



STAFF REPORT

City Council

Meeting Date:

08/25/2026

Staff Report Number:

26-145-CC

Study Session:

Provide direction on childcare services and cost recovery levels at Menlo Children's Center

Recommendation

Staff recommends that the City Council provide direction to City staff about the provision of childcare services, provide direction on the level of cost recovery or level of desired City subsidy for childcare programs, and review potential strategies to increase financial sustainability at Menlo Children's Center.

Policy Issues

City Council provides policy direction to the city manager regarding services to the community, allocates resources for services, and sets priorities for the provision of services to the community.

The City charges fees for services based on the Master Fee Schedule (Attachment A), which was most recently updated after a City-wide Cost of Services Study (Attachment B). The City Council's User Fee Cost Recovery Policy (Attachment C) sets the range for cost recovery levels.

Background

Childcare programs use acronyms and terms that may not be familiar to all. A glossary of useful terms is included as Attachment D.

Childcare in City facilities

The City operates four licensed childcare facilities: MCC preschool and MCC afterschool, the Belle Haven Youth Center (an afterschool program), and the Belle Haven Child Development Center (a preschool). There are two private childcare facilities operated in leased City facilities: Building Kidz and the Menlo Atherton Cooperative Nursery School.

Menlo Children's Center (MCC)

Menlo Children's Center, located at 801 Laurel Street, operates a market-rate early childhood program serving children ages 18 months through five years, as well as an afterschool program for children in kindergarten through fifth grade. Since the expansion of universal Transitional Kindergarten, MCC has enrolled very few four- and five-year-old children. In response to this enrollment shift, MCC reorganized its classrooms by age and developmental stage, with the Toddler classroom serving children ages 18–30 months, Early Preschool serving children ages two to three, and Preschool serving children ages three to five. This structure allows children to remain with peers who will enter TK or kindergarten in the same school-year cohort, while the broader Preschool age range gives families the option of keeping TK-eligible

children enrolled at MCC until kindergarten. During the period of lower enrollment, MCC operated with fewer teachers and deferred filling vacant teaching positions while the City's childcare needs analysis was underway, allowing staffing levels to remain aligned with enrollment and required staff-to-child ratios pending completion of the study in February of 2025. The study is discussed further below.

MCC's fiscal year 2025–26 operating budget included 9.5 FTE, with total expenditures of \$2,554,933 primarily for employee salaries and benefits, and budgeted revenues of \$1,311,235, derived primarily from tuition fees, resulting in an estimated cost-recovery rate of 51%. MCC's revenues and expenditures are accounted for within the City's General Fund.

Enrollment increased from 31 children in January 2025 to 52 children in July 2026, representing an increase of 21 children, or approximately 68%. Current enrollment is 86% of capacity (52 out of 60 slots). There are 12 enrollment slots in the toddler room, and each of the other rooms (early preschool, preschool) have 24 slots. Enrollment typically declines during the summer following preschool graduation due to graduating children, family travel, relocations, and other normal attrition. Because staff also take scheduled vacations during this period, MCC gradually rebuilds enrollment through October to ensure that classroom enrollment and staffing remain aligned with required staff-to-child ratios. Based on the current waitlist and continued interest generated through program tours, MCC expects to reach or approach full operational capacity by the end of October 2026. Even at full operational capacity, there might be slots open in the early preschool or preschool rooms to allow for currently enrolled children “graduating” into those slots.

On April 28, 2026 The City Council updated the Master Fee Schedule based on outcomes from the Comprehensive User Fee Study. The study recommended that fees be raised 5% at MCC to increase cost recovery for services provided. That fee increase went into effect on July 1, 2026. The City Council's Cost Recovery Policy sets MCC in the “high cost recovery” category of 70%-100%.

Belle Haven Child Development Center (BHCD)

BHCD, located at 410 Ivy Drive, operates a preschool for ages three to five and participates in the California State Preschool Program. BHCD's fiscal year 2025-26 operating budget included 14 FTE, total expenditures of \$1,749,897 primarily for salaries and benefits, and total revenues of \$1,734,612. BHCD revenues come primarily from grant funding provided by the California Department of Education and the County of San Mateo. This grant funding is housed in special revenue funds associated with these grants. Grants require significant staff time to monitor and to comply with reporting and auditing requirements. Grant funding usually covers most, but not all, of the expenditure at the BHCD. Any expenditure not covered by grant funding is covered by the City's General Fund. The City Council's Cost Recovery Policy sets BHCD in the “mid-level cost recovery” category of 30%-70%. The Comprehensive User Fee Study recommended that the recovery level be set to the “low” level of 0%-30%.

