Team & Family,

We live in a time where now, more than ever, the work we do in our schools is important. Everything we do can be summed up in the themes of Love, Literacy, and Leadership. These strategic anchors represent key areas we must get right if we want our schools to succeed. We must love our students and families by creating a culture that leverages their strengths. We must continue to double down on literacy—we know there is nothing more powerful to positively affect the trajectories of our students’ lives. Last, we must leverage our own team’s strengths through leadership coaching and development that pushes us to continually get better at what we do. If we can’t succeed in these areas, we aren’t doing our job.

Our promise today remains the same as it has always been—to prepare each and every one of our KIPPsters for success in college and for a choice-filled life beyond. Looking at our years of results and experience, we have seen some real successes and progress. But the challenges that remain before us are very, very real. We must eliminate the opportunity gap in the communities we serve.

This is a big challenge, but we are building momentum. This past year, we had our first KIPPster score a perfect 36 on the ACT. We had our first KIPPster acceptance into an Ivy League university. We have opened terrific new facilities in Blytheville and in Helena. We have athletics and arts programs that are opening new doors for our students. By building on successes like these, we will continue to do whatever it takes to make college completion a reality for students in the Arkansas Delta. With love, literacy, and leadership at our foundation we will continue to strive to have a transformative impact on the communities we serve.

With love & gratitude,

Scott Shirey
Founder & Executive Director
KIPP Delta Public Schools

LOVE LITERACY LEADERSHIP
SCHOOL YEAR 2016-17 // SIX ESSENTIAL QUESTIONS

// Q1 ARE WE SERVING THE CHILDREN WHO NEED US?

1,415 STUDENTS SERVED

91% AFRICAN-AMERICAN

90% QUALIFY FOR FREE OR REDUCED-PRICE MEALS

// Q2 ARE OUR STUDENTS STAYING WITH US?

76% STAYED WITH KIPP DELTA

8% RELOCATED OUT OF CHARTER BOUNDARY OR PROXIMITY

// Q3 ARE OUR STUDENTS PROGRESSING & ACHIEVING ACADEMICALLY?

% OF STUDENTS MEETING COLLEGE READINESS ON ACT ASPIRE IN MATH AND ENGLISH

<table>
<thead>
<tr>
<th>School</th>
<th>Math</th>
<th>English</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helena Local</td>
<td>17</td>
<td>31</td>
</tr>
<tr>
<td>Blytheville Local</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Forrest City Local</td>
<td>21</td>
<td></td>
</tr>
</tbody>
</table>

KIPP DELTA

Helena Local 51
Blytheville Local 50
Forrest City Local 46

AVERAGE ACT SCORES

19.2 KIPP DELTA (100% of 2017 KIPP Delta graduates tested)
19.4 ARKANSAS (100% of 2017 Arkansas graduates tested)
21 NATIONAL (60% of 2017 U.S. graduates tested)

// Q4 ARE OUR ALUMNI CLIMBING THE MOUNTAIN TO & THROUGH COLLEGE?

273 KIPP DELTA ALUMNI

% OF STUDENTS WHO GRADUATE HIGH SCHOOL:

KIPP DELTA CLASS OF 2017 95
LOW-INCOME AVG. 74

START COLLEGE:

CLASS OF 2017 GRADS 81
45

COMPLETE 4-YR COLLEGE:

9

// Q5 ARE WE BUILDING A SUSTAINABLE PEOPLE MODEL?

230 KIPP DELTA STAFF

STAFF RETENTION 72%

TEACHER RETENTION 53%

// Q6 ARE WE BUILDING A SUSTAINABLE FINANCIAL MODEL?

REVENUE $18.9M

EXPENSES $18M

67% STATE
21% FEDERAL
11% FUNDRAISING
1% ACTIVITY FEES

69% SALARIES & BENEFITS
14% STUDENT SERVICES
11% OTHER OPERATING
6% FACILITIES

for more details about the information displayed above, visit kippdelta.org/six-essential-questions