2021 Fall Virtual Town Hall Meeting

November 16, 2021
List of Presentations and Presenters

COVID-19 Update – Garry Mac Pherson

Design, Facilities & Safety Services Presentation – Renée Bahl

Housing, Dining & Auxiliary Enterprises Presentation – Willie Brown

Human Resources and Staff Engagement Update – Lisa Romero and Jane Gama

Police Department Update – Alex Yao

UCPath Updates and Information – Whitney Hamlin
COVID-19 Update

Garry Mac Pherson
Vice Chancellor for Administrative Services
Building Recommissioning Process

- HVAC System Assessment
- Water System Flushing & Monitoring
- Restroom Sink Shutdown
- Drinking Fountain Shutdown
- Hand Sanitizer Dispensers
- COVID-19 Signage
- Building/Space Access
HVAC System Assessment

✓ HVAC system fully functional
✓ Building’s HVAC schedule meets the department’s building plan
✓ Spaces to be reoccupied meets or exceeds ASHRAE 62.1 for fresh air requirements
✓ Confirm filter ratings for all mechanically ventilated spaces intended for re-occupancy
✓ Functionality of all operable windows confirmed for all naturally ventilated spaces intended for re-occupancy
✓ Verify that air supply vents are not blocked in offices and labs
Water System Flushing & Monitoring

*Building water systems were flushed, sampled, tested and treated for Legionella in May and June*

- Once a week each building’s water systems are flushed
- Certain hot and cold water faucets throughout the building are run for at least 10 minutes
- After the flushing is done, the chlorine levels in the hot and cold water, and the temperature of the hot water are tested and documented
- Acceptable chlorine levels are: 1 –1.5 PPM
- Acceptable hot water temp is at least 140°F
- If these levels are not met, actions will be taken to achieve these levels
Restroom Sinks
Adjacent restroom sinks shutdown for physical distancing

Drinking Fountains
Drinking fountains shutdown, bottle fillers remain operable
Hand Sanitizer
Dispensers placed at entries and elevators

COVID-19 Signage
Signage placed at entries, elevators and restrooms
Building / Space Access Protocols

**Restricted Areas:**

- Rooms, floors, labs that FM staff is not allowed to enter
- Days and times of restrictions
- Contact for restricted area in case of emergency

**Additional Protocols:**

- Utilize QR scanning to enter and exit the building
- Use access card to enter and exit the building
- Wear a face covering, wash/sanitize hands, maintain physical distancing

*These Access Protocols are posted at each entrance for each building*
Design, Facilities & Safety Services

• COVID-19 Return to Campus
• Projects
• Energy Efficiency
• Classroom Improvements
COVID-19 Return To Campus

- Campus COVID-19 Prevention Plan
- Work Site Safety (WSSP) Plan
  - Plans Reviewed: 150
  - Building Areas Reviewed: 250
- COVID-19 Return to Campus Training Video
- Face Coverings Distributed: 110,000+

COVID-19 Return to Campus Training Video

Plans Reviewed: 150
Building Areas Reviewed: 250
Proper TRAINING is a step towards successful field work

28 terrestrial field researchers and divers learning about:

• Key elements of a field safety plan
• Risk Assessment
• Field First Aid & CPR

Safely Outdoors!
Projects
Cheadle Hall
Concrete Repair

Project Manager: George Levinthal
Project Budget: $850,000
Completion Date: May 2020

UC SANTA BARBARA
Design, Facilities & Safety Services
SRB North Landscape

Project Manager: Jennifer Hernandez
Project Budget: $625,000
Completion Date: May 2020

UC SANTA BARBARA
Design, Facilities & Safety Services
Jeff & Judy Henley Hall (IEE)

Project Manager: Leslie Colasse
Inspectors: Tom Haas & John Fitzgerald
Analyst: Dan Steed
Project Cost: ~$62M
Completed: September 2020
Cheadle Hall Window Replacement

