

**Workforce Investment Council**  
 FY2026 – FY2027 Budget Oversight Hearing Questions

**1. Please provide the following budget information for the agency for FY26 and FY27, including the amount approved and expenditures to date.**

- a) At the agency level, please provide the information broken out by source of funds and by Comptroller Source Group and Comptroller Object;
- b) At the division level, please provide the total operating budget and expenditures, including FTEs, program and activity costs, dedicated taxes/revenues, special purpose funds, grants, and MOUs attributed to the work and achievements of the agency sub-division. Also include any amount of funds generated by each sub-division;
- c) At the program level, please provide the information broken out by source of funds and by Comptroller Source Group and Comptroller Object; and
- d) At the activity level, please provide the information broken out by source of funds and by Comptroller Source Group.

**Response 1A-1D**

For FY2025, the WIC's approved local budget GW0 was **\$3,294,914.18**

- **\$1,994,914.18** in Local Funds GW0
- **\$1,300,000.00** in Federal Grants via WIOA MOU with DOES CF0

For FY2026, the total approved budget is **\$2,967,692.58**.

- **\$1,767,692.58** in Local Funds GW0
- **\$1,200,000.00** in Federal Grants via WIOA MOU with DOES CF0

For FY2027, the total approved budget is **\$1,226,329.34**

- **\$1,226,329.34** in Local Funds GW0
- **Funding Pending NTE \$1,200,000.00** Federal Grants via WIOA MOU with DOES CF0

**Table 1a Agency Budget by Source of Funds FY25, FY26, & FY27**

Source of Funds	FY25 Approved Budget	FY26 Approved Budget	FY27 Approved Budget	
<b>Local Funds (Fund 1010001)</b>	\$1,994,914.18	\$1,767,692.58	\$1,226,329.34	
<b>Federal Grants / WIOA MOU (Fund 4020002)</b>	\$1,300,000.00	\$1,200,000.00	N/A	
<b>AGENCY TOTAL</b>	<b>\$3,294,914.18</b>	<b>\$2,967,692.58</b>	<b>\$1,226,329.34</b>	

**Response 1B:**

The DC Workforce Investment Council (WIC) operates as a single-division agency under Cost Center 40271. For FY2027, local approved budget is \$1,226,329.34 with federal pending funds NTE \$1,300,000.00, the agency's FY2026, the total operating budget is \$2,967,692.58, consisting of \$1,767,692.58 in Local Funds and \$1,200,000.00 in Federal Funds administered through a WIOA Memorandum of Understanding (MOU) with the Department of Employment Services (DOES).

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**FTEs and Staffing**

The WIC currently operates with 10 approved full-time positions, a reduction from 13 positions due to budget constraints. The following positions were eliminated:

- Program Manager, Data Analyst, and Program Analyst  
These positions were permanently removed and are not held as vacancies. All 10 remaining positions are filled. The reductions required the agency to streamline operations and prioritize core statutory functions, including oversight, compliance, and policy guidance. However, it has also reduced capacity in key areas such as data analysis, performance monitoring, and training provider oversight.

**Program and Activity Costs**

Although the WIC is not a direct service provider, its budget supports oversight and coordination of the District’s workforce system through the following functional areas:

- W.I.C. Administration (400388): Covers personnel, contracts, IT systems, and administrative operations that enable the WIC to carry out its statutory responsibilities under WIOA.
- W.I.C. Council (400389): Supports board governance, professional services, and stakeholder engagement.
- Federal Workforce Activities (via WIOA MOU): Federal funds support system-wide workforce activities, including:
  - American Job Center (AJC) operations
  - WIOA Adult and Dislocated Worker services
  - WIOA Youth programming

These funds are allocated across personnel and non-personnel services, including staffing support, contracts, and programmatic coordination.

**MOU and Federal Funding Structure**

The WIC receives \$1.2 million in federal WIOA funding through an MOU with DOES, which supports the WIC’s role in:

- Oversight of the One-Stop Operator (OSO)
- American Job Center (AJC) system coordination
- WIOA State Plan development and modification
- AJC recertification (required every three years)
- Eligible Training Provider List (ETPL) oversight and compliance
- Technical assistance and policy development
- State EO Oversight

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These functions are funded through WIOA Adult, Dislocated Worker, and Youth funding streams, as further detailed in Question 9.

**Grants, Investments, and Budget Reductions**

FY2027 local funds, the WIC administers \$275,000 in Grants and Gratuities, which support targeted workforce investments aligned with sector strategies.

FY2026 local funds, the WIC administers \$406,000 in Grants and Gratuities, which support targeted workforce investments aligned with sector strategies.

This reflects a reduction of \$131,000 from the prior year, driven by budget constraints. As a result, the WIC has shifted from broad pass-through funding to a more targeted, performance-driven investment approach, focusing on high-impact initiatives such as Talent Capital AI.

