

HEALTHCARE AND TECHNOLOGY JOBS ANALYSIS:

Considering Equity and Access through Employment

October 2021



GRADS
of **LIFE**

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OVERVIEW AND PURPOSE



Building Equity Through Employment

Talent is equally
distributed,
opportunity is not.

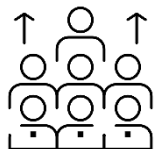
70M+ Americans have the skills to thrive in middle- and high-wage jobs of the 21st century.

50% of all roles today are middle-skills jobs and are often hard to fill in the “war for talent.”

One of the single greatest levers for creating racial and social equity in this country is through employment in quality jobs for those who too often have been discounted.

Discovery: identify key opportunity for impact

Two discovery activities help to identify the opportunity for PYN partner employers to create more employment access and opportunity. The Occupation Review uses public data to understand opportunities in workforce composition and pathways; the Opportunity Identifier helps prioritize practices.

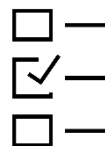


Occupation Review

Public Data

Identify hiring needs and **Occupation Trends** to understand middle-skills roles for Opportunity Talent and potential degree inflation. Identify high-need markets and talent supply.

Document Focus



Opportunity Identifier

Compare **existing talent practices and policies** to research-backed best practices using proprietary *Opportunity Employer Practices Inventory*.

Note about data and findings in this deck

Important considerations about data and findings in this deck. All findings and considerations represent a market view only and are not company specific.

- All data in this deck represents data from a variety of **public sources**
- Data is **directional** and does not indicate company actuals; its purpose is to **inform areas of largest opportunity** to examine first as we go deeper, and to help to crystallize your own strategy about ways to increase access and equity

The background of the slide is a solid light blue color. Overlaid on this background is a complex network of thin, dark blue lines. These lines connect various small, dark blue circular nodes, creating a web-like or molecular structure. Some lines are thicker than others, and the overall pattern is dense and interconnected, filling the entire frame.

PHILADELPHIA'S CURRENT LANDSCAPE

Philadelphia County Economic Overview

Population

1,578,487

Population (2020)

Population **grew by 0.4%** over the last 5 years and is projected to **grow by 0.7%** over the next 5 years

Employment

740,298

Total Regional
Employment

Jobs **grew by 0.2%** over the last 5 years and are projected to **grow by 2.5%** over the next 5 years

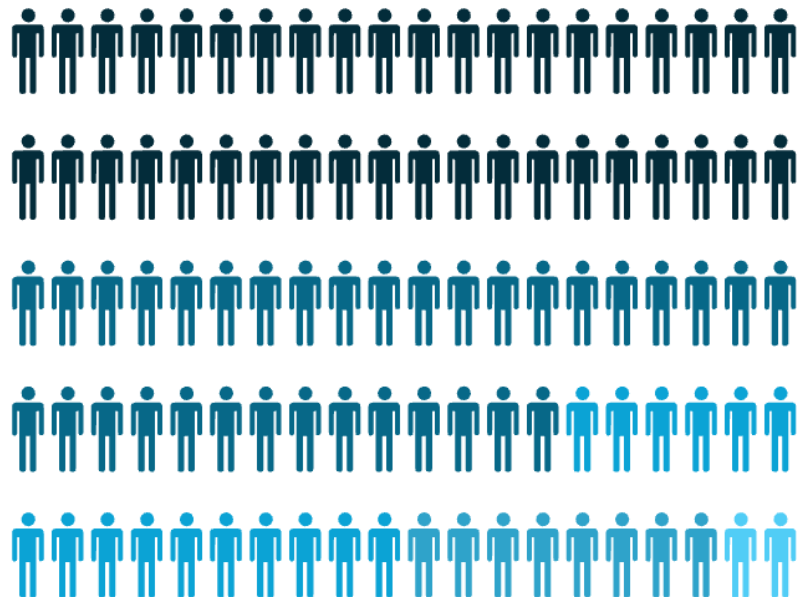
Wages

\$45,900

Median Household Income
(2019)

Median household income is **\$16.9K below** the national median household income of \$62.8K

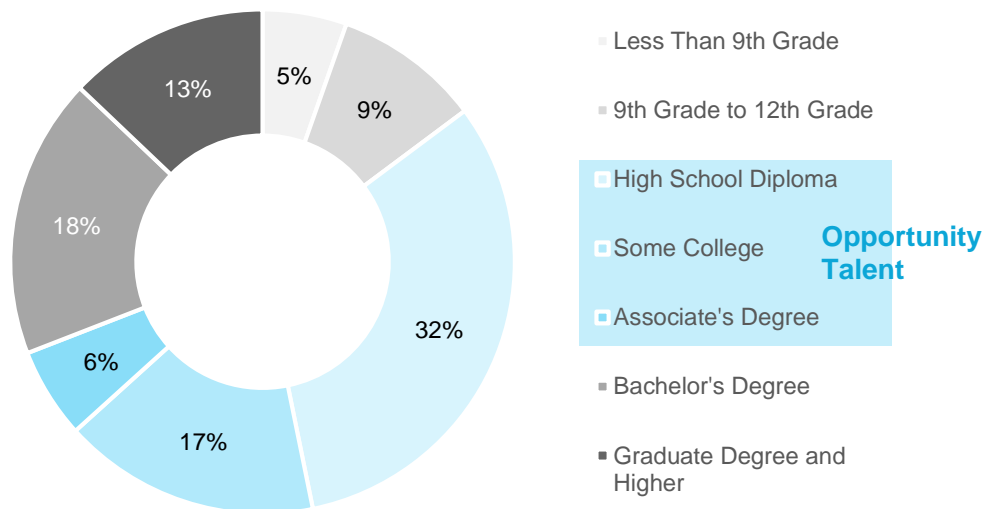
Philadelphia County is almost 2x more diverse than the average US population



Racial diversity is high in Philadelphia County, PA. The national average for an area this size is 635,788 racially diverse people; there are 1,039,502 here.

