

Date: June 2014

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To: District of Columbia Zoning Commission

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Subject: McMillan Redevelopment  
Post-Hearing Submission  
OpportunityMcMillan – Job Preparation &  
Training Strategy

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From: Vision McMillan Partners (“VMP”)

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## ***INTRODUCTION***

As requested, VMP has prepared a preliminary outline of the workforce development strategy for the McMillan redevelopment project (the “**Project**”) which we are calling the OpportunityMcMillan Initiative (the “**Initiative**”).

This program has been developed in conjunction with the Community Foundation for the National Capital Region (the “**Foundation**”) in an effort to maximize the number of District residents, and Ward 5 residents, able to take advantage of the significant number of permanent and construction jobs that will be created by the Project.

This document includes an explanation of the Initiative’s overall strategy, along with supporting documentation in **Exhibits 1-6**, which VMP will continue to refine and update as the Project progresses. Given the complexity of the Initiative, and the significant number of additional parties involved<sup>1</sup>, the strategy contained within this document will obviously evolve over time. At this early stage, given that no formal agreements have yet been developed between VMP, the Foundation, DOES, or any of the other entities that may be involved in the Initiative, these details should be considered illustrative. That being said, VMP and the Foundation have spent a significant amount of time and effort over the past 2 years developing and refining these strategies and are fully committed to executing on them subsequent to the Project receiving key entitlements and approvals.

Please note that VMP has agreed to two significant commitments as a part of its case currently before the Zoning Commission. These commitments are not only significant due to their magnitude, but are also critical in that they will ensure that the Initiative receives a significant level of initial support to ensure it can get up and running in advance of the Project’s completion:

1. VMP will contribute a total of \$1,000,000 into a fund<sup>2</sup>, which we propose to be managed by the Foundation, which will make contributions and payouts to the various components of the Initiative outlined below. A schedule and budget for the contribution and distribution of these funds is included in **Exhibit 3** and **Exhibit 4**.
2. VMP will build a permanent job training center to house the Initiative within the healthcare facilities being developed on Parcel 1 of the Project<sup>3</sup>. This job training center will be built and

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<sup>1</sup> Additional parties could include the District government, workforce development and educational partners and the Project’s future tenants, among others.

<sup>2</sup> See page 5 for additional details on the OpportunityMcMillan Fund

<sup>3</sup> See page 7 for additional details on the Washington Center for Health Careers

opened simultaneously with the Parcel 1 healthcare facilities. A revised floor-plan for this facility indicating potential locations for the jobs center is included in **Exhibit 5**.

The purpose of this memo is to outline the Initiative's framework, and the purpose of that framework is twofold. First, the Initiative must be capable of effectively deploying the workforce development proffers being provided by VMP through the Project. Second, the Initiative should be created such that it has the ability to evolve and expand as more partners and expertise is added over time so that it could live beyond the scope of the Project, if such an evolution of this platform is deemed useful and appropriate.

The Initiative is not intended to recreate or duplicate efforts currently being pursued by other organizations, or by the District government, but instead should serve as a vehicle to coordinate and focus existing efforts, pioneering new ones where appropriate, and ensuring that this important component of the Project is maintained up to and beyond the Project's completion.

### ***STRATEGY OVERVIEW***

In 2012, VMP began working in conjunction with the Community Foundation for the National Capitol Region to develop this strategy. As a recognized community leader in workforce development with extensive experience helping business partners meet their philanthropic goals, the Foundation is an ideal partner to help VMP and the Project's future tenants implement the Initiative.

Based upon our initial thoughts and research, the Initiative will have three core components, which should be performed in sequential order:

1. A Detailed Demand Analysis
2. The OpportunityMcMillan Fund
3. The Washington Center for Health Careers

### ***STRATEGY COMPONENTS***

#### **1. Detailed Demand Analysis**

First, the Initiative will perform a detailed demand analysis to estimate how many workers with which skills and credentials will be needed by the Project's contractors and tenants including which occupations and a timeline. This analysis will be conducted by an expert consultant hired by the Foundation and paid for by the Fund.

