AmeriSchools VOLUME ONE NUMBER ONE ALL QUARTER 2019 ISSUE AMERISCHOOLS ACADEMY MARISCHOOLS ACADEMY MARISCHOOL



The Starfish Story

One day a man was walking along the beach when he noticed a boy picking up and gently throwing things into the ocean.

Approaching the boy he asked: "Young man, what are you doing?"

The boy replied, "Throwing starfish back into the ocean. The surf is up and the tide is going out. If I don't throw them back, they'll die."

The man laughed to himself and said, "Do you realize there are miles of miles of beach and hundreds of starfish?" "You can't make any difference."

After listening politely, the boy bent down, picked up another starfish and threw it into the surf, then smiling at the man, he said; **"I made a difference to that one."**

-LOREN EISELEY

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"Charter Schools Are Making a Difference," according to the Wall Street Journal

elcome to the premiere issue of *AmeriSchools Perspectives* magazine. The goal for this quarterly publication is to share news about our schools, students, teachers and staff — all working diligently to make learning fun and rewarding. As one of the nation's first charter schools, founded in 1996, we are proud of our nearly 25-year history of making a difference in Arizona's charter school system, which is the largest of any state, and represents 25% of all charter schools in America.

The Wall Street Journal, in their October 4, 2019 edition, stated, "Charter Schools Ace Another Test: Minority students do better overall as charters gain market share.... it's worth noting a new study showing that often test scores improve for all students when charters increase their market share." The study continues: "In general, our results suggest that charters really are boosting the achievement of black and Hispanic students, rather than 'creaming' the best students in these communities."

Another article, from the **The Arizona Republic**, May 8, 2019, edition, stated, "The fact is, charter schools have been the greatest force in our lifetime for educational improvement, innovation and equity. Consider:

- Arizona charter students of every racial and ethnic group are outperforming the statewide average among their peers on the state AzMERIT assessment;
- If measured as their own state, 8th grade Arizona charter students would rank No.1 nationally in math and No. 2 in reading, according to their scores on the 2017 NAEP test."

"Clearly, charter schools are giving parents what they want.... After nearly a quarter-century, "school choice" is now an Arizona birthright. Parents won't give up this freedom without a fight."

As we've seen, the 25-year educational "experiment" has proven that "choice" is a valued tool, providing educational opportunity for all children to survive and thrive in this competitive global environment. We are committed to inspire our students to make a difference in their own lives, and in our community at large.

– Dr. Reginald Barr, Chief Executive Officer



Dr. Reginald Barr

former president of The Arizona State Board of Education and Associate Superintendent of the State Department of Education, is the founder of Charter Foundation, Inc., a nonprofit organization dedicated to developing charter schools throughout the State of Arizona, including AmeriSchools Academy, and co-founder of University High School, Tucson Unified School District.



Why I To To Teach by Daisy Salinas, kindergarten teacher, Yuma South

eaching has always been my passion. From the very first moment I step into a classroom, I start to build trust with my students. I believe that in order to have a healthy learning atmosphere, students must first trust their teacher. I have become aware that teaching is not only about teaching—for the teacher as well as for the students, it's about *learning*. As a teacher I hope to be able to be a positive influence in many lives and to help students understand what education can do for them and their future.

"Every child deserves a champion: an adult who will never give up on them, who understands the power of connection and insists they become the best they can possibly be."—RITA PIERSON, EDUCATOR

Teaching has not been what I expected it to be, but I have enjoyed and learned every minute. I do not mind the difficulties I've had, because I have learned from them. I knew it was going to be challenging, but the outcomes are more than worth it. I expected to be focused on maintaining discipline, and I knew that motivating students was going to be a challenge. The challenges are real, but my goal is to start every year with creativity and energy, and to make a difference in students' lives. Every year



I'm committed to creating and providing a comfortable learning environment for all students. I know that it's important to focus and work hard in academic areas, but equally important is building positive character traits.

The best day of teaching for me is—every day! I like to make discoveries for myself every day in areas where I am not familiar or comfortable, because it reminds me of how my students feel when they're learning something new.

I can relate to their fear of failure and frustration. Because I know the anxieties they may feel in learning, I can stay focused on presenting curriculum in ways that will hopefully lead to successful learning for every student in my classroom. Especially, I always try to make sure students know that their hard work does not go unnoticed. I love to see students grow, I love to see them work hard and demonstrate strong leadership skills.

