

NEW SKILLS AT WORK

JPMORGAN CHASE & CO.

2014: YEAR IN REVIEW



A MESSAGE FROM JAMIE DIMON

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A MESSAGE FROM JAMIE DIMON

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New Skills at Work
is our five-year

\$250
million

workforce readiness
initiative

to help close the skills gap

One of the urgent challenges of our time is ensuring more people here in the United States and around the world have the opportunity to fulfill their potential. While unemployment in America is falling, the hard reality is that millions of workers who want good, full-time jobs still don't have them. This problem is even more pronounced in much of Europe and other parts of the world.

There is no single solution. But a crucial place to start is by solving for the fact that while so many people are looking for work, there are also millions of jobs that stand unfilled because employers can't find job applicants with the right skills.

To help address this skills gap, last year we announced the launch of *New Skills at Work*, one of our firm's most ambitious projects ever. This five-year, \$250 million initiative uses research and collaboration with regional leaders to identify the skills local employers need and then to support effective nonprofit programs that are providing skills training for job seekers.

Already, the program is making a real difference. We have contributed \$50 million to nonprofits in more than 130 cities, counties, regions and countries around the world. Thousands of job seekers have passed through the training programs we are supporting and many of those individuals are now employed in good jobs which they would not have qualified for in the past. The best of those jobs put people on a path toward fulfilling, long-term work and financial stability – providing increased opportunity for people around the world.

In my mind, this effort represents our company at its best – convening leaders from government, business and nonprofits; applying our unique expertise in issues related to the economy and job creation; and, of course, putting our resources to work to make an impact at scale.

To be sure, our efforts are only one piece of the puzzle. We cannot solve a problem this big by ourselves. But we can make a difference, and that's what we are committed to do.

Jamie Dimon

Chairman and CEO of JPMorgan Chase



WHY CLOSING THE SKILLS GAP MATTERS

At JPMorgan Chase & Co., promoting economic vitality is one of our top priorities. However, every day we hear from our business clients – firms of all sizes, in every sector of the economy across the globe – about the challenges they face finding workers with the right skills for a range of jobs.

- **December 2013**
JPMorgan Chase launches
New Skills at Work
- **April 2014**
London launch of
New Skills at Work – Europe
- **June 2014**
NSAW announces
\$5 million commitment to Summer
Youth Employment Program
- **July 2014**
France NSAW Program launches
- **August 2014**
NSAW commits \$1 million to
Detroit's Macomb Community
College to support Innovation Fund
- **October 2014**
Release of New York City Skills
Gap Report
- **November 2014**
Release of Houston Skills
Gap Report
- **December 2014**
Spain NSAW Program launches
- **December 2014**
NSAW commits \$1 million
to Council for Adult and
Experiential Learning

In particular, they are struggling to fill middle-skill jobs – jobs that require a high school diploma and some postsecondary education and training, but not a bachelors degree. In the U.S., these technical jobs in fields such as healthcare, technology, construction and manufacturing make up close to half the jobs in the economy. Middle-skill jobs pay wages that make families economically self-sufficient and are the entry point for career pathways in growing economic sectors.

As one of the world's largest financial services firms, we believe that our understanding of this challenge, our philanthropic resources and our ability to connect stakeholders can contribute to solutions that will boost business productivity and create opportunities for job seekers. A year ago, we launched *New Skills at Work*, a \$250 million, five-year global initiative to help shape the roadmap for a future in which economic prosperity would be more widely shared.

In this report we describe the work we are doing to align education and employer job training with high-demand, middle-skill jobs. Our strategy is grounded in the recognition that building the bridge between jobs and training starts with data. In 2014, we issued Skills Gap Reports in New York City and Houston and released labor market studies in England, France, Spain and Germany. In 2015, we will release reports in seven other U.S. cities: Chicago, Columbus, Dallas, Detroit, Los Angeles, Miami and San Francisco. These reports integrate current labor market information to identify middle-skill jobs in sectors such as healthcare and technology. With a clearer picture of the jobs employers are struggling to fill, we can focus on solutions.

Because we operate in more than 60 countries around the world, we're taking a global approach, developing workforce partnerships in countries that share some core characteristics. We also are working with employers in industry sectors to ensure that they communicate what skills they need. We are partnering with education and training providers to design programs that teach these skills and prepare students for the workplace. Finally we are building connections between demand and supply to ensure that job seekers can see what middle-skill jobs are in demand and know where they can go to get the skills these jobs require.

