

Lisi Aerospace Torrance

Development, Safety & Industrial Planning and Construction Case Study

Challenge

Lisi Torrance is part of an international group of factories that builds fasteners and specialty parts for the automotive, aerospace and medical industries. Lisi Torrance is focused on aerospace fasteners and collars sold primarily to Boeing and Airbus. Lisi's Torrance facility is leased from the City of Torrance, and adjacent to the Torrance Airport. Lisi Torrance spent 3 years working with internal staff to consider and budget for modernizing their plating lines. The plating lines add a multitude of different coatings needed for temperature and corrosion resistance in aircraft parts. It is a vital and necessary part of the business but the processes were antiquated and quality is always a concern in aerospace. Internal staff was not able to consider all the elements of master planning or get equivalent cost estimates because they were relying on contractors who had varying priorities and were pushing specific equipment and technologies. Project needs included environmental and personnel safety, automated plating lines and automated waste water processing system to deal with their cyanide and other highly toxic industrial wastes.

Solution

Lisi hired Jack Kozakar. Jack started the project with four overarching strategies. Jack's first priority was to pull out of the years of planning Lisi had already done, all of the project requirements in order to develop a concise scope, master plan, alternative master plan and RFP requirements. The second thing that Jack did was to reevaluate the physical location that Lisi had thought that they were going to building the building and how they were going to contract for that work. The third thing that Jack did was to assess all of the safety aspects of the project, from environmental compliance to potential spill containment, and build every aspect of safety into every aspect of project planning. The fourth overarching strategy that Jack rolled out was to develop a project delivery strategy that worked with Lisi's risk-averse corporate culture.

Results

The project was a tremendous success. Jack reformulated the project as a development project and used a development approach to contracts and responsibilities. After a considerable competitive process for vendor selection, Jack was ultimately able to engage a single Contractor (Oltmans) for the entire project scope - design, construction, equipment purchase, installation and start up. In order to manage up to the senior leadership in France, Jack created a world-wide reporting system, allowing executives around the world to track the financial and operational aspects of the project. Jack was successful in coordination with several government authorities, including: the Federal Aviation Administration, City of Torrance, Sanitation District of LA County, State Water Control Board, LA County FD, and State Air Quality Management District. The project was accomplished in 6 phases in order to manage parking, development, interim and final moves and demolition. Jack was ultimately able to achieve about 22 times our fees in saving during the course of the job through a process of analysis, bidding, negotiating, and management, savings of over \$5 million from plan.



FINANCIAL RESULTS

Total Project Cost:	\$ 12,000,000
Fees	\$ 323,000
Savings:	\$ 7,050,000
ROI/PM fee	21.8 x

Services Provided:

- Project visioning
- Master Planning
- Development Planning
- Development Management
- Due Diligence
- Site Alternative Analysis
- Site Selection
- Environmental Compliance Planning
- Project Management
- Project Phasing Plan
- Factory Planning
- Safety Consulting
- Industrial Programming
- Renderings
- Equipment Purchasing Management
- Equipment and Process Commissioning
- Industrial Move Management
- Personnel Move Management

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