RECOGNITION

Top 100 High Schools in the Nation

Gold Ribbon District
Children at Risk (2014)

America’s Most Challenging High Schools
The Washington Post (2013-present)

Best Places to Work

Winner of the Broad Prize for Public Charter Schools
The Eli and Edythe Broad Foundation (2012)

Contents

4 Letter from Our Board Chair
6 New CEO Commits to YES Prep
8 YES Prep at a Glance
11 Commit to Houston
22 Commit to Families
27 Commit to Excellence
33 Commit to Partnerships
36 Financial Report
40 Committed Supporters
Dear Friends & Supporters,

Eight years ago, we set an audacious goal: to grow to serve 10,000 students. This year, thanks to your support, we have achieved this milestone.

With this accomplishment has come the charge to aim even higher. We set a new vision to give every child in Houston equitable access to a public school that delivers a college-ready education, and a new goal to quadruple the number of YES Prep college-ready graduates by 2020. This new vision and goal reflect YES Prep’s commitment to Houston, a commitment that we honor in the 2015 Annual Report.

As part of its renewed commitment to Houston, YES Prep opened two new schools in 2015. YES Prep Southside, YES Prep’s largest school to date, opened its doors to over 300 sixth graders from Houston’s Sunnyside neighborhood and surrounding communities. YES Prep Northbrook High School welcomed its first class of ninth graders. The new school is the latest development in the SKY partnership, a partnership of Spring Branch Independent School District, KIPP Houston, and YES Prep Public Schools.

YES Prep commits to serving not only more students across Houston, but their families as well. This year, YES Prep partnered with ACE (Afterschool Centers on Education) to provide more extracurricular activities for students. Additionally, ACE offered workshops for parents on financial planning, health, and more.

YES Prep was again named among Houston’s best places to work by the Houston Business Journal. The honor is evidence of our continued commitment to recruiting, developing, sustaining, and retaining excellent people. YES Prep’s Commit to Five Campaign, which encourages every single teammate to stay at least five years at YES Prep, is an integral part of this commitment. Having the best teacher possible in every single classroom is at the heart of our students’ success.

This is a defining moment for YES Prep and for our city, and we thank you for sharing our commitment to improving educational options in all of our communities. Your generosity and support make this possible and we are deeply grateful. Beyond the pages of this report, we invite you to visit yesprep.org to learn more about how you can continue to help us redefine possible for more students.

Sincerely,

Mark Gregg
CHAIRMAN | YES Prep Board of Directors
New CEO Commits to YES Prep

This spring, the YES Prep Board of Directors unanimously voted to name Mark DiBella as Chief Executive Officer. DiBella has served at YES Prep since 2001 in numerous capacities and has spearheaded much of YES Prep’s growth and success. He is the third leader in the organization’s history, succeeding Jason Bernal and founder Chris Barbic.

DiBella’s selection was the culmination of an extensive nationwide search. The Board of Directors, along with representatives of YES Prep’s senior leadership team, School Directors, teachers, and central office leaders interviewed the final candidates. DiBella, who calls education his life’s work, will usher in the next chapter in YES Prep’s history. He is committed to achieving YES Prep’s new vision that all students in Houston will have equitable access to a public school that delivers an excellent, college-ready education and goal to quadruple the number of YES Prep college-ready graduates by 2020.

“I have seen first-hand how YES Prep can change this city’s future by proving what all children can accomplish. I have formed many meaningful relationships with colleagues, students, and families who strive towards our vision every day.”

Mark DiBella, CEO

Mark’s Story

1999 → Joins Teach for America and teaches 5th grade at Garcia Elementary in HISD

2001 → Recruited by Chris Barbic to teach middle school math at YES Prep Southeast

2003 → Founds YES Prep North Central, YES Prep’s second campus

2010 → Graduates from Rice University’s Masters of Business Administration program and Rice Education Entrepreneurship Program (REEP)

2010 → Manages YES Prep School Directors as a Head of Schools

2011 → Executes all core operational functions as YES Prep’s Vice President of Operations

2014 → Becomes Superintendent of YES Prep Public Schools

2016 → Named CEO by YES Prep’s Board of Directors

“Mark is passionate about educating all students and has demonstrated his passion throughout his fifteen-year career and, most recently, through his implementation of YES Prep’s new vision and goal. We’re excited to see how his leadership will extend YES Prep’s impact.”

