

Maintenance & Operations: Gary Hall, Director

The M&O Department had a very busy and productive summer! Please see the attached, 2019 Summer Projects – Overview to see some of the larger scale projects that were completed over the summer.

Athletics Complex Roof and Turf Update

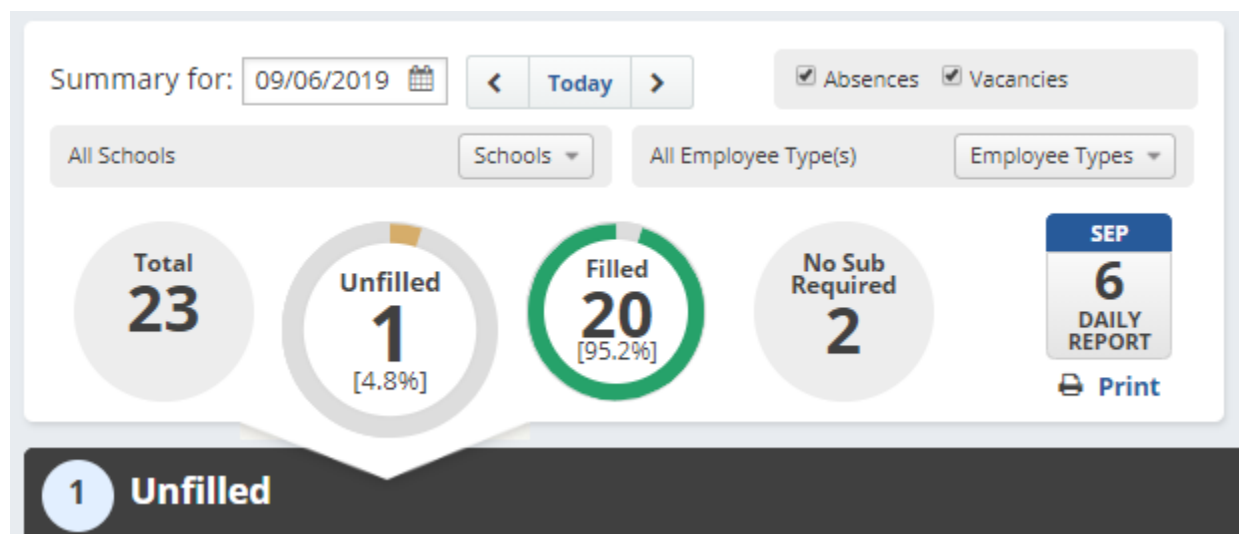
We are excited to report that this summer's Roof and Turf replacement projects were **completed on time, and under budget!** Mr. Hall and his team actively managed the project and were on-site, every day to ensure that the materials and installation met CUSD's high standards. In addition to completing the project under budget, overall, SDCOE has informed us that they will be waiving their fees (*a savings valued at approximately \$40,000*). We commend Mr. Hall and his team for their leadership and support of this project.

Business Services:

Frontline

Staff onboarded Frontline, a new system that will serve as a 'one-stop-shop' where all employees will report their absences and trigger Frontline to procure substitutes through an online platform or via automated phone calls. **The objectives of this new system include reducing staff time spent processing paperwork and making phone calls to individual substitutes while increasing vacancy 'fill' rates.** While there are still adjustments being made, initial feedback we have received has been positive, and substitutes and staff alike have commented on Frontline's ease of use. The implementation team onboarded 385 Employees, and 253 Substitute employees into Frontline. Staff hosted multiple office hours to train substitutes and staff on the new system. Additionally, users requiring additional help can email Sub@coronadousd.net for additional support.

Below, please find an example of one of Frontline's user Dashboards.