There are more than 593,000 Opportunity Talent in Philadelphia County

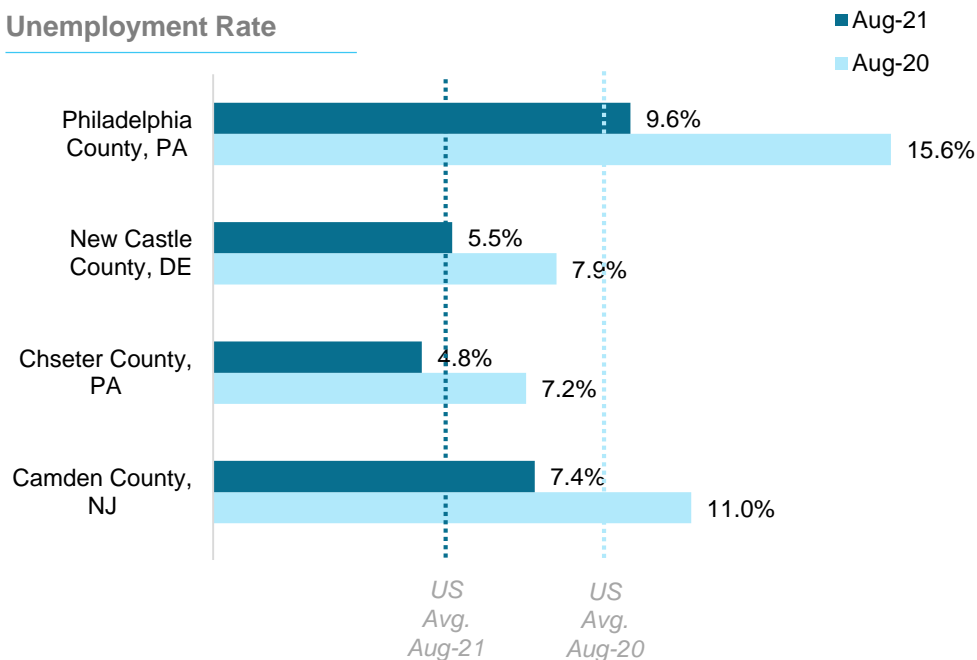
Educational Attainment, 2020



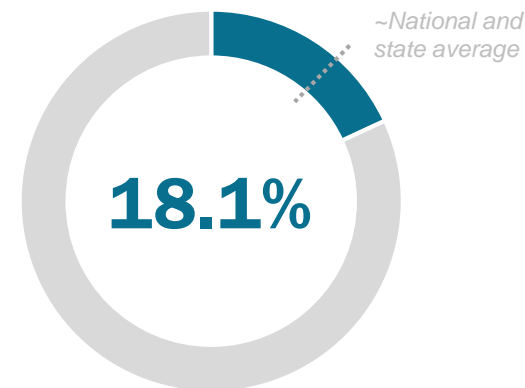
- Opening positions to those with a high school degree, some college, or an Associate's Degree would increase the number of potential employees PYN employer partners could hire by 593,000
- **23%** of Philadelphia's population's educational attainment is between **some college and associate's degree**, which could be a good match for middle skills roles with PYN employer partners