Current enrollment is 59 of 64 operationally available slots or 92% enrollment. This has increased since January 2025. The CDC has a licensed capacity of 96 slots but would need more staff to maintain a teacher/child ratio of 1:8. Fees for the BHCD program are based on family size and income. Income is verified by program staff using the family fee schedule published by the State Department of Education.

Belle Haven Youth Center (BHYC or Youth Center)

The BHYC, located at 100 Terminal Avenue, provides afterschool care for children in kindergarten through

5th grade. A full-day eight-week summer camp program, and shorter programs during school holiday breaks are also offered. BHYC provides local transportation to the afterschool program for children enrolled in the Tinsley Transfer Program. The center bridges the gap between home and school through a balance of educational, recreational, and social opportunities. BHYC's fiscal year 2025-26 operating budget included 1.5 FTE and total expenditures of \$620,370 primarily for salaries and benefits, and total 2025-26 revenues of \$79,706. Many of the children attending BHYC attend local schools in the Belle Haven neighborhood, and many resident families qualify for reduced tuition based on San Mateo County income limits. The City Council's Cost Recovery Policy sets BHYC in the "mid-level cost recovery" category of 30%-70%. The Comprehensive User Fee Study recommended that the recovery level be set to the "low" level of 0%-30%.

Building Kidz

The Building Kidz program leases a City facility in Willow Oaks Park at 490 Willow Road. This private, market rate preschool operator provides care for children ages two to six. Since the advent of Universal Transitional Kindergarten, they primarily provide care to children ages two to four. Building Kidz is a franchise, and its franchisor has a nonprofit arm that donates 25% of their profits to charitable causes supporting childcare for disadvantaged families and children. Current lease agreement with the City is on a month-to-month basis at \$4,790 per month.

Menlo-Atherton Cooperative Nursery School

Menlo-Atherton Cooperative Nursery School leases a City facility in Nealon Park at 802 Middle Avenue. Current lease agreements are \$1 per year and the lease agreement runs through August 31, 2035. The lease agreement with Menlo-Atherton Cooperative Nursery School was just renewed in September of 2025 (Attachment E).

Previous studies on childcare and childcare needs assessments

On February 11, 2025, the City Council held a study session (Attachment F), examining the results of a lengthy, commissioned community needs analysis of childcare. The session was held to help identify strategies for increasing enrollment and financial sustainability at the two City-run early learning centers: Belle Haven Child Development Center (BHDC) and Menlo Children's Center (MCC). The two centers had experienced persistently low enrollment after emerging from the COVID pandemic, in contrast to the full enrollment and waiting lists experienced prior.

The San Mateo County Child Care Blueprint (Attachment G) was adopted by the Child Care Partnership Council of San Mateo County in January of 2026. The Blueprint is a strategic plan to improve equitable access to high-quality childcare for children in San Mateo County from birth to age 12. Funded initiatives include a childcare search portal for parents seeking care (expected in the fall of 2026), and the launch of a Tri-Share program where employers, parents, and the County split the costs of childcare for eligible participants (expected in January 2027).

Childcare program enrollment

Childcare program enrollment in City-run programs is tracked monthly and reported as part of the Department Statistics and Updates agenda item to the Parks and Recreation Commission. The statistics for July 2025-July 2026 are included as Attachment H.

Analysis

Staff is seeking City Council direction regarding the desired level of financial support for the City's childcare programs. Staff specifically requests guidance on an acceptable cost recovery percentage or revenue target for the market rate childcare program at MCC. This direction will enable staff to evaluate program sustainability and develop recommendations for future program operations.