Closing the skills gap will benefit everyone. We are excited by the progress we have made and look forward to expanding and deepening our work in the years to come.

Chauncy Lennon
Head of Workforce Initiatives
JPMorgan Chase

PROGRAM SUMMARY

Communities around the world are working to rebuild their economies, and the good news is that some economic indicators, such as the unemployment rate, tell us we are moving in the right direction. At the same time, we know that there are still challenges when it comes to creating an economy that provides opportunity for everyone. One of these challenges is the disconnect between what's being taught through career and technical education, and the requirements of middle-skill jobs, which include some training but not necessarily a four-year degree. Across the globe, employers, educators, policymakers and training organizations have recognized the critical importance of tackling this skills gap. Helping people develop the skills they need to compete for today's jobs can transform lives and strengthen economies.

HIGH LEVELS OF UNEMPLOYMENT

Despite economic recovery, unemployment rates remain elevated around the world.



11.5%
unemployment rate in
the Euro area
– and the rate is nearly
twice as high for young
people under age 25¹

5.8%
U.S. unemployment rate,
with a rate of 15.1% for
people aged 16 to 24²



FUELED BY THE SKILLS GAP

Having some job vacancies is natural in healthy, well-functioning economies, but the inability of employers to find workers with the right skills is a growing contributor to job vacancies and unemployment.

NEARLY

2 million

jobs are sitting vacant
in Europe³

Nearly 5 million jobs
are unfilled in the
United States⁴

One third

of the U.S.
unemployment rate is
due to the imbalance
between workers' skills
and open jobs⁵

ESTIMATED

85 million

global shortage of
high- and middle-skilled
workers by 2020⁶ – and
58% of global CEOs say
they are concerned that a
key skills gap could limit
their growth prospects⁷

JPMorgan Chase's Response

NEW SKILLS AT WORK

JPMORGAN CHASE & CO.

\$250 million

To help address this challenge, our initiative is aimed at closing the skills gap through:

- **Innovative, data-driven analysis** of skills demand and supply gaps in local markets.
- **Targeted investments** to strengthen and scale the most effective workforce training programs that, based on the data, meet the employment needs of each community.
- **Cross-sector convenings** to encourage collaboration, share findings and formulate strategies.

We are using our resources, expertise and global reach to help inform and accelerate efforts to support demand-driven skills training, which in turn will foster economic growth by giving workers and industries the skills they need to prosper in the global economy. This new emphasis on a demand-driven workforce and employment system has the potential to strengthen businesses, local and national economies, and promote financial stability and opportunity for the millions of people struggling to secure good, high-paying jobs.

OUR STRATEGY

Rely on Data and Provide It

We are gathering data to better understand the unique dynamics of the local labor markets in our target geographies, through reports that identify growing business sectors with strong demand and offer recommendations.

Build a Demand-Driven System

We are then using our research findings to build a demand-driven system in which job seekers are pursuing the types of education and training that will qualify them for existing jobs, greatly increasing the likelihood they will succeed at finding work.

Invest in the Best Training

We are supporting the best community colleges and training organizations and their efforts to align their programs with employers' needs. These institutions can also implement best practices in workforce readiness and create innovative new programs.

NSAW: A Local and National Partnership

Often those communities that struggle most to shrink the skills gap are the ones that receive the fewest resources, forcing them to try to resolve these difficult issues alone. The skills gap is too large and too multilayered a problem for any single community to tackle on its own, which is why *New Skills at Work* has brought together a variety of resources and stakeholders to address it collaboratively.

In addition to supporting national organizations dedicated to closing the skills gap, JPMorgan Chase has also established a national Workforce Advisory Council to gain a global perspective on the issue, composed of industry leaders and key stakeholders on workforce issues.

Together, the members of the Workforce Advisory Council and JPMorgan Chase's national partners are committed to narrowing the gap, measuring the impact of *New Skills at Work* and reporting progress. I am proud to be a co-chair of the Workforce Advisory Council as we work with JPMorgan Chase and their partners to address this crucial issue.