Philadelphia unemployment and Opportunity Youth population is high

Unemployment Rate

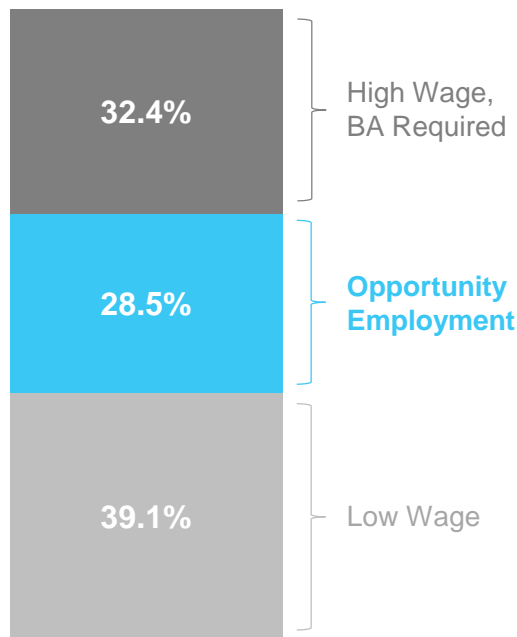


Proportion of Population Classified as Opportunity Youth, 2019

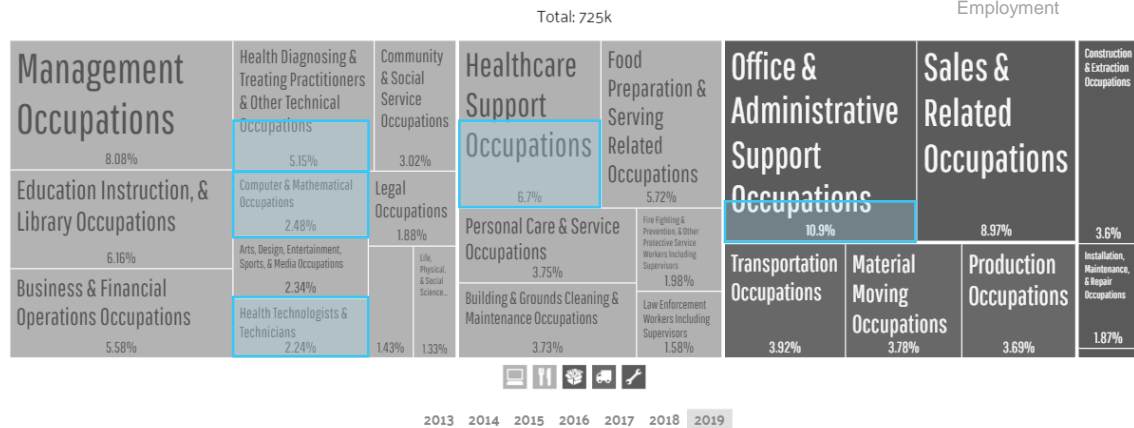


Opportunity employment is only a portion, and concentrated in healthcare

Philadelphia County
Employment by
Category, 2019

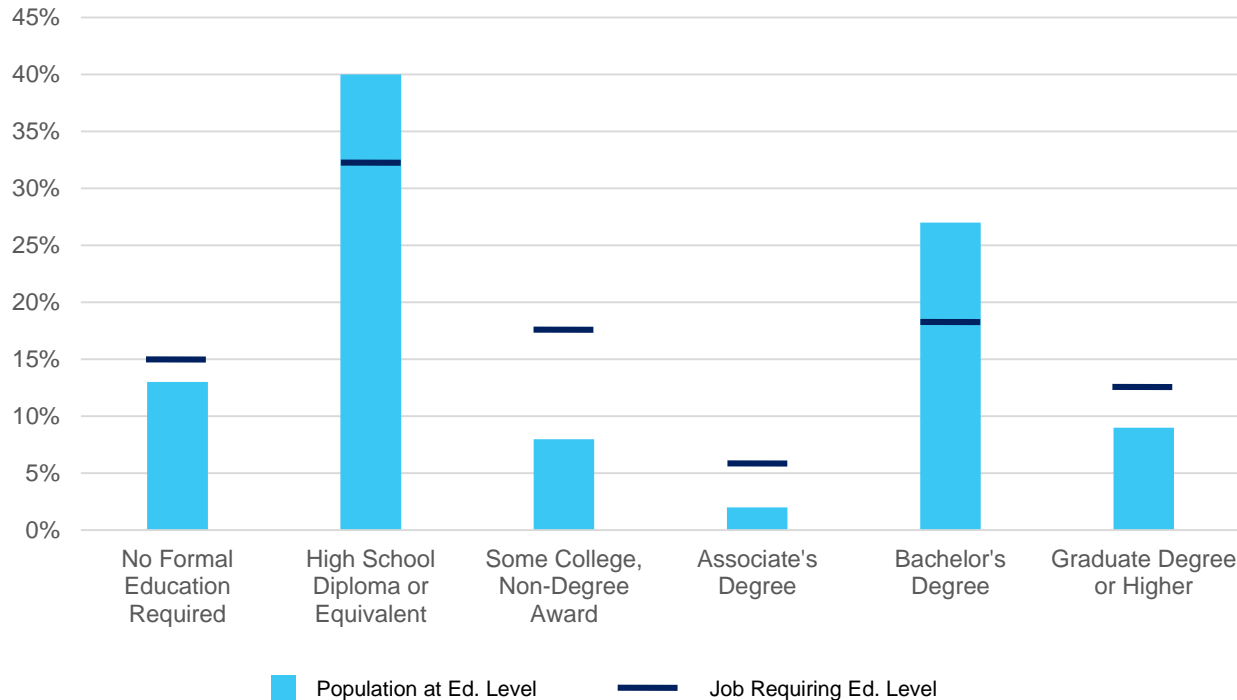


Philadelphia County Employment by Occupation, 2019



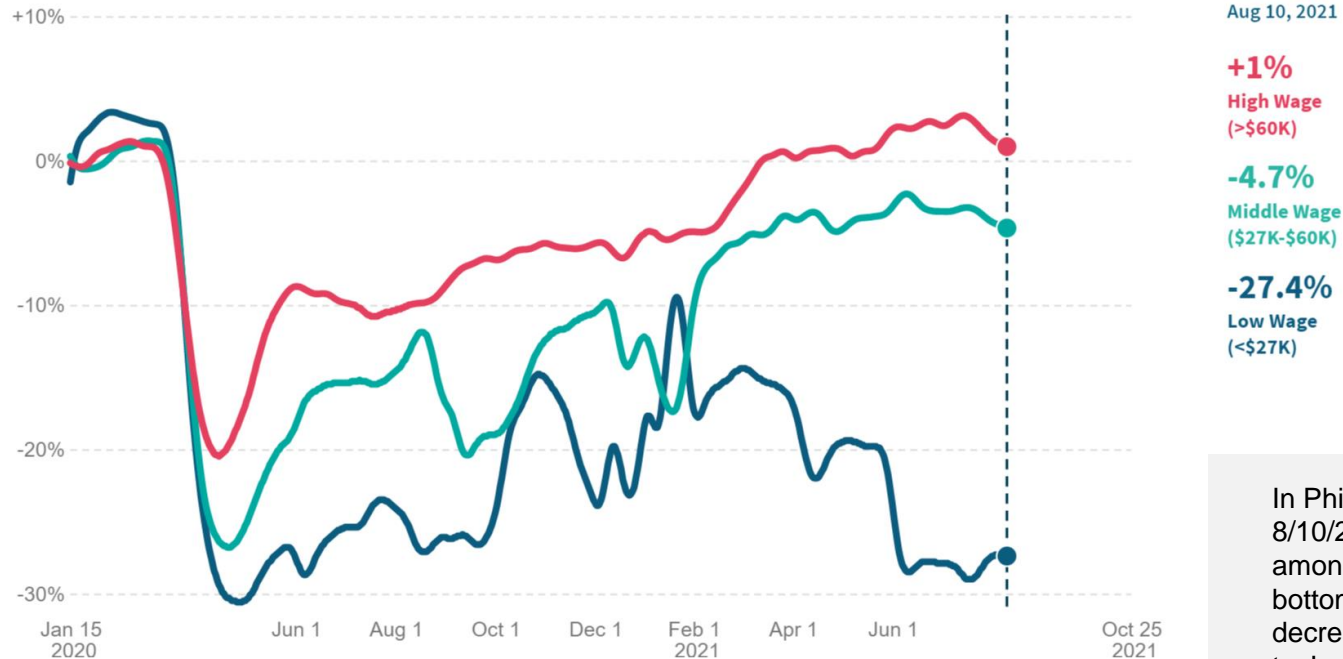
Employment requirements suggest a high rate of need at Opportunity Employment levels, and underemployment for BAs

Education vs. Employment, Philadelphia County, 2019



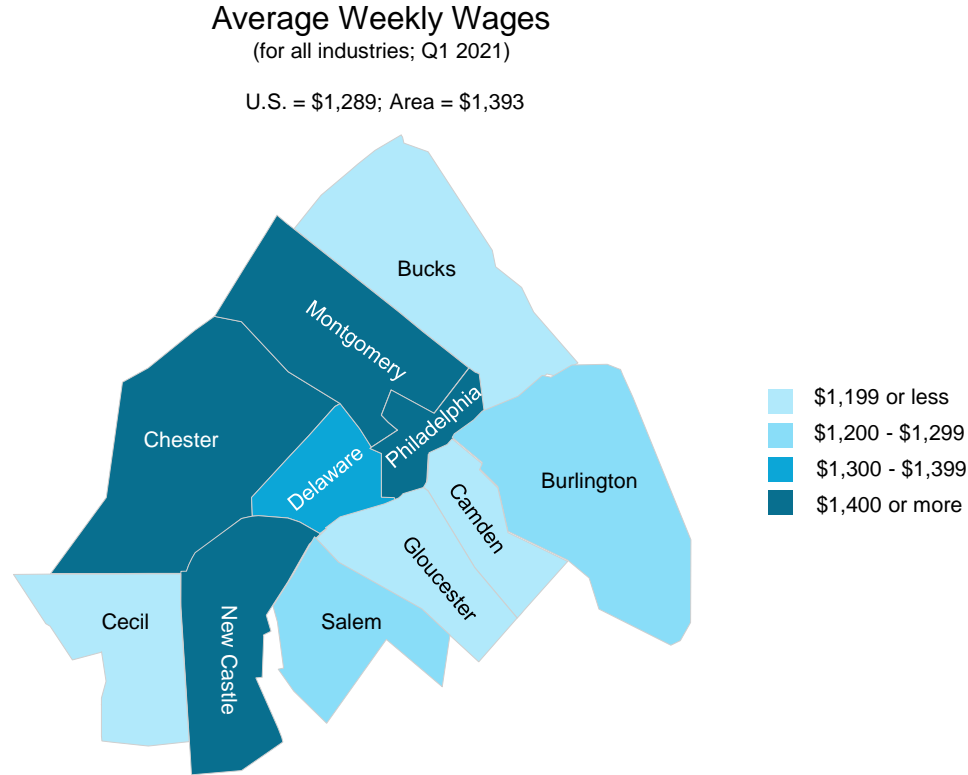
There are **more roles requiring Associates Degrees and Some College/Non-Degree Awards** than there are individuals at those education levels. Alternatively, **there are more individuals with Bachelor's degrees than roles to fill at that level.**

Pandemic recovery is not equal: gaps persists for low- and middle-wage workers



In Philadelphia, as of 8/10/21, employment rates among workers in the bottom wage quartile decreased 27.4% compared to January 2020 (not seasonally adjusted)

Highest wage jobs are concentrated in urban core and wealthy suburbs



Philadelphia's average weekly wages are above the national average and among the highest compared to neighboring counties.

Philadelphia's **income inequality** is about the same as the US average.

The background of the slide is a solid blue color with a complex, abstract pattern of thin, light blue lines and small dots (nodes) scattered across it, resembling a network or a molecular structure. The lines vary in thickness and orientation, creating a sense of depth and connectivity.

CURRENT-STATE OF WORKFORCE FOOTPRINT: HEALTHCARE OCCUPATIONS

Selected Healthcare Occupations

**Certified Nursing
Assistant**

Home Health Aide

Dietary Aide

Healthcare Overview

The selected healthcare positions represent high growth areas, and are an outsized part of the Philadelphia job market. However, earnings in these positions remain below the national average.



52,482

Jobs (2020)


Jobs in these positions **grew by 44%** over the last 5 years and is projected to **grow by 24%** over the next 5 years; outpacing the national growth rate (13%)



1.86x

Concentration

Regional job concentration per capita for jobs in these 3 occupations is 1.86x the national job concentration. There are 86% more jobs in these 3 occupations in this region than would be expected in the average region.