This demand analysis will include recommendations that will shape the future education and training grant-making activities of the Fund and should incorporate:

- Analysis of labor market information, including Bureau of Labor Statistics and DOES Office of Labor Market Research and Information data;
- Conversations with VMP and potential future tenants to estimate their current and projected workforce needs; and

- A scan of existing workforce development and education providers along the Michigan Avenue corridor currently engaged in similar activities.

A sample of the types of labor market analysis and Bureau of Labor Statistics data that might be included has been summarized in **Exhibit 1** which illustrates the broad range of careers within the healthcare industry, the typical education and training necessary to be able to pursue these careers, and a sample of the current national average wages for selected careers.

All information included in this Exhibit was obtained from the United States Department of Labor Bureau of Labor Statistics website:

<http://www.bls.gov/ooh/healthcare/home.htm>

## 2. The OpportunityMcMillan Fund

As a part of the proposed community benefits package VMP has committed to, \$1,000,000 will be put toward the creation of the OpportunityMcMillan Fund (the “Fund”). As outlined in **Exhibit 2**, the specific VMP proffers being offered are described in the zoning order as follows:

- \$300,000 for scholarships for community residents to pursue higher education, training or job-related certification, encouraging “legacy” career paths such as civil engineering, landscape architecture, or on-site jobs in the medical field, with a preference for Ward 1 and 5 residents, to the extent permitted by law.
- \$700,000 directed to organizations whose mission includes workforce development, to create true “career paths” for District residents through readiness, training and placement in on-site or other employment opportunities, and which have a demonstrated track record for successful job placement and retention of District residents.

Both of these activities will be handled by the Fund which will be administered by the Foundation. A budget and timeline for how and when these VMP contributions would be made into and dispersed out of the Fund has been included in **Exhibit 3** and **Exhibit 4**.

The Fund will be structured such that it is open and available for additional contributions above and beyond the VMP contributions so that future tenants, other philanthropic organizations, or the District government can all pool resources intended to support the Initiative if they so choose.

The Fund will be professionally managed by the Foundation and staff from the Foundation will work with VMP and any other future donors or their designees to select grant recipients. In addition, an Advisory Committee will be created that will work with the Foundation to recommend grants from the Fund. This Advisory Committee could include representatives from the following key stakeholders:

- VMP representatives
- Neighborhood representatives
- Future tenant representatives
- District government representatives
- Other key community stakeholders
- Workforce development experts

## ***FUND INVESTMENTS***

The Fund's primary investment strategy has three phases:

1. Construction Training and Hiring Program
2. Job Placement Program
3. Creating Sustainable Economic Opportunity

Additional detail for each phase has been provided below and a projected timeline and overall budget for the Fund has been included in **Exhibit 3** and **Exhibit 4**.

### *Phase 1 – Construction Training and Hiring Program*

#### **Goals:**

- Connect District workers to construction career opportunities at the Project
- Help VMP's general contractors meet First Source and other hiring goals

#### **Approach:**

- Consult with employers to identify projected hiring needs
- Solicit proposals from education and training providers interested in recruiting, training, and placing District residents in construction jobs at the Project
- Award up to \$150,000 in grants over two (2) years

#### **Timing:**

- Start – Pre-construction phase
- Duration – 2-3 years

### *Phase 2 – Job Placement Program*

#### **Goals:**

- Provide information and guidance to District residents seeking employment with future tenants of the Project
- Help future tenants of the Project recruit and retain a skilled workforce that utilizes talent in nearby communities

#### **Approach:**

- Partner with the DC Workforce Investment Council (the "WIC"), DC Department of Employment Services ("DOES"), and/or other partners to open a temporary jobs center to provide information on employment opportunities, assist employers with candidate recruitment and screening, and help place District residents in jobs at the Project
- Provide pro-bono space for jobs center and up to \$50,000 to partners to help cover staffing, IT, and related expenses