Melody Barnes

Co-Chair, JPMorgan Chase Workforce Advisory Council

OUR NATIONAL PARTNERS:

The National Academy Foundation
The Aspen Institute
Institute for Public Policy Research
Jobs for the Future
National Fund for Workforce Solutions
Participle
Women Like Us
Year Up
YouthBuild USA

OUR WORKFORCE ADVISORY COUNCIL:

Scott Ellsworth – Director, Business Leaders United
Bill Green – Former CEO, Accenture
Harry Holzer – Professor of Public Policy, Georgetown University, and former Chief Economist, U.S. Department of Labor
James Jacobs, Ph.D. – President, Macomb Community College
Andy Van Kleunen – Executive Director, National Skills Coalition
Wes Moore – Former U.S. Army Captain
Andra Rush – Chairman, Rush Trucking
Eric A. Spiegel – President and CEO, Siemens Corporation USA
Van Ton-Quinlivan – Vice Chancellor of Workforce and Economic Development, California's Community Colleges

HOUSTON

HOUSTON

Houston is a great place for middle-skilled workers.

It is home to

1.4 million

middle-skill jobs and a growing economy, due in part to a thriving energy sector that is expanding across the Gulf Coast region.

Yet many of Houston's middle-skill positions are unfilled and will likely remain vacant due to a lack of qualified workers, which threatens the city's economic growth.

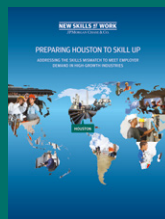
Approximately

90%

of all middle-skill jobs in the petrochemical industry require a high school credential and 1-5 years of work experience⁹

MORE INFORMATION AVAILABLE

You can read an in-depth data analysis report at: www.jpmorganchase.com/skillsatwork



Over the next few years more than 120 energy facilities are scheduled to be built and begin operation in Houston. Together, these new facilities are projected to create

nearly 19,000

middle-skill jobs annually, primarily in the petrochemical and commercial and industrial construction industries, including maintenance and repair workers, welders and carpenters.

Many middle-skill occupations in these sectors employ more than 20% of workers who are age 55 or older, reflecting a wave of expected retirements.⁸

PETROCHEMICAL



In the petrochemical sector, production supervisors earn a median hourly wage of

\$30.61

COMMERCIAL AND INDUSTRIAL CONSTRUCTION



In the commercial and industrial construction industries, electricians earn a median hourly wage of

\$20.80

THESE JOBS OFFER...

...workers the chance to develop specialized skills that are transferable among projects, lay the groundwork for meaningful career progression, and can provide critical opportunities for financial stability and mobility to the...

21%

of Houstonians 25 years and older who do not have a high school credential and struggle to find work

To address these workforce challenges, the Greater Houston Partnership formed a taskforce, co-chaired by JPMorgan Chase and Shell Oil Company, that for the first time brought together key stakeholders from across Houston's education and business sectors to identify shared obstacles and collaborative solutions. The outcome is UpSkill Houston, a five-year plan to raise awareness regarding middle-skill opportunities, increase access to relevant education and training, and improve coordination among stakeholders.

WE ARE...

To help close the skills gap in Houston, JPMorgan Chase has made a \$250,000 grant to support UpSkill Houston, part of our

\$5 million

commitment to workforce training in Houston. We are also supporting Project GRAD Houston, which has assisted more than 6,700 low-income students to obtain post-secondary credentials through programs that include college and career guidance and preparation.

"Normally, all of these folks don't sit at the same table, but we have a common goal of workforce development and have really come together to work on it... Now we are making something where the whole is greater than the sum of its parts."

Steven Mechler, President of Balfour Beatty Construction and Co-Chair of the Construction Sector Council of the UpSkill Houston initiative

NSAW AT WORK...

PROJECT GRAD HOUSTON

One recent Project GRAD Houston participant is high school senior Christian Maldonado. He entered the two-week program uncertain about his future beyond the fact that he is graduating in the spring and his parents can't afford to pay for him to continue his education. He didn't know what he might do instead, and didn't know how to begin identifying his options. At the Project GRAD Houston Institute, he heard about available middle-skill jobs and long-term employment prospects. He received guidance on writing a resume and preparing for interviews. He learned how to market himself, eventually crafting a 30-second pitch that he delivered to local employers, including many JPMorgan Chase clients who volunteered their time to conduct mock interviews and provided him with feedback. Program staff walked him through the required credentials for various jobs and affordable strategies for acquiring them.

And he developed a plan. Next fall he will enroll at Lone Star Community College to train as a tech operator. He then plans to work for an oil company that will eventually help him return to school to become a petroleum engineer.

