

**RFQ FOR DESIGN STANDARDS, DESIGN MILESTONE REVIEWS,  
AND LEAN SERVICES**

UC Davis Health in Sacramento, California requests Statements of Qualifications **on or before 2 p.m. Friday, November 21, 2025**, from qualified firms interested in providing Design Standards, Design Milestone Reviews, and Lean Services for UC Davis Health. The University will select up to three consulting firms that will support the UC Davis Health Facilities Planning & Development division.

One consulting firm will be selected for each of the three categories of work listed below (Lean Services, Design Guidelines Development & Updates, Design Milestone Reviews). At its discretion, the University may select one firm to provide more than one work category. Firms must indicate which Work Scope(s) they wish to be considered for and demonstrate their experience and staffing skills specific to that work category. Consultants can submit qualifications for one or more categories. See RFQ package available on our website for more information on the form, content, and screening criteria for consultant statements of qualifications. The RFQ package with additional information and attachments can be downloaded directly from our website at <https://health.ucdavis.edu/facilities/work-with-us/consultants/rfq> starting Monday, November 3, 2025.

The selected firm(s) will be expected to sign a blanket Professional Services Agreement (PSA). The expected duration of the PSA for these services will be three (3) years from the time of contract award. Anticipated fees will be dependent on specific projects authorized, with a maximum not-to-exceed amount listed below for each work scope. The categories of work are as follows:

**Work Scope 1: Lean Services**  
**Maximum agreement \$2,000,000****1. Project Overview**

This scope defines the activities and deliverables for implementing Lean services within a healthcare environment. The goal is to apply Lean principles to improve operational workflows, reduce inefficiencies, and enhance value to patients and staff across targeted departments or service lines.

**2. Objectives**

- Identify and eliminate non-value-added activities in clinical and administrative processes.
- Improve patient flow, staff productivity, and resource utilization.
- Engage frontline staff in continuous improvement.
- Develop sustainable process improvements aligned with strategic goals.
- Build internal capacity for Lean thinking and problem-solving.

**3. Deliverables**

- Project Charter and Lean Engagement Plan
- Current State Process Maps
- Waste Identification and Root Cause Analysis
- Future State Design and Implementation Roadmap
- Rapid Improvement Event (RIE) Reports
- Key Performance Indicators (KPIs) and Metrics Dashboard
- Staff Training and Coaching Materials
- Final Summary Report with Recommendations

**4. Tasks and Activities**

- **Initiation & Planning:**
  - Define scope, goals, and target areas (e.g., ED throughput, discharge process, supply chain)
  - Identify stakeholders and form Lean teams.
- **Current State Assessment:**
  - Conduct Gemba walks and process observations.
  - Map workflows and identify bottlenecks.
- **Analysis & Design:**

- Facilitate value stream mapping sessions.
- Identify waste (e.g., delays, duplication, overprocessing)
- Develop future state workflows.
- **Implementation:**
  - Conduct Rapid Improvement Events (Kaizen)
  - Pilot and refine new processes.
  - Monitor KPIs and adjust as needed.
- **Training & Sustainability:**
  - Provide Lean education and coaching.
  - Develop standard work and visual management tools.
  - Establish continuous improvement routines.

## **Work Scope 2: Design Guidelines, Standards and Templates Development & Updates**

(Referenced below as guidelines or DGL)

**Maximum agreement \$4,000,000**

### **1. Project Overview**

This scope outlines the activities and deliverables required to develop comprehensive design guidelines for healthcare facilities. The guidelines will serve as a reference for architects, engineers, project managers, and stakeholders to ensure that all projects meet organizational standards, regulatory requirements, and best practices in healthcare design at UC Davis Health.

### **2. Objectives**

- Establish consistent design standards across all healthcare projects.
- Ensure compliance with applicable codes and regulations (e.g., HCAI, ADA, NFPA, FGI).
- Promote patient-centered, safe, and efficient environments.
- Support sustainability, maintainability, and operational performance.
- Provide clear documentation for use during planning, design, and construction phases.

