PROJECT CASE STUDY / SAN DIEGO UNIFIED · WHOLE SITE MODERNIZATION

Monroe Clark Middle School

4388 Thorn Street, San Diego, California · San Diego Unified School District

Prime Contractor: Solpac Construction, Inc. dba Soltek Pacific Construction Company



The finished perimeter at Monroe Clark Middle School — galvanized steel fence and gates, prepped and fitted with panic hardware, enclosing an occupied campus that never closed.

OWNER	PRIME	SUBCONTRACT	FINAL VALUE
San Diego Unified School District	Soltek Pacific Construction	$422,063.00 · 9 Sept 2016	$450,999.00 · five change orders

DURATION	CAMPUS
548 calendar days · 8 phases	Occupied throughout

FIVE HUNDRED AND FORTY-EIGHT DAYS AROUND CHILDREN

Whole Site Modernization means exactly what it says: the entire campus rebuilt while the entire campus stays in session. In-Line carried the fence, gate, railing and panic-hardware package for the full run of it — eight phases, weekends, after-school hours and every school break for a year and a half.

548
Calendar days of contract duration

8
Phases of work, one of them multi-phased itself

$3,250
Per day of liquidated damages carried

Soltek Pacific Construction held the prime contract with San Diego Unified for the Whole Site Modernization and HVAC project at Monroe Clark Middle School, contract CZ-16-1002-57, designed by Mele Amantea Architects II. In-Line executed subcontract 1102002711S on 9 September 2016 as the **Chain Link Fence and Gates / Steel Fences and Gates with Panic Hardware** subcontractor — a firm fixed price of **$422,063.00**.

The scope covered four specification sections at once: pipe and tube railings, door hardware for modernization, chain link fences and gates, and steel fences and gates. On most jobs those go to three different subcontractors. Here they went to one.

A middle school does not pause for construction. Every gate we hung had to be locked, latched and code-compliant before the bell rang the next morning.

WHY IT WAS HARD

Panic hardware on exterior gates — the detail everyone underestimates

Every chain link gate and every steel gate on this campus had to be prepped for panic hardware, and In-Line furnished and installed the panic bars and closers itself. Egress hardware on an exterior gate is not fence work and it is not door work — it sits exactly between the two trades, which is why it is so often the thing that fails inspection. It has to release under a single motion, in the direction of travel, on a gate that also has to be secure, weather-exposed and slammed a thousand times a week by thirteen-year-olds.

Stainless steel mesh at the gates

The gate leaves carry a stainless steel mesh infill — a school-security detail that stops a hand or an object passing through the pickets while keeping sight lines open. Stainless in a galvanized assembly means dissimilar metals, and it means a finish that has to look right at eye level, because at a middle school the gate is at eye level for everybody who uses it.

Fingerprinting and background screening for every worker

Under the Special Conditions, Live Scan fingerprinting and employee surveillance were mandatory and at In-Line's cost. Nobody walks onto a San Diego Unified campus who is not cleared, and the roster has to be current every day of a 548-day job.

In-Line dug it, formed it, poured it and hauled the spoils away

The scope is unusually complete for a fence package: excavation for fence posts, furnishing, placing, forming and finishing the concrete, and **removing all concrete spoils offsite**. On a live campus there is nowhere to stockpile — so it leaves the same day it comes out of the ground.

Two liquidated-damages clocks

$3,250.00 per calendar day on the project, plus **$200.00 per day** for a late submittal. In-Line signed for both, and finished.



Gate pair with stainless steel mesh infill and centre-mounted panic hardware — the detail that sits between the fence trade and the door hardware trade, and the reason a district would rather hand both to one subcontractor.

WHAT IN-LINE DELIVERED

- **Galvanized chain link fence and gates** throughout the campus, per contract documents.
- **Galvanized steel fences and gates** — ornamental picket at the public frontages.
- **Panic hardware, complete** — every chain link and steel gate prepped, with panic bars and closers furnished and installed.
- **Stainless steel mesh at gates.**
- **Galvanized steel guardrail**, two-line galvanized steel rail and galvanized steel wall-mounted handrail.
- **Relocated backstop** per drawing A-001.
- **All excavation, concrete and spoils removal** for the post footings.
- **Ten basketball poles** furnished and installed by change order.
- **Field-directed additions** — three sections of guardrail, handrail at an existing CMU wall, additional chain link, and miscellaneous fencing, all against numbered RFIs and architect's supplemental instructions.

SCOPE AT A GLANCE

Chain link fence & gates | **Steel fence & gates** | **Panic hardware**

Stainless mesh infill | **Guardrail & handrail** | **Backstop relocation**

Excavation & concrete | **Occupied campus phasing**

THE CHANGE ORDER NOBODY ASKS FOR

Five change orders were executed on this job. Four added work. One gave money back.

EXECUTED CHANGE ORDERS — SUBCONTRACT 1102002711S

- **CO 002 — +$13,000.** Furnish and install ten basketball poles.
- **CO 003 — −$1,266. Credit for not relocating the baseball backstop.** The work came out of the scope, so the money went back to the district.
- **CO 004 — +$586.** Raise the handrail to 34 inches south of the rain shelter, per RFI 261.
- **CO 005 — +$16,081.** Three sections of guardrail totalling 22 linear feet, handrail at an existing CMU wall, ten linear feet of chain link, and miscellaneous fencing — all against ASI 32, ASI 14, RFI 271 and RFI 273.

The backstop credit is the one worth pausing on. It is small — $1,266 on a $450,000 contract — and it is the kind of line item that quietly disappears on a lot of jobs. In-Line wrote it up, priced it, and signed it back. The same thing happened on the Palm Desert High School contract, where a deductive change order returned $18,092.20 to the district.

If we did not do the work, we do not keep the money. That is not a policy. It is just how you stay welcome on a campus.

$422,063
Firm fixed price at execution

$450,999
Final contract value

5
Change orders executed — four extras, one credit

0
Days added to the contract duration

Not one of the five change orders extended the schedule. Prevailing wage under Determination 2016-1, certified payroll filed electronically to the Department of Industrial Relations under DIR project 87575, mandatory pre-job conference, Live Scan screening for every employee.

THE RESULT

Monroe Clark Middle School came out of an eighteen-month whole-site modernization with a complete perimeter: galvanized steel and chain link fence, gates that latch and release correctly, stainless mesh where children put their hands, guardrail and handrail to code, and a warranty on all of it.

Soltek Pacific has hired In-Line repeatedly — Adams Elementary modernization, the RIMAC Annex at UC San Diego, and this. **A prime does not come back three times to a subcontractor who costs them schedule.**

WHY SCHOOL DISTRICTS AND THEIR BUILDERS CALL IN-LINE

- **One subcontractor for four spec sections.** Chain link, ornamental steel, pipe and tube railing, and gate hardware — priced, submitted, built and warranted together.
- **We do the panic hardware.** Not "prepped for others." Furnished, installed, adjusted and inspected.
- **We work occupied campuses.** Phased, after hours, weekends, breaks. Live Scan cleared crews. Nothing left open overnight.
- **We are self-performing.** Excavation, forming, concrete, fabrication, galvanizing coordination, installation and spoils haul-off — our own people and our own equipment.
- **We give money back when the scope shrinks.** In writing, on a signed change order.

San Diego Unified, Chula Vista, Desert Sands Unified, Cabrillo Community College District, the University of California, the County of San Diego, the County of Los Angeles, Caltrans, SANDAG, MTS, the FAA and four branches of the armed services. One standard.

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