I feel that the way we teach is continually changing. With all the new technologies that kids are exposed to these days, a teacher has to work hard to keep up with what's going on in their students' lives. For the teacher, teaching is a continual learning process. It requires problem-solving and risk-taking to enrich the lives of every child in the classroom.

I face new challenges every day, and it is essential for me to be flexible and take risks in order to overcome those challenges. I want to help my students grow beyond their own comfort zones whenever necessary, and so I have to be more than willing to grow beyond my own comfort zones, too. For me and for my students, learning is a shared, continuing adventure.

I love my job! 🦊







"I grew up in Yuma, Arizona and Salinas, California. I graduated from Arizona State University as well as Northern Arizona University. I have been teaching at AmeriSchools Academy for eight years. I am a proud parent of three children and married for twelve years. I love volunteering and helping others.

-DAISY SALINAS









The Achievement Gap: *is there a way to close it and reverse the trend?*



THE PROBLEM

e've been reading some disturbing news about Arizona students' readiness for college. Scores on SAT and AzMER-IT tests are declining year to year in nearly every grade level, especially among minorities. The Achievement Gap is getting wider, with no solutions in sight, even with increasing spending on educational reforms.

Success on SAT Follows Racial, Ethnic Lines

The latest scores from SAT collegeadmissions tests reveal that scores for high school students are declining. A report published by *College Board* states that the most dramatic decline is occurring among Latino and African-American students. The achievement gap between racial and ethnic groups is striking. Among Latino students, only 29% are ready for college, and among blacks, only 20% are considered college-ready."

Many Arizona Students can't qualify for College

The *Arizona Republic* reports that if your family is poor or your parents didn't go to college, you're less likely to go to college yourself. In Arizona, only about one-third of children born in 2017 had mothers with at least a bachelor's degree, ranking Arizona 47th in the nation. One result is that fewer than half of recent Arizona high school graduates qualify for entry to an Arizona university. The effects of that education gap can follow people for the rest of their lives.

Most Students Failing AzMERIT

In 2015, Arizona introduced AzMERIT, a reinvigorated state standardized test. The *Arizona Republic* reports that "for the fifth year in a row, more than half of the Arizona students who took the AzMERIT test this spring failed, both in math and in reading."

Statewide scores from last year show small increases in the percentage of students passing the test in most grade levels in reading and math. But still, more than half of the students in most categories, including 3rd-grade reading, aren't passing. Students in the seventh, eighth and ninth grades lost points on the English Language Arts test compared with 2018 scores.

Students in higher grades do worse on the test than students in lower grades. More than 50% of fourth- and fifth-grade students passed the English test, while fewer than 40% of students in eighth grade and higher pass it. State law requires Arizona third graders to be proficient in reading before they're allowed to move on to fourth grade. In 2019, only 46% of Arizona third graders who took the test passed it.

THE SOLUTION

AmeriSchools believes that for a child to be prepared for college entrance exams, preparation must begin as early as possible, while the child is young and eager for adventure and discovery - well before the child enters high school. A child's mind should be nurtured and encouraged from the very beginning of the child's education — ideally, in pre-school. The best way to assure success in high school and beyond is to provide an engaging and challenging environment throughout preschool and the K-8 years. Amerischools' Yuma North, Yuma South, and Tucson campuses support a Pre-kindergarten program for three to five year olds, in a warm, caring and safe environment that provides a strong foundation for future learning and success.

We know, too, that it's never too soon to begin saving for your child's future. Beginning in January of 2020, Ameri-Schools will set up and initially fund a Government-approved, Education Saving Account (ESA), for your child. An ESA is a college savings option that comes with federal tax advantages and a higher rate of return than traditional bank savings accounts. We take care of all the details of setting up the account, and you can add to it as often as you want. The funds can be used for any educational expenses, not just for college, but for items such as books uniforms, computers, and tuition.

AmeriSchools is dedicated to supporting lifelong learning.

Importance of Early Literacy The best gift you could give your child

R cently our editor was invited to visit "Make Way for Books," an incredible non-profit organization in Tucson whose mission is to give all children the chance to read and succeed. They recommend reading and providing rich language experiences to children from their earliest years. The CEO, Jenny Volpe, explains their system and the research behind it.

