)
 - Approach to self-perform scopes of work
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H. Claims, Litigation, or Terminations

List and explain all:

- Claims or disputes within last 5 years
 - Terminated contracts
 - Pending litigation
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J. Additional Declarations and Certifications

- Submit a signed Iran Contracting Act Certification (**see “Attachment A”**)
- Submit a signed Non-Collusion Declaration (**see “Attachment B”**)
- Submit a signed Debarment, Suspension and Ineligibility Certification (**see “Attachment C”**)

5.SUBMISSION INFORMATION

Firms must digitally submit the following:

- Complete SOQ addressing all categories
- One electronic PDF file via email to the contacts listed below
- Length not to exceed **30 double-sided pages** (resumes, staffing plans, safety program and required documents in section “J” will not count towards the 30-page limit). Submittals can be 8 1/2 x 11 or 11x17, landscape or portrait.
- All materials submitted become the property of Palomar Health and may be subject to disclosure under the California Public Records Act (CPRA). Respondents must clearly mark proprietary sections. Palomar Health will use best efforts but makes no guarantee that such materials will be withheld.
- All correspondence including questions and formal submission to be made to the following contacts

Elizabeth Barrie

Title: Principal

Email: elizabeth@thebarriecompany.com

Phone: 619-838-1064

Stephen Wood

Title: Project Manager

Email: stephen@thebarriecompany.com

Phone: 503-836-2384

Patrick Ottolini

Title: Project Manager

Email: patrick@thebarriecompany.com

Phone: 301-789-6727

6. SELECTION PROCESS

- **Review and scoring** of SOQs by Barrie + CO and Palomar Health.
- **Reference checks** and verification of HCAI experience.
- **Shortlist** established (typically 3–5 firms).
- Shortlisted firms receive the **RFP** with drawings, schedule, and cost matrix.
- **Interviews** may be required.
- **Appeals** may only be submitted if there is a failure of Barrie+CO or Palomar Health to adhere to the requirements specified within this RFQ, a violation of State or Federal Law or a violation of conflict of interest as provided by CA Government Code Section 87100.
 1. **Appeals** must be made within seven (7) calendar days of the date of shortlist denial and clearly indicate which of the violations noted above have been violated
- Final award of any contracts resulting from the subsequent RFP processes is subject to approval by the Palomar Health Board of Directors

7. SCHEDULE

- RFQ Release: 2/12/26
- Questions Due: 2/18/26

- Answers Due: 2/25/26
- SOQs Due: 3/11/26
- Shortlist Notification: 3/18/26
- RFP Issuance (to shortlisted GC): Targeting 3/25/26

8. RESERVATION OF RIGHTS

Palomar Health and Barrie + CO reserve the right to:

- Reject any or all submissions that fail to meet the requirements listed herein
- Request additional information
- Accept firms based on the qualifications outlined within this document as allowed by section 22034(a)(1) of the Uniform Construction Cost Account Act (UCCAA).
- Modify or cancel the RFQ at any time

RFQ SCORING MATRIX – PALOMAR HEALTH GENERAL CONTRACTOR PREQUALIFICATION

1. Mandatory Pass/Fail Criteria

Category	Requirement	Evaluation
HCAI-1 Project Experience in San Diego County	Minimum three (3) completed acute-care HCAI-1 projects over \$3M within San Diego County in the last 7 years	Pass/Fail
Local Office Requirement	Fully staffed and operational San Diego County office with PM, PE, and Superintendent resources	Pass/Fail
Licensing	Valid California Contractor License (B), active and in good standing	Pass/Fail
Bonding Capacity	\$50M for large projects; \$10M for small projects. Letter from surety required	Pass/Fail
Safety EMR	EMR 1.25 or lower (or documented improvement plan accepted by owner)	Pass/Fail

PALOMAR HEALTH REQUEST FOR QUALIFICATIONS

Category	Requirement	Evaluation
References	Three (3) positive healthcare references for each of the required number of San Diego County projects	Pass/Fail

Any firm failing a single Pass/Fail criterion is disqualified and will not advance to scoring.

2. Scoring Criteria (100 Points Possible)

To advance to the RFP phase, firms must:

- Pass all mandatory requirements
- Achieve a minimum weighted score of **75 points**

Category	Points	Description / What Reviewers Evaluate
A. Relevant Experience – HCAI-1 in San Diego County	20 points	Depth, complexity, and relevance of local HCAI-1 projects, acute care focus, performance in active clinical areas
B. Key Personnel Qualifications	30 points	Experience of PM, Supt., PE, Safety Manager, ICRA leads; HCAI-1 experience; length of tenure in healthcare work
C. Project Approach & Methodology	15 points	Phasing, shutdown strategy, ILSM/ICRA planning, communication protocols, schedule control, BIM/document control tools
D. Safety Program	10 points	Safety culture, ICRA training depth, history of OSHA violations, infection control performance
E. Financial Strength & Stability	5 points	Bonding strength, overall stability
F. Subcontractor Strategy & Team	10 points	Depth of healthcare-experienced subs, QC process, prequalification methods
G. Past Performance & Owner References	5 points	Responsiveness, quality, change order management, schedule adherence, clinical staff feedback
H. Organization, Clarity & Completeness of SOQ	5 points	Professionalism, clarity, responsiveness, and completeness of submission

3. Scoring Definitions

Exceptional (90–100%)

- Demonstrates superior HCAI-1 experience
- Key personnel have deep, repeated acute-care track records
- Outstanding safety record and infection control program
- Clear approach demonstrating high readiness for projects in active healthcare environments

Highly Qualified (80–89%)

- Strong HCAI-1 resumes and good past performance
- Solid safety metrics and strong project methodology
- Clear capacity to take on multiple projects

Qualified (70–79%)

- Meets minimum requirements
- Acceptable but not exceptional experience or staffing depth

Unqualified (<69%)

- Missing depth in experience
- Gaps in key personnel experience or unclear project approach
- Major deficiencies
- Appears to lack appropriate knowledge for acute care work

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On behalf of Palomar Health and Barrie+CO, thank you for your attention to detail and thoroughness in consideration of these requirements. We look forward to establishing productive and ongoing relationships that yield successful, quality healthcare projects for the San Diego County community.

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