\$13.32/hr

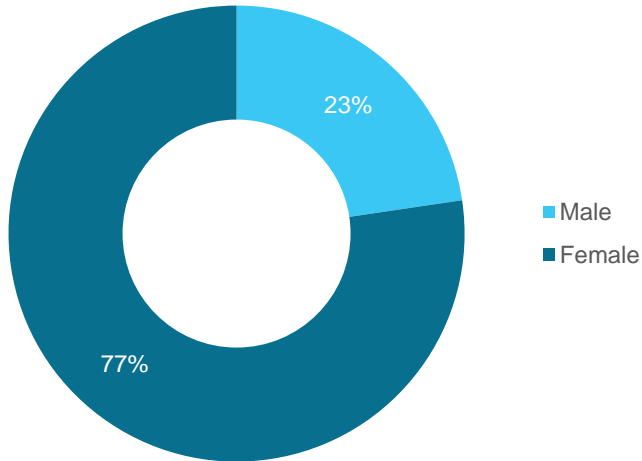
Median Earnings

Cost of labor in the region is slightly below median. The median earnings for these 3 occupations in the region is \$13.32/hr, which is \$0.03/hr below the national median of \$13.35/hr.

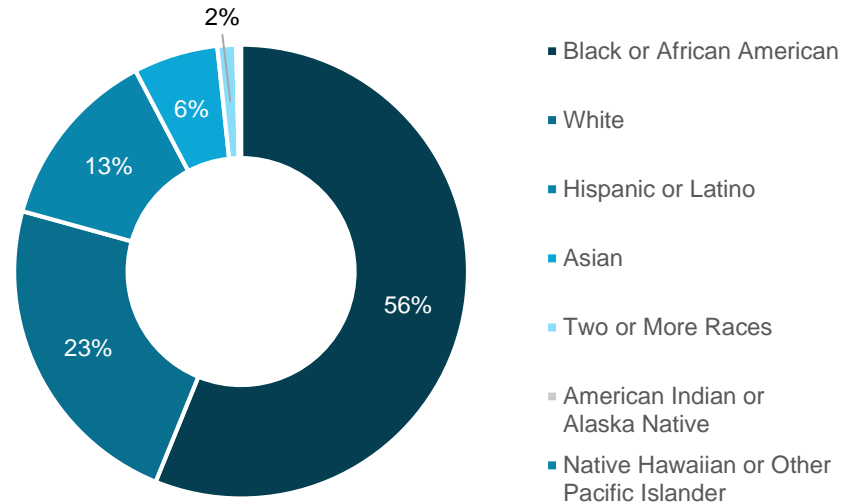
Healthcare Demographics

The demographics for these selected positions skew heavily female, Black or African American, and young, with 57% of employees in the 19-44 age bracket.

Gender Composition

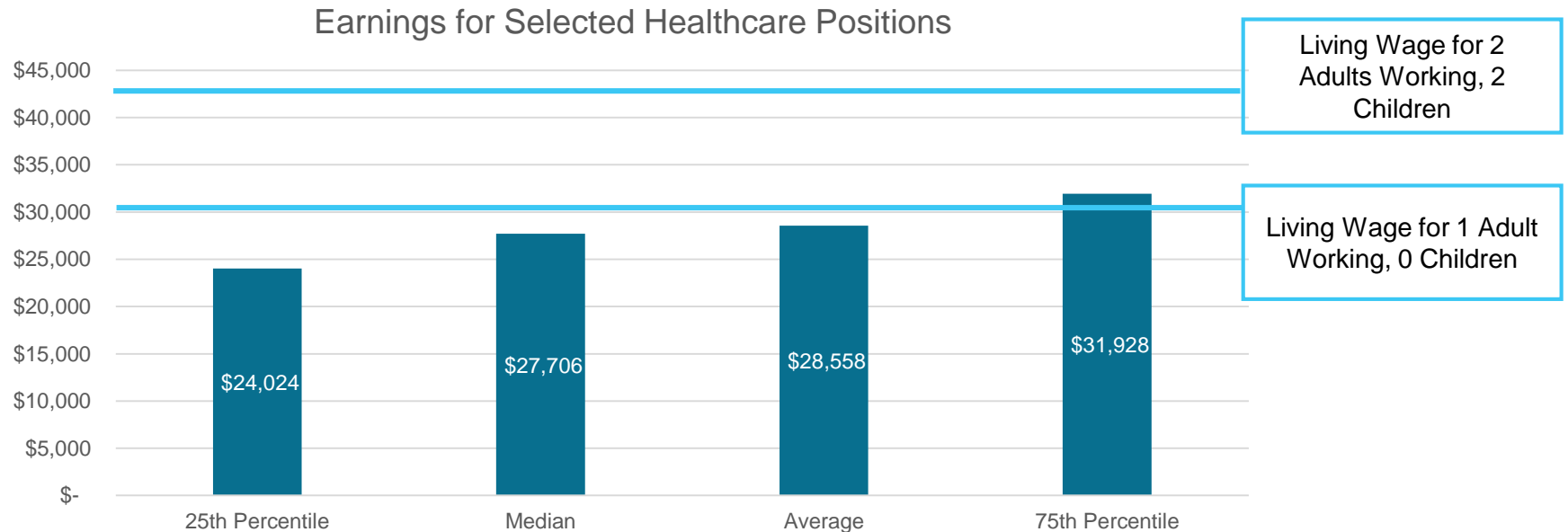


Racial / Ethnic Composition



Healthcare Earnings Data

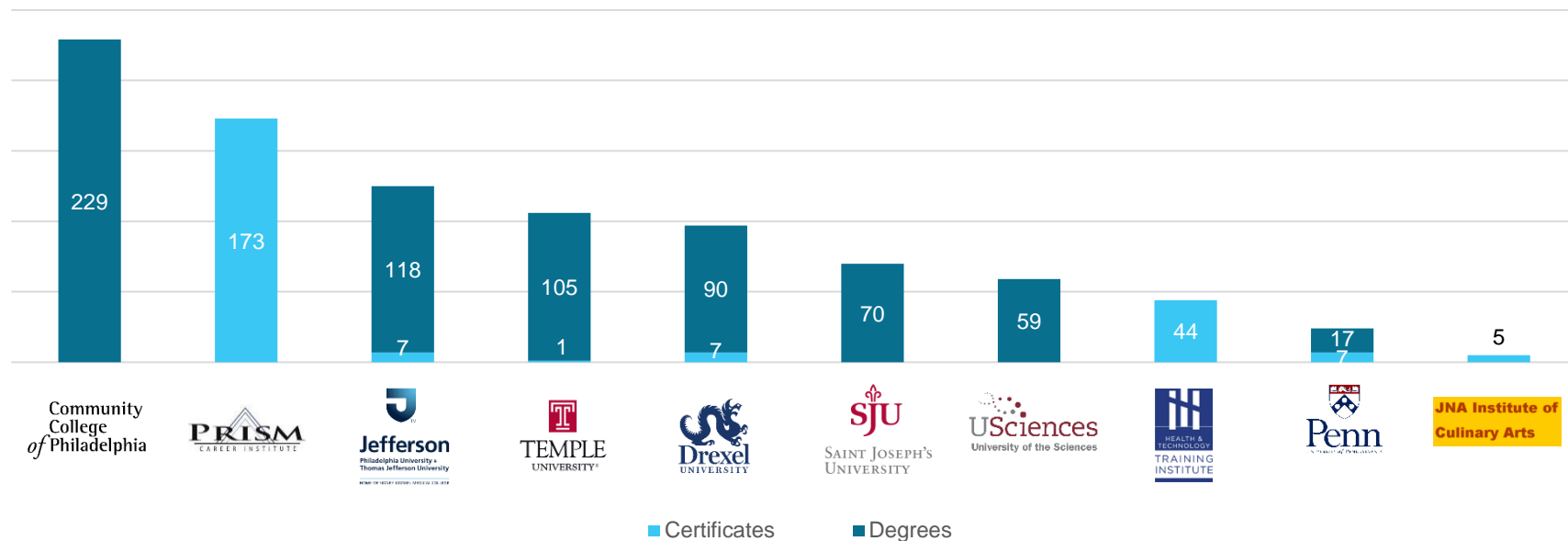
Despite high growth and prevalence of these healthcare positions, only the top 75th percentile earns a living wage for 1 adult working with no children in Philadelphia.