By guest writer Jenny Volpe, CEO Make Way for Books

What happens by age 5 impacts everything

From day one, a child's brain begins forming connections—in fact, 90% of children's critical brain development occurs by age 5. Research shows early reading experiences, opportunities to build vocabularies, and literacy-rich environments are the most effective ways to support the development of early literacy and cognitive skills that ensure children are prepared for success in school and throughout life.

Access to Early Education

Too often, poverty plays a role in educational opportunities and academic success. In our community, one in three young children (ages birth to 5) live in poverty and are in danger of falling behind before they even enter kindergarten. Further, 4 out of 5 do not have access to high-quality early education. When children enter school behind, they often struggle to catch up. Children who read below grade-level in third grade are four times more likely to drop out of high school.

At Make Way for Books, we are passionate about achieving social change so children have access to the opportunities they deserve. Each year, we impact 30,000 young children, families, and educators. Through a variety of strategies and programs, young children (ages birth to 5) discover the joy of books



and develop critical literacy and language skills. We empower parents and educators with the skills, knowledge, and confidence to provide meaningful experiences and environments built on shared reading, literacy, and language experiences. We build the capacity, voice, and power of the adults who care for our community's youngest children.

Right from the Start

The quality and quantity of language that children hear in their first three years contributes to their cognitive development, including their ability to read and to comprehend what they read later on. When parents read stories to them, children encounter new words beyond the words they would hear as families go about their "regular daily activities"- mealtimes, getting ready for bed, and so forth — together. They hear more complex language which fosters larger vocabularies and more sophisticated literacy skills. In fact, a child's receptive vocabulary at age three has been shown to predict that child's tenth grade reading comprehension.

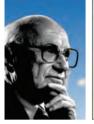
Opportunities for Success

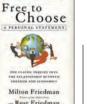
Parents' engagement in children's literacy is connected to improved vocabulary, comprehension, and more advanced reading ability. Make Way for Books provides a two-generation approach in which children are immersed in literacy-rich activities and shared reading while parents/caregivers learn how they can provide these meaningful learning experiences for their children.

We provide innovative resources to support families during programming and beyond. For example, we created a free, bilingual (English and Spanish) mobile app for families. The Make Way for Books App provides educational videos and activities that help families support their children's early learning. We partner with children's book authors as well as local illustrators to create e-books especially for the Make Way for Books App. Parents can share these stories with their children directly on their phone or tablet with guidance through our exclusive in-book tips that help families make the most out of sharing these stories together. \star

Make Way for Books is headquartered in Tucson, and has programs in a number of Arizona communities. They hope to spread the program throughout the country — and maybe throughout the world! We at Ameri-Schools applaud what they're doing, and we wish them the very best of luck in their future. Learn more at www.makewayforbooks.org.

The Early History of Charter Schools in America





1950s

Milton Friedman, Nobel laureate economist, known as "The Father of School Choice," introduced the modern concept of vouchers in the 1950s, stating that competition would improve schools, cost less and yield superior educational outcomes. His book, *Free to Choose*, asserted that permitting parents and students to use vouchers to choose their schools would expand freedom of choice and produce more well-educated students.

1988

Former AFT (American Federation of Teachers) president **Albert Shanker** championed the idea, viewing free schools as a way to empower teachers and reform education.



#1

1991 Minnesota legislature passed the first chartered school law in 1991. Followed shortly by Arizona.

States with charter school legislation

1992

St. Paul-based City Academy opened as the first charter school in the nation.



Eventually, laws allowing the creation of charter schools were passed in 44 states—plus the District of Columbia, Puerto Rico and Guam. The most recent data estimates that there were 6,855 charter schools in the United States in 2015.

Charter school legislatio

No charter school legislation

CHARTER SCHOOLS — THE EARLY YEARS — FROM 1974 TO 1995

1974

Ray Budde, an educator in Massachusetts, suggested that teachers be given charters by their local authority to explore new methods and approaches.



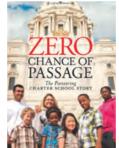


1980 During the 1980s, Arkansas Governor, **Bill Clinton,** pushed to enact open enrollment in his state, the first to follow Minnesota's lead on that form of public school choice.