Project Manager: Perrin Pellegrin
Project Cost: $300K
Completed: April 2021

UC SANTA BARBARA
Design, Facilities & Safety Services
Trace Metal Clean Lab

Project Manager: Jennifer Pierce
Project Cost: $5.1M
Completed: April 2021
Ikuko
Smith Lab

Project Manager: Telli Foster
Project Cost: $1.8M
Completed: May 2021

UC SANTA BARBARA
Design, Facilities & Safety Services
Harder Stadium Video Board Replacement

Project Manager: Perrin Pellegrin
Project Cost: $200,000
Completed: August 2021
Arnhold Tennis Center

UC SANTA BARBARA
Design, Facilities & Safety Services

Project Manager:
Telli Foster

Project Budget:
$5.23M

Completion Date:
June 2021
Woodhouse Roof Replacement

Project Manager: James Gonzales
Project Cost: $1.5M
Completed: October 2021
Associated Students Bike Shop

Project Manager: Jennifer Hernandez
Project Budget: $4.1M
Est. Completion Date: Early 2023
Interactive Learning Pavilion

Project Manager: Liana Khammash
Project Budget: ~$97M
Rooms: 5 Large Lecture Halls, 23 Classrooms
Seating: Approximately 2,000
Est. Occupancy Date: Spring 2023
Lotte Lehman Lighting Upgrade
UC Clean Power Program (CPP)

• In 2015, UC officially became classified as an Energy Service Provider
• Participating campuses can enter into short-term and long-term contracts for renewable energy supply
• UCSB officially entered into the Clean Power Program in July 2020 and is now second-largest power user
CPP 2020 Power Generation Mix

- Solar
- Wind
- Carbon-Free*

UC SANTA BARBARA
Design, Facilities & Safety Services
UC Systemwide Power Purchase Agreements


Golden Fields – 45 MW Solar PV Expected ~2024

Classroom Improvements
Girvetz Classrooms
Willie Brown
Associate Vice Chancellor
Housing, Dining & Auxiliary Enterprises
Temporary Work Opportunity Program (TWOP)

- HDAE staff officially began with TWOP beginning 9/28/20
- 65 staff re-deployed from HDAE units
  - Business & Financial Planning
  - Campus Dining
  - Conference & Hospitality Services
  - Residential & Community Living
  - Residential Operations
- As of 9/30/21, there are 20 staff members still participating in TWOP through the end of the calendar year
Housing Crisis Management

• Added 376 bed spaces over planned occupancy to university housing.

• Campus housing partners and HDAE secured 373 hotel spaces in 10 local hotels until 12/12/21.

• Accommodated 1,693 students who applied after the early summer deadlines, 241 of which applied in September.

• Every student who applied and opted to keep their application active received an offer for housing.

• Currently no pending students in need of housing that have applied.

• Accommodating any newcomers, as they come in.

• Student compliance Rate 99.49%/Fully Vaccinated 97.56%
Quarantine/Isolation Housing Program

- Since Fall 2020 (data as of November 8)
  - 571 students total - Primarily Isla Vista students
  - Approximately 4,500 bed nights
- A combined effort of several HDAE units and in close partnership with Student Health’s COVID Response Team
  - Associate Vice Chancellor’s Office
  - Campus Dining
  - Conference & Hospitality Services
  - Residential & Community Learning
  - Residential Operations
  - Transportation & Parking Services

“The program was extremely helpful and accommodating to me. They were caring and checked up on me and were always making sure I knew I could talk to them.” - Freshmen Student

“Q/I housing was so helpful in providing not just housing but also comfort in making sure COVID positive students will be okay and are taken care of. My coordinator genuinely cared about my situation and I cannot thank them enough.” - Senior Student
Fall 2021 Move In

- Record number of residents arrived during extended move-in weekend that turned into a move-in week: Wednesday 9/15 - Tuesday 9/21
  - Residence Halls - 5,981 students
  - Undergraduate Apartments - 3,046 students
  - 10 hotels - 367 students
  - San Clemente (all September) - 403 grad students

- All residents were booked, cleared by Student Health, tested upon arrival, and moved into their new spaces.