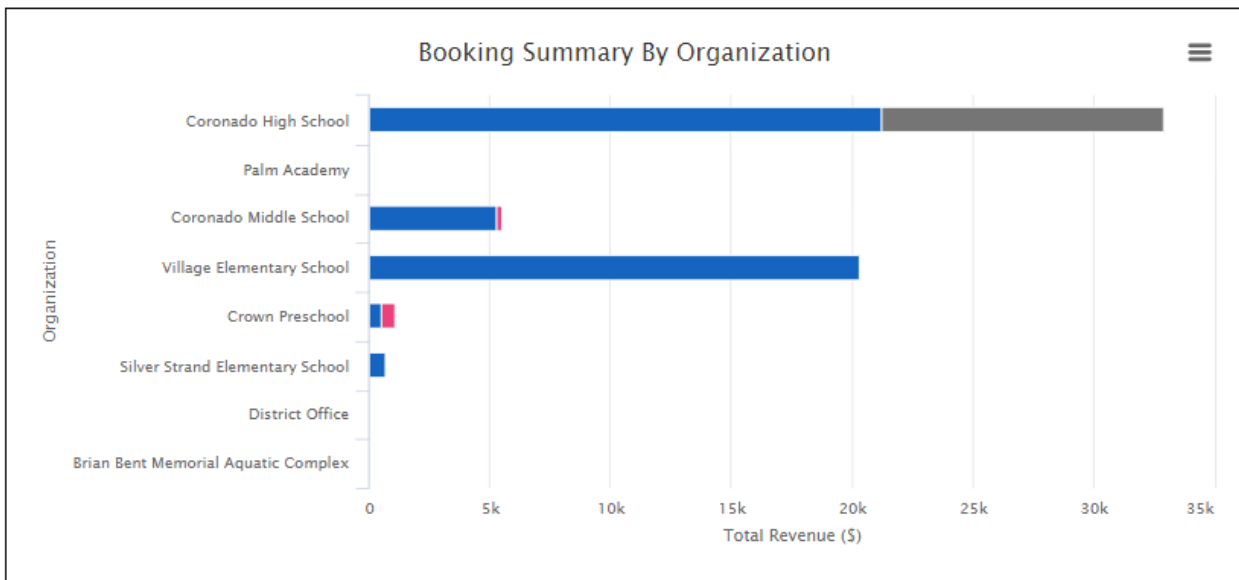
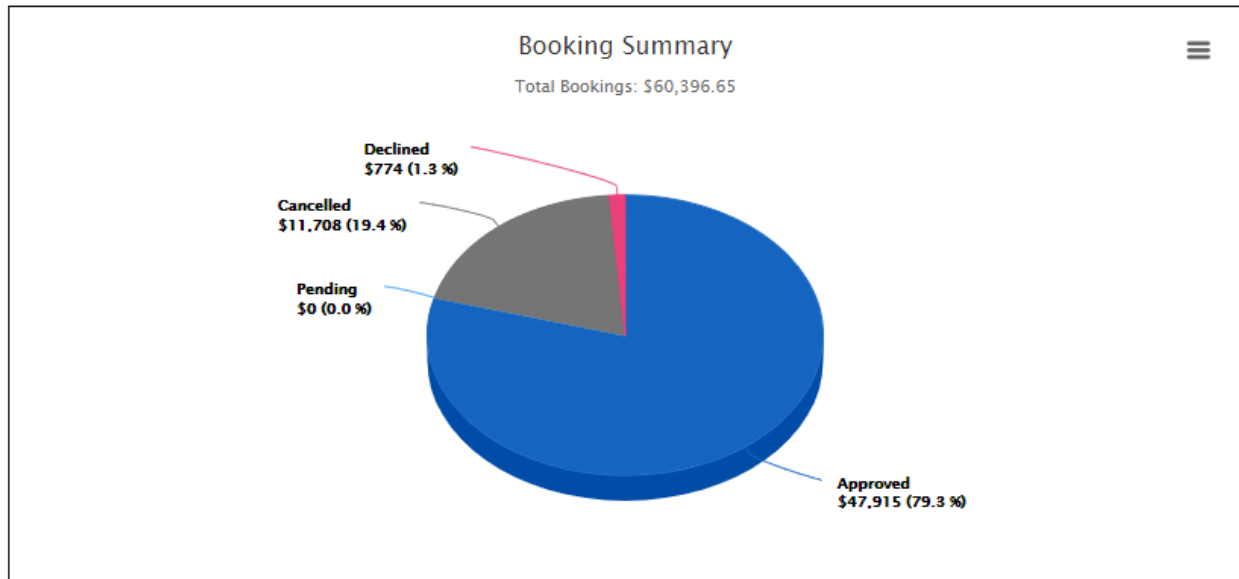


Facilitron

Staff also onboarded Facilitron, a new system that helps manage and facilitate the use of District facilities. In addition to providing a paperless, online platform for end users to check availability and request facility space, the system automates billing and risk management functions, reducing staff time spent on these functions. Other benefits include the creation of shared facilities/activities calendars to help sites manage custodial and other staffing needs. Lastly, this system will allow us to gather much needed data about how our facilities are being used, by whom, and whether we are bringing in revenue or subsidizing its use.