Cost recovery at MCC

Fees for early preschool and preschool programs at MCC could be increased to better align with the cost of providing those services, and enhance financial sustainability. The fees at MCC were most recently increased 5% on July 1, 2026, as part of the Master Fee Schedule update after the city-wide Comprehensive User Fee study. Current fees are \$2,618/month for toddler care, and \$2,137/month for early preschool and preschool care. Fees would need to be increased by 11.2% in order to achieve the minimum cost recovery rate of 70% identified in the User Fee Cost Recovery Policy. Staff recommend that fees be increased in two steps to reach the 70% recovery level, beginning with a 6% increase in January of 2027, and a 5% increase in September of 2027.

Table 1: MCC fee increase scenarios

Target recovery %	Fee increase %	New Toddler fee	Toddler fee increase/month	New Early Prechool/Preschool fee	Early Preschool/Preschool increase/month	Annual cost increase
70%	11.20%	\$2,912	\$294	\$2,377	\$240	\$2,880
80%	27.10%	\$3,328	\$710	\$2,717	\$580	\$6,960
90%	43%	\$3,744	\$1,126	\$3,056	\$919	\$11,028
100%	58.90%	\$4,160	\$1,542	\$3,396	\$1,259	\$15,108

A note that 83% of surveyed families who responded during the February 2025 childcare needs assessment reported difficulty finding affordable childcare options. The Tri-share program mentioned in the glossary in Attachment C could help with affordability of care for families in the “missing middle” (who make too much to qualify for subsidized childcare, and not enough to afford childcare on their own) and increase the number of families who could access market-rate care. The Tri-share program could increase costs for the City if it were to participate as an employer sponsor. City staff could develop a policy to provide a scholarship (or tuition assistance) for families who could not afford the additional fee increases. A scholarship would be based on income verification by staff and could be implemented in a manner similar to other LCS scholarship programs.

If the Council were to direct staff to pursue fee increases to reach a higher level of cost recovery at MCC, staff would return with an action item in September or October.

Longer-term options

The City Council could also consider longer-term changes to services at MCC, presented below. These changes would require further staff evaluation.

Focus on care for younger children only

Move to a model at MCC focusing on care for younger children and discontinuing care for preschoolers. The 2025 community needs study pointed to a lack of care slots for infants and toddlers. A stand-alone infant–toddler center could be difficult to operate without a subsidy higher than MCC’s current subsidy or without having to charge substantially higher tuition. Infant and toddler care is labor-intensive because California licensing requirements permit far fewer children per qualified adult than preschool programs—generally 1:4 for infants (up to 1:6 under a licensed toddler component) compared with 1:12 for preschool-age children. These lower ratios mean significantly higher staffing costs per enrolled child, while the program must still support the same fixed expenses associated with administration, licensing, facilities, utilities, custodial services, food preparation, supplies, and staff coverage. Infant–toddler services on a shared campus with preschool-age programs (like MCC’s current situation) allow operational resources to be shared across age groups. A broader enrollment base also allows greater flexibility for staff breaks, opening and closing coverage, absences, and fluctuations in enrollment. The facilities at MCC would need to be adapted to better serve the needs of a younger cohort at an unknown cost to the City.

Reduce MCC programs over three to five year period

Phase out preschool and afterschool provision at MCC over a period of 3-5 years. Next steps for this would begin with extensive outreach to currently enrolled families. Staff would then stop accepting new families and allow slots vacated by “graduating” families to remain vacant. The incoming class of fall 2026 toddlers would graduate in the spring of 2029 and start TK in August of 2029. Staff would begin to not fill Childcare Teacher vacancies except where needed to maintain licensing ratios and would look to shift current staff to fill vacancies at other LCS teams (a possible priority list would be childcare and afterschool programs in Belle Haven, then gymnastics, then indoor and outdoor recreation).

Explore other service delivery models while using the existing facilities

These models could include partnering with another organization. It could be difficult to find a partner organization willing to share a facility, and there could be licensing challenges for such a split model. The Menlo Park City School District (MPCSD) currently operates a preschool for district families for children ages two to five which has a waiting list. As part of this option, staff could consider issuing an RFP to childcare providers to lease the City’s existing facility at MCC, similar to Building Kidz and the Menlo-Atherton Cooperative.

If the City Council would like staff to pursue any of the options for longer-term changes to service provision at MCC, staff could prepare a more in-depth study session on these topics. It is important to consider the impact of making changes that align with the school year, and allowing adequate time for families to prepare.

Staff will continue to monitor trends for enrollment, revenue and expenditures, and level of cost recovery.