Healthcare Talent Pipelines

In 2020, 932 students completed educational programs completions relevant to these positions. There is a mix of certificates and degrees relevant to the positions identified and a range of training institutions.

Program Completions by Institution (2020)



Top Common Skills Requested for Selected Healthcare Positions

Job Title	Certified Nursing Assistant	Home Health Aide	Dietary Aide
1 st Skill	Communications	Valid Driver's License	Customer Service
2 nd Skill	Compassion	Compassion	Communications
3 rd Skill	Management	Communications	Lifting Ability
4 th Skill	Operations	Management	Cleanliness
5 th Skill	Clerical Works	First Aid	Management
6 th Skill	Computer Literacy	Scheduling	Sales
7 th Skill	Valid Driver's License	Detail Oriented	Basic Math
8 th Skill	Accountability	Lifting Ability	Positivity
9 th Skill	Scheduling	Professionalism	Detail Oriented
10 th Skill	Innovation	Customer Service	Presentations

Top Hard Skills Requested for Selected Healthcare Positions

Job Title	Certified Nursing Assistant	Home Health Aide	Dietary Aide
1 st Skill	Nursing	Caregiving	Food Services
2 nd Skill	Activities of Daily Living (ADLs)	Home Health Care	Sanitation
3 rd Skill	Vital Signs	Home Care	Food Preparation
4 th Skill	Cardiopulmonary Resuscitation (CPR)	Personal Care	Food Safety
5 th Skill	Basic Life Support	Meal Planning and Preparation	Merchandising
6 th Skill	Long-Term Care	Companionship	Cooking
7 th Skill	Rehabilitation	Activities of Daily Living (ADLs)	Bakeries
8 th Skill	Nursing Homes	Nursing	Restaurant Operation
9 th Skill	Home Care	Cardiopulmonary Resuscitation (CPR)	Safety Standards
10 th Skill	Nursing Care	Hospice	Mopping

Top Compatible Healthcare Occupations



**Advancement
Positions
and Hourly
Earnings over
Target Position**

Occupational
Therapy Aide

+4.14
per hr

Psychiatric
Aide

+\$5.78
per hr

Maids and
Housekeeping
Cleaners

+1.96
per hr

Physical
Therapy Aide

+\$1.14
per hr

Transportation
Attendant (ex.
Flight Attendant)

+\$1.59
per hr

Wait Staff

+\$0.44
per hr

**Target
Position and
Median Hourly
Earnings**

Nursing
Assistant

**\$16.30
per hr**

Home
Health Aide

**\$12.73
per hr**

Dietary Aide

**\$12.09
per hr**

Lifeguards, Ski
Patrol, etc.

-\$4.43
per hr

Childcare

-\$2.56
per hr

Laundry and
Dry-Cleaning
Workers

-\$1.53
per hr

**Talent Source
Positions
and Hourly
Earnings under
Target Position**

Childcare

-\$6.13
per hr

Dining Room and
Cafeteria
Attendant

-\$1.67
per hr



CURRENT-STATE OF WORKFORCE FOOTPRINT: TECHNOLOGY OCCUPATIONS

Selected Technology Occupations

**Audiovisual
Installation
Tech**

**Depot Tech /
Helpdesk**

**Front End
Developer**

**Digital
Marketing**

**Gaming
Technician**

Technology Overview

Occupations in the technology field are generally in high demand in Philadelphia, commanding relatively high earnings and creating competitive tension among employers trying to attract talent.

High Demand

on Average across Roles

The labor dynamics for technology occupations in Philadelphia suggest aggressive hiring competition over the talent supply.

\$48K to \$75K

Median Earnings

There is a wide range of earnings among the occupations of focus within technology.

Technology Demand

There is high competition among employers for most of these positions relative to the amount of talent supply.



Employers Competing

All employers in the region who posted for this job in the last 12 months

Audio Visual
Installation Tech

75
employers

Depot Technician
/ Help Desk

1,349

Front-End
Developer

1,118

Digital
Marketing

1,017

Gaming
Technician

9



Unique Job Postings

The number of unique postings for this job over the last 12 months

210
unique postings

4,538

4,064

4,274

36



Median Duration

Median number of days job posts remain outstanding

36
days

34

30

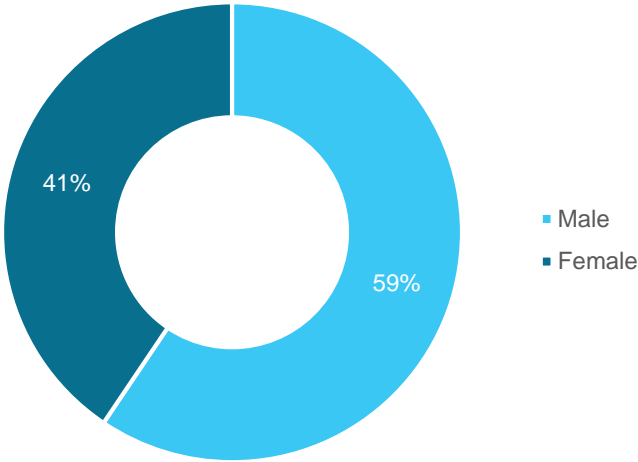
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35

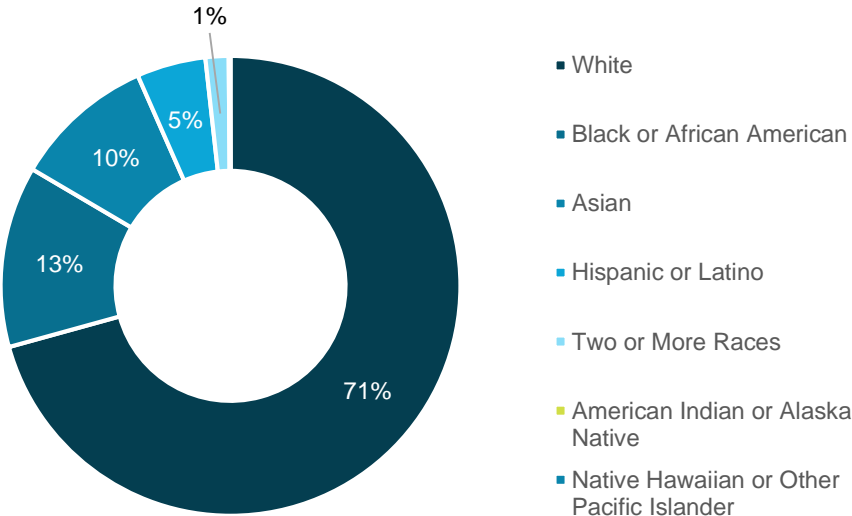
Technology Occupation Demographics

The demographics for these selected positions skew male and white in a way that is not representative of the city's overall population.