For more information about CUSD's Facilitron, visit: <http://bit.ly/2lGXXFuCUSDFacilitron>:

Below, please find a few of the many helpful reports available to us using Facilitron:



Human Resources: Jeremy Lyche, Director

July and August were busy months for the Human Resources (HR) department. We hired many fabulous staff members. Hiring began in the spring and we have now filled approximately 37 vacancies which were created through retirements, resignations, and transfers. A new teacher orientation was held on August 14th to welcome and introduce our new certificated staff.

Part of HR's summer work is to verify new certificated staff credentials and make sure all certificated staff have current credentials to begin the new school year. Tuberculosis (TB) records have also been updated, and those needing TB tests have been notified.

The Tenure and Longevity lists were updated. 8 teachers received tenure at the start of this school year. 6 CUSD employees received a 10-year pin, 20 employees received a 15-year pin, 3 employees received a 20-year pin, 3 employees received a 25-year pin, and 2 employees received a 35-year pin.

Each year, there are a number of notification and training requirements for our employees including the completion of courses through the San Diego County Office of Education's Joint Powers Authority (JPA) office. The courses are offered at no charge to our district. This year, we hosted our 10-month classified employees all together for a group training in the CHS Theater as part of our recently negotiated additional three workdays in their calendar.

Employees were asked to complete the following courses/notifications:

- Mandated Reporter AB 1432 training regarding Child Abuse (All employees)
- Bloodborne Pathogens Awareness (Employees at risk of exposure to Bloodborne Pathogens)
- Sexual Harassment Training
- Hazard Communication/Right to Know (Employees who use/handle hazardous substances)

We will be holding certificated and classified substitute orientations on Friday, September 13th.

HR hosted a CPR/First Aid training on August 7th with 30 attendees from certificated and classified staff.

The HR department completed the J90 report, which is an annual report done on teachers' salaries.

The Inter-district Transfers (IDTs) have been completed. A total of 79 students were accepted into CUSD in the following grade spans:

Grade Span	# of IDT's
TK-5	25
6-8	14
9-12	13
CoSA	27

The Benefits Fair Open Enrollment is scheduled for Wednesday, October 9, 2019 from 12:00-4:00. As in past years, there will be representatives available to discuss a variety of benefits options for our employees as well as the opportunity for employees to get free flu shots.

Learning: Megan Battle, Director

LCAP: The CUSD Local Control Accountability Plan was approved by the San Diego County Office of Education on August 9, 2019.

California Assessment of Student Performance and Progress: Score reports from the Spring 2019 CAASPP administration in English language arts and mathematics will be released to the public in September 2019. Score reports from the Spring 2019 CAST (California Science Test) will be released to the public in December. A comprehensive CAASPP report will be provided to the Board in the fall.

Curriculum Pilots: CUSD elementary teachers and middle school teachers are engaging in curriculum pilots this school year.

- **Elementary:** We are currently piloting two English Language Arts programs in grades TK-5: *Scholastic Literacy* and *Benchmark Literacy*. There are 17 elementary teachers representing K-5 who will be piloting the two ELA programs. The following is a timeline of the ELA pilot:

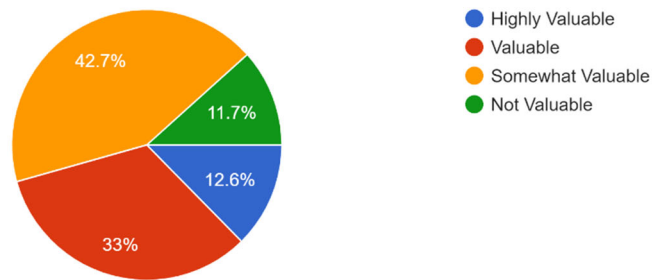
August 20, 2019	Scholastic Literacy 1 Day Training
August 22 - October 18, 2019	Scholastic Literacy Pilot Starter Unit & Unit 1
Wednesday, October 2, 2019	Scholastic Literacy Joint Pilot Forum
October 21 - 25, 2019	Transition Week
October 24, 2019	Benchmark Advance 1 Day Training
October 21, 2019 - January 21, 2020	Benchmark Advance
Wednesday, December 11, 2019	Benchmark Advance Joint Pilot Forum
Wednesday, January 22, 2020	ELA Pilot Consensus Forum

- **Middle School:** We are currently piloting two Science programs in grades 6-8: *Bring Science Alive (TCI)* and *Elevate Science (Pearson)*. All five CMS science teachers are piloting both science programs. Both pilots will be approximately eight weeks long and will incorporate laboratory experiences for all pilot units.

