

Travis T. Anderson

An accomplished professional with a record of success in operations management and auxiliary services with an emphasis in physical asset oversight and master planning. A member of a military family looking to establish firm roots in the community as military related relocations are no longer a factor.

Education

Golden Gate University

Master of Science, Public Administration (ABT)

Concentration: Project Management

Old Dominion University

Bachelor of Arts, Education

Concentration: History and Political Science

Work Experience

Durham Public Schools

Durham, NC

June 2019 –October 2021

Executive Director of Facilities and Maintenance Services

- Oversee the operations of the Facilities and Maintenance Services division of Durham Public Schools, an urban school district, consisting of over 5.8M SF, 85 buildings, 4 football stadiums, and 1,494 acres
- Facilities Services includes: Capital Renovations, Custodial, Energy Management, Food Services, Fleet Management, Grounds, Heavy Equipment, Leasing, Life Safety, Purchasing, Risk Management, and Warehouse
- Maintenance Services includes: Carpentry, Electrical, HVAC and Controls, Painting, Playgrounds/Welding, Plumbing, and Roofing
- Aligned purchasing processes to be compliant with state procurement requirements, reduce expenses, and improve efficiencies
- Revamped sourcing process to obtain more competitive pricing, maximize collaborative purchasing, and leverage state contracts
- Created expense forecasts and developed monthly spending caps to extend funding throughout the entire fiscal year; in previous fiscal years funding was exhausted with 4 months remaining
- In an effort to diversify the vendor mix and increase MWBE participation, reestablished relationships with vendors (supply and services) previously unwilling or seemingly unable to work with DPS
- Overhauled Facilities and Maintenance Services' procedures and operational priorities to equitably align with and support the district's strategic plans and goals
- Created benchmarks, processes, and tools to track progress towards meeting the strategic goals equitably across the district
- Rewrote the district's board policies and regulations for leasing facilities in order to address a \$1M revenue deficit and compliance issues
- Launched new facility leasing and scheduling software which includes a web page, on-line reservation portal, and electronic payments
- Reduced work order backlog by 43 days and revamped processes to meet 30-day KPI for routine work orders
- Established major equipment life cycle replacement plans and painting, roofing, and flooring replacement schedules
- FY 20/21 completed \$2.3M in small projects to improve indoor air quality, issued a RFQ to identify a company to manage \$45M in IAQ and HVAC improvement projects for FY 21 – 23
- Initiated an asphalt, grounds, and tree assessment for the entire district
- Corrected the district's asbestos management process to become AHERA compliant
- Implemented comprehensive safety training program, safety protocols, monthly, and quarterly inspections to ensure OSHA compliance; resulted in a 23% decrease in workers' comp claims
- Fully implemented Integrated Pest Management practices and preventative measures
- Serve on the county's re-opening taskforce and coordinated asymptomatic COVID-19 testing for staff, students, and the greater community at all DPS campuses
- Developed staff COVID-19 screening protocols and mitigation best practices which aided in zero on-site transmissions and/or clusters
- Chaired the policy development committee on the district's Equity Taskforce

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Charlotte-Mecklenburg Schools

Charlotte, NC

December 2017 – June 2019

Senior Portfolio Manager

- Managed 39 campuses throughout the district consisting of over 5M SF and 140 buildings
- Oversaw re-purpose and renovation projects to ensure design met operational and educational needs
- Developed space usage plans to ensure maximum utilization of usable square footage
- Evaluated facility and land needs then developed project plans to address deficiencies
- Reviewed proposed real estate transactions to determine impact to district's master plan
- Evaluated reforestation and soil stabilization plans post new development projects
- Represented CMS with city, county, state, and private entities developing projects that impacted campuses
- Presented to community organizations and boards on future development plans to review impact and remediation
- Collaboratively addressed community concerns and worked with community partners to achieve shared goals
- Implemented ISO 9001 Standards and Quality Management Principles
- Established process to coordinate and track cross-functional team projects ensuring timely delivery
- Developed database for non-essential capital improvement projects to track scope, impact, and funding
- Evaluated and managed lease agreements in which CMS was the lessee or lessor
- Oversaw the upfit process of leased properties
- Conducted health and safety inspections as well as facility assessments
- Enforced state and local fire codes by conducting audits and providing coaching and training to staff members
- Reviewed and responded to OSHA and ADA compliance complaints then developed plans to address
- Assisted with developing RFIs, RFQs, RFPs, and RFBs to secure new vendors
- Assessed and evaluated the work of contracted vendors
- Administered state and county required vendor compliance processes

American Campus Communities

Austin, TX

April 2012 – July 2014

National Operations Specialist

- Onboarded, trained, and supervised new staff members serving in various roles within a national portfolio: Director, Asset Manager, Maintenance Manager, Project Manager, Project Engineers, Operations Specialist, Marketing/Sales Manager, and Bookkeeper
- Mentored new directors and low performing managers in an effort to improve their site's overall physical condition, client satisfaction, curb appeal and landscaping improvements, reputation, and fiscal performance
- Worked with properties/regions in crisis: facility operations, major CapEx projects, financially, administratively, and client/customer/university relation
- Managed multiple capital improvement projects from minor upgrades to major multi-million dollar renovations
- Coordinated major HVAC upgrades to address construction defects at two partner universities
- Developed project plans, timelines, scopes, RFBs, RFIs, RFPs, and contracts
- Prepared monthly, quarterly, and annual financial reports for multiple projects with partner universities
- Negotiated contracts with skilled trades and implemented cost control measures to ensure budget adherence
- Created schedules that ensured all skilled trades were able to complete work effectively and efficiently without interfering with other trades and meeting prescribed timelines
- Closely monitored all vendor work to ensure scope of works were followed, deliverables met quality standards and all contractual obligations were fulfilled
- Tracked all expenses and change orders to ensure work was completed within the constraints of the original PO with less than 5% of work being completed on a VPO/FPO
- Communicated with key stakeholders on project status/progress, scope adjustments, and budget issues
- Managed relationships with partner organizations and institutions to include board of trustees, foundations, universities, and HOA's
- Consulted with commercial leases holders and oversaw the build-out process of commercial spaces
- Evaluated and managed long-term service contracts: custodial, dining, landscaping, security, and utilities
- Managed FF&E and vehicles: inventory, rotation, and replacement/upgrade processes
- Oversaw the recovery efforts of university properties damaged by Hurricane Sandy