1991 Ember Reichgott Junge, former State Senator from Minnesota, wrote the first charter school bill, and tells the story of how it became law, in her book, *Zero Chance of Passage*. She was told that

of Passage. She was told that "The bill didn't have a chance of passing."



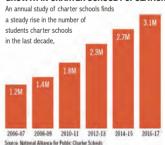




1995 As Texas Governor, **George W. Bush,** made reading initiative a top priority in his administration, which later resulted in "The No Child left Behind Act," as President.



GROWTH IN CHARTER SCHOOL POPULATION



This chart illustrates the growth in charter schools over a ten year period.

The History of AmeriSchools Academy in Arizona

1998-2012

AmeriSchools College Preparatory Academy opens in Tucson on Broadway Blvd. to serve high school students in grades 9-12.

Anorischeit

AmeriSchools opens in Phoenix on Central

Avenue to serve students in grades K-6. Transitions to Camelback Road in 2001. \rightarrow

1998

AmeriSchools Academy opens the Yuma South campus on South 3rd Avenue to serve students in grades K-6.





2001 AmeriSchools Academy opens in Phoenix on Camelback Road and Thirteenth Street to serve students in grades K-8.

2010

AmeriSchools Academy opens the Yuma North campus on South 4th Avenue to serve students in grades K-6.



2012

Renewal application for a new 20 year charter was approved January 23, 2012, and effective July 1, 2012.



THE AMERISCHOOLS YEARS - FROM 1996 TO 2019



1995

Arizona Governor

Fife Symington established charter schools in Arizona by signing sweeping education reform

legislation, with the first

charter schools opening

in the state in 1995.

1996

1998

Dr. Reginald Barr, former President of the Arizona State Board of Education, submits a proposal for The Charter Foundation. Charter is approved, and AmeriSchools Academy opens at Stone and Drachman in Tucson.





2000

Prior to the 2000 dot.com bubble, an online learning concept, called **GoLearnIt.com**, was presented to investors to totally challenge all current educational assumptions. The opportunity would have changed history. It may still be a future happening.



2000

AmeriSchools Academy opens Country Club campus in Tucson at 1150 N. Country Club, to serve students in grades Pre-K-8.



Charter School concept wins Innovations in American Government Award from the JFK School of Government at Harvard University.

2008

Dr. Reginald Barr chosen Professional of The Year in Education by Strathmore's Who's Who.





2014 Capstone Quest

Academy, a private corporation, introduces Pre-Kindergarten for children ages three to five. Also, Before and After School Programs are added in all schools in Yuma, Phoenix and Tucson.

The Entire Community is our Learning Laboratory

he "Community as Laboratory" aspect of our school experience incorporates a number of essential educational values. First, there is the moral obligation to provide young people with visions of how they might "fit in" and prosper in the community. As educators, we teach the meaning of interdependence, with individual pursuits being cooperatively and successfully intertwined with one another and with the community at large.

Secondly, there is the obligation to provide our students with a sense of social responsibility, and of how to apply critical thinking, problem-solving, and decisionmaking skills to a variety of critical community issues.

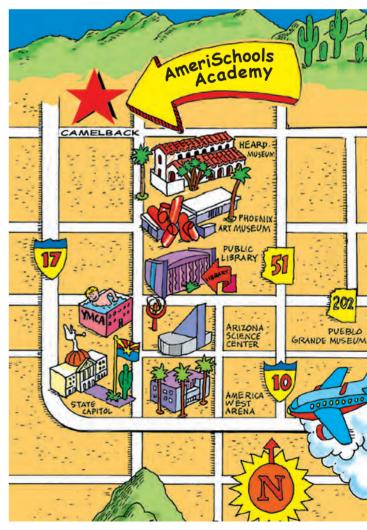
Finally, there is the deep-seated educational principle that "knowing how is secondary to knowing why." "Community as Laboratory" creates a bridge between community and classroom in a way that connects the absolute necessity of staying in school with compelling visions of good and prosperous futures.

This last principle is especially evident in today's world, where most Americans can expect to change jobs many times in a lifetime of work. What our students will need to learn in order to prosper will depend on their changing short-to-intermediate term objectives. Moreover, as the high-tech future approaches, it has become apparent that a "working degree" in America is no longer a high school diploma, but rather, is a specialized post-secondary degree or certificate representing at least 14 years of schoolwork.