#### **Timing:**

- Start – Construction phase
- Duration – Ongoing

### Phase 3 – Creating Sustainable Economic Opportunity

#### Goals:

- Create sustainable mechanisms that will help to ensure that District residents benefit from career and business opportunities at the Project now and in the future

#### Approach:

- Invest up to \$700,000 in the following two strategies (should be tailored based on the findings of the Detailed Demand Analysis outlined in #1 above):
  - *Community Economic Development Fund*
    - Examples include:
      - CityFirst Enterprises Community Wealth Building Initiative
      - Locally-owned small business capital
  - *Education and Job Training Program Scholarships*
    - Grants to local schools, universities and nonprofits to provide education and training that will accomplish the following goals:
      - Help District residents acquire the skills they need to take advantage of career opportunities created by the Project
      - Meet the goals of the VMP community proffer outlined above designed to ensure that community residents, with a preference on residents from Wards 1 and 5, are able to take advantage of the opportunities created by these grants.
  - *Washington Center for Health Careers (the “WCHC”)*
    - The WCHC would serve as a healthcare workforce intermediary partnering with the future tenants of the Project and other local healthcare employers, schools and nonprofits to offer training of in-demand health careers.
    - Programming could include some or all of the following:
      - Career coaching
      - ESOL, Adult Literacy, GED classes for entry-level workers
      - On-site health careers training via university partnerships and/or classes taught by tenant staff as pro-bono faculty
      - Explore Health Careers program for District high school students
      - Centralized clinical placement system

#### Timing:

- Start – Construction phase
- Duration – Ongoing

### ***UNDERLYING WORKFORCE DEVELOPMENT PHILOSOPHY***

The Fund’s initial workforce development strategies should be based on the needs of local residents and the Project’s future tenants and should primarily focus on the following types of occupations:

Entry-level

- Employment opportunities that allow residents with limited recent employment and/or barriers to employment to gain work experience and connect to career pathways leading to family-sustaining careers

Middle-skill

- Employment opportunities that require more than a high school diploma but less than a 4-year college degree. The targeted middle skill jobs will provide workers with family-sustaining income and opportunities for advancement.

Some specific occupations that participants in the Initiative might train for could include the following:

| INDUSTRY                        | ENTRY-LEVEL JOBS  | MIDDLE-SKILL JOBS   |
|---------------------------------|---|---|
| Business Administration         | File Clerks<br>Mailroom Assistants                          | Administrative Assitants<br>Computer Support Specialists                |
| Construction                    | Laborers  | Electricians<br>Plumbers<br>Solar Installers<br>HVAC technicians        |
| Healthcare                      | Patient Transport<br>Environmental Services<br>Food Service | Lab Technicians<br>Respiratory Therapists<br>Billing/Coding Specialists |
| Hospitality/Restaurants         | Dishwashers<br>Bellhops/Valets                              | Restaurant Managers<br>Chefs  |
| Property Management/Maintenance | Security Guards<br>Groundskeepers<br>Tour Guides            | Property Managers<br>Certified Apartment Maintenance Techs              |
| Retail                          | Clerk   | Managers  |

Ultimately, OpportunityMcMillan training for both entry-level and middle-skill occupations should connect all workers to career pathways that allow for continued advancement with additional training and work experience.



The timing of all education and training investments will need to be aligned as best as possible with the Project’s and its tenants projected needs. One possible approach might be the following:

| Phase               | Goals  | Proposed Activities  | Relevant Prior Examples  |
|---------------------|--|--|--|
| Pre-Construction    | <ul style="list-style-type: none"> <li>Connect DC workers to short-term construction career opportunities at McMillan</li> <li>Help McMillan contractors meet First Source and other hiring goals</li> </ul>   | <p><i>Construction Training and Employment Program</i></p> <ul style="list-style-type: none"> <li>Consult with employers to identify projected hiring needs</li> <li>Solicit proposals from highly-qualified community partners interested in recruiting, training, and placing DC residents in jobs</li> <li>Select partners, issue grants, and implement programming</li> <li>Monitor outcomes and manage performance</li> </ul>   | <p>Baseball stadium construction project</p> <p>DC Workforce Intermediary</p>  |
| During Construction | <ul style="list-style-type: none"> <li>Connect DC workers to new jobs created by McMillan tenants</li> <li>Help McMillan tenants recruit and retain a skilled workforce that utilizes talent in nearby communities</li> </ul>  | <p><i>Tenant Training and Employment Program</i></p> <ul style="list-style-type: none"> <li>Consult with employers to identify projected hiring needs for tenants in healthcare, retail, and other industries that anticipate significant hiring</li> <li>Solicit proposals from highly-qualified community partners interested in recruiting, training, and placing DC residents in jobs</li> <li>Select partners, issue grants, and implement programming</li> <li>Monitor outcomes and manage performance</li> </ul> <p><i>Optional: Community Wealth Building Program</i></p> <ul style="list-style-type: none"> <li>Consult with tenants to explore vendor needs (e.g. laundry, landscaping, environmental services)</li> <li>If warranted, solicit proposals from highly-qualified community partners interested in launching social enterprises or employee-owned businesses or incubating local small-businesses to compete for vendor contracts</li> <li>Select partners, issue grants, and implement programming</li> <li>Monitor outcomes and manage performance</li> </ul> | <p>Walmart Washington@Work</p> <p>DC Convention Center Hotel Hiring Initiative (Goodwill, UDC-CC, Progressive Partners)</p> <p>Costco</p> <p>CityCenterDC Opportunity Grants</p> <p>CityFirst Community Wealth Building Initiative</p> |
| Post-Construction   | <ul style="list-style-type: none"> <li>Allow entry- and mid-level McMillan workers and DC residents to advance their skills and credentials so they can qualify for better-paying, higher-skilled jobs at McMillan</li> <li>Meet the workforce/hiring needs of McMillan tenants</li> </ul> | <p><i>Career Advancement Program</i></p> <ul style="list-style-type: none"> <li>Consult with employers to identify internal career pathways that allow entry- and mid-level workers to advance to better-paying, in-demand jobs</li> <li>Solicit proposals from highly-qualified community partners interested in helping workers advance along the specified career pathways by increasing their skills and credentials</li> <li>Provide funding to selected partners to provide scholarships and other supports to participating workers</li> <li><i>Optional: Provide services on-site using pro-bono space provided by Trammell Crow (e.g., Washington Center for Health Careers)</i></li> <li>Monitor outcomes and manage performance</li> </ul>  | <p>Career Navigators Initiative</p>  |

The Washington Center for Health Careers

A significant component of VMP's commitment to this Initiative is the creation of a state-of-the-art job training center within the healthcare facilities to be developed on Parcel 1 which will be the future home of the Washington Center for Health Careers.

A revised site plan for the Michigan Avenue level of these facilities has been included as **Exhibit 5** and shows potential locations for this job training center which will be constructed and opened at the same time as the Parcel 1 healthcare facilities.

This facility which will be a minimum of 5,000sf, will be fully programmed and planned prior to the start of construction and, upon completion, and will be dedicated toward operations of the Initiative as long as it remains in existence and desires to maintain a physical presence within the Project.