Gender Composition

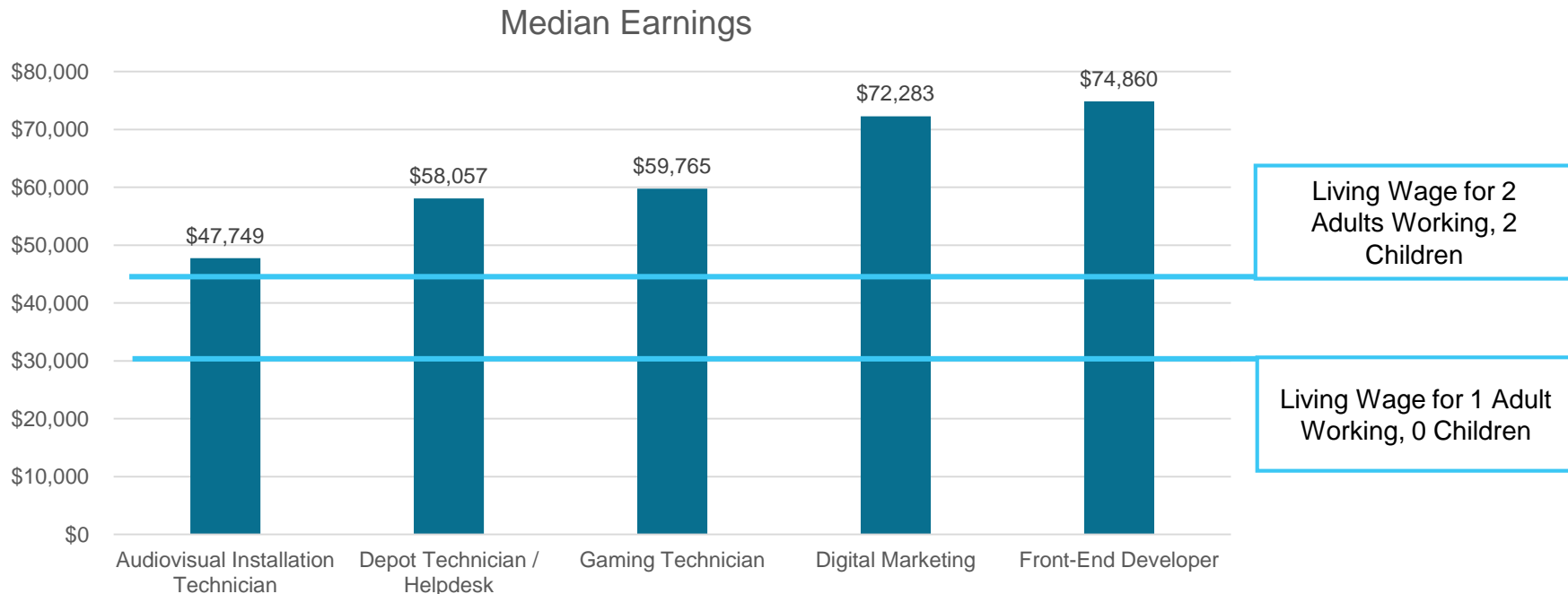


Racial / Ethnic Composition



Technology Earnings Data

The median earnings for all the contemplated technology positions are above the living wage standards for Philadelphia.



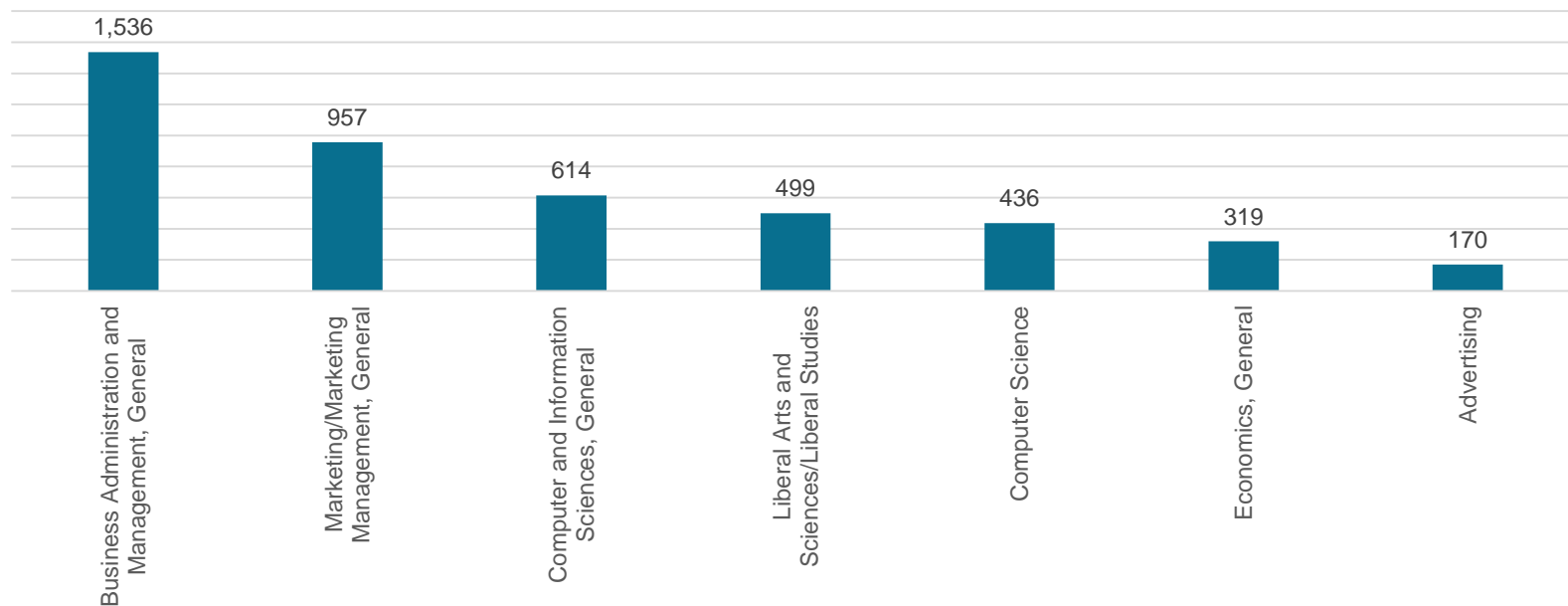
Source: Emsi

Note: Data for Audiovisual Equipment Installers and Repairers as proxy for Audiovisual Installation Technician, Computer User Support Specialist as a proxy for Depot Technician and Helpdesk, Market Research Analysts and Marketing Specialists as a proxy for Digital Marketing, Web Developers and Digital Interface Designers as a proxy for Front-End Developers and Other Computer Occupations as a proxy for Gaming Technician

Technology Education Pipeline

While there are a high number of program completions, many may be at elite institutions with talent that does not stay in Philadelphia, or can command highest wage positions.