In short, our students must learn how to make plans for their futures, even as they are made aware of how future plans can, and often must, change. In order to acquire this skill, students must acquire an awareness of their social environment which exceeds their awareness of self, family, neighborhood, and school. It is this broader consciousness that "Community as Laboratory" is designed to instill. Learning activities off campus support the idea of community as laboratory. Swimming and aerobic classes at the YMCA, and participation in developing a handson center to study the natural sciences are two examples. Other important community collaborations involve the use of outstanding area museums and libraries for regular learning opportunities.

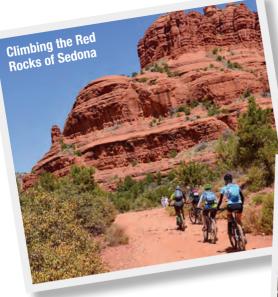
The map of Phoenix below suggests some of the possible sites for off-campus activities. These opportunities are based upon the teacher's lesson plans and the children's interests as the year unfolds.

Of course, in order for students to participate off school grounds, all students must have signed permission from both a parent/ guardian as well as from an intern supervisor or work supervisor. ★



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aborator



COMMUNITY AS LABORATORY creates a bridge between community and classroom in a way that connects the absolute necessity of staying in school with compelling visions of good and prosperous futures.

PHOENIX

ARPORT

DESERT BOTANICAL GARDENS

101

Biosphere 2 in Oracle, Arizona



Experiencing life and science

Santa Catalina Island



Kitt Peak National Observatory





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Claudio Bravo, Principal





Country Club students learn music, how to build bridges, and even make movies in Flex Time classes



Phoenix

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Lorie Eastep, Principal





Camelback students learn about aquaponics and hydroponics as well as sustainable organic farming, and even sell extra *produce to the nearby* . community

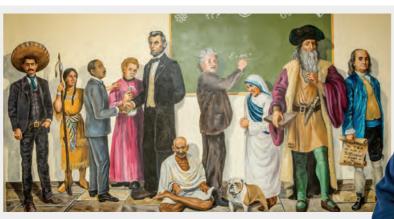




Mural in school cafteria depicting many great historical figures



"Go Bulldogs!"





At AmeriSchools Academy, the arts have always been an integrated part of our curriculum. We weave the arts into our core classroom curricula as well as teach specific artistic skills and abilities. Art instruction helps children with the development of motor skills, language skills, social skills, decision-making, risk-taking, and inventiveness.

Crystal Gonzalez



Yuma

Sports play a big part on the Yuma North Campus.



Linda McCormack, Principal





Decorating the walls and doors is a fun activity at Yuma North.







Yuma

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"No act of kindness, no matter how small, is ever wasted."





Linda McCormack, Principal





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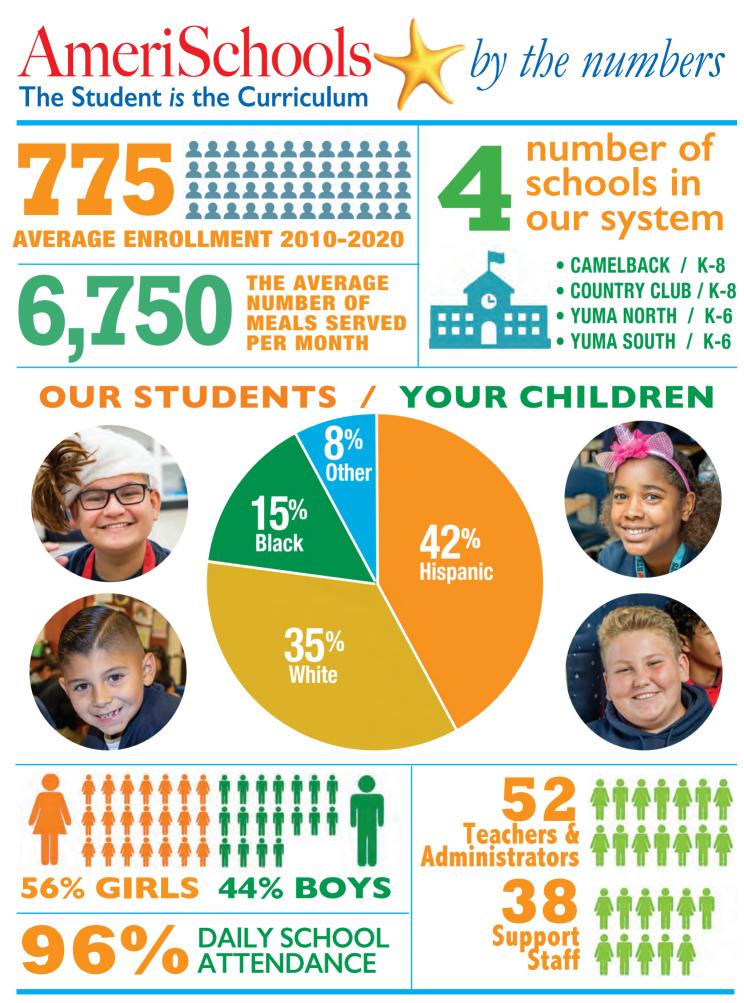
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STARFISH