- Lowest COVID positive rate for move-in in the entire UC System!
  - Only 11 total cases the first week, with nearly 100% compliance with mandatory testing
A big Thank You to the entire UCSB staff for all of your hard work and dedication. Move in for my Sophomore was so easy.

The whole housing team made it our easiest move-in day yet! Our junior daughter can’t wait to start the school year and make new friends.

Move in day was a stress free affair. Our daughter and her roommate are settled in and loving life!

All moved in!! Even though we came on Saturday which was your busiest move-in day - all went smoothly!!! Wonderful vibe throughout and so many friendly helpful staff members along the process. THANK YOU so much!!!! 😊❤️
Website Improvements

- Six new HDAE websites, in alignment with the UCSB visual identity, have been launched in the last six months
- HDAE main site
- Campus Housing
- Campus Dining
- Conference & Hospitality Services
- University Center
- Transportation & Parking Services
WE CARE Values Booklet

- Published in Spring 2020
- Used to support:
  - HDAE Onboarding program
  - Peer-to-peer appreciation program - WE CARE “Thank You Note”

- WE CARE stands for:
  - Welcoming
  - Ethical
  - Collaborative
  - Agile
  - Respectful
  - Excellent
Deferred Maintenance & Facility Modification

- Deferred Maintenance
  - Santa Ynez
- Facility Modification
  - Installed 430 lineal feet of plexiglass screens in Campus Dining
  - Installed in residence halls and apartments
    - 530 touchless paper towel dispensers
    - 370 touchless faucets
    - 140 hand sanitizer stations
Additional Achievements & Highlights

- **Awards**
  - Jenn Birchim - Getman Service to Students Award
  - Brian Shively - Staff Citation of Excellence
  - HDAE COVID Support Team - Villa Award
  - San Nicolas Residence Hall Stairwell Project - 2nd place marketing award in the specialty category by the Association of College & University Housing Officers - International

- **HDAE has been open & operational throughout COVID**
  - Campus Dining fed residential students and prepared community meals
  - Residential Operations cleaned, maintained, and improved HDAE buildings
  - Campus Store open for window pickup
  - ECen open for ICA seasons
  - Apartments housed students
  - ARIT has supported IT needs for those on campus and remote
  - DLS received mail and packages for all of campus throughout closure
  - Transportation & Parking Services maintained standard operations and signage for masking and distancing
Housing, Dining & Auxiliary Enterprises Video

Link to video:

https://youtu.be/EEd6Hc3V7gI
The Great Resignation + Beyond
Engagement + Retention

Lisa Romero, Interim Director, Human Resources
Jane Gama, Employee Engagement Specialist, Human Resources
The Great Resignation
Employee Turnover Trends

As the pandemic recedes and organizations begin to ramp up hiring, they also face rapidly increasing turnover. Turnover is a key indicator of employee experience and can lead to significant costs if left unaddressed.

Functions With Highest Perceived Attrition Risk

Percentage of HR Leaders

- Operations: 51%
- IT: 44%
- Sales and Marketing: 27%
- R&D: 23%
- Finance and Accounting: 20%
- HR: 17%
- Other: 7%
- Admin: 6%

n = 167 HR leaders

Q: Which functions are you most concerned about in terms of their attrition risk? (Select up to three)

Source: Quarters Attrition and Retention Strategies in a Hybrid World Webinar (5/6 June 2021)
Resignations Over Time
MSP + PSS

UC Santa Barbara Resignation Trends

9% MSP
33
Nov 2018 to October 2019

11% MSP
29
Nov 2019 to October 2020

12% MSP
45
Nov 2020 to October 2021
Inter-Location Transfers Over Time
UC SB to other UC Locations

UC Santa Barbara Transfer Trends

- Nov 2018-Oct 2019: 1.3%
- Nov 2019-Oct 2020: 2.4%
- Nov 2020-Oct 2021: 5.8%
What Can We Do?
Mitigation Strategies