Professional Learning: In spring 2019, the Learning Department facilitated a staff feedback survey (using a Likert scale and open responses) related to professional learning, garnering specific feedback relative to Late Start Thursdays, Wednesday Time and the CUSD 'Voice-Choice' Wheel of voluntary professional learning opportunities. While the actual survey may not provide statistically significant data, results were carefully analyzed and disaggregated by school site. There were 104 responses (35 CHS teachers, 13 CMS teachers, 41 Village teachers and 15 Silver Strand teachers). Below is a summary of the feedback for CUSD. School site data varied by grade level and by department. If you are interested in taking a deeper dive into the data, please let me know.

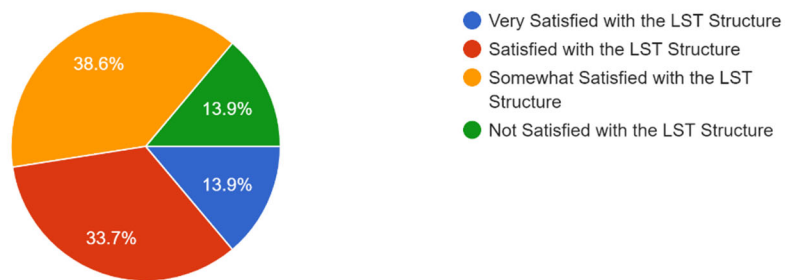
Using the rating scale below, indicate the level of value for your Late Start Thursday learning time:

103 responses



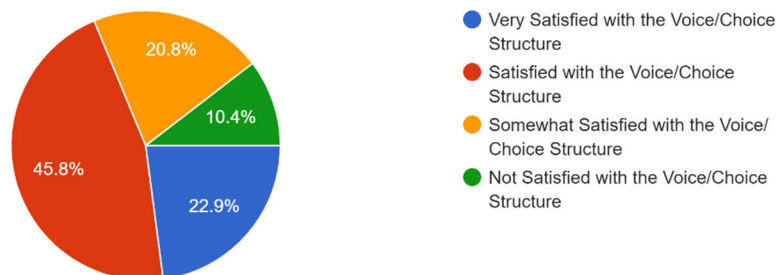
Using the rating scale below, indicate your level of satisfaction with the structure of Late Start Thursday (LST) time:

101 responses



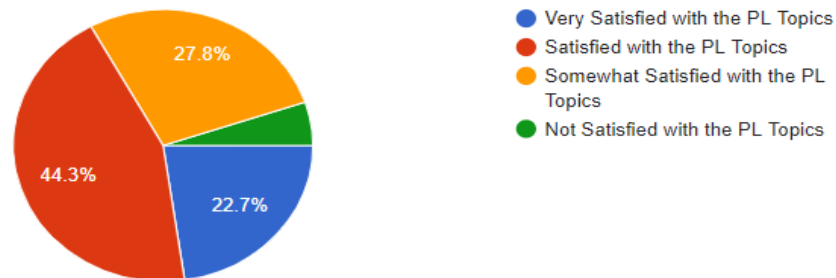
Using the rating scale below, indicate your level of satisfaction with the Voice/Choice Professional Learning structure:

96 responses



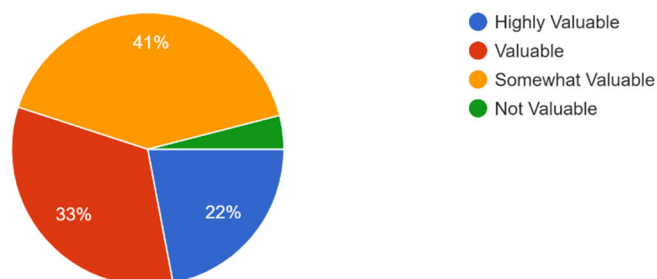
Using the rating scale below, indicate your level of satisfaction with the Professional Learning (PL) topics offered during the Voice/Choice Wheel: Close Reading, Reciprocal Teaching, Collaborative Conversations, Number Talks, Team Time, Tech Time, Mindfulness and Social/Emotional/Behavior Learning Strategies

97 responses



Using the rating scale below, indicate the level of value for your Wednesday learning time:

100 responses



There was a very wide range of open-ended comments related to Wednesday time, Late Start Thursdays and Professional Learning topics. Survey results were carefully analyzed and considered when developing this school year's Professional Learning Calendar and Initiatives. Below is a copy of this year's Professional Learning Calendar and Opportunities.