"Then I will be able to help my family... That's the best, knowing that I am going to be able to get a job and help my family with anything they need."

Christian M., Project GRAD Houston participant and high school senior

UNITED KINGDOM



Across Europe, over 10% of the labor force – more than 24 million people – are unemployed.

While this high unemployment rate is partially due to the 2008 financial and sovereign debt crises, the majority is attributable to structural problems that emerged as European countries have begun to recover. In the United Kingdom (U.K.), one of the greatest obstacles to reducing unemployment is the mismatch between workers' skills and employers' need. For example, 39% of vacancies in skilled trades are caused by skills shortages.¹⁰

Nearly one third

of workers in the U.K. believe they are overqualified for their work and thus unable to deploy their full range of professional skills



Overqualified workers pushed into low-skill positions



Young people and those with limited skills struggle to find employment

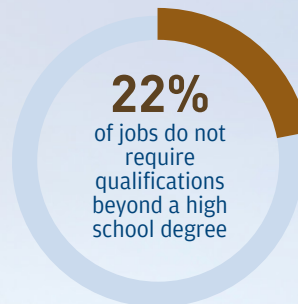
The problem is particularly acute among small and medium-size businesses, which account for approximately 60% of private sector employment in the U.K. and historically have lacked the necessary resources to develop a more skilled workforce¹¹

MORE INFORMATION AVAILABLE

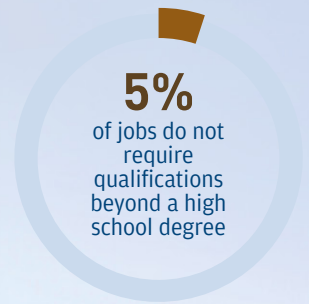
You can read an in-depth data analysis report at:
www.jpmorganchase.com/skillsatwork



THE U.K. HAS A HIGHLY EDUCATED WORKFORCE, YET...



IN GERMANY, SWEDEN AND JAPAN, ONLY...



As a result, the U.K. has the second highest proportion of overqualified workers among the 34 countries in the Organisation for Economic Co-operation and Development (OECD).



Through *New Skills at Work* in Europe, JPMorgan Chase is helping to address unemployment issues across the region and develop the skilled workforce needed to power economic recovery and growth throughout the U.K., as well as in Germany, Spain and France. A critical component of our initiative is data-driven, country-specific analyses that map the latest employment trends and identify barriers to full and inclusive employment.

WE ARE...

“Long-term economic recovery will depend on harnessing the skills and talents of people in all businesses across the U.K., and we know that there are particular barriers that smaller firms face in doing this... The CIPD/JPMorgan Chase Foundation small business pilots will help build understanding about how to support small and medium-sized enterprises to develop and make use of the talents of their people to drive performance and support local growth.”

Michael Davis, Chief Executive of the UK Commission for Employment and Skills

In conjunction with IPPR, we released a comprehensive review of European jobs and skills in April 2014, and plan to follow up with more subject-specific research on critical issues.

Guided by our research, JPMorgan Chase is making targeted investments in organizations with established, innovative programs, empowering them to expand their capacity and to scale their work to help more people in Europe find work. In the U.K. we are supporting the Chartered Institute of Personnel and Development (CIPD) to pilot an initiative to help a selection of small businesses with 5–50 employees in London, Glasgow and Stoke to hire more young job seekers by lowering the barriers to entry. Program staff members are connecting employers to the local schools and colleges that can serve as a source of workers, supporting the small businesses to establish and recruit for apprenticeships and assisting them to secure government funding for workforce development. The pilot also aims to increase the capacity of small businesses to better utilize skilled workers by improving the leadership, management and human resources capabilities through free access to a variety of business support services.

“Through these pilots we will determine the most effective model for supporting small and medium-size businesses... Those findings will inform our work going forward and also, hopefully, influence policymakers at both the local and national level, when building policies to strengthen these businesses, which are such a critical source of employment across the U.K.”

Ben Willmott, Head of Public Policy at the CIPD

NEW YORK CITY

NEW YORK

In New York City, middle-skill jobs are poised to help grow the economy.

Roughly 50,000

existing middle-skill positions in New York City currently remain unfilled, according to new data on labor demand in New York from JPMorgan Chase & Co.

Middle-skill jobs in healthcare and technology require both a high school diploma and relevant technical skills.