**Revenue and Special Purpose Funds**

The WIC does not generate revenue, collect taxes, or administer special-purpose funds. The agency is funded entirely through local appropriations and federal workforce funding administered through DOES.

2. *Please provide the following budget information for the agency within FY 25 and FY26 to date regarding the agency’s FTEs.*

**Response:**

- FY2025 FTE count (9.07) reflects position-level funding distribution from PeopleSoft. Three positions were vacant: Data Analyst (Grade 12, \$80,784), Program Analyst (Grade 12, \$80,784), and Workforce Investment Specialist (Grade 13, \$93,069).
- FY2026 to date reflects 10 filled positions following the hiring of the Workforce Intermediary (Grade 13, \$93,069). Two vacancies remain: Data Analyst and Program Analyst were removed due to budget reductions.
- All WIC positions are non-union. Pay plans include DS (Career Service), MSS (Management Supervisory Service), and XS (Executive Service). No collective bargaining agreements apply.
- FY2025 personnel cost reflects approved local budget (Account 7011001/7014008). FY2026 cost reflects the sum of filled position salaries as of March 2026.

	Total Number of FTEs	Total Cost of FTEs	Total Number of Vacancies	Total Cost of FTE Vacancies	Total Cost of Unionized FTEs	Total Number of Annual Leave Hours Taken
<b>FY 2025</b>	9.07	\$971,530.43	3	\$254,637.00	N/A	To be provided by DCHR
<b>FY 2026</b>	10.00	\$1,245,639.00	0	N/A	N/A	To be provided by DCHR

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3. ***Please list all spending levels from FY25, FY26, and the proposed FY27 agency budget, broken down by:*** Source of fund (federal, local, grant, special purpose, one-time, or recurring);
- a. Total Dollar Amount expended
  - b. Total Dollar Amount not expended to-date
  - c. Program name and its inception;
  - d. Purpose of program;
  - e. Factors considered in implementing each program;
  - f. Number of residents served, broken down by Quadrants and Wards;
  - g. Targeted population, broken down by Quadrants and Wards;
  - h. Outcome of program (successes and opportunities); and
  - i. Name and title of agency personnel responsible for each program

**Response:** In FY25 and FY26, the DC WIC is redefining how the District invests in its workforce. With tighter budgets and rising expectations, the WIC is moving decisively toward a performance driven model, one that funds what works, measures what matters, and scales what delivers real impact for residents and employers. Positioning itself as the District’s central authority for workforce investments, the WIC is building a system in which accountability is non-negotiable, and every dollar is tied to outcomes. By blending local and federal resources, WIC is advancing sector-based strategies, deepening employer partnerships, and supporting displaced workers with pathways into high-demand careers. The result is a more coordinated, data-informed workforce system built for long-term success.

**Intermediary for High Demand Sector**

**Funding Source:** Local

**Program Name:** Occupational Intermediary

**Inception:** FY2014

**Sunset:** Ongoing

**Funding Levels:**

- o FY2025: \$237,000
- o FY2026: \$202,000
- o FY2027: \$55,000

**Purpose:** To provide targeted training aligned with high-demand healthcare occupations to provide cutting edge occupation for education and training opportunities

**Factors Considered:** Labor market demand, workforce shortages, training provider performance, and ROI.

**Residents Served:** Based on employment gaps

**Population:** District residents pursuing careers through outreach

**Outcome:** Strong outcomes; program paused to reassess efficiency and long-term sustainability

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**Grounded Idealist (Wraparound Support Services)**

**Funding Source:** Federal  
**Program Name:** Grounded Idealist  
**Inception:** FY2026  
**Sunset:** September 2026  
**Funding Levels:** FY2026: \$50,000  
**Purpose:** To provide wraparound services that address barriers to employment and improve retention.  
**Factors Considered:** Participant barriers, retention challenges, and program completion rates  
**Residents Served:** Target: 200 residents  
**Targeted Population:** Residents facing employment barriers and displaced workers  
**Outcome:** Expected improved completion, retention, and employment outcomes

**Talent Capital – UDC Partnership (Data Science & PMP)**

**Funding Source:** Federal  
**Program Name:** Talent Capital – UDC Partnership  
**Inception:** FY2026  
**Sunset:** Pilot  
**Funding Levels:** FY2026: \$145,000  
**Purpose:** To provide high-demand credentials in Data Science and Project Management.  
**Factors Considered:** Employer demand, federal workforce displacement, and wage potential  
**Residents Served:** Target: 50 participants  
**Targeted Population:** Federally displaced workers and career transitioners  
**Outcome:** Expected credential attainment and placement in high-demand jobs  
**Responsible Personnel:** Associate Director of Business Engagement