Programs that Train for Selected Tech Positions by Number of Completions (2020)



Top Common Skills Requested for Selected Technology Positions

Job Title	Audio Visual Installation Tech	Depot Technician / Help Desk	Front-End Developer	Digital Marketing	Gaming Technician
1 st Skill	Communications	Troubleshooting (Problem Solving)	JavaScript	Communications	Management
2 nd Skill	Customer Service	Communications	Java	Research	Customer Service
3 rd Skill	Troubleshooting (Problem Solving)	Customer Service	Cascading Style Sheets (CSS)	Sales	Basic Math
4 th Skill	Lifting Ability	Management	HyperText Markup Language (HTML)	Management	Operations
5 th Skill	Detail Oriented	Problem Solving	Front End (Software Engineering)	Detail Oriented	Scheduling
6 th Skill	Integration	Operations	Agile Methodology	Presentations	Communications
7 th Skill	Presentations	Microsoft Office	Angular (Web Framework)	Microsoft Excel	Complex Problem Solving
8 th Skill	Valid Driver's License	Detail Oriented	React.js	Leadership	Energetic
9 th Skill	Verbal Communication Skills	Information Technology	SQL	Microsoft PowerPoint	English Language
10 th Skill	Editing	Written Communication	Application Programing Interface (API)	Problem Solving	Lifting Ability

Top Hard Skills Requested for Selected Technology Positions

Job Title	Audio Visual Installation Tech	Depot Technician / Help Desk	Front-End Developer	Digital Marketing	Gaming Technician
1 st Skill	Creston (A/V Systems)	Technical Support	Communications	Data Analysis	Resolving Guest Concerns
2 nd Skill	Post-Production	Help Desk Support	Management	SQL	Internal Controls
3 rd Skill	Video Production	Operating Systems	Innovation	Digital Marketing	Closed Circuit Television Systems (CCTV)
4 th Skill	Audio-Visual Technology	Active Directory	Integration	Analytics	Public Relations
5 th Skill	Production Equipment	Desktop Support	Problem Solving	Business Development	Regulatory Compliance
6 th Skill	Staging	Service Desk	Leadership	Tableau	Balancing (Ledger / Billing)
7 th Skill	Control Systems	Computer Hardware	Research	Market Research	Bank Secrecy Act
8 th Skill	Electrical Wiring	Peripheral Devices	Troubleshooting (Problem Solving)	Economics	Financial Data
9 th Skill	Visual Systems	Customer Support	Detail Oriented	Customer Relationship Management	Loyalty Programs
10 th Skill	Polycom (Video Conferencing)	Computer Science	Consulting	Finance	Operations Management

Top Compatible Technology Occupations



**Advancement
Positions
and Hourly
Earnings over
Target Position**

Computer
Network Support
Specialist

+12.27
per hr

Computer
Operator

+\$17.63
per hr

Computer
Systems Analyst

+14.77
per hr

Electrical
Engineering
Tech

+\$3.94
per hr

Computer
Network Support
Specialist

+\$8.03
per hr

Video Game
Designer

+\$9.55
per hr

**Target
Position and
Median Hourly
Earnings**

Audiovisual
Installation Tech

**\$23.67
per hr**

Depot Tech /
Helpdesk

**\$27.91
per hr**

Front-End
Developer

**\$35.99
per hr**

**Talent Source
Positions
and Hourly
Earnings under
Target Position**

Electronic Home
Entertainment
Installers

-\$0.71
per hr

Computer, ATM,
and Office
Machine
Repairers

-\$8.52
per hr

Sound
Engineering
Tech

-\$1.04
per hr

Top Compatible Healthcare Occupations



**Advancement
Positions
and Hourly
Earnings over
Target Position**

Business
Intelligence

+\$10.79
per hr

Risk
Management
Specialist

+\$15.87
per hr

Financial Analyst

+\$9.85
per hr

Insurance
Claims Examiner

+\$11.71
per hr

**Target
Position and
Median Hourly
Earnings**

Digital Marketing

**\$34.75
per hr**

Gaming
Technician

**\$28.73
per hr**

**Talent Source
Positions
and Hourly
Earnings under
Target Position**

Public Relations
Specialist

-\$0.87
per hr

Retail Sales
Worker
Supervisor

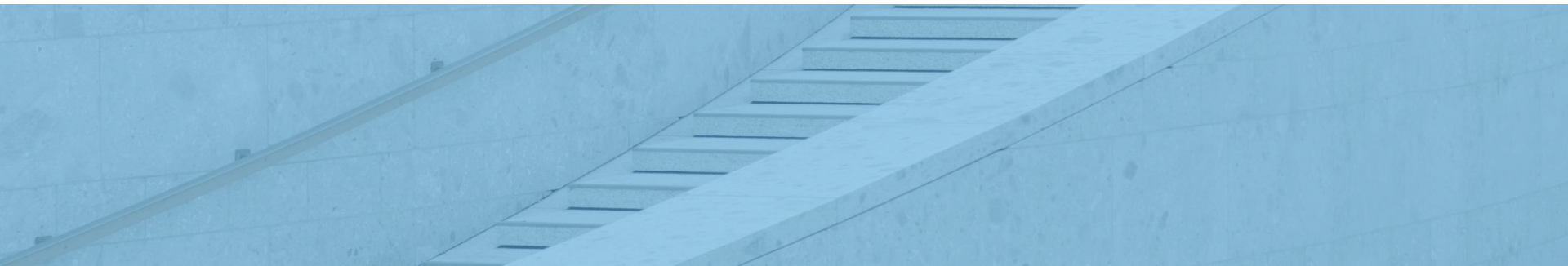
-\$7.31
per hr

Survey
Researcher

-\$7.27
per hr



OPPORTUNITIES FOR CREATING ACCESS AND EQUITY



Employment as a Means of Creating Equity

We recommend focusing on the following key practices to help prioritize economic equity through jobs at your company, utilizing some of the data we have shared here.

KEY PRACTICES

- 1 **Develop talent pipelines** for Opportunity Talent
- 2 Adopt a **skills-first approach** to talent acquisition
- 3 Build diverse talent pipelines via **work-based experiences**
- 4 Define and communicate **skills-based career pathways** for all staff
- 5 Provide **family-sustaining wages and benefits** for all employees

1

Identify local talent and partners to create diverse pipelines

WHAT IS IT & WHY IT MATTERS

Inclusive employers **proactively recruit, retain, and advance opportunity talent.** Through strategic talent investments, these employers can realize what is sometimes referred to as a “dual bottom line” or “shared value.”¹

Employers who create diverse talent pipelines gain access to individuals reflective of their target communities with unique strengths and ideas to support the bottom line.

Diversity drives business results



76%

greater profitability in top-quartile diverse companies compared to those in the same industry in the bottom quartile.²

ADOPTION CONSIDERATIONS

- ✓ Identify **internal champions** to spearhead inclusive hiring and partnership in their organizations
- ✓ Partner with organizations such as community-based organizations and Historically Black Colleges and Universities (HBCUs) **to funnel graduates to open roles**
- ✓ Commit **X percent of open roles** to nontraditional talent pipelines
- ✓ Consider what **other inclusive practices**, such as work-based experiences and skills-based hiring can ensure success

CASE STUDY

G A P

- In 2007 launched This Way Ahead in partnership with community partners to identify and hire paid interns 16- to 24-year-olds from low-income communities **in select cities**
- Expanded to **50+ cities** in the US, Canada, UK, and Japan by 2018
- Committed to hire **5% of new entry-level** hires by 2025
- Results:
 - 63% of youth reported improved confidence, 81% reported improved work-ready skills, and 67% reported improved soft skills
 - 72% of alumni have secured stable employment compared to 55% of peers

2x

Employees through Gap's This Way Ahead program were **retained 2x longer** than those hired via traditional pipeline

Adopt a skills-first approach to talent acquisition

WHAT IS IT & WHY IT MATTERS

Skills-first hiring **emphasizes skills**, rather than degrees or credentials, as the most important driver of job success