An estimated
46%
of New Yorkers aged 25 and older lack the requisite post-secondary credentials

Two of New York City's fastest-growing business sectors are

HEALTHCARE



TECHNOLOGY



= 45%

of the city's middle-skill job positions, with each projected to grow roughly 15% over the next five years, significantly increasing demand for registered nurses, physical therapy assistants and help desk staff, among others

THESE ARE HIGH-QUALITY POSITIONS THAT...

...offer good wages
- the median hourly wage is

\$31.88

- and the prospect of long-term employment and career progression

...represent meaningful economic opportunities for residents who have been left behind in the city's swiftly changing economy¹²

WE ARE...

We are closely studying New York's labor market and are crafting data-driven strategies to help narrow New York's skills gap. In concert with New York City Mayor Bill de Blasio's Jobs for New Yorkers taskforce, we are helping to establish a comprehensive, citywide workforce development strategy.

"As Mayor, I'm focused on creating upward mobility for 21st century jobs by preparing New Yorkers for quality, well-paying jobs... JPMorgan Chase's data-driven analysis will help the city gain a deeper understanding of the type of jobs available in the city's healthcare and technology companies and better align education and training programs to fill these critical jobs and help our businesses grow."

Bill de Blasio, New York City Mayor

We are also using that data to inform our support on the ground. For example, in response to the expanding healthcare sector, JPMorgan Chase has provided a

\$1 million

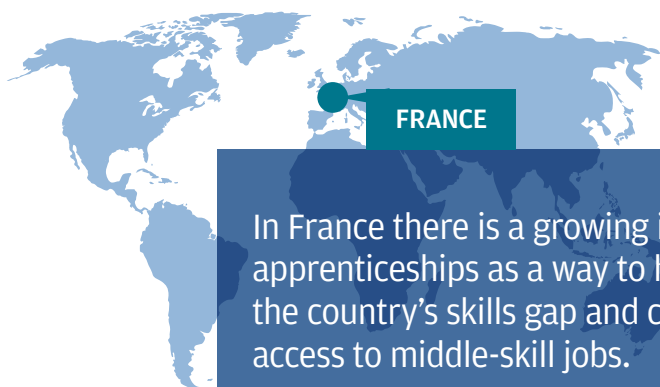
grant to support the collaboration of Phipps Neighborhoods, Montefiore Medical Center and Hostos Community College to form a healthcare-based Career Network. The Career Network is working to help young adults acquire the employment and education credentials they need to secure a job in the healthcare sector, including at hospitals and clinics located throughout the South Bronx.

MORE INFORMATION AVAILABLE

You can read an in-depth data analysis report at:
www.jpmorganchase.com/skillsatwork

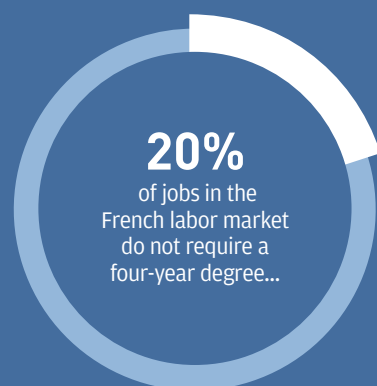


FRANCE



FRANCE

In France there is a growing interest in apprenticeships as a way to help shrink the country's skills gap and create access to middle-skill jobs.



...including positions in tourism, aeronautics and information technology. Many of these jobs offer opportunities for career progression and act as a path to economic stability for struggling workers.

However, there is a significant lack of workers with the requisite skills to fill these jobs, according to JPMorgan Chase data analysis.

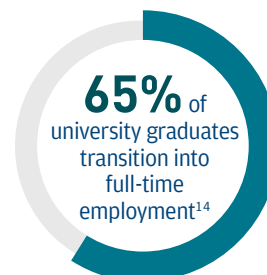
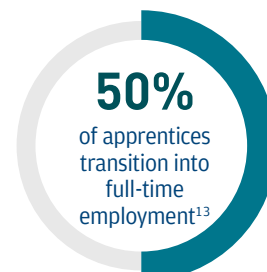


WE ARE...

Through *New Skills at Work*, we are helping to increase access to apprenticeships and other relevant skills training for non-university graduates, connecting workers with available jobs and helping employers to connect with, and better understand the value of hiring, workers who do not have a four-year degree.

Apprenticeship programs can help to shrink the skills gap by improving access to technical training for job seekers, and by better connecting employers and people looking for work.