**Business Sector Roundtables (3-Year Strategy)**

**Funding Source:** Local and Federal  
**Program Name:** Business Sector Roundtables  
**Inception:** FY2025  
**Sunset:** Ongoing  
**Funding Levels:** \$25,000  
**Purpose:** To align workforce investments with employer demand through direct engagement.  
**Factors Considered:** Industry trends, workforce gaps, employer input  
**Residents Served:** Indirect impact  
**Targeted Population:** Employers in key sectors  
**Outcome:** Improved workforce alignment and hiring outcomes  
**Responsible Personnel:** Associate Director of Business Engagement

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**Referral Platform- My Journey DC/Unite US**

**Funding Source:** Local and Federal

**Program Name:** My Journey DC now Unite US

**Inception:** FY2022

**Sunset:** FY2026 (pending funding)

**Funding Levels:**

FY2025: \$215,004

FY2026: \$70,000

**Purpose:** To provide a digital workforce navigation platform.

**Factors Considered:** Accessibility, engagement, system coordination

**Residents Served:** 1,200+ users; 1,000+ referrals

**Targeted Population:** District residents and providers

**Outcome:** Strong engagement; supports system coordination

**Responsible Personnel:** Associate Director of Performance and Impact

**Workforce System Pivot (Frontline & Federal Displaced Workers)**

**Funding Source:** Federal (WIOA) and Local

**Program Name:** Workforce System Pivot

**Inception:** FY2026

**Sunset:** Ongoing

**Funding Levels:**

FY2026: Supported through WIOA and operational funds

**Purpose:** To realign workforce services to respond to federal layoffs and improve frontline delivery.

**Factors Considered:** Federal displacement, system readiness, employer demand

**Targeted Population:** Frontline staff and displaced workers

**Outcome:** Expected faster reemployment and improved system performance

**Skills-Based Hiring Initiative**

**Funding Source:** Local

**Program Name:** Skills-Based Hiring Initiative

**Inception:** FY2026 (Launch September 2026)

**Sunset:** Ongoing

**Funding Levels:** \$35,000

**Purpose:** To reduce degree barriers and expand access to employment.

**Factors Considered:** Hiring trends, equity, workforce access

**Targeted Population:** Residents without traditional degrees

**Outcome:** Increased access and reduced hiring barriers

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**Technical Assistance (Workforce System Support)**

**Funding Source:** Local and Federal  
**Program Name:** Workforce System Technical Assistance  
**Inception:** Ongoing  
**Sunset:** Ongoing  
**Funding Levels:** \$50,000  
 FY2025–FY2026: Personnel and operational funds  
**Purpose:** To improve performance, compliance, and service delivery across the workforce system.  
**Factors Considered:** Provider performance, compliance requirements, system alignment  
**Residents Served:** Indirect  
**Targeted Population:** Workforce providers and partners  
**Outcome:** Improved provider performance and system effectiveness  
**Responsible Personnel:** Associate Director of Performance and Impact

**Expenditure Guide (Oversight & ROI Initiative)**

**Funding Source:** Local  
**Program Name:** Workforce Expenditure Guide  
**Inception:** FY2024  
**Sunset:** Ongoing  
**Funding Levels:** \$25,000  
 FY2025–FY2026: Operational funds  
**Purpose:** To evaluate workforce investments and track ROI across the system.  
**Factors Considered:** Spending patterns, outcomes, labor market alignment  
**Residents Served:** Indirect  
**Targeted Population:** Agencies and providers  
**Outcome:** Increased accountability and data-driven decision-making  
 Please complete the chart below to provide whether the agency undertook any reprogramming actions during FY 25 and FY 26 to date. For each, include the name of the program/contract, and briefly describe the purpose for the reprogramming.

	Reprogramming	Purpose/Service	Associated Cost for Reprogramming	Contract/Program Duration
FY 2025	None	None	None	None
FY 2026	None	None	None	None

**Response:** The DC Workforce Investment Council did not undertake any reprogramming actions during Fiscal Year 2025 or Fiscal Year 2026 to date, as funds were expended in alignment with their originally approved purposes and strategic priorities.

4. *For each program within the agency, please provide the following:*

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- a. An explanation of FTE increases, decreases, or vacancies contained within the proposed FY27 budget;
- b. Copies of any workforce planning strategies that address critical vacancies within the agency;
- c. Status of filling vacant positions, including current recruitment channels, duration of recruitment efforts, total number of applications received for each position, estimated timeline on filling each vacancy; and
- d. A list of any projected surpluses or deficits for FY27.
- e.

**Response:** To reduce duplication and strengthen system-wide coordination, the WIC launched the Workforce Alignment Training and Compliance Hub (WATCH), a centralized function designed to bring agencies and providers into alignment. WATCH standardizes processes, streamlines communication, and delivers targeted technical assistance, ensuring that workforce investments are coordinated, transparent, and no longer operating in silos.