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Campus Living Villages

Australia

July 2010 – April 2012

Director of Operations

- Oversaw complete operations of multiple university properties including residential and commercial spaces consisting of academic, hospitality, leisure, office, retail, and mixed use
- Provided direct supervision to senior managers of 5 functional areas: Maintenance and Engineering, Housekeeping, Accounting, Administrative Operations, and Residence Life
- Collaborated with key stakeholders to create a 5-year strategic plan to improve portfolio performance, capital improvements/redevelopments, master planning/new construction, and infrastructure assessments
- Developed business plans to increase leased/event space revenue by 13-15% over the course of two years
- Developed and presented a multitude of reports and data analysis for CLV and partner institutions: fiscal year budgets, rental rates, weekly leasing analytics, monthly/annual expense and revenue projections, quarterly executive summaries, and quarterly/annual operations assessments
- Oversaw the execution of the contractual obligations between CLV, third-party contractors, and partner institutions and served as the primary liaison between the entities
- Accountable for the fiscal performance of all functional areas; successfully reduced expenses by 15-30% in various budget lines exceeding NOI goals
- Negotiated and managed major service/utility contracts: IT support, internet, cable, utilities, and landscaping
- Revamped operational and maintenance processes/procedures resulting in a 17% increase in customer satisfaction and 8% decrease in attrition rates
- Implemented a standardized action plan process to manage major projects utilizing Wrike PM software
- Developed preventive maintenance plan, interior renovation plans, and building exterior/life safety/outdoor space capital improvement plans
- Established processes to ensure facility upgrades and modifications were sustainable with positive fiscal impacts
- Conducted OSHA training and completed audits to ensure operations were compliant with federal standards
- Developed policies to ensure all practices were aligned with EPA and USACE guidelines and regulations
- Represented CLV on various committees and boards: Emergency Response Team, Football Game Day
- Logistics, Legislative Compliance (chair), and City of SA Planning and Development Advisory Board

Capitol Technology University

Laurel, MD

September 2007 – July 2010

Director of Student Life and Residential Services

- Oversaw all on-campus facilities: academic, residential, recreational, and commercial (retail and foodservice) Developed annual budgets for 4 areas and managed CapEx and other special project budgets
- Managed all vendor relations, to include dining services and on-campus retail, vendor compliance and contract oversight
- Oversaw the search process and negotiations for new third-party dining services and bookstore contracts
- Conducted market research and analysis to determine the best course of action in building/securing additional bedspace on-campus
- Managed all Student Life projects to include construction projects, capital projects, software migration, and enhanced student portal experience
- As a result of successful initiatives, utility costs decreased by 19% annually, summer revenue increased by 150%, and conference/facility rental revenue increased by 38% annually
- Reorganized student housing turn process resulting in a 3.5% decrease in expenses by implementing control measures for skilled trades which kept the projects on schedule and within budget
- Served on various campus wide committees to include: instructional technology, student retention, enrollment management, on-campus recruitment assessment, emergency preparedness/risk assessment, and middle states accreditation self-assessment group on student services and engagement (chair)

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Other Work Experience

TA Consulting	Worldwide	2009-Present
North Carolina Wesleyan College	Rocky Mount, NC	2006 – 2007
<i>Area Coordinator Residential Facilities</i>		
Fisher College	Boston, MA	2004 – 2006
<i>Director of Co-Curricular Planning and Programming</i>		
Newport News Public Schools	Newport News, VA	2002 – 2004
<i>Social Studies Teacher</i>		
Busch Gardens Theme Park	Tampa, FL	1997 – 2002
<i>Area Supervisor of Park Operations</i>		

Professional Lectures and Presentations

- Interconnected Student Housing Facilities Conference
Improving IAQ in Residential (2021)
- Clean Facilities and Operations Summit
Determining Costs of Maintaining Clean Facilities in Response to COVID-19 (2020)
- CA University Facility Management Summit
Using Resources Strategically as Campuses Re-Open (2020)
- Public-Private Partnership Higher Education Summit
Bringing Internal and External Stakeholders Together to Optimize P3 Delivery (2018)
- Guest Lecturer at UNCC
Causality: Kryptonite to Statistical Data Based Decision Making (2017 – 2020)
- Public-Private Partnership Higher Education Summit
Political Considerations for Developing and Implementing P3 Projects (2017)
- AMEC – Washington Metro Area Conference
Action Plans from Development to Assessment (2009 – 2019)
- Guest Lecturer at UTSA
Project Implementation: Putting Action Plans to Action (2010 – 2014)
- AAPA: Leadership in Educational Facilities Eastern Region Conference
Balancing Energy Efficiency with Users' Needs (2009)