Apprentices secure jobs at nearly the same rate as their counterparts with four-year degrees.



French policymakers and educators have announced plans to expand apprenticeship opportunities by nearly 25% to

500,000
in the coming years

MORE INFORMATION AVAILABLE

You can read an in-depth data analysis report at:
www.jpmorganchase.com/skillsatwork



COLUMBUS



The economy is expanding rapidly, particularly in

HEALTHCARE



INSURANCE



Despite this growth

roughly
23,000
residents are
unemployed

even as
20,000
positions remain unfilled due
to a lack of qualified workers

This skills gap is likely to continue

Over the next six years...



Many of these are good jobs that offer living wages and the chance for meaningful career progression and are middle-skill positions that can serve as critical opportunities for financial stability and mobility for people struggling to secure long-term, quality work.

*"We don't have a problem creating jobs.
We have a problem filling jobs."*

Mayor Michael Coleman, 2014 State of the City address

WE ARE...

JPMorgan Chase has committed

\$2.5 million

to expand the Central Ohio Compact, a regional collaborative of dozens of school districts, higher education institutions, businesses and civic partners. Our support will enable the Compact to further engage employers in the identification and development of additional industry credentials, create infrastructure to align and strengthen the region's response to workforce needs, and raise community awareness of postsecondary career opportunities.

One of the Compact's programs is FastPath, which identifies available jobs, provides relevant training to unemployed and underemployed adults, and assists participants to secure jobs with participating businesses.

"FastPath has been a giant stepping stone for me... Now I can get more hands-on experience and work toward becoming a licensed nurse or a registered nurse... If I can further my career, I'd like to become a pediatric nurse."

Angela B., 44-year-old single mother

Angela enrolled in FastPath's five-week patient care intensive earlier this year after closing her daycare center. Brock had worked in patient care a decade earlier, but her certification had expired and she didn't know how to go about getting retrained. Through FastPath, Brock updated her credentials and passed the state board test.



LOUISIANA

LOUISIANA

The Louisiana economy is rapidly expanding. Despite the global decline in oil prices,

more than \$100 billion

of large-scale construction projects are scheduled in the state over the next five years.¹⁵

WE ARE...

JPMorgan Chase has committed

\$1 million

to the Foundation for Louisiana's Community and Technical Colleges to support the *Train to Attain* program, an innovative credentialing program designed to target the needs of underserved populations and employers with contextualized learning, student supports, and industry-recognized credentials.

We are proud to be one of the first private sector donors to offer this support to tap into Louisiana's \$40 million Workforce and Innovation for a Stronger Economy Fund, or WISE Fund. Through a 4-to-1 matching formula, the JPMorgan Chase grant was transformed into a \$5 million combined contribution. Working with the WISE Fund, we can provide great careers for those in need and continued economic prosperity for Louisiana.

"Because of the many companies expanding in our state, tens of thousands of jobs are now in the pipeline that must be filled, and our challenge is to ensure we have the skilled workforce to fill these jobs of the future. The commitment by JPMorgan Chase to support Train to Attain will go a long way to help train our students for the jobs of the future and continue moving our economy forward."

Bobby Jindal, Louisiana Governor

Louisiana's economy is fueled by natural gas, catalyzing investments in...

PETROCHEMICALS



ADVANCED MANUFACTURING



ENERGY SECTOR



More than 40,000

new jobs are projected to be created by the large-scale construction projects scheduled over the next five years in Southeast Louisiana alone. These jobs include welding, pipefitting and machinery operators.¹⁶

The median hourly wage ranges from

\$15 to \$35

THESE ARE QUALITY OPPORTUNITIES THAT...

...offer workers the chance to develop specialized skills that are transferable within the larger construction sector and lay the path for meaningful career progression.

...do not necessarily require a college degree but rather a high school diploma and relevant technical training.

Roughly
56%

of job openings in Louisiana over the next eight years will be middle-skill...

...creating life-changing employment opportunities - if they get the training they need - for the

600,000

adults in Louisiana who have not completed high school and are struggling to find good jobs and financial stability.

MIAMI



WE ARE...