Mark Gregg, CHAIRMAN, YES Prep Board of Directors
Our mission: YES Prep Public Schools will increase the number of students from underserved communities who graduate from college prepared to lead.

15 SCHOOLS
10,000 STUDENTS
1,100 EMPLOYEES

97% HISPANIC AND AFRICAN AMERICAN
85% ECONOMICALLY DISADVANTAGED

Our schools

**Yes Prep at a Glance**

- **North Forest**
  - Year Founded: 2010
  - Grades Served: 6-12
  - Enrollment: 800

- **North Central**
  - Year Founded: 2003
  - Grades Served: 6-12
  - Enrollment: 925

- **Southwest**
  - Year Founded: 2004
  - Grades Served: 6-12
  - Enrollment: 900

- **West**
  - Year Founded: 2009
  - Grades Served: 6-12
  - Enrollment: 925

- **East End**
  - Year Founded: 2006
  - Grades Served: 6-12
  - Enrollment: 900

- **Southeast**
  - Year Founded: 1998
  - Grades Served: 6-12
  - Enrollment: 1030

- **Northside**
  - Year Founded: 2011
  - Grades Served: 6-10
  - Enrollment: 675

- **Southwest**
  - Year Founded: 2004
  - Grades Served: 6-12
  - Enrollment: 900

- **Northbrook MS**
  - Year Founded: 2012*
  - Grades Served: 6-8
  - Enrollment: 420

- **White Oak**
  - Year Founded: 2013
  - Grades Served: 6-8
  - Enrollment: 400

- **Southside**
  - Year Founded: 2015
  - Grades Served: 6
  - Enrollment: 300

- **Northbrook HS**
  - Year Founded: 2015*
  - Grades Served: 9
  - Enrollment: 140

*Founded through a partnership with Spring Branch ISD
**Founded through a partnership with Aldine ISD
Our vision is that every child in Houston will have equitable access to a public school that delivers an excellent, college-ready education.
In 1998, YES Prep Public Schools received a state charter and began serving 300 students in a parking lot filled with modular buildings. This year, YES Prep enrolled its 10,000th student, Ken’Essa Douglas, a 6th-grade student at our newest campus, YES Prep Southside. Kenneth Douglas, Ken’Essa’s father, enrolled his daughter at YES Prep because he knows that a college preparatory education will afford his daughter the chance to attend college and graduate prepared to lead.

“My expectations are for YES Prep to push my child as hard as they can, so that she can be something...When Ken’Essa graduates from college, she’ll lead by example.”

Kenneth Douglas, Father of YES Prep’s 10,000th Student
YES Prep opens YES Prep Southside

In 2014, YES Prep committed to a new community and built its largest school to date, YES Prep Southside. Serving students from the Third Ward, Sunnyside, OST/South Union, South Park, and surrounding neighborhoods, YES Prep Southside opened its doors in August 2015 to over 300 6th graders.

“Transforming the long-vacant Levitz site into a modern educational facility that re-energizes the community and provides a welcoming learning environment is cause for celebration.”

David Stueckler, President of Linbeck Group

Construction costs for the first phase of the project totaled $7 million or $84 per square foot. While this amount excludes soft costs, building exterior, or parking lot, it is significantly less than comparable projects in traditional school districts.

Every YES Prep campus grows one grade level at a time in order to maintain our commitment to the success of every student. When fully built and grown, YES Prep Southside will have the capacity to serve 1,800 students.
YES Prep Plans for the Future

SPINDLETOP CENTER FOR TEACHING EXCELLENCE
Spindletop pledged an unprecedented $1,000,000 to YES Prep’s Redefine Possible campaign. The gift will support the Spindletop Center for Teaching Excellence at YES Prep Southside— a dedicated space for YES Prep’s first-year teacher development and certification program. The Teaching Excellence program was developed by YES Prep in 2004 and is now a hallmark of the YES Prep program.