## Exhibit Listing

**Exhibit 1**

Healthcare Employment Statistics

**Exhibit 2**

Public Benefits Commitments

**Exhibit 3**

OpportunityMcMillan Preliminary Budget

**Exhibit 4**

OpportunityMcMillan Preliminary Timeline

**Exhibit 5**

Revised Parcel 1 Floorplan

**Exhibit 6**

OpportunityMcMillan Initiative Summary

Exhibit 1:  
Healthcare Employment Statistics

| Category                             | Position  | Education   | Average Salary Range   | Specialization Areas   |
|--------------------------------------|---|---|--|--|
| Practitioner & Technical Occupations | Physician/Surgeon   | 4 years - College/University <b>AND</b> 4 years - Medical School <b>AND</b> 3-8 years - Internship & Residency  | \$187,200 and up (Physician)<br>\$66,160 (Chiropractor)<br>\$149,310 (Dentist)<br>\$55,240 (Dietitian)<br>\$97,820 (Optometrist)<br>\$116,670 (Pharmacist)                                   | Chiropractor, Dentist, Oral & Maxillofacial Surgeon, Orthodontist, Prosthodontist, Dietitian, Nutritionist, Optometrist, Pharmacist, Anesthesiologist, Family & General Practitioner, Internist, OBGYN, Peds, Psychiatrist, Heart Surgeon, Brain Surgeon, Plastic Surgeon, Physician Assistant, Podiatrist |
|                                      | Nursing   | 4 years - College/University <b>OR</b> 2-3 years - Community/Junior College (Associate Degree) <b>OR</b> 3 years - Hospital Certification/Diploma   | \$41,540 (LPN/LVN)<br>\$96,460 (APRN)<br>\$65,470 (RN)   | Registered Nurse (RN), Licensed Practical Nurse (LPN), Licensed Vocational Nurse (LVN), Nurse Anesthetist, Nurse Midwife, Nurse Practitioner   |
|                                      | Therapist   | 4-5 years - College/University <b>OR</b> 2-3 years - Community/Junior College (Associate Degree)  | \$69,720 (Audiologist)<br>\$56,800 (Genetic Counselor)<br>\$75,400 (Occupational Therapist)<br>\$55,870 (Respiratory Therapist)  | Audiologist, Occupational Therapist, Physical Therapist, Radiation Therapist, Recreational Therapist, Respiratory Therapist, Speech-Language Pathologist, Veterinarian, Genetic Counselor  |
|                                      | Laboratory Scientists, Technicians & Technologists  | 4 years - College/University <b>OR</b> 2-3 years - Community/Junior College (Associate Degree) <b>OR</b> 1-3 years - Hospital/Vocational/Technical School Certification <b>OR</b> Armed Forces                                      | \$70,210 (Dental Hygienist)<br>\$47,820 (Laboratory Scientist)   | Dental Hygienist, Medical & Clinical Laboratory Technologist and Technician  |
|                                      | Diagnostic Related Technologist/Technician  | 4 years - College/University <b>OR</b> 2-3 years - Community/Junior College (Associate Degree) <b>OR</b> 1-3 years - Hospital/Vocational/Technical School Certification <b>OR</b> Armed Forces                                      | \$60,350 (Cardio Tech)<br>\$70,180 (Nuclear Med Tech)  | Cardiovascular Technologist/Technician, Diagnostic Medical Sonographer, Nuclear Medicine Technologist  |
|                                      | Radiologic Technologist/Technician  | 4 years - College/University <b>OR</b> 2-3 years - Community/Junior College (Associate Degree) <b>OR</b> 1-3 years - Hospital/Vocational/Technical School Certification   | \$55,910 (MRI Tech)  | Computed Tomography (CT) Technologist, Magnetic Resonance Imaging (MRI) Technologist   |
|                                      | Health Diagnosing & Treating Practitioner Support Technician<br>Pharmacy Technician                                       | 4 years - College/University <b>OR</b> 2-3 years - Community/Junior College (Associate Degree) <b>OR</b> 1-3 years - Hospital/Vocational/Technical School Certification <b>OR</b> High School Diploma (EMT/Paramedic/Pharmacy Tech) | \$31,020 (EMT & Paramedic)<br>\$29,320 (Pharmacy Technician)<br>\$41,790 (Surgical Technologist)<br>\$30,290 (Vet Tech)  | Emergency Medical Technician/Paramedic, Dietetic Technician, Pharmacy Technician, Psychiatric Technician, Surgical Technologist, Veterinary Technologist/Technician  |
|                                      | Other   | 4 years - College/University <b>OR</b> 2-3 years - Community/Junior College (Associate Degree) <b>OR</b> 1-3 years - Hospital/Vocational/Technical School Certification <b>OR</b> High School Diploma (Optician only)               | \$42,690 (Athletic Trainer)<br>\$34,160 (HIT)<br>\$34,020 (Transcriptionist)<br>\$66,790 (OHSS)  | Medical Records & Health Information Technician, Optician, Occupational Health & Safety Specialist, Athletic Trainer, Medical Transcriptionist   |
|                                      | Physiatric/Home Health Aide<br>Nursing Aide/Orderly/Attendant<br>Misc. Healthcare Support Occupation<br>Medical Assistant | High School Diploma <b>OR</b> less than High School Diploma w/ Technical Certification  | \$34,500 (Dental Assistant)<br>\$20,820 (Home Health Aide)<br>\$35,970 (Massage Therapist)<br>\$29,370 (Medical Assistant)<br>\$24,400 (Nursing Assistant)<br>\$33,330 (Dispensing Optician) | Occupational Therapist Assistant, Pharmacy Aide, Physical Therapist Assistant, Medical Transcriptionist, Massage Therapist, Dental Assistant, Home Health Aide, Nursing Assistant, Orderly, Dispensing Optician  |