Impact on City Resources

Since no action is taken by the City Council during study sessions, there is no immediate impact on City resources. Should the Council direct staff to pursue one or more of the options listed above, staff would return with more detailed proposals and financial impact information.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§15378 and 15061(b)(3) as it will not result in any direct or indirect physical change in the environment.

Public Notice

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting. Engagement with families at the Menlo Children's Center will begin once the City Council provides initial feedback on the options presented.

Attachments

- A. Hyperlink – Master Fee Schedule:
<https://www.menlopark.gov/Government/Departments/Administrative-Services/Finance/Master-Fee-Schedule>
- B. Hyperlink – April 28 Staff Report #26-057-CC:
<https://www.menlopark.gov/files/sharedassets/public/v/2/agendas-and-minutes/city-council/2026-meetings/20260428/20260428-city-council-regular-agenda.pdf>
- C. Hyperlink – User Fee Cost Recovery Policy:
<https://www.menlopark.gov/files/sharedassets/public/v/1/city-council/documents/cc-policies/cc-22-025-user-fee-cost-recovery-policy.pdf>
- D. Glossary of childcare terms
- E. Hyperlink - July 8, 2025 staff Report #25-105-CC
<https://www.menlopark.gov/files/sharedassets/public/v/1/agendas-and-minutes/city-council/2025-meetings/20250708/h1-20250708-cc-lease-802-middle-ave.pdf>
- F. Hyperlink – February 11, 2025 Staff Report #25-017-CC:
<https://www.menlopark.gov/files/sharedassets/public/v/3/agendas-and-minutes/city-council/2025-meetings/20250211/20250211-city-council-regular-agenda.pdf>
- G. Hyperlink – San Mateo County Child Care Blueprint: <https://ccpc.smcoe.org/fs/resource-manager/view/0d7b6e12-d1e1-4616-8598-8fff908cbb71>
- H. Childcare enrollment statistics, July 2025-July 2026.

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Attachment C: Glossary of Useful Childcare Terms

4Cs of San Mateo County – The Child Care Coordinating Council of San Mateo County. 4Cs helps families locate childcare, administers childcare subsidy programs for eligible families, and provides resources, training, and support to childcare providers and early educators.

Accreditation The **National Association for the Education of Young Children (NAEYC)** is a nationally recognized professional organization that establishes research-based standards for high-quality early care and education. Accreditation would provide MCC with an external framework for strengthening curriculum, teaching practices, health and safety, family engagement, staff qualifications, leadership, and continuous quality improvement, while demonstrating accountability to families, the City Council, and the community.

NAEYC offers two accreditation routes. **Accreditation** is primarily based on a comprehensive review of program documentation, policies, staffing, and practices. **Accreditation+** includes the same review but adds a required on-site visit to observe classrooms and verify implementation. Although NAEYC does not require full enrollment, MCC should be close to its intended enrollment and staffing model before an on-site evaluation so that the assessment reflects normal program operations. NAEYC's recommended ratios and maximum group sizes are also generally smaller than California Title 22 requirements, including 1:6 with a maximum group size of 12 for toddlers and two-year-olds, and 1:10 with a maximum group size of 20 for preschool-age children.

Afterschool – the City runs two afterschool programs for children in grades K-5, one at MCC and one at BHYC. "Afterschool" most often refers to the program for school-aged children at MCC.

BHDCDC – Belle Haven Child Development Center – The City-operated child development center located in the Belle Haven neighborhood. BHDCDC is a Title 5 California State Preschool Program (CSPP) serving eligible families with publicly funded preschool services. The program must comply with applicable Title 5 requirements monitored by the California Department of Education, as well as Title 22 licensing requirements.

BHYC – Belle Haven Youth Center – The City-operated youth center located at the Belle Haven Community Campus. BHYC is a tuition-based program providing afterschool care and summer camp for children in grades K–5. Most participants attend Beechwood School. Fees are set lower than those of the MCC school-age program, and many participating families qualify for the City's Hyperlocal Fee.

CDC – Child Development Center – A term commonly used for programs that provide preschool and other early care and education services. "Child Development Center" reflects the educational and developmental role of these programs and is generally preferred over the older term "daycare." Within the City, CDC most often refers to the Belle Haven Child Development Center.