ABOUT TEACHING EXCELLENCE
Over the course of a school year, Teaching Excellence teachers complete 310 hours of intensive online, video, and in-person training.

Teachers are paired with an instructional coach who guides them through program components, monitors their progress, and ensures that they complete the program.

Teaching Excellence also serves new teachers from KIPP Houston and Spring Branch ISD, expanding our impact beyond YES Prep.

YES PREP PUBLIC SCHOOLS SYSTEM OFFICES
In the future, YES Prep will move its home office to the YES Prep Public Schools System Offices at YES Prep Southside. The space will accommodate YES Prep’s growth and will feature an open-concept design to foster more community and collaboration. The space will include several phone booths, collaborative spaces, and meeting rooms.

“The Spindletop Center for Teaching Excellence provides teachers with the training environment they need to do our nation’s most important work: educating our future.”

Carlos Villagrana, Managing Director of Teaching Excellence

“Having our system offices in the same building as a school affords us the opportunity to see our work in action on a daily basis.”

Recy Benjamin Dunn, Vice President of Operations and Growth
Commit to Families

We are committed to serving the student’s whole family, so that our impact extends beyond the school’s walls.
YES Prep commits to students and their families—even after the school day has ended. One way we demonstrate this commitment is through ACE (Afterschool Centers on Education), a grant-funded program intended to serve low-income, at-risk students by providing a rigorous out-of-school learning program. At YES Prep, the grant has provided students opportunities to practice karate, hip-hop, step, cooking, chess, slam poetry, theater, soccer, baseball, and much more. Through ACE, we also offer opportunities for parents and guardians, including financial literacy sessions, Zumba, nutrition workshops, and ESL classes.

“ACE is a great way to get the kids and parents involved. Not only do those programs provide entertainment for students, they also provide skills that will help them interact with others and engage in leadership roles in the future.”

Carolina Acosta, PARENT
Strong Families, Strong Students

YES Prep teachers and leaders are committed to fostering parent and family engagement on campus.

“Parents want to be part of the work we’re doing. They want to partner with us. It’s our job to break down any obstacles or barriers at the beginning, so that they can feel connected to the school.”

James Mosley
DEAN OF STUDENTS
YES Prep Northside

“We bring families together to make them stronger for the success of their student.”

James has helped to plan events such as the Family Summit, an event intended to build parents’ college awareness, promote health, and teach parents about financial aid and scholarships. Outside vendors at the event provided much-needed services such as flu shots. James also created Dads and Donuts—a breakfast for fathers, uncles, step-fathers, and grandfathers—to facilitate meaningful conversations between participants and their children.

Edith Rahimian
DEAN OF INSTRUCTION
YES Prep Fifth Ward

Edith works to engage families before they even begin their journey at YES. She created 6th Grade Signing Day, an event for newly accepted students meant to parallel Senior Signing Day. On this day, students and families sign a commitment to graduate from YES Prep. Through critical touchpoints, such as this 6th Grade Signing Day, families develop a relationship with the campus, teachers, and each other, promoting student persistence to graduation.
We are committed to creating an environment that is engaging and supportive for our team and that fosters academic excellence across all of our campuses.
Commit to Five, Commit to Talent

At YES Prep we strive to create an environment that is attractive to future teachers, engaging for extraordinary people, and the best place to work in Houston to serve all students. This year, YES Prep launched its groundbreaking Commit to Five campaign to encourage every single employee to stay at least five years at YES Prep—longer than the average tenure for any job in the U.S.


THE STRATEGY HAS FOUR COMPONENTS:

- **Recognition**: YES Prep recognizes advanced teachers and those who have stayed 5+ years through internal communication channels and celebrations.

- **Compensation**: YES Prep increased teacher salaries across each band of our Teacher Continuum.

- **Flexibility**: YES Prep revised the early-release Wednesday schedule to offer experienced teachers greater flexibility to plan, engage with colleagues, or address personal priorities.