### **3. Deliverables (updates, changes, and development)**

- Design Guidelines Document (online, PDF and editable format)
- Departmental Planning Standards (e.g., exam rooms, nurse stations, imaging suites)
- Room Data Sheets (RDS) and Typical Room Layouts
- Finish and Material Standards
- Equipment Planning Guidelines
- Wayfinding and Signage Standards
- Infection Control and Safety Design Criteria
- Sustainability and Energy Efficiency Guidelines
- Standard details and specifications (all sections – incl infrastructure, landscape, etc)
- Summary of Changes (if updating existing guidelines)

### **4. Tasks and Activities (Design Guidelines)**

- **Initiation & Planning:**
  - Define scope, goals, success criteria and stakeholder groups
  - Review existing guidelines and identify gaps
  - Develop clear decision-making process
  - Meet with users or FP&D staff as required.
- **Research & Benchmarking:**
  - Analyze industry best practices and regulatory updates
  - Benchmark against peer institutions and recent projects
- **Stakeholder Engagement:**
  - Conduct workshops with clinical, facilities, and design teams
  - Gather feedback on current design challenges and needs
- **Drafting & Review:**
  - Develop draft guidelines and standards
  - Facilitate iterative reviews and incorporate feedback
  - Develop a system for updates and rollout of changes
- **Finalization & Distribution:**
  - Finalize document and obtain approvals
  - Distribute guidelines and provide orientation/training sessions

**Work Scope 3: Design and Project Reviews (Milestone)**  
**Maximum agreement \$3,000,000**

**1. Project Overview**

This scope outlines the activities and deliverables associated with the design development and milestone review process for a healthcare facility project. The goal is to ensure that the design aligns with clinical workflows, regulatory requirements, budget constraints, and stakeholder expectations at each phase of development.

**2. Objectives**

- Facilitate structured design reviews at key project milestones.
- Ensure compliance with UC Davis Health's Design Guidelines.
- Ensure compliance with healthcare codes and standards (e.g., HCAI, ADA, NFPA).
- Incorporate input from clinical, operational, and facilities stakeholders.
- Document decisions and required changes at each review stage.

**3. Milestone Review Phases**

Milestone	Description	Key Deliverables
Conceptual Design	Initial layout and functional program	Block diagrams, adjacency plans
Schematic Design (SD)	Preliminary design with spatial relationships	SD drawings, narrative, cost estimate
Design Development (DD)	Refined design with systems integration	DD drawings, updated cost estimate
Construction Documents (CD)	Finalized design for permitting and bidding	CD set, specifications, permit submittals
Pre-Construction Review	Final review before construction begins	Approved CD set, contractor coordination
Post-Occupancy Review	Evaluation after project completion	Punch list, lessons learned, user feedback

**4. Tasks and Activities**

- **Stakeholder Engagement:**
  - Collect feedback from clinical, administrative, and facilities teams
- **Design Coordination:**
  - Collaborate with architects, engineers, and consultants
  - Ensure integration of medical equipment, IT, and MEP systems
- **Documentation:**
  - Record meeting minutes, decisions, and action items
  - Track design changes and approvals
  - Collect and organize milestone documentation
  - Schedule review meetings with stakeholders
- **Review Execution:**
  - Facilitate milestone review sessions
  - Document findings, decisions, and action items
- **Reporting:**
  - Prepare milestone review reports
  - Track issues, risks, and follow-up actions
- **Governance Coordination:**
  - Present findings to Campus Architect and submittal team
  - Support approval workflows and documentation.

Statements of qualifications shall be specifically tailored to this RFQ, responding directly to the screening criteria (See RFQ document and Consultant Qualification form available on the above link). After Qualification Statements are received, a Screening Committee will review, conduct reference checks and recommend a shortlist of firms for interviews. A Selection Committee will conduct the discussions prior to selecting the successful firm(s).

Statements of qualifications must be submitted electronically no later than **2 p.m. Friday, November 21, 2025**, to the link to be provided by UC Davis Health. No hard copies will be accepted. Firms interested in responding to this RFQ must notify the University by Thursday, November 20, 2025, to be provided a link to upload their Qualifications package. Questions and requests for the link to upload statements may be addressed via email only to Leila Couceiro, FD&C Contracts Manager, at [lccouceiro@health.ucdavis.edu](mailto:lccouceiro@health.ucdavis.edu). Statements of Qualifications will not be accepted after the date and time stipulated above.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each firm may be required to show evidence of its equal employment opportunity policy. The successful firm and their subconsultants will be required to follow the nondiscrimination requirements set forth in the Agreement documents and to pay prevailing wages at the location of the work. The work described in the Agreement is a public work subject to section 1771 of the California Labor Code.

Consultant/Design Professional shall pay all persons providing services and/or any labor on site, including any University location, no less than UC Fair Wage (defined as \$15 per hour as of 10/01/2017) and shall comply with all applicable federal, state and local working condition requirements.

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA**

**NOVEMBER 2025**