CDE – California Department of Education – The state agency responsible for overseeing California's public education system, including K–12 schools, Transitional Kindergarten, the

California State Preschool Program, and related early learning programs.

Community Care Licensing (CCL) – The division of the California Department of Social Services responsible for licensing and monitoring childcare facilities. CCL conducts inspections, investigates complaints and incidents, provides regulatory guidance, and enforces Title 22 health and safety requirements.

CSPP – California State Preschool Program is a state funded preschool initiative designed to prepare young children for kindergarten by providing specific age appropriate educational, social, and developmental support to families.

Daycare – A commonly used, informal term for childcare provided during the day. The term does not indicate whether a program is licensed, publicly funded, educational, or license-exempt. “Childcare” or “early care and education” is generally more precise.

Early Childhood Education (ECE) - The field of education and care focused on children from birth through approximately eight years of age. Licensed childcare teachers must complete specified early childhood education or child development coursework and meet experience requirements appropriate to their position.

Facility License – The state authorization allowing a childcare facility to operate at a particular location and serve specified age groups. The license identifies the facility type and approved capacity. Different components—such as infant, preschool, toddler, or school-age care—may require separate licenses or specifically approved components.

FTE - Full time equivalent. Used to describe staffing levels. One FTE is equal to a full-time, benefitted employee who works 40 hours a week.

Fully Qualified ECE Teacher – A teacher who meets California’s education and experience requirements to independently supervise children and be counted as a qualified teacher in a licensed early childhood classroom. Under Title 22, this generally requires at least 12 semester units of early childhood education or child development coursework and at least six months of experience in a licensed childcare center or comparable group-care program. Additional age-specific coursework may be required for teachers working with infants or toddlers.

Licensed Capacity: The maximum number of children a licensed facility is authorized to care for at one time. Capacity is based on factors such as approved indoor and outdoor space, fire clearance, bathroom fixtures, facility configuration, age groups served, and license type. Licensed capacity is not the same as the number of children a program can practically enroll or staff each day.

Licensed childcare – Childcare provided in a facility licensed and monitored by the California Department of Social Services, Community Care Licensing Division. Licensed centers must comply with applicable provisions of the California Health and Safety Code and Title 22 regulations.

MCC – Menlo Children’s Center – The City-operated childcare center located on the Burgess campus. MCC is a tuition-based, Title 22 licensed program serving children from approximately 18 months through five years of age in three early childhood classrooms. MCC also accepts childcare subsidies through approved Alternative Payment Programs (APPs). A separate school-age program provides afterschool care and full-day summer camp.

Operational Capacity: The number of children a program can serve while meeting staffing ratios, supervision requirements, room configurations, schedules, staff availability, and program-quality expectations. Operational capacity may be lower than the facility’s licensed capacity.

Ratio – Staff-to-Child Ratio – The number of qualified teachers and adults required for the children in attendance. Under **Title 22**, the qualified-teacher-to-child ratios applicable to City programs are 1:6 for an approved toddler component, 1:12 for preschool-age children, and 1:14 for school-age children. **Title 5** requirements are generally more stringent, requiring adult-to-child ratios of 1:4 for toddlers, 1:8 for preschool-age children, and 1:14 for school-age children. Ratios must be maintained based on actual attendance and are separate from licensed capacity.

Ravenswood Early Learning Collaborative (REL) is an investment program in early education to ensure that every child in the Ravenswood community has access to high quality early educational and care. A 501c3 organization, REL connects childcare providers and schools, provides resources to teachers for early childhood education training, and hosts coordinating meetings.

San Mateo County Child Care Blueprint - Adopted by the Child Care Partnership Council of San Mateo County in January of 2026. The Blueprint is a strategic plan to improve equitable access to high-quality childcare for children in San Mateo County from birth to age 12. Funded initiatives include a childcare search portal for parents seeking care (expected in the fall of 2026), and the launch of a Tri-Share program where employers, parents, and the County split the costs of childcare for eligible participants (expected in January 2027).

Title 5 – California regulations governing publicly funded child development and preschool programs. Title 5 establishes requirements for family eligibility, enrollment, staffing qualifications, curriculum, child assessment, program quality, and fiscal accountability. Programs subject to Title 5 must also meet applicable Title 22 licensing requirements.