Source: <http://www.bls.gov/ooah/healthcare/home.htm> (Publish Date - January 8, 2014)

Exhibit 2:  
Public Benefits Commitments

The following language is an excerpt from the list of VMP's (or the Applicant's) commitments to ANC 5E on public benefits and amenities. In its post-hearing submission of June 23, 2014, VMP has requested that the Zoning Commission make the provision of these benefits a condition of approval of Z.C. Order No. 13-14.

Community Benefits: The Applicant shall provide the following community benefits:

- \$1,000,000 as a workforce development fund to be coordinated by the Community Foundation of National Capital Region ("CFNCR").
  - \$300,000 for scholarships for community residents to pursue higher education, training or job-related certification, encouraging "legacy" careers paths such as civil engineering, landscape architecture, or on-site jobs in the medical field, with a preference for Ward 1 and 5 residents, to the extent permitted by law.
  - \$700,000 directed to organizations whose core mission is workforce development, to create true "career paths" for District residents through readiness, training and placement in on-site or other employment opportunities, and which have a demonstrated track record for successful job placement and retention of District residents.

## Exhibit 3:

OpportunityMcMillan Preliminary Budget

# PROPOSED BUDGET

| Project                                    | VMP Financed | VMP Pro Bono     | Partner Contributions   |
|--|--------------|------------------|---|
| Construction Training and Hiring Program   | \$ 150,000   |                  | <ul style="list-style-type: none"> <li>Contractor input on hiring needs</li> </ul>  |
| Job Placement Program                      | \$ 50,000    | Space, utilities | <ul style="list-style-type: none"> <li>DOES Jobs Center staffing</li> <li>Tenant input on hiring needs</li> </ul>   |
| Sustainable Economic Opportunity           | \$ 700,000   | Space, utilities | <ul style="list-style-type: none"> <li>Aligned funding from tenants and community partners for education and training grants, scholarships, etc.; pro bono staff time; etc.</li> <li>Washington Center for Health Careers space built inside of Parcel 1 healthcare facilities</li> </ul> |
| Consulting Support For Planning & Research | \$ 45,000    |                  |   |
| Grants Management & Oversight              | \$ 55,000    |                  |   |
| TOTAL                                      | \$ 1,000,000 |                  |   |

## Exhibit 4:

### OpportunityMcMillan Preliminary Timeline



PRE-CONSTRUCTION PHASE

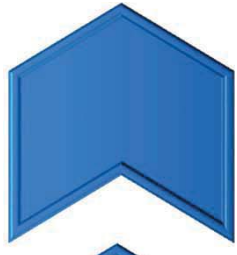
2014

2015

2016

2017

2018



ENTITLEMENTS



McMILLAN PERMITTING

TENANT OCCUPANCIES

McMILLAN CONSTRUCTION (ALL PHASES)