- **Opportunity**: YES Prep teachers are able to pursue individualized professional learning.

“We fundamentally believe that teachers have the greatest impact on a student’s achievement. Commit to Five is about our teachers committing to us and also about the system committing to be a place where everyone sees a compelling future.”

Nella García Urban

**Vice President of Talent**

Nella is responsible for strengthening the talent pipeline, building talent development programs, and creating high levels of talent engagement across the organization. Nella, along with the Executive Leadership Team, launched the Commit to Five initiative to communicate the value of staying within the organization and to create a more sustainable work environment for our extraordinary people.
Commit to Academic Excellence

Our students are performing significantly higher than their peers across the state and nation.

**2014-15 High School STAAR Passing Rates**

<table>
<thead>
<tr>
<th>Subject</th>
<th>YES PREP</th>
<th>HISD</th>
<th>Texas</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>86%</td>
<td>59%</td>
<td>72%</td>
</tr>
<tr>
<td>Math</td>
<td>94%</td>
<td>79%</td>
<td>86%</td>
</tr>
</tbody>
</table>

**AP Exam Results**

Percentage of graduates earning a 3 or higher on the AP exam.

<table>
<thead>
<tr>
<th>YES PREP</th>
<th>Texas</th>
<th>HISD</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>69%</td>
<td>19%</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

**College Matriculation Rate**

Percentage of students who have enrolled in college within 1 year of graduation from high school.

<table>
<thead>
<tr>
<th>YES PREP</th>
<th>HISD</th>
<th>Texas</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>96%</td>
<td>53%</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

Linda Aguilera
YES Prep Southeast
Class of 2008

“My family, especially when I was younger, didn’t have much. If you told me then that I was going to become a lawyer one day I would never have believed you! YES Prep taught me to lead.”

Juston Daniels
YES Prep East End
Class of 2012

“I learned grit and determination from YES Prep. The standards were high, but the faculty worked hard to ensure we met expectations and pushed us to be the best version of ourselves.”

Linda was the first in her family to attend college. She graduated from Midwestern State University with a Bachelor of Science in Criminal Justice. She then attended Texas Southern University’s Thurgood Marshall School of Law and is now working at the Fort Bend District Attorney’s Office in Misdemeanor Court. She also coaches YES Prep Southeast’s Mock Trial club, encouraging other YES Prep students’ involvement in law, civil rights, and criminal justice.

Juston is a Cadet and Systems Engineering major at the United States Military Academy at West Point. As a member of the National Association for Black Engineers, he works to promote STEM education in local high schools. He is also a Big Brother for Big Brothers Big Sisters of America, giving back to an organization he was a part of as a child. Upon graduation, Juston will be commissioned as a Second Lieutenant in the United States Army.
We are committed to partnering with other organizations to expand our impact.
College Curriculum Collaboration

In 2013, YES Prep entered a partnership with Aldine ISD, and the two Broad Prize-winning districts committed to sharing best practices and collaborating. This year, YES Prep shared its Freshman Seminar curriculum and training with Aldine ISD, so the district could create iAspire. The class builds non-cognitive skills such as assessing one’s strengths and weaknesses and developing long-range goals. It also offers students the opportunity to build resumes, write personal essays, and participate in community service, so they are prepared for the college application process their junior and senior years.

COLLEGE PREP SEMINAR CLASSES

Application Guidance and Support
In college preparatory seminar classes, students begin to develop their college-going identity, practice skills that will lead to college success, and complete parts of the college application.

Standardized Test Prep
Each year, students receive a Princeton Review-designed SAT or ACT test prep class that is delivered as part of their Junior Seminar.

“We have rigor and high expectations in our YES Prep classes and a variety of electives and athletics offered to us through the SKY Partnership.”