Expands diverse talent candidate pool



...of Black Americans are automatically excluded by roles with bachelor's degree requirements¹

Drives better talent performance

5x

More predictive of future performance than hiring for education

ADOPTION CONSIDERATIONS

- ✓ Clearly **identify the specific skills** required for high priority jobs (e.g., using a competency map) and write job descriptions to eliminate time-based and degree requirements
- ✓ **Eliminate screening bias** (e.g., skills first interview questions and scoring)
- ✓ **Train hiring teams** on E2E skills-first approach (e.g., recruiters, interviewers)

CASE STUDY



Actions:

- Began **removing 4-year degrees** from roles in response to global skills shortage
- Launched P-TECH²- training and mentorship program to build pipeline in 100+ **high-schools and community colleges**

Results:

- **15% of new hires** filled through 'new collar' programs
- **~50% of roles** do not require a degree

*"When you break down what people actually do every day... you have to ask if that role **needs a 4-year degree** or it's a set of skills that's needed."*

Director of Career and Skills

Build diverse talent pipelines via work-based experiences (WBEs)

WHAT IS IT & WHY IT MATTERS

“**Learn and earn**” programs combining meaningful on-the-job experience and classroom learning (e.g., paid internships, community college job-shadow programs)

Typically **do not require a 4-year degree** and produce competitive candidates with portable postsecondary credentials.

WBEs are rare in the U.S.

1 of
100

Members of the working-age population in the U.S. was actively registered as an apprentice (in 2020)¹

WBEs raise earnings for diverse talent

34%

...higher earnings recorded for Year Up graduates (1 yr. WBE program) relative to peers, when measured 4 years post-program²

ADOPTION CONSIDERATIONS

- ✓ **Think beyond college internships**—assess where existing internship programs can be revamped/expanded to include non 4-year degree candidates (e.g., community colleges)
- ✓ **Formalize**—ensure HR teams have dedicated budget/personnel to develop strong external partnerships and incorporate WBEs into standard hiring process
- ✓ **Consider compensation**—create/modify existing WBE programs to ensure participants receive at least a living wage for their work

CASE STUDY

Wegmans

Launched **Wegmans & Hillside Work Scholarship connection** program in 1987

- Provides low-income youth up 5+ years of mentoring, social / life skills, academic support, and career and college prep
- Includes 24 hours of classroom training, focusing on soft skills and interview tactics

Participants supported by a youth advocate, **employment specialist**, college specialist, and **employer mentor**
Members **paid as Wegmans employees**, conditional on in-school performance

93%

...of certified students graduated high school, in a district with an average graduation rate of 60%

500

...students employed part-time by Wegmans and other HW-SC employers, on a year-round basis³

Define and clearly communicate skills-based career pathways for all staff

WHAT IS IT & WHY IT MATTERS

Defined career pathways offer employees a **transparent view** of career growth and upward mobility i.e., what is expected of them to advance, and how they can take ownership of their growth path

They also empower managers by offering a **framework to support employee advancement** through individualized coaching, skill development, and planning

Diverse talent struggles to advance

3 of 5

Black workers in the US are in front-line jobs¹; America's low-wage workforce is disproportionally women, Black, and Latinx²

Clear career paths drive engagement

2.9x

Higher likelihood of engagement for entry-level talent who see good opportunities to learn and grow³

ADOPTION CONSIDERATIONS

- ✓ **Articulate pathways**—clearly define the skills and competencies needed for advancement within the organization
- ✓ **Be transparent**—ensure that all employees have visibility into the internal career paths available
- ✓ **Equip managers**—enable managers to help their direct reports see access to and pursue different career paths
- ✓ **Invest in skill development**—help employees gain access to training, resources, and coaching to pursue advancement opportunities

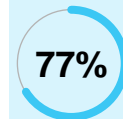
CASE STUDY



Provides **transparent and easily accessible information** on promotion track and salary progression (via org. website)

All new hires receive a **development journal** as tool for managers to track success and monitor growth

Interactive online portal to learn about benefits for “crew members”



...of Managers promoted to Apprenticeships in 2020 (i.e., internally promoted via the established career path)⁵

Provide family-sustaining wages and benefits to all employees

WHAT IS IT & WHY IT MATTERS

Living wages are defined as the amount a family of 4 would need to **cover their basic needs** in the metropolitan area or county in which an organization operates

Supplementary benefits are also critical to supporting employee wealth creation and should include: health insurance, sick leave, and retirement options

Low-paying jobs are common for URMs

43%

...of Black workers earn less than \$30K per year, compared to 29% of non-Black workers¹

Core benefits are critical for building equity

1 of 3

...low-wage workers has access to health insurance; 50%+ retail and food service workers receive schedules <1 week in advance²

ADOPTION CONSIDERATIONS

- ✓ **Lay the groundwork**—understand what a family-sustaining wage is in all your operating locations [using MIT's Living Wage Calculator](#)
- ✓ **Be comprehensive**—analyze wages and benefits for all role types in your workforce, including part-time employees and contract workers
- ✓ **Ensure pay equity**—commit to engaging in a comprehensive pay equity audit every one to two years, share findings transparently, and address any gaps

CASE STUDY

BANK OF AMERICA 

In 2022, announced its **second minimum wage increase** in two years (first in 2020) for U.S. workers³

Targeting \$25 / hr. by 2025, up from \$20 today (\$11.30 in 2010)

Expected to impact 50K employees across bank

Also began requiring it's dedicated U.S. vendors to pay their ~40K employees a minimum of \$15/hour

Offers **industry-leading benefits** such as: 16-week paid parental leave⁴

*"A core tenet of responsible growth...includes **providing strong pay and competitive benefits** to help them and their families, so that we continue to attract and retain the best talent."*

CHRO



CONSIDERATIONS AND NEXT STEPS




Summary of key recommendations

- Consider **investing in developing new talent pipelines for jobs** with community-based organizations and community colleges that can pre-train talent for key recurring hiring needs, **particularly those that offer healthcare certifications and train for IT related skills**
- Adopt **skills first employment practices**, such as **removing 4-year degree requirements** for selected positions in order to access talent with lower educational attainment than specified in a job description
- Consider developing **work-based experience programs** as a pipeline of diverse talent, building pathways for jobs for Philadelphia's young talent and **addressing the limited diversity** in the region's technology roles
- Consider building **internal pathways for developing talent** from stepping-stone jobs into middle-skills jobs, particularly through upcoming apprenticeship programs
 - Consider partnering with skilling organizations to **support upskilling and training** for incumbent talent into middle-skills roles and beyond
 - **Train managers** to support development and promotion of Opportunity Talent and make it a performance and evaluation metric
- **Review wages** for healthcare jobs and consider equity and retention implications of raising wages where needed to meet or exceed local living wage rates

Summary of key data to support new practice adoption

		Relevant data (by page number)		
	Recommendation	Case Study	Healthcare	Technology
1	Develop talent pipelines for Opportunity Talent	38	21, 24	31, 34-35
2	Adopt a skills-first approach to talent acquisition	39	22-23	32-33
3	Build diverse talent pipelines via work-based experiences	40	n/a	n/a
4	Define and communicate skills-based career pathways for all staff	41	22-24	32-35
5	Provide family-sustaining wages and benefits for all employees	42	20	30

A blue-tinted photograph of a city skyline at night, featuring several tall skyscrapers and a bridge with lights reflecting in the water below. The image serves as a background for the text.

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