- Compensation
- Work Life Balance
- Staff Engagement
Staff Engagement Survey
The Results Are In!
## Categories v. Benchmarks
### 2019 + UC Overall

<table>
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<th>Category</th>
<th>Total Favorable Score</th>
<th>SANTA BARBARA Jun 2019 (551)</th>
<th>Overall (11,256)</th>
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<td>6*</td>
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# Supervision + Working Relationships

## Top Score

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<th>Supervision</th>
<th>Total Favorable</th>
<th>SANTA BARBARA Jun 2019 (551)</th>
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<td>3 My supervisor keeps me informed about issues that affect me.</td>
<td>87</td>
<td>9</td>
<td>4*</td>
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<tr>
<td>11 My supervisor treats me with respect.</td>
<td>92</td>
<td>3</td>
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<tr>
<td>18 My supervisor listens carefully to different points of view before coming to conclusions.</td>
<td>83</td>
<td>5</td>
<td>3</td>
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<tr>
<td>23 My supervisor does a good job of building teamwork.</td>
<td>79</td>
<td>10</td>
<td>5*</td>
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<tr>
<td>34 My supervisor helps me make time to participate in training and development activities.</td>
<td>80</td>
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<td>4*</td>
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## Working Relationships

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<th>SANTA BARBARA Jun 2019 (551)</th>
<th>Overall (11,256)</th>
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<tbody>
<tr>
<td>7 There is good cooperation between my department and other departments at my campus/location.</td>
<td>82</td>
<td>7</td>
<td>8*</td>
</tr>
<tr>
<td>22 There is good cooperation between staff in my department.</td>
<td>88</td>
<td>2</td>
<td>3*</td>
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Retention
Considerable Decline

At the present time, are you seriously considering leaving the UC system?

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<td>SANTA BARBARA (576)</td>
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<tr>
<td>SANTA BARBARA Jun 2019 (551)</td>
<td>62*</td>
<td>19</td>
<td>19</td>
<td>-6*</td>
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<td>SANTA BARBARA May 2017 (607)</td>
<td>68*</td>
<td>18</td>
<td>15*</td>
<td>-11*</td>
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Retention down in 6 locations
Retention up in 4 locations
No change in 3 locations
Retention
Who + Why?

Who?
Gender Identity, in order of likelihood to resign:
- Non-Binary/Queer Community, Females

POC, in order of likelihood to resign:
- Black, APIA, Hispanic

Tenure, in order of likelihood to resign:
- 30+, 1-3, 5-10, 3-5

→ In-Person contributors are more likely to leave than their remote contributor counterparts

Why?
- Work-Life Balance, 7%
- Career Advancement Opportunities, 15%
- Salary, 33%
Retention
Who + How?

How?

Highly Engaged, score high in career development, wellness and communication
- goals, objectives and stretch projects; emotional connections; enable “championship” of engagement

Unsupported, traditionally engaged, but lack enablement/energy
- professional training and resources needed to meet challenges; supportive social environment

Detached, enabled/energized, but lack traditional engagement
- goals and objectives; emotional connection; collaboration to support success, treat them as a whole person

Disengaged, score low in career development, wellness and communication
- belief in the mission; rebuild trust in the organization; personal contributions matter

Highly Engaged, 46% (+3)
Unsupported, 10% (-4)
Detached, 38% (+4)
Disengaged, 6% (-3%)

Human Resources, Administrative Services Division
Engagement is not just an event... it’s an experience.
Alex Yao
Chief of Police, UC Santa Barbara
Excellence in Public Service

- Throughout the global pandemic, UCPD continued to provide 24/7 emergency, investigatory, and crime prevention services to the campus community.
- In 2020, UCPD handled 33,629 documented calls for service and activities.
- UCPD prioritized a “voluntary compliance through education” approach to educate the community on campus, county, and state health and safety protocols.
- UCPD’s Community Outreach Team continued their digital outreach efforts and participated in hundreds of community wellness, quality of life, and safety awareness events via Zoom.
- UCPD remains committed to community service, outreach and engagement.
- During the 2020 holiday season, UCPD personnel initiated an internal charity campaign with Feeding America, resulting in a donation equivalent to over 14,000 meals to support those individuals in need.
Community-Centered Philosophy