Early learners in Mrs. Salinas' kindergarten class at Yuma South, love what they do.





"History will judge us by the difference we make in the everyday lives of children." —Nelson Mandela



Your Child's Success is Our Priority! Let them Experience The AmeriSchools Difference.

Vour child's achievement in reading, language and mathematics is the core of what we do. AmeriSchools Academy offers quality, child-centered, tuition-free, public education. Instruction is delivered in a multiage, multi-level environment to enhance student success. Small class size offers your child a personalized education utilizing skill-based instruction and assessment. Please call the campus of your choice, or go online to: www.AmeriSchools.org, to enroll your child today.





OUR CORE VALUES

I. Multi-Age, Skill-Based Classrooms. Provides challenging environment where students promote their own advancement in the time they need to achieve the academic requirements. Reduces discipline issues with students who become frustrated when they are not grasping academic concepts.

2. Low Student to Staff Ratio. Allows for more direct student instruction for the acceleration of students. Promotes a safe and focused learning environment.

3. Highly Qualified Staff with Low Teacher Turnover. Ensures students are receiving the best education possible in a comfortable, consistent environment. Staff resumes are available to review in each school office.

4. Anti-Bullying Policy. Students learn the importance of helping others, and standing up for themselves, which builds character.

5. Community as a Laboratory. Provides unlimited access to the community as a means for learning. and also instills the satisfaction of giving back to the community.

6. Creative Programs. Allows students to express themselves through their creative abilities, and to promote a positive self image.

7. Extra-Curricular Activities. Provides additional opportunities for students to participate in their learning environment. Creates a sense of belonging and increased self image. Field Days allows students to showcase their physical talents. Clubs may include: Dance, Drama, Spanish, Computer, Basketball, NJHS and Homework.

8. Secure, Safe Neighborhood School Environment. Allows students to feel comfortable in their learning environment. Multiple video cameras monitor each campus.

9. Pre-Kindergarten and Before & After School Programs. Builds a social network for students. Tutorial Opportunities.

10. "Open Door" policy. Parents and guardians are welcome to visit our schools at any time.

Our Student's Parents Say It All:

"Our family loves AmeriSchools Academy! The principal and teachers provide a warm loving atmosphere where the children can feel safe yet are still held accountable for their actions, teaching them to be responsible young members of the community. The academics are outstanding as proven by their "above performing" status. We have experienced the public school system and feel so lucky to be a part of the AmeriSchools family!" — Yuma South Parent

"My children have attended AmeriSchools for five years and I have seen this school get better each year. The environment is safe and the academics are at a good level. My children and I like the activities for families like movie night and the talent show. AmeriSchools has truly been a great school for my family!" -Tucson Parent

"Learning remains the top priority, as my children come home excited about doing their homework. With GREAT teachers, and GREAT front desk administration, the Principal can keep the school united on the same academic page... ABOVE PERFORMING!" — Yuma South Parent

"If you're looking for a school that you can truly partner with to grow your child look no further. I have found the leadership and staff to be highly motivated and knowledgeable, the atmosphere to be positive and encouraging, and most importantly my children love their school. They deserve their A rating!" -Tucson Parent

"After being displeased with a local public school and not finding a middle ground for two years, we tried AmeriSchools. My daughter's grades have improved immensely." -Yuma North Parent