CORE COMPONENTS OF THE INITIATIVE

DETAILED DEMAND ANALYSIS

OPPORTUNITY McMILLAN FUND

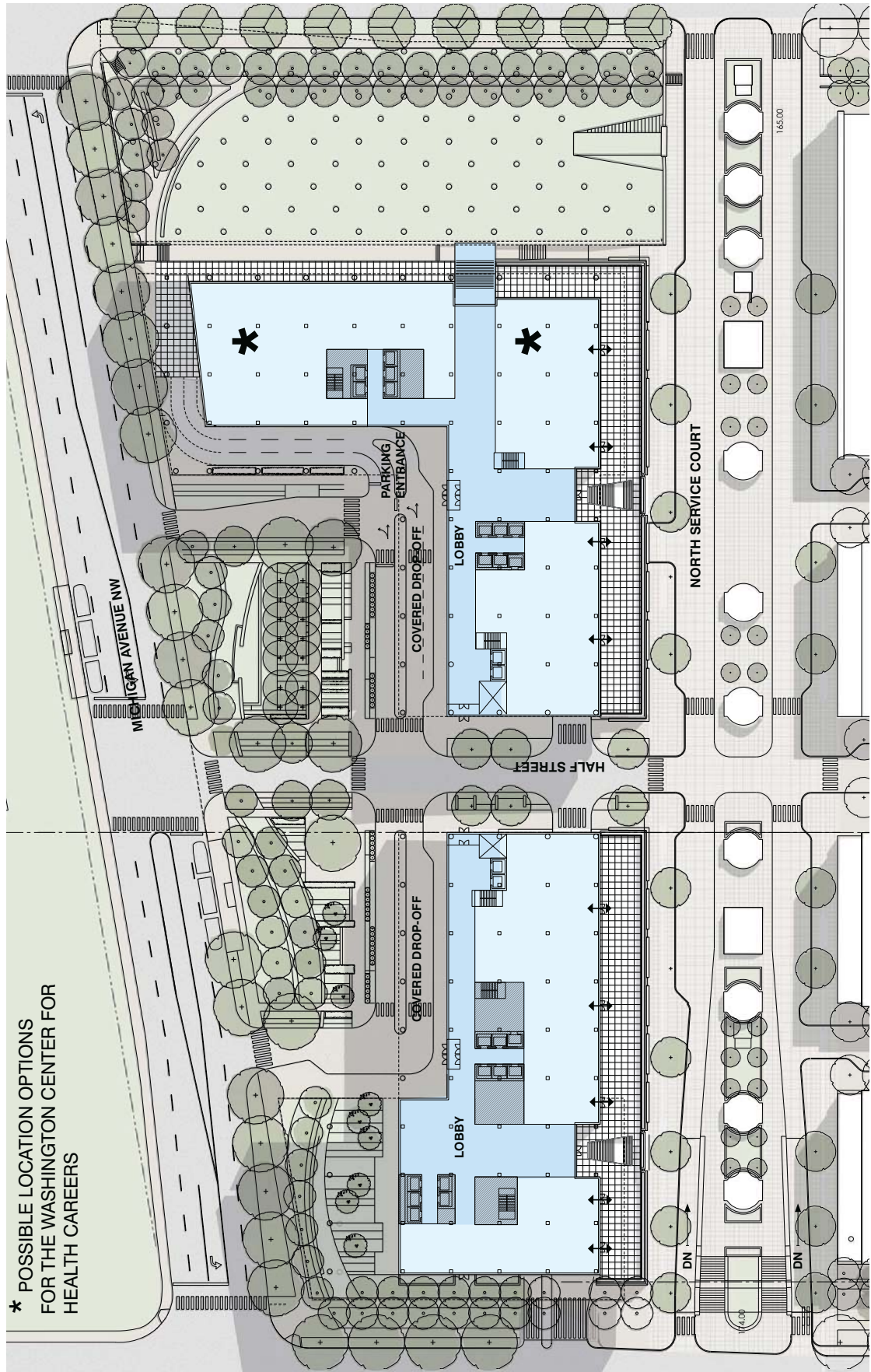
WASHINGTON CENTER FOR HEALTH CAREERS

CONSTRUCTION TRAINING AND HIRING PROGRAMS

PERMANENT JOB PLACEMENT PROGRAMS

**Exhibit 5:**  
Revised Parcel 1 Floorplan

**\* POSSIBLE LOCATION OPTIONS  
FOR THE WASHINGTON CENTER FOR  
HEALTH CAREERS**



- NOTES:**
1. Interior plan layouts are conceptual and shown for illustrative purposes only. Final layouts may vary.
  2. Refer to Loading Diagram for truck maneuvering information.
  3. Refer to Landscape Diagram for additional landscape information.



**M c H W**

WASHINGTON, DC

**MICHIGAN AVENUE LEVEL PLAN**

Vision McMillan Partners Trammell Crow Company

shalom baranes associates architects

JUNE 10, 2013

## Exhibit 6:

### OpportunityMcMillan Initiative Summary

## COMMUNITY INVESTMENT

### **Opportunity McMillan Fund**

**\$1 million** investment in education, training, and job efforts designed to connect DC residents – particularly those in nearby neighborhoods – to career and business opportunities at McMillan

Grants will be awarded competitively by the Community Foundation for the National Capital Region working in partnership with a Community Advisory Board

### **Washington Center for Health Careers**

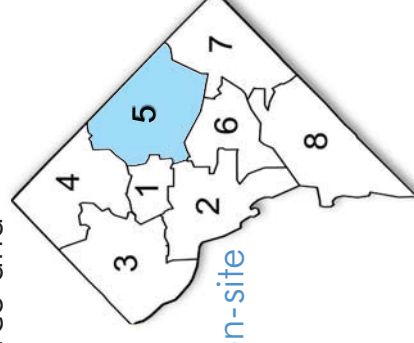
Minimum of 5,000sq feet of **free classroom / meeting space** at McMillan reserved for on-site classes, provided by **Opportunity**McMillan Fund guarantees and other groups preparing workers for health careers