The WIC has also enhanced the Expenditure Guide, transforming it into a core oversight tool that tracks workforce spending across agencies, evaluates return on investment (ROI), and identifies inefficiencies. By increasing transparency and enabling data driven decision making, the Expenditure Guide ensures that resources are directed toward the highest performing strategies. At the same time, the WIC is raising the bar for training provider quality through strengthened standards on the Eligible Training Provider List (ETPL). These enhanced criteria prioritize credential attainment, employment outcomes, and alignment with in-demand industries, ensuring that training investments meet clear performance benchmarks and deliver real value to District residents.

Additionally, the WIC has established a workforce intermediary function to design and pilot targeted initiatives. These pilots are intentionally structured to test scalable models, leverage cross-sector partnerships, and build long-term sustainability beyond initial funding cycles. This approach allows the WIC to innovate responsibly while ensuring that successful models can be expanded across the workforce system.

Collectively, these initiatives position the WIC as the District’s central driver of workforce system excellence setting standards, enforcing accountability, and ensuring that public investments translate into real outcomes for residents and employers. By aligning agencies, elevating transparency, strengthening provider quality, and piloting scalable models, the WIC is building a more coordinated, data-driven, and future-ready workforce ecosystem. Sustaining this progress will require continued investment in the agency’s capacity, ensuring the WIC can fully execute its oversight mandate and advance a workforce system that delivers measurable, equitable, and lasting impact.

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**Projected Surplus/Deficit for FY27:**

The DC Workforce Investment Council anticipates a projected deficit of approximately \$400,000 for Fiscal Year 2027. This estimate does not include personnel costs, and the total deficit is expected to increase once salaries and fringe benefits are fully accounted for. This shortfall will impact programmatic capacity and may require budget adjustments, additional appropriations, or strategic reallocation of resources to maintain core oversight functions and support the District’s workforce system.

5. ***Please list all program expansions, technical adjustments, and reductions within the proposed FY27 agency budget, broken out by program. For each change in the program please:***

- a. Indicate if it is a new initiative, an expansion or reduction of existing services, or a restoration of prior services; and
- b. Provide a description and rationale for each program expansion, adjustment, or reduction, along with associated dollar amounts and FTEs.

**Response:** The DC WIC’s proposed FY27 budget reflects a need to restore and reinforce the agency’s operating capacity in order to fully execute its statutory role as the District’s workforce system oversight, approval, coordination, and accountability body. To meet the expectations placed on the state and local workforce board. DC WIC must function as:

- the approving authority for workforce training programs and providers;
- the primary entry point for businesses seeking to engage the workforce system;
- the convener of agency partners around employer needs and workforce strategy; and
- the oversight body responsible for reviewing and approving workforce initiative funding and related investments.

Carrying out these functions at the level required by the District demands sufficient analytical, programmatic, and oversight capacity. The most significant FY27 need is the restoration of three positions lost due to prior budget reductions.

These roles were foundational to program review, data validation, performance tracking, policy implementation, and system-wide oversight. Their loss has materially reduced the agency’s ability to rigorously evaluate training programs, assess funding proposals, monitor provider quality, and ensure accountability across the workforce system. Without restoring this capacity, the District risks undercutting the very oversight functions that safeguard public workforce investments and ensure alignment with employer demand. Reinstating these positions is essential to enabling DC WIC to deliver the level of accountability, transparency, and strategic coordination expected of a state workforce board.

**Expansion of Existing Services**

DC WIC is also seeking to expand its existing role in several core areas to strengthen system performance, improve coordination, and ensure that workforce investments deliver measurable value for District residents and employers.

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**Training Program Review, Approval, and Quality Oversight**

DC WIC seeks to formalize and elevate its role as the approving body for workforce training programs that prepare residents for employment. This expansion includes deeper analysis of program alignment with in-demand occupations, stronger assessment of provider quality and performance outcomes, and more rigorous oversight to ensure that publicly funded training leads to meaningful, measurable employment results.

**Business Engagement and System Convening**

DC WIC aims to serve as the primary access point for businesses entering the workforce system. In this capacity, the agency would coordinate a unified response across government partners to address employer hiring needs, training demands, and sector-specific workforce strategies. This centralized approach ensures employers receive timely, coordinated support rather than navigating multiple agencies independently.

**Funding Review and Approval for Workforce Initiatives**

DC WIC seeks a strengthened role in reviewing and approving workforce initiative funding to ensure that investments are strategic, nonduplicative, and tied to clear performance expectations. This expanded function would help the District direct resources toward high impact initiatives and ensure alignment with broader workforce priorities.

**Technical Adjustments to Existing Operations**

The agency also intends to enhance the tools, standards, and processes that underpin system oversight, including:

- an enhanced expenditure guide to reinforce fiscal discipline, transparency, and alignment of spending with outcomes;
- strengthened training quality standards to improve provider accountability and ensure residents receive high value training;
- more robust data review and reporting validation processes to improve accuracy, reliability, and system-wide performance tracking; and
- clearer coordination mechanisms across workforce partners to reduce duplication, streamline service delivery, and improve the resident experience.