"My daughter attended the 1st grade here and it was absolutely the best school! We also have children from the ages of 4-18 years old so we've had the experience of going through many school systems with being in the Military." -Yuma North Parent

"AmeriSchools administration, teachers, and staff believe every child has value, they nurture the talents and dreams of their student's, make them feel successful, and help advocate for their needs. It's a place where the staff is dedicated, caring, and supportive. Where teachers make learning fun which sets the pace for student's love of learning." — Yuma North Parent

"AmeriSchools has been an answer to our prayers for our family. We love everything about this school from the small and intimate enrollment to the diversity and respect for our individual needs as families and students." -Tucson Parent

"If a student is having a problem with a certain subject they (the K-1 teachers) will not stop until the child understands or they will find another way to teach the child." -Tucson Parent

"I have 2 children at AmeriSchools. We have been to 1 private school prior to coming over to Ameri-Schools. I have to say hands down the best school my kids have ever attended!" – Yuma North Parent

"The teachers care about your child and their education needs. They are 100% hands-on and there is always an open line of communication! They have really great after-school programs for being such a small school. Both of my children have thrived here. It's so amazing how they have just flourished. We will be moving this summer and the kids and I are both so sad to leave!! Great teachers best staff and one awesome Principal. They truly care." —Yuma North Parent

"'What an extraordinary opportunity Coach D has provided these young folks — our experience as parents and our child's growth and joy at being a part of the team was very special." — Camelback Parent

"Our youngest is in the 3rd grade and has really blossomed. We want to acknowledge his efforts and praise his EXCELLENT communication and feedback — it has been thorough and invaluable." — Camelback Parent

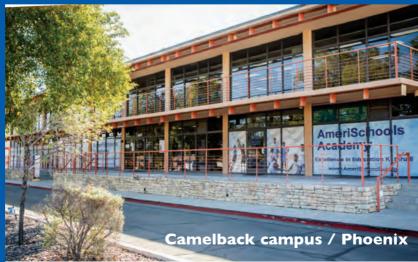
"Our two kids have been at AmeriSchools Camelback for 3 years. Each year we have seen them grow in so many positive ways; character, academics, and many other important areas." — Camelback Parent



Yuma North campus







AMERISCHOOLS ACADEMY A system of charter schools for children K-8

To learn more visit: www.AmeriSchools.org

EXECUTIVE OFFICE

1150 North Country Club Tucson, AZ 85364 (520) 296-1100

OFFICERS & BOARD OF DIRECTORS:

Dr. Reginald E. Barr Chief Executive Officer

Sandra E. Barr President

Deborah E. LeBlanc Vice President

Carol A. Towner Secretary

Courtney Braren Superintendent for Instruction

Steve Radakovich Assistant Superintendent for Support Services

SCHOOL LOCATIONS:

YUMA NORTH (K-6)

1220 South 4th Avenue Yuma, AZ 85364 (928) 919-7203

YUMA SOUTH (K-6) 2098 South 3rd Avenue Yuma, AZ 85364 (928) 329-1100

COUNTRY CLUB (K-8)

1150 N. Country Club Road Tucson, AZ 85716 (520) 620-1100

CAMELBACK (K-8)

1333 W. Camelback Road Phoenix, AZ 85013 (602) 532-0100



AmeriSchools is Making a Big Difference!

It's never too soon to begin saving for your child's future. So, to help you get started, AmeriSchools would like to pitch in.

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every child enrolled at AmeriSchools.*

- ★ An ESA is a college savings option that comes with federal tax advantages and a higher rate of return than traditional bank savings accounts.
- ★ AmeriSchools will take care of all the details, and your family and friends can add to the account as often as they wish, to help make it grow.
- ★ The funds can be used for any educational expenses —not just for college tuition, but also for books, uniforms, computers, even the internet—for your child in Pre-School through High School.

Stay tuned for complete details to come in our next issue. Meanwhile, please visit us at: **www.AmeriSchools.org**/.

*An Education Savings Account with an initial deposit of \$10.00 will be opened in your child's name with a federally insured financial institution. **(All contributions are from private corporations and individuals – no state assistance.)** AmeriSchools is a non-profit, Pre-Kindergarten thru 8th Grade Charter School, licensed in the State of Arizona, with campuses in Phoenix, Tucson and Yuma.