Coronado Unified School District Professional Learning Calendar 2019-2020

	Date	CHS (7:15-8:25am)	CMS (1:45-3:15pm)	Silver Strand (1:45-3:15pm)	Village (1:45-3:15pm)
SEMESTER 1	Aug 21	Teacher Prep Days	Teacher Prep Days	Teacher Prep Days	Teacher Prep Days
	Aug 28	Department	Back to School Night Prep	Back to School Night Prep	Back to School Night Prep
	Sept 4	No Staff Meeting	Department	Staff Meeting	Staff Meeting
	Sept 11	Write: Eval Goal & Dept Goal	Write Goals	Write Goals	Write Goals
	Sept 18	Staff Meeting	Grade Level	Professional Learning - Bridges	Professional Learning - Bridges
	Sept 25	MTSS/Data Team	Staff Meeting	Grade Level	Grade Level
	Sept 26	LATE START THURSDAY - MTSS Site Meetings		LATE START THURSDAY - MTSS Site Meetings	
	Oct 2	Department	Department	Joint Elementary Meeting - Scholastic Literacy Pilot Forum	
	Oct 9	MTSS/Data Team	Professional Learning	Professional Learning - Bridges	Professional Learning - Bridges
	Oct 16	Staff Meeting	Grade Level	Grade Level	Grade Level
	Oct 23	Department	Staff - Training with CE	Staff Meeting	Staff Meeting
	Oct 30	MTSS/Data Team	Department	Prep for P-T Conferences	Prep for P-T Conferences
	Nov 6	Staff Meeting	P-T Conferences	P-T Conferences	P-T Conferences
	Nov 13	Department	Staff - Training with CE	Staff Meeting	Staff Meeting
	Nov 20	MTSS/Data Team	Grade Level	Grade Level	Grade Level
	Nov 27	THANKSGIVING BREAK			
	Dec 4	Department	PL (6th Grade Camp)	Professional Learning - Bridges	Professional Learning - Bridges
	Dec 11	Staff Meeting	Department	Joint Elementary Meeting - Benchmark Advance Pilot Forum	
	Dec 18	MTSS/Data Team	Grade Level	Staff Meeting	Staff Meeting
	Dec 25 Jan 1	WINTER BREAK			
	Jan 8	Department	Staff Meeting	Professional Learning - Bridges	Professional Learning - Bridges
	Jan 15	Final Exams - No Meeting	Grade Level	Report Cards - No Meeting	Report Cards - No Meeting
	Jan 22	Staff Meeting	Professional Learning	Staff Meeting	Staff Meeting
	Jan 29	Department	Department	Grade Level / Colonial Day Prep	Grade Level / Colonial Day Prep
	Jan 30	LATE START THURSDAY - MTSS Site Meetings		LATE START THURSDAY - MTSS Site Meetings	
SEMESTER 2	Feb 5	Department	Staff Meeting - Training with CE	Grade Level	Grade Level
	Feb 12	MTSS/Data Team	Grade Level	Professional Learning - Bridges	Professional Learning - Bridges
	Feb 19	Staff Meeting	Professional Learning	Staff Meeting	Staff Meeting
	Feb 26	Department	Department	Open House Prep	Grade Level
	Mar 4	MTSS/Data Team	Professional Learning	Professional Learning - Bridges	Professional Learning - Bridges
	Mar 11	Staff Meeting	Staff Meeting	Grade Level	Open House Prep
	Mar 18	Department	Department	Staff Meeting	Staff Meeting
	Mar 19	LATE START THURSDAY - MTSS Site Meetings		LATE START THURSDAY - MTSS Site Meetings	
	Mar 25	Department	Grade Level	Professional Learning - Bridges	Professional Learning - Bridges
	Apr 1	SPRING BREAK			
	Apr 8	Staff Meeting	Staff Meeting (CAASPP Prep)	P-T Conferences	P-T Conferences
	Apr 15	Department: Islander Awards	PL - Training with CE	Grade Level	Grade Level
	Apr 22	Staff: Write Commendations	Department	Staff Meeting	Staff Meeting
	Apr 29	MTSS/Data Team	Grade Level	Professional Learning - Bridges	Professional Learning - Bridges
	May 6	Staff Meeting	Staff Meeting	Staff Meeting	Staff Meeting
	May 13	Department	Spring Fair Prep - No Meeting	Grade Level	Grade Level
	May 20	MTSS/Data Team	Grade Level	Professional Learning - Bridges	Professional Learning - Bridges
	May 27	Staff Meeting	Department	Staff Meeting	Staff Meeting
	Jun 3	Department	Staff Meeting	Grade Level - Report Card Prep	Grade Level - Report Card Prep
	Jun 10	Final Exams - No Meeting	Grade Level	Last Day Prep - No Meeting	Last Day Prep - No Meeting
			Grades 5/6 Math Articulation	Grades 5/6 Math Articulation	Grades 5/6 Math Articulation