Maria Godinez
YES Prep Northbrook HS
Class of 2019

Expanding SKY Partnership

YES Prep expanded its commitment to the SKY Partnership (Spring Branch ISD, KIPP Houston, and YES Prep) by opening YES Prep Northbrook High School, housed within Spring Branch’s Northbrook High School building. The majority of YES Prep Northbrook High School’s 140 freshmen enrolled from YES Prep Northbrook Middle School. Next year, KIPP Courage Prep at Landrum Middle School will also feed into YES Prep Northbrook High School. YES Prep Northbrook High School will continue to add a grade until it serves 9th-12th grades. Students at YES Prep Northbrook High School can take advantage of the extracurriculars and electives that Northbrook High School offers while still participating in the YES Prep model of a longer school day, college preparatory seminar classes, and rigorous academic expectations.

“We have rigor and high expectations in our YES Prep classes and a variety of electives and athletics offered to us through the SKY Partnership.”

Maria is a freshman at YES Prep Northbrook High School. Her favorite classes are YES Prep’s Freshman Seminar class and dance, an elective she takes through Northbrook High School. Soon, she’ll try out for Northbrook High School’s dance team and attend a summer program in environmental engineering through Texas A&M University.
Financial Report
Fiscal year ending June 30, 2015

### Revenue, Grants, and Support

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<td>GOVERNMENTAL</td>
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<td>74,632,481</td>
<td>61,105,351</td>
<td>51,025,759</td>
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<td>32,801,285</td>
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<td>8,834,541</td>
<td>12,810,726</td>
<td>9,031,556</td>
<td>11,833,456</td>
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<td>OTHER</td>
<td>3,029,172</td>
<td>2,848,559</td>
<td>2,833,063</td>
<td>1,519,185</td>
<td>1,261,639</td>
<td>925,520</td>
<td>669,883</td>
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<td><strong>TOTALS</strong></td>
<td>101,020,463</td>
<td>90,271,527</td>
<td>70,781,398</td>
<td>61,379,485</td>
<td>57,482,820</td>
<td>42,758,361</td>
<td>36,808,770</td>
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### Expenses

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<td>School Program</td>
<td>55,629,181.05</td>
<td>64,005,871.76</td>
<td>51,088,118.36</td>
<td>41,857,372</td>
<td>33,899,374</td>
<td>25,671,880</td>
<td>19,043,324</td>
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<tr>
<td>Transportation</td>
<td>4,370,509</td>
<td>4,384,811</td>
<td>3,773,999</td>
<td>3,356,247</td>
<td>2,901,053</td>
<td>2,597,343</td>
<td>2,026,461</td>
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<tr>
<td>Food Services</td>
<td>3,051,242</td>
<td>3,054,511</td>
<td>2,840,659</td>
<td>2,428,470</td>
<td>1,756,916</td>
<td>1,241,102</td>
<td>955,182</td>
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<tr>
<td>Facilities</td>
<td>7,806,104</td>
<td>10,102,977</td>
<td>8,575,879</td>
<td>7,387,329</td>
<td>5,525,650</td>
<td>4,370,067</td>
<td>2,879,114</td>
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<tr>
<td>Home Office</td>
<td>4,125,675</td>
<td>4,218,601</td>
<td>3,731,662</td>
<td>2,637,563</td>
<td>2,475,068</td>
<td>3,463,693</td>
<td>1,680,865</td>
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<tr>
<td>Fundraising</td>
<td>876,459</td>
<td>927,166</td>
<td>678,540</td>
<td>616,462</td>
<td>874,572</td>
<td>719,867</td>
<td>720,726</td>
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<td><strong>TOTALS</strong></td>
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<td>86,693,938</td>
<td>70,688,857</td>
<td>58,283,443</td>
<td>47,432,633</td>
<td>38,063,952</td>
<td>27,305,672</td>
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### Statement of Financial Position