- UCPD is committed to community safety policies and practices that reflect the needs and values of our diverse community.
  - Collaboration with the Police Advisory Board
    - Two town hall meetings held this year; one more being planned.
  - Collaboration with UCSB Diversity, Equity, and Inclusion
    - Developing training and workshops for UCPD personnel.
  - Develop and Implement the Restorative Justice Programs

- In order to further educate our personnel in pursuit of holistic, inclusive, and tiered safety services, UCPD partnered with Get Safe and UCLA Extension to provide the following state-certified training to UCPD employees:
  - 8-Hour Cultural Diversity Training (all career UCPD employees)
  - 8-Hour Implicit Bias & Racial Profiling Training (all career UCPD employees)
  - 8-Hour Crisis Intervention & De-Escalation Training (all sworn officers and dispatchers)
  - 8-Hour Use of Force & De-Escalation Training (all sworn officers)
Community Service Officers

- Our Community Service Officers continue to serve as liaisons between law enforcement and the UCSB Community. CSOs are all unarmed, civilian, UCSB student employees.

- CSOs provide campus security, bicycle safety education, and 24-hour safety escorts, on bike or on foot, on campus or in Isla Vista (805) 893-2000.

- In partnership with the Isla Vista Community Services District, CSOs set up two safety stations in Isla Vista, Friday and Saturday evenings from 8pm-2am.

- The stations provide safety escorts, water, phone charging stations, and a safe place to rest, all free of charge.
Hiring / Promotional Processes

- UCPD values participation and input from our community in our hiring and promotional processes.
- Interview panels include participants/evaluators from the faculty, staff, and student communities, along with subject matter experts from other regional law enforcement agencies.
- In 2021, UCPD promoted the following employees:
  - Jennifer Zbinden to Lead Public Safety Dispatcher
  - Danielle Diaz to Records Supervisor
  - Pam Gebhardt to CSO Program Coordinator
  - Matt Bly to Operations Lieutenant
  - Brad Prows to Services Lieutenant
  - Derrick Marzano to Police Officer (UCSB grad and a former CSO; valedictorian of his police academy class)
UC Community Safety Plan

- Finalized in August 2021
  - Details at https://www.ucop.edu/community-safety-plan/
- Provides guidelines in four categories
  - Community and Service-Driven Safety
    - Systemwide workgroup to recommend uniform, armament, and vehicle standards
  - Holistic, Inclusive and Tiered Response Services
    - UCPD sworn staff, dispatchers, and CSOs
    - Crisis Response Team
    - Mental health and social service providers
    - CARE advocates
UC Community Safety Plan (cont.)

• Transparency and Continuous Improvement through Data
  • Posting of data annually (UCOP working group)
    • Crime Data
    • Use of Force
    • Campus Safety Workforce Summary
    • Campus Safety Fiscal Year Budget
    • Racial and Identity Profiling Act (RIPA) Data
    • Complaint Data and Resolution
    • Call for Service

• Accountability and Independent Oversight
  • Civilian Police Accountability Board
  • Accreditation with International Association of Campus Law Enforcement Administrators (IACLEA)
# Halloween Stats (2015-2021)

## Halloween Arrests and Citations 2015-2021

### TOTAL AFFILIATES

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### TOTAL AFFILIATES AND NON AFFILIATES

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2021 UC Path Updates and Information

• Changes at the UC Path Center
  • New Leadership
• UC Path Center - Areas of Improvement
• UC Path Center - Opportunities for Growth
• Campus Efforts for Improvement
• 2021 UC Path Upgrade Information
New Leadership at the UCPath Center

- Calvin Turner named UCPath Executive Director
- Began in March of 2021
- Calvin comes to the University of California from his role as director of the National Finance Center (NFC)
- The NFC is the premier federal shared services provider of payroll, human resources, insurance and administrative support services to the federal civilian workforce.
Strategic Planning - UCPath