* meeting rotation is subject to change

SPECIAL EDUCATION TEACHERS & RELATED SERVICE PROVIDERS - District Meeting (2:30-3:30pm)



Professional Learning Opportunities
2019-2020

Every Child, Every Day
Connections, Challenges, Champions

WHAT	DETAILS	WHO	FORMAT
MTSS	<i>Year 2:</i> -Refine School-Wide Expectations (values/culture) -Implementation strategies/protocols for Class v Office managed behaviors -Refine Pre-SST & SST Process -Expand Use of Beyond SST -PBIS – Site Discipline Action Guides -Restorative Practices Training at all sites -Academic Tiers of Support – Inventory -Explore Universal Screeners (SEL & Academics) -Lindamood-Bell Professional Learning – LIPS Curriculum & Training -Refine TK-12 Personalized Education Plans	MTSS Committee CUSD Site Staff SDCOE Facilitators	-Monthly after school meetings -MTSS Site Teams will facilitate meetings at site level during staff meetings and during <u>Late Start Thursdays</u> (9/26, 1/30, 3/19)
Wednesdays	Site Administration will determine structure, protocols and topics	Grade Level Teams Department Teams Staff Meetings Professional Learning MTSS/Data Teams	To be determined by site administration
Voice/Choice Wheel	1. Secondary Literacy Best Practices for All Subjects 2. Technology Team Time 3. Team Time 4. Mindfulness and Self-Care (VEBA) 5. SEL and Behavior Supports 6. Brain Pop 7. Discovery Education	Voluntary TK-12 Max 20 teachers/session CUSD Board Room Lunch Provided	½ Day Sessions Morning and Afternoon Topics 5 Sessions in the Fall 5 Sessions in the Spring
Elementary	-Grades 3-5 Guided Reading -Bridges in Mathematics -English Language Arts Pilots (Benchmark Literacy and Scholastic Literacy) -Innovation Lab – PLTW -DRA and Read Well Training	TK-5 Staff	-Guided Reading Grades 3-5: Fall Semester -Bridges: Summer and Wednesdays -ELA Pilot Teachers: Aug. 20 & Oct. 24 -PLTW: Summer
Middle School	-Science Pilot (Pearson and TCI) -Year 2 Amplify Implementation -Year 2 Discovery Implementation -Innovation Lab -Read 180	6-8 Staff	-Science Pilot Teachers: Aug. 15 & Dec. -Read 180: Summer -Innovation Lab: Summer, Fall, Spring
High School	-ERWC: Expository Reading and Writing Course -HSS: SDCOE Coordinator Matt Hayes -Read 180 -Study Skills Curricula Research -Positive Prevention Plus Training for PE/Health Teachers	9-12 Staff	-ERWC: Fall -HSS: Fall -Read 180: Summer
Additional Opportunities	-SEL -Site Visits and SDCOE Workshops -Learning Walks -Coaching -Site-Specific Professional Learning (literacy, math, science, strategies, etc)	Varies depending upon what is offered and what the focus of the work is	TBD

Preschool & Child Care: Lisa Alonso, Director

- CUSD was awarded with a California State Preschool Expansion Grant on May 7, 2019. This grant will allow 55 more families to qualify for free preschool services to those in which qualify by income or with an IEP. Prior to the grant, CUSD covered the cost of preschool students with IEP's. Crown can enroll 24 students under this grant, and Silver Strand 48 students (an increase from 17 students the two years prior.)
- Crown Preschool's enrollment is currently at 83 students; 15 of which are now receiving free services.
- Silver Strand's enrollment is currently at 39.
- This year both Crown and Silver Strand preschools participate in CUSD's lunch program. Grant funded students receive a free or reduced lunch, fee-based families can also participate by choosing to purchase a lunch.
- Beginning September 2019, Crown is pleased to announce a partnership with My Music Workshop, a musical program that introduces musical concepts in a fun and engaging

way. Each classroom will have 30 mins of instruction, every other week, where they will learn everything from music theory to playing instruments.

Here is a little information about CUSD's director, and preschool teachers.