**Response:** In addition to restoring these positions, the agency requires additional operating funds to support core oversight functions that directly influence system performance and resident outcomes, including:

- review and monitoring of training programs and providers to ensure quality, alignment, and measurable employment results;
- piloting new workforce initiatives that test scalable models and expand access to high demand career pathways;

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- data analysis and reporting oversight to improve accuracy, transparency, and decision making across agencies;
- business engagement and agency convening to deliver coordinated responses to employer needs and strengthen sector partnerships;
- implementation of the expenditure guide and quality standards to drive fiscal discipline and provider accountability;
- compliance monitoring and technical assistance to reduce risk, improve performance, and support continuous improvement across the system.

Due to the agency’s current funding being concentrated primarily in salaries, DC WIC lacks the operating resources needed to fully execute these expanded oversight responsibilities at the level expected of a state workforce board. To ensure the District’s workforce investments are high performing, well coordinated, and tied to measurable outcomes, the FY27 request includes both restoration of prior staffing capacity and additional non-personal services/operating support to carry out system oversight, program review, and coordination functions effectively.

6. ***Please provide a detailed cross-walk between the agency FY25 budget and the agency FY26 budget.***

- a. The cross-walk should clearly identify how budget levels have changed for each agency function.

**Response:** The cross-walk between FY25 and FY26 reflects a reduction in the agency’s flexible capacity and a growing mismatch between the responsibilities placed on DC WIC and the resources available to carry them out.

For FY2025, the WIC's approved local budget GW0 was **\$3,294,914,18**

- **\$1,994,914.18** in Local Funds GW0
- **\$1,300,000.00** in Federal Grants via WIOA MOU with DOES CF0

For FY2026, the total approved budget is **\$2,967,692.58**.

- **\$1,767,692.58** in Local Funds GW0
- **\$1,200,000.00** in Federal Grants via WIOA MOU with DOES CF0

The cross-walk shows:

- a decrease in local funding and federal funding from FY25 to FY26; and
- the addition of federal funds tied to WIOA-related coordination and oversight activities.

This shift is important because it demonstrates that the agency’s local base was reduced even as expectations for oversight, alignment, and accountability continued to grow.

Functionally, the budget change affected the agency in several ways:

Agency Oversight and Accountability Functions

The agency has continued to carry responsibility for policy guidance, board support, system

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alignment, provider oversight, and performance accountability, but with reduced local flexibility and reduced staffing capacity.

**Program Review and Performance Capacity**

The loss of staff reduced the agency’s ability to review workforce programs, validate data, monitor provider performance, and support stronger quality control.

**Business Engagement and Strategic Coordination**

The agency continues to lead cross-system alignment and employer engagement strategy, but without sufficient operating support to function as the central coordinating body at the scale needed.

Expenditures loss totals \$616,654.95, reflecting a controlled spending posture. However, the more significant issue is structural: the agency’s budget does not yet adequately support the full operational model needed for DC WIC to function as the District’s central workforce oversight and approval authority.

The cross-walk between FY25 and FY26 shows not only a change in fund source composition but also the need for restoration funding to rebuild the local operating base necessary to support the agency’s mission to

7. *Please provide a complete accounting of all federal funds and all grants, government or private, included in the FY25 and FY26 budgets.*

Has the agency received any indication that federal funding may change in the coming fiscal year? Increase or decrease?

**Response:** In FY25 and FY26, the agency budget includes the following federal funding:

**Federal Funds**

- **FY25:** \$1,300,000.00 in WIOA-related federal funding through a Memorandum of Understanding with DOES.
- **FY26:** \$1,200,000.00 in WIOA-related federal funding through a Memorandum of Understanding with DOES.

These funds support workforce coordination, planning, and oversight-related activities connected to the broader workforce system.

At this time, the agency has not received confirmed notice of a specific increase or decrease in federal funding for the coming fiscal year. However, any uncertainty in federal funding further reinforces the importance of maintaining and restoring a strong local funding base for the agency.

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Because DC WIC’s core responsibilities include oversight, policy guidance, approval functions, business convening, and workforce system accountability, the agency cannot rely solely on restricted or external funds to perform those duties.

8. *Please list all Memoranda of Understanding (MOU) the agency has either entered into or is planning to enter into, during FY25 and FY26. Please include the name of the contracting agency, the amount of the MOU, what programs or services the MOU will support, and whether the funds for FY26 MOUs have been transmitted.*

**Response:**

Name of Memoranda of Understanding (MOU)	Program	Amount	Execution Date	Termination Date
Department of Employment Services (DOES DCWIC)	WIOA Funding	\$1,200,000	10/01/2025	9/30/2026
Department of Employment Services (DOES DCWIC)	WIOA Funding	\$1,300,000	10/01/2024	9/30/2025

9. *Please provide a list of all dedicated fees and special purpose funds maintained by, used by, or available for use by the agency for which funds are anticipated for FY26 and FY27. For each fund, please list the following:*
- a. The revenue source name and code;
  - b. The source of funding;
  - c. Statutory reference creating the fund;
  - d. A description of the program that generates the funds (including how the fee is set and who pays);
  - e. The amount of funds generated (please list FY25, FY26, and FY27 projected);
  - f. Expenditures of funds, including the purpose of each expenditure (please list FY25, FY26, and FY27 proposed); and
  - g. Current balance and expected planned balance at end of FY26.