**UCPath Vision**

UCPath will be the premier HR and payroll shared services provider in U.S. higher education

**UCPath Mission**

UCPath supports the University of California’s core mission of teaching, research, and public service by providing efficient, responsive, and accurate payroll and human resources services
Strategic Planning - UCPath

Strategic Goal 1: Normalize UCPaPath operations
- Clarify the role and identity of UCPaPath and its relationship to UC and its stakeholders
- Stabilize existing systems, operations, and work processes
- Streamline work processes to eliminate "friction" between locations and UCPaPath.
- Develop expertise around UCPaPath’s systems and work processes
- Innovate systems and work processes to reduce costs, increase efficiency, and improve the customer experience.

Strategic Goal 2: Create value for UC location and other stakeholders
- Establish trust with locations to demonstrate that UCPaPath is responsive to their HR and payroll needs
- Link enhancements, automation and business processes to eliminating locations’ “pain points”
- Become a customer-obsessed organization
- Foster a more collaborative partnership with locations and stakeholders
- Clarify roles and responsibilities of UCPaPath and its locations and stakeholders
## Strategic Goal 3:
Align UCPath culture with the University’s commitment as an Employer of Choice

- Commitment to leadership development, professional training and career development for employees
- Ensure UCPath reflects the diversity of its communities / stakeholders
- Ensure adherence to anti-discrimination and anti-harassment policies
- Partner with systemwide HR to implement anti-racism task force recommendations
- Implement approved Future of Work initiatives and flexible working policies where applicable
Areas we have seen Improvement

- Strategic Planning
- Service Level Agreement Changes
- Backlog Project
  - 13,000 backlogged cases resolved
  - Current Backlog 2,500 cases
- Accountability
Opportunities for Growth

- Processing Timeliness
- Reduction of Errors
- UC Path Call Center Training and Expertise
- Communication
- Operational Alignment
- Leadership is implementing a Culture of Owning Deficiencies
Campus Efforts for Improvement

• Issue Management Process
  • Standardizing Escalations on Campus
  • Collaborating with Campus SME's in the Process Design Group

• New Training Approach in 2022
  • Central Repository (Knowledge Base) for UCPath Resources
  • Weekly Tips and Topics emails for Transactors

• Campus Wide Advocacy
  • Stabilization
  • Enhancements
  • Voice for UCSB's needs within the larger UCPath Environment

• Cross-Campus Collaboration
  • Leveraging the resources of other campus's to work together on training resources and Organizational Change Management
2021 UC Path Upgrade Project

Goals: “Get Current, Stay Current”

Changes: Virtually no Changes

Timeline: December 13th Go-Live

Hypercacre: Next Steps for Transactors and Approvers

Office of the Vice Chancellor of Administrative Services
Goals for the 2021 Upgrade Project

● Bring the UC Path system to a current version that maintains vendor support, security and compliance.

● Verify that current functionality will work the same as before the upgrade.
UCPath Changes - Transactors

What can you expect in the upgraded version of UCPath

• No Major changes
  • Navigation, Favorites, Colors, and Pages remain virtually the same.

• No impact to existing ODS (An operational data store) and Data Warehouse.
Timeline for Go-Live

Downtime for Cutover

• UC Path will be unavailable **Friday, December 10, 2021 at 12:00pm until Monday, December 13, 2021 at 6:00am.**

• UC Path system downtime includes:
  • No access to Employee Portal.
  • No access for Internal/External Applicants.
  • No access to UC Path HCM.
  • No access to Cognos Reporting.

• A Maintenance page will display during downtime.
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Post Go-Live Hypercare

**Functional Tasks**

- As part of a contingency plan, it is recommended that locations keep a record of transactions entered from December 13th to December 28th.

**Technical Tasks**

- **ODS Data Source** - An operational data store
  - Re-instantiate, Row Count and Rebalance ODS tables
  - Full burst of data for tables with schema changes
Thank you!

Please direct any questions to lmhil@ucsb.edu