Lisa Alonso is originally from Walnut, in Los Angeles county, CA. In 2005, she began her career as a preschool teacher for Charter Oak Unified School District, Los Angeles Universal Preschool Program. During that time, she was recognized as an L.A. County Preschool teacher of the Year in 2009. In 2010 she relocated to North County San Diego where she worked for Educational Enrichment Systems, Inc. a non-profit preschool program. There she worked in San Marcos and Vista Unified overseeing State funded classrooms. Later in the same year, she accepted a position as a Center Administrator for the San Diego Unified Early Education program. While working for SDUSD, she oversaw multiple full day, full year toddler and preschool centers for 7 years before joining Coronado Unified.

Lisa earned a bachelor's degree in Child and Adolescent Studies from California State University, Fullerton as well as a Master of Science from La Verne University. She has been in the preschool profession for the past 14 years.

Currently, Lisa resides in Point Loma with her cat and dog, Lucy and Ricky. When not at work, she enjoys Disneyland, traveling, and spending time with her friends and family.

Eileen Rodriguez is a San Diego Native. She has 3 kids, one daughter who graduated from Coronado Unified School District and is now married and attending Northridge State University, one son who is currently attending Coronado High School, and one daughter who is currently attending Coronado Middle School.

Eileen has a bachelor's degree in Child and Family Development, which she received from San Diego State University where she also worked for 4 years in the Child Development Center on Campus as a Teacher and Administrative Assistant. She then went on to work for a program called Special Care where she worked with medically fragile children.

In 2000 she came to work for the Coronado Unified School District where she started the State Preschool/Special Ed Inclusion Program for the district. She worked for Village Elementary for 13 years and then transferred to Silver Strand Elementary where she taught the State Preschool Program for 5 years.

She is very excited to be back on the Island and cannot wait to start the new school year!

Zulya Nuñez is a bilingual San Diego Native, currently holding a teacher permit through the California credentialing program. Zulya currently attends Point Loma Nazarene University, obtaining a Bachelor of Science in Child Development fall 2019. She is married with three children, all of whom will be attending school in the Coronado Unified School District.

She served for Girls Scouts San Diego in various capacities including Service Unit Manager for more than five years. She has volunteered and interned in several schools, such as San Ysidro School District, VIP Village, Stephen Hawking Charter School, MAOF Preschool, and the San Diego Civic Youth Ballet. Zulya came to work for Coronado Unified school district in the

summer of 2018 as a Child Development assistant for Silver Strand Preschool under the guidance of Eileen Rodriguez. Lastly, she served in the position of Lead Teacher during the 2019 Summer. She is thrilled to begin her new journey with Crown Preschool.

Moira May was born in Phoenix, AZ and moved to Coronado in 1987 to be close to the beach. She met her husband while playing beach volleyball and they have been together ever since. After raising their 2 children, Moira began working in the preschool program at Silver Strand. It was there that she became passionate about preschoolers and their early learning experiences.

She has a bachelor's degree in Early Childhood Education and has been teaching preschool for over 10 years. When not at school, Moira enjoys the beach, walking with her husband and dogs, reading, paddle boarding and cooking.

Child Care

For the 2019-2020 school year, please read some basic information about the program we are proud to provide. Families receive a weekly Smore/Newsletter with information about current happenings. This information is sent to parents electronically and through text messages. This information can also be found on the CUSD website, under Preschool and Child Care departments. Child Care no longer offers general sibling care however, we now offer a TK sibling care option for those families needing care from the early TK dismissal until 3 pm, after the elementary school dismisses.



Village & Silver Strand Child Care

Coronado Unified School District offers Child Care programs for our elementary students, which extends learning and fun into the hours before and after school. The program provides a safe space for your child in the early morning and until the late afternoon. Children have the option to participate in indoor and outdoor activities including sports or arts and crafts and, in the afternoon, are invited to bring a snack or choose one from a provided selection.

2019-2020 CUSD CHILDCARE

Program Overview



General Information

Coronado Unified School District offers Child Care programs for our elementary students, which extends learning and fun into the hours before and after school. The program provides a safe space for your child in the early morning and until the late afternoon. Children have the option to participate in indoor and outdoor activities including sports or arts and crafts and, in the afternoon, are invited to bring a snack or choose one from a provided selection.

Before School Activities

We offer care starting at 6:30 a.m. where students can quietly study or read, join a morning activity or catch up with friends. Care is located in Village Hall for Village elementary students, in the Childcare "A" Room at ECDC for TK and Kindergartners, and in the Child Care room at Silver Strand. Upon arrival, parents are required to check in their child/children through our system. Breakfast is not available through the District, but children may bring their own. At 8:00 a.m., we escort the children to their respective playgrounds to line up for school.