JPMorgan Chase has committed

\$5 million

to Miami-Dade County over five years to help shrink the region's skills gap, including \$250,000 to The Beacon Council Foundation, a nonprofit affiliate of Miami-Dade County's economic development partnership. The funds support *One Community One Goal*, a community-wide initiative to create quality employment opportunities in seven target sectors, including trade and logistics and information technology. Funding from JPMorgan Chase goes in part to support research into workforce challenges and opportunities unique to the Miami market. Building off that research The Beacon Council Foundation can expand its partnership with Miami-Dade County Public Schools, Miami Dade College, and Florida International University, to increase internship opportunities in target business sectors for high school and college students.

"Miami-Dade County is evolving beyond the Gateway to Latin America to a global business center with a knowledge-based economy. With record growth in multiple industries including aviation, financial services, trade & logistics, life sciences and technology, job opportunities will expand at a fast pace. Thanks to this initiative, our residents and students will have better access to training, and companies will have new employees who are prepared for the jobs of today and the future."

Larry Williams, President & CEO, The Beacon Council

PortMiami is already responsible for:

more than 207,000
jobs

\$27 billion
annually in economic activity in South Florida

The port is poised to become a global hub for international trade thanks to the nearly completed widening of the Panama Canal and related capital improvement projects that are projected to increase Miami's cargo business and create

more than 33,000
jobs in information technology, and trade and logistics, among others.¹⁷

THESE ARE HIGH-QUALITY JOBS

In Miami, workers in trade and logistics earned an average of \$57,702 in 2014. Workers in Information Technology, another growing sector of Miami's economy, earned an average of \$95,188.¹⁸

Many of the jobs in these industries serve as solid jumping off points to increased financial stability and mobility for Miami's most vulnerable residents, especially the 10.2% of the city's residents who lack the requisite postsecondary credentials to enter the workforce.¹⁹



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- 18 The Beacon Council Data, 2014.
- 19 U.S. Census Bureau, 2008–2012 American Community Survey.

NEW SKILLS AT WORK

JPMORGAN CHASE & CO.

MORE INFORMATION

For more information on *New Skills at Work*, visit:
www.jpmorganchase.com/skillsatwork



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● REGIONAL AND LOCAL NSAW LOCATIONS

Alabama

Tuscaloosa

Alberta (Canada)

Calgary

Arizona

Metro Phoenix
Northern Arizona
Tucson

California

Los Angeles County
Oakland
Orange County
Sacramento County
San Bernardino/
Riverside County
San Diego
San Francisco County
San Mateo County
Santa Clara County

Colorado

Colorado Springs
Denver

Connecticut

Bridgeport
Stamford

Delaware

New Castle

Florida

Broward
Jacksonville
Miami
Naples
Orlando
Sarasota
Tampa
West Palm Beach

Georgia

Atlanta

Idaho

Boise

Illinois

Chicago
Elgin
McHenry
Peoria
Springfield

Indiana

Central Indiana
Northern Indiana

Kentucky

Lexington
Louisville

Louisiana

Baton Rouge
Monroe
New Orleans

Massachusetts

Boston

Michigan

Detroit
Grand Rapids
Northern Michigan

Minnesota

Minneapolis

Missouri

Kansas City
Springfield
St. Louis

Nevada

Las Vegas

New Jersey

Bergen-Passaic
Jersey City
Newark
Trenton

New York

Bronx
Brooklyn
Erie County
Manhattan
Monroe
Nassau County
Pleasantville
Queens
Suffolk County
Westchester County

North Carolina

Charlotte

Ohio

Central Ohio
Cincinnati
Dayton
Northeast Ohio

Oklahoma

Oklahoma City
Tulsa

Ontario (Canada)

Toronto

Oregon

Portland

Pennsylvania

Philadelphia

Quebec (Canada)

Montreal
Outremont

Tennessee

Nashville

Texas

Austin
Dallas
El Paso
Fort Worth
Houston
Rio Grande Valley
San Antonio

Utah

Salt Lake City

Washington

Redmond
Seattle
Spokane
Tacoma
Vancouver

Washington DC

West Virginia

Charleston
Dunbar
Huntington

Wisconsin

Milwaukee

● NATIONAL SUPPORT

Asia Pacific

Argentina
Australia
Belgium
Brazil
Chile
Colombia
Dominican Republic
Egypt
France
Germany
Hong Kong
India

Indonesia

Ireland
Israel
Italy
Japan
Luxembourg
Malaysia
Mexico
Nigeria
Peru
Philippines
Poland
Russian Federation

Saudi Arabia

Singapore
South Africa
South Korea
Spain
Sweden
Taiwan
Thailand
Turkey
United Kingdom
Vietnam