**Response:** The WIC does not receive special-purpose or dedicated tax dollars for any related activities.

10. *Please provide a list of all contracts to be entered into for FY26 and FY27, including any multiyear contracts that will continue in FY26. Please include:*
- a. The vendor (indicate if CBE or not. If CBE, please include the name of the CEO or main leadership);
  - b. A detailed description of the services to be provided and list of deliverables;
  - c. Contract amount;
  - d. Contract period and option years;
  - e. Funding source;
  - f. Amount expended in FY25 to date;
  - g. Whether or not the contract was or will be competitively bid; and

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h. If not competitively bid, please provide the determination and findings for that contract.

**Response:** Due to the unique nature of the WIC’s work, much of which is mandated by the U.S. Department of Labor (US DOL) under the Workforce Innovation and Opportunity Act (WIOA), many of the contracted services are highly specialized and focused on labor market data, workforce coordination, and compliance. For FY25, FY26, and FY27, WIC will continue working with several key vendors, including a data system platform provider for referral and performance tracking, America Works as the One-Stop Operator, Seaberry Design & Communications, MW Consultant, CBE for strategic communications support, and additional vendors that assist with development of the WIOA State Plan, Annual Report, and technical assistance for workforce providers. These services are essential to advancing jobseeker access, provider support, and employer engagement.

WIC follows the District’s procurement regulations and gives priority to the DC Supply Schedule. When qualified vendors are not available through the DC Supply Schedule, contracts are competitively bid. While there are no major changes to the overall contract structure in FY25, FY26, and FY27. DC WIC remains focused on improving the quality, clarity, and accessibility of services delivered within existing budget levels.

**11. Please provide a list of all facilities maintained by the agency, including square footage, facility name, location, description, leased/owned designation, Quadrant and Ward, lease number, annual rent, and other fixed costs that are included in the cost of rent (utilities, security, telecommunications, janitorial services, etc.). Please provide a narrative description of any proposed facility changes for FY27.**

**Response:** The WIC does not directly maintain, lease, or own any facilities. The WIC, through the DC Department of General Services, occupies office space at 2235 Shannon Place SE, Washington, DC 20019 (Southeast, Ward 8).

**12. Please provide the agency’s proposed capital budget authority and spending plan for FY26 and FY27. Please include the following:**

- a. Distinguish between any new funds requested for FY27 and any previously allocated funds;
- b. Provide a description of all planned capital projects for FY26 and FY27 and include the amount of capital funds available for each project, a status report on each project, and planned remaining spending on the project;
- c. If capital funds have been reduced for a given project, please state the effect of the reduction;
- d. Whether the contract is active;
- e. How much was expended in FY25 and FY26 to date; and
- f. What is the remaining spending plan to completion.

**Response:** The DC WIC does not have any capital spending or proposed capital spending in FY26 or FY27.

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**13. What are the agency's performance measures for FY27?**

- a. How were these measures developed?
- b. Were these the same measures in FY26?
- c. Which FY27 budget changes occurred in response to performance targets and FY25 performance measurements?

**Response:** For FY 2027, the DC WIC has outlined three key performance indicators (KPIs) aimed at enhancing workforce development and strengthening partnerships between stakeholders in the District of Columbia. These KPIs reflect the council's strategic priorities and commitment to addressing the evolving needs of employers, job seekers, and the broader community. By focusing on business engagement, policy guidance, and career pathways, the WIC aims to foster collaboration, enhance policy effectiveness, and create clear pathways for economic mobility and success. These three measures below underscore the WIC's dedication to driving impactful outcomes in workforce development and promoting inclusive economic growth throughout the District.

**Business Engagement:** For FY27, the agency's focus is on increasing business engagement to better align workforce training programs with employer needs. The specific measure is the number of actively engaged business leaders, with a target goal of 100. This initiative underscores the agency's commitment to fostering collaboration between its workforce training programs and local employers. By actively involving business leaders, the agency aims to ensure that workforce training initiatives are closely tailored to meet current and emerging employer demands. Achieving the goal of engaging 100 business leaders would signify significant progress in strengthening partnerships between the agency and the business community, facilitating better responsiveness to workforce demands.