## PRO BONO CONTRIBUTIONS

### **Construction Jobs**

**Engaging contractors and tenants** to document projected hiring needs, so District residents can train and compete for new jobs emerging from the McMillan development and employers can satisfy First Source and other hiring requirements

Free office space for a temporary **on-site Jobs Center** during initial hiring



# Vision McMillan Partners



**\$ — \$1 MILLION**

**Opportunity McMillan Fund**

## Near Term

### Entry Level Jobs

**Education Level:** High School  
**Job:** Patient Transport  
**Wages:** \$8-15/hr

#### IDEA

Construction training Programs

#### EXISTING MODEL

CSA Pre-Apprenticeship Training

#### POTENTIAL PARTNERS

CSA, UPO, WIC, DOES

#### IDEA

Healthcare Training Programs

#### EXISTING MODEL

Career Navigators Initiative

#### POTENTIAL PARTNERS

Washington Hospital Center, CNMC, VA, National Rehab

## Mid Term

### Middle Skill Jobs

**Education Level:** High School Diploma/GED + CPR + Certificate  
**Job:** Pharmacy Technician  
**Wages:** \$15-20/hr

#### IDEA

McMillan Tenant Training Programs

#### EXISTING MODEL

Washington @ Work UDC Workforce Development Program

#### POTENTIAL PARTNERS

McMillan tenants UDC, WIC, Trinity University, DOES

## Mid Term

#### IDEA

Washington Center for Health Careers

#### EXISTING MODEL

Universities at Shady Grove

#### POTENTIAL PARTNERS

VMP, McMillan tenants, UDC, Trinity, Catholic, Howard, Georgetown, GW, Gallaudet, WHC, VA, CNMC, NRH, DOES

## Long Term

### Advanced Jobs

**Education Level:** PharmD (4-years)  
**Job:** Pharmacist  
**Wages:** \$50/hr

## Long Term