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<tr>
<td>Bond Sinking Fund</td>
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<td>6,494,624</td>
<td>4,559,855</td>
<td>2,698,120</td>
<td>1,098,148</td>
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<td>-</td>
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<tr>
<td>Note Receivable</td>
<td>10,422,800</td>
<td>10,422,800</td>
<td>10,422,800</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Furniture and Equipment</td>
<td>7,419,278</td>
<td>7,226,957</td>
<td>6,883,869</td>
<td>6,409,745</td>
<td>4,708,806</td>
<td>3,495,694</td>
<td>2,745,315</td>
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<tr>
<td>Land and Buildings</td>
<td>108,307,412</td>
<td>98,726,434</td>
<td>89,585,801</td>
<td>78,298,331</td>
<td>69,075,482</td>
<td>43,850,021</td>
<td>33,934,618</td>
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<tr>
<td>Accumulated Depreciation</td>
<td>(21,261,979)</td>
<td>(17,903,744)</td>
<td>(13,685,453)</td>
<td>(9,987,681)</td>
<td>(6,768,104)</td>
<td>(7,359,550)</td>
<td>(5,281,422)</td>
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<tr>
<td>Other Assets</td>
<td>1,297,445</td>
<td>989,948</td>
<td>845,168</td>
<td>789,223</td>
<td>652,289</td>
<td>652,593</td>
<td>34,362</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>162,496,468</td>
<td>127,488,557</td>
<td>118,043,369</td>
<td>100,450,544</td>
<td>98,055,788</td>
<td>71,656,962</td>
<td>44,309,809</td>
</tr>
</tbody>
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### Liabilities and Net Assets

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>12,178,421</td>
<td>6,575,342</td>
<td>6,855,117</td>
<td>5,550,456</td>
<td>7,265,848</td>
<td>5,423,208</td>
<td>4,425,715</td>
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<tr>
<td>Debt</td>
<td>80,929,194</td>
<td>65,036,896</td>
<td>58,759,522</td>
<td>42,563,899</td>
<td>41,578,044</td>
<td>26,270,000</td>
<td>4,614,750</td>
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<tr>
<td>Net Assets</td>
<td>69,388,853</td>
<td>58,606,319</td>
<td>52,428,730</td>
<td>52,336,189</td>
<td>49,211,896</td>
<td>39,963,754</td>
<td>35,269,344</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>162,496,468</td>
<td>127,488,557</td>
<td>118,043,369</td>
<td>100,450,544</td>
<td>98,055,788</td>
<td>71,656,962</td>
<td>44,309,809</td>
</tr>
</tbody>
</table>

* YES Prep changed from an 8/31 to a 6/30 fiscal year end in FY 2015; therefore only 10 months of activity is reflected.
TOTAL EXPENSES
$82,100,666

- Program: $49,940,425
- School Leadership: $5,688,756
- Transportation: $4,370,509
- Facilities Services: $7,806,105
- Food Services: $3,051,242
- Debt Service: $1,122,157
- Data Processing Services: $2,285,904
- General Admin: $6,959,110
- Fundraising: $876,459
Board of Trustees

Mark Gregg, Chairman
President and CEO, Kiwenergy

Joe Greenberg, Chairman Emeritus
President, Alta Resources

Mickey Barrett
President and CEO, Whitespire Ventures

Tom Castro
Founder and CEO, El Dorado Capital

Janet Clark
Retired Executive VP/CFO, Marathon Oil

Doug Erwin
Chairman and Principal, Redhouse Associates

Dan Gilbane
Senior Business Development Manager, Gilbane Building Company

Barry Kelly
Texas Commercial Executive-EVP, Cadence Bank

Drew Masterson
Managing Director, First Southwest Company

Ore Owodunni
Finance Manager, ConocoPhillips

Gary Rachlin
Senior Counsel, Liskow & Lewis

Doug Selman
Retired VP, ExxonMobil Chemical Company

Rev. Leslie Smith
CEO, Change Happens!

Ann Davis Vaughan
Investment Research Analyst, Select Equity Group

YES Prep Leadership

Chief Executive Officer
Mark DiBella

Executive Director
Ann Ziker

Heads of Schools
Jeremy Beard
Kari Thomas
Philip Wright

Vice President of Talent
Nella Garcia Urban

General Counsel
Nicole Montgomery

Vice President of Operations & Growth
Recy Benjamin Dunn

Vice President of Analytics & Technology
Richard Charlesworth
Thank you to our Redefine Possible Campaign Donors

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