**One Stop Operations:** Training and Employment Guidance Letter (TEGL) 15-16 provides information on the requirements to designate or certify one-stop operators through a competitive process as set forth in sec. 121(d)(2)(A) of the Workforce Innovation and Opportunity Act (WIOA).

The agency is responsible for oversight of One Stop operations in the District, ensuring that both core and required partners provide programs and services that complement the services offered in the American Job Centers.

**Workforce Performance Outcomes Data Collection and Analysis**

The WIC has established a data collection database that allows for better analysis of workforce program performance and outcomes. This database will collect outcomes from the Expenditure Guide, WIOA implementation and training provider outcomes.

**Policy Guidance:** The agency's performance measure for Policy Guidance in FY27 is to ensure that the workforce development system is well-informed about the provisions of the WIOA. This is achieved through providing policy and guidance to aid in the District's implementation of

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WIOA. The specific measure is the number of workforce system participants engaged in technical assistance activities, with a baseline of 200. This reflects the agency's commitment to providing comprehensive support and guidance to stakeholders within the workforce development system. By engaging participants in technical assistance activities, the agency seeks to enhance their understanding of WIOA provisions and their capacity to navigate and comply with them, ultimately strengthening the effectiveness of workforce development efforts in the District.

**Career Pathways:** In FY27, the agency aims to increase awareness of career pathways within the context of sector partnerships informed by businesses. The goal is to have 25 workforce providers actively engaging in sectoral partnership meetings. This indicates robust involvement and coordination among stakeholders to address sector-specific workforce needs effectively. The specific measures include:

**Number of Workers Completing Sectoral Job Training Programs:** This measure tracks the number of workers who complete sectoral job training programs. It provides insights into the effectiveness of career pathways initiatives in preparing individuals for job opportunities within targeted sectors.

**Number of Workers Enrolled in Sectoral Job Training Programs:** This measure assesses the level of participation and enrollment in sectoral job training programs. Monitoring enrollment numbers helps gauge the demand for and accessibility of career pathways opportunities, informing decision-making within the workforce development system.

By implementing these performance measures, the WIC aims to enhance the awareness, accessibility, and effectiveness of career pathways aligned with sector partnerships and informed by business needs. Through active participation in sectoral partnership meetings, successful completion of job training programs, and enrollment in targeted training opportunities, individuals can access clear pathways to career advancement and economic opportunity, while businesses benefit from a skilled and responsive workforce tailored to their industry demands, all while providing oversight and guidance to the workforce ecosystem.

**Response A:** The performance measures were developed through a collaborative effort involving stakeholders, data analysis, and feedback from other District Agencies. By assessing past performance, identifying areas of strength, and recognizing opportunities for improvement, the measures were designed to align closely with the WIC's forward-looking strategies outlined by the DC WIC Board and the US DOL. Emphasis will be placed on ensuring that the measures are meaningful, measurable, and indicative of progress towards overarching goals.

Based on the current budget, the WIC has strategically reallocated resources for FY27 in response to performance targets and FY25 and FY26 performance measurements. The WIC has conducted a thorough review of past performances to inform the shift in resources. Activities have been redirected to bolster initiatives that have demonstrated effectiveness in enhancing business engagement, fostering career pathways, and providing policy guidance. Additionally,

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targeted investments have been made in areas identified for improvement based on the evaluation of FY25 performance data. The current budget allocation ensures that existing resources are maximized and aligned with priorities, thereby optimizing the impact of the DC WIC’s efforts in driving workforce development and economic growth in the District.

**Response B:** Yes. The measures will decrease for FY27 target levels, as they are supported by key WIC functions based on the local funding and federal priorities. While this does not directly align with the mission, the bandwidth of the staff and the budget will not have a level of sustainability to operate effectively and efficiently.

**Response C:** Reduction in the numbers served.

14. *If applicable, please provide any information regarding the agency’s efforts to increase workforce opportunities for District residents by completing the chart below. Workforce programs and services may include, but are not limited to, internships, fellowships, apprenticeship efforts, and training opportunities.*

**Response:** Due to the statutory responsibilities under WIOA and D.C. Code § 32–1603, the DC WIC does not directly administer internships, fellowships, or training programs. Instead, it serves as the District’s central oversight, policy setting, and governance body for the entire workforce development system. This role is designed to ensure that every workforce investment, regardless of which agency delivers it, meets high standards, aligns with employer demand, and leads to meaningful employment outcomes for District residents.

In this capacity, the DC WIC is responsible for ensuring that all workforce programs are high quality, demand driven, and connected to career pathways that lead to sustainable, high wage jobs. The Council establishes the standards, policies, and performance expectations that guide how services are delivered across agencies and providers, ensuring consistency, accountability, and measurable results.

To strengthen workforce opportunities and improve system performance, the DC WIC leads several key efforts:

**Sector Alignment and Career Pathways**

The DC WIC identifies high demand industries using labor market data and employer insights, ensuring training programs prepare residents for occupations that offer family sustaining wages and long-term mobility. Expected outcomes include stronger alignment between training supply and employer demand, increased credential attainment in priority sectors, and improved placement rates in high growth fields such as IT, healthcare, and infrastructure.

**Employer Engagement and System Convening**

The Council convenes employers to identify hiring needs, shape training design, and expand access to job opportunities. This work strengthens the connection between businesses and the public

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workforce system, resulting in more employer validated training, more responsive services, and increased hiring pipelines for District residents.

**Training Provider Oversight and Quality Assurance**

Through enhanced monitoring of the Eligible Training Provider List (ETPL), the DC WIC ensures that providers meet performance standards and deliver outcomes that justify public investment. Expected outcomes include improved program completion rates, higher employment outcomes, and greater accountability for training quality and relevance.

**Curriculum and Industry Standards Development**

In partnership with employers and training providers, DC WIC supports the development of industry aligned curriculum standards. This ensures participants gain the competencies employers value most, leading to stronger job readiness and higher placement rates.

**Customer Centered System Design and Tracking**

The Council is advancing referral and tracking systems that improve visibility into participant progress across programs. This enables better service coordination, more accurate measurement of return on investment, and stronger evidence of system impact, ultimately improving residents' access to the right services at the right time.

**Frontline Staff Training and Technical Assistance**

Through the Workforce Alignment Training and Compliance Hub (WATCH), the DC WIC provides training and technical assistance to frontline staff. This improves service quality, strengthens customer experience, and supports consistent implementation of standards across the workforce system.

**Career First Model and System Accountability**

The DC WIC is advancing a “career first” approach that prioritizes employment outcomes and strengthens accountability across agencies. Expected outcomes include reduced duplication, clearer performance expectations, improved transparency, and a more coordinated system that consistently delivers results for residents.

While the DC WIC does not directly serve participants, its governance and oversight functions are foundational to ensuring that every workforce investment in the District is strategic, coordinated, and outcome driven. By setting standards, aligning partners, and enforcing accountability, the Council ensures that District residents have access to high quality training and real pathways into sustainable, high wage careers.

- 15. Please provide any increases or reductions in expenditures and the number of engagements the agency is making to community outreach and communication functions, including any changes to agency personnel that are responsible for these activities.*

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**Response:** DC WIC advanced its community engagement strategy by promoting a Community Outreach staff member to lead efforts to identify key community-based organizations (CBOs) and connect them to the District’s workforce system. This role strengthens the system’s ability to link residents to wraparound supports—such as housing, childcare, transportation, and financial assistance that directly influence employment success. However, this advancement created a vacancy in the Data Analyst role, a critical position for ensuring data integrity, performance monitoring, and system accountability. Due to budget reductions, the position was removed from the agency’s staffing roster, limiting the WIC’s ability to fully analyze outcomes, validate reporting, and drive data informed decision making.

To further strengthen coordination and service delivery, the DC WIC has invested in a new customer referral platform to replace My Journey DC. This platform expands access to community organizations, District agencies, and regional partners, enabling residents to be seamlessly referred to services not available within their primary program. Expected outcomes include improved service navigation, reduced duplication, and more comprehensive support for job seekers.

**Community of Practice**

The DC WIC continues to host quarterly Community of Practice meetings that bring together CBOs and government agencies engaged in workforce development. These sessions create a shared space to identify systemic barriers, exchange best practices, and elevate new strategies for serving residents, particularly those facing the greatest barriers to employment. In Program Year 2026, the WIC hosted four Community of Practice convenings, averaging 25–30 practitioners per session. These gatherings have strengthened cross agency collaboration, improved alignment around employer needs, and supported continuous improvement across the workforce ecosystem. To maximize reach and impact, the DC WIC is embedding outreach responsibilities across internal teams and leveraging partnerships with workforce stakeholders. This includes deeper coordination with partner agencies, training providers, and employer networks to support shared outreach goals and ensure consistent messaging across the system. Expected outcomes include broader community engagement, stronger provider partnerships, and more effective alignment between resident needs and available services.

**BUSINESS ENGAGEMENT**

The DCWIC has made targeted adjustments to its community outreach and communication functions in response to current budget constraints, including changes to planned staffing.

**Expenditures:** Overall expenditure for outreach and communications have been modestly reduced. This is largely due to the scaling back of planned hires and a shift away from resource-intensive outreach methods, such as large-scale events and external marketing support. The agency is prioritizing more cost-effective approaches, including virtual convenings, direct employer engagement, and leveraging partner events and accompanying communication channels.

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**Engagement Levels:** While the agency anticipates a slight reduction in the total volume of outreach activities due to staffing constraints, we are intentionally prioritizing high-impact engagements. This includes structured sector-based business roundtables, targeted employer meetings, and strategic convenings designed to generate actionable insights and strengthen employer partnerships. These efforts ensure