After School Activities

Afternoon Child Care, at all sites, begins once school is let out and students are led from their classrooms to begin the check-in process and then participate in a variety of daily indoor and outdoor activities. Each day we will offer an array of activities for the enjoyment of the children along with an afternoon snack. We also offer a homework club on Mondays - Thursdays at Village Elementary. Care is available until 6pm at all Village sites and 5:30pm at Silver Strand.

Parent Pick Up

All children must be checked out in our system when they are picked up NO LATER THAN 6pm at Village and 5:30pm at Silver Strand. For the students at Village, checking out is done through Village Hall located on H Avenue. At ECDC and Silver Strand, parents will check out students at the Child Care classroom. If you are going to have someone else pick up your child that is not on the Emergency Contact List or Authorized Contact List, please email the Director with 24-hour notice. The children will not be allowed to leave Child Care without your prior permission! Please remind people picking up to bring a photo ID.

Child Nutrition Services: Charity Campbell, Director

We are so excited to have a surplus of over \$110K for the 2018-19 fiscal year. Staff worked tirelessly to decrease waste by being mindful of the food they ordered and by decreasing the amount of food they made by keeping tight records and a keen eye.

It was a busy start to the school year in Child Nutrition Services as many things have changed for us in the last month or so. The biggest change has been the shifting of staff hours and hiring of new staff due to resignations and bell schedule changes at certain sites. We are currently training two new CNS Lead Workers and a new CNS Worker. We also have a new intern that started named Edward Padilla. He comes to us from the distance program through Utah State University and is an athletic trainer at San Diego State University. In addition, since I will be going on maternity leave the week of September 16, our District Lead, Lisa Stahley, will be taking over for me in my absence. She has been given the training she needs and I am confident that she will direct the department in the right direction. She has been with the CNS Department for over 25 years and is the perfect person to select for this position.

In addition, starting this school year, we have taken on the family-style lunch feeding of the Crown Preschool and Silver Strand State Preschool students. It is going well and will bring some additional revenue to our program, while providing additional benefit to our students/families.

We are still catering to the District Office and ECDC/Crown Preschool staff which has proved to be beneficial not only to us but to those that work at those sites. Getting a quality lunch delivered with minimal effort makes it easy for everyone involved.

BBMAC: Carrie Fisher-Fernan, Director

The BBMAC's busy season runs December through the end of July. We are now feeling the fiscal impact of the departure of the Long Course JO and Splash and Dash swim meets. We spent the slow month of August working on facility maintenance and repairs. Staff worked hard taking the bulkhead apart to clean it thoroughly and replace the anti-slip tape. The facility is particularly clean and ready for the fall. We are working with Knorr Systems on the 50m pump repair. We had initially anticipated replacing the seal on the 50m pump in June 2019. When they opened the pump, they discovered our impeller had been damaged when we had autoflow issues in July of 2017. Unfortunately, the pump is no longer manufactured. We are looking at installing a new pump which will require some replumbing of the pump room since our current pump is no longer manufactured. We have scheduled the repair for the last week of October.

Additionally, the City of Coronado has accepted the Coronado Swim Association's bid to return to the City Pool for training. The total impact of this move is yet to be determined. We are taking advantage of the departure to restructure the pool time for all other long-term contracts and reduce the day to day staffing expenses by getting staff out of here earlier in the evenings. We

should see a reduction in staffing expenses. Other teams are increasing their pool time and hopefully will grow to replace the lost revenue. Additionally, we will be able to offer short term teams pool time between 3-5pm in the afternoons without impacting groups. Christmas training camps are in full swing and we are working on getting contracts out to groups now that we know the lay of the long-term groups. With this change it will take about a year to iron out the changes. We have scheduled Aquatics PE for CMS and CHS to take place in September and the first week in October.

Information Technology: Jason Ramos, Department Supervisor

The start of school year has been busy for the IT department. The department worked hard to make sure teachers had working technology in all classrooms for the first day of school. A few items of note:

- During the summer, an inventory of the technology in each classroom (projector, computer, printer and document camera) was done. Updates to the teacher machines were done at that time.
- Our VMWare software was updated to the latest version that our servers can handle. We are looking to next summer for hardware replacement as the servers will become end of life and no longer supported by the manufacturer.
- For the month of August there were 145 new tickets and 122 were closed. This does not include work from other sources (emails, phone calls, walk-ins, etc.). There are currently 32 open tickets.