Title 22 – California’s licensing regulations for childcare facilities. Title 22 establishes the minimum health, safety, staffing, supervision, facility, and operational requirements that licensed childcare programs must meet. Compliance is monitored by the California Department of Social Services, Community Care Licensing Division

TK – Transitional Kindergarten. The first year of a two-year kindergarten program offered through California public schools. Universal Transitional Kindergarten expands eligibility so that all children may participate in TK in the school year before kindergarten, subject to state age requirements. TK is part of the public school system and is not the same as licensed preschool or full-day childcare. It is not mandatory.

For a program serving 60 or fewer children, estimated initial NAEYC fees are approximately **\$1,050 for Accreditation** and **\$2,800 for Accreditation+**, with an estimated annual fee of \$650. These costs do not include staff time, training, substitute coverage, materials, facility changes, or other improvements. MCC should anticipate a minimum preparation period of approximately **three years** to complete the self-study, implement necessary modifications, stabilize staffing and enrollment, collect documentation, and prepare for an on-site assessment.

-----end of glossary table-----

Table 1. Belle Haven Child Development Center (Preschool)

	Jul. 2025	Aug. 2025	Sep. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	Mar. 2026	Apr. 2026	May 2026	Jun. 2026	Jul. 2026
Students ages 3-5	47	45	45	47	49	49	50	59	62	66	67	67	52
Special needs students	1	3	2	2	2	2	2	2	2	1	1	1	1
English second language students	37	34	37	37	38	38	39	48	52	57	59	59	43
Meals and snacks served	3102	2024	2,112	2,438	1,865	1,900	1,900	1,500	3,276	3,286	2,947	2,861	2,000
Total hours of education and care provided*	10,082	9,214	8,775	10,540	7,706	7,706	9,263	10,930	12,695	14,157	13,065	14,372	11,154

Table 2. Menlo Children's Center (Preschool)

	Jul. 2025	Aug. 2025	Sep. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	Mar. 2026	Apr. 2026	May 2026	Jun. 2026	Jul. 2026
Students ages 18 mo - 2 years	7	4	5	5	5	1	1	3	3	3	3	1	1
Students ages 2 - 3 years	11	16	17	18	18	17	17	19	19	20	18	16	15
Students ages 3 - kindergarten	23	23	22	22	22	23	24	24	28	36	36	35	33
Total enrollment	43	43	44	45	45	41	42	46	50	59	59	52	49
Total instructional hours provided	-	7,830	7,960	8,690	6,332	5,944	6,768	7,092	8,999	10,311	9,158	9,383	10,780

Table 3. Menlo Children's Center (After school)

	Jul. 2025	Aug. 2025	Sep. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	Mar. 2026	Apr. 2026	May 2026	Jun. 2026	Jul. 2026
Kindergarten	-	9	10	10	10	10	11	11	11	11	11	10	-
Students grades 1st - 5th	-	32	33	33	33	33	34	31	31	31	31	33	-
Summer camp enrollment	63	30	0	0		0	0	0	0	0	0	29	94
Total enrollment	63	71	43	43	43	43	45	42	42	42	42	72	94
Total instructional hours provided	5985	3936.5	2,316	3,142	2,503	1,933	2,679	1,642	3,636	2,217	2,436	3,005	6,251

Table 4. Belle Haven Youth Center (After school)

	Jul. 2025	Aug. 2025	Sep. 2025	Oct. 2025	Nov. 2025	Dec. 2025	Jan. 2026	Feb. 2026	Mar. 2026	Apr. 2026	May 2026	Jun. 2026	Jul. 2026
Transitional kindergarten	0	0	5	5	5	5	5	5	5	5	5	0	0
Kindergarten	4	4	6	6	6	6	6	6	6	6	6	4	4
Students grades 1 st - 5th	29	29	56	56	56	56	56	56	56	56	54	32	30
Summer Camp enrollment	52	54	0	0	0	0	0	0	0	0	0	0	44
Total enrollment	85	85	67	67	67	67	67	67	67	67	65	32	78
Total instructional hours provided	11,720	12,094	4,623	5,662	4,020	3,920	4,858	4,623	5,600	4,388	4,940	1,888	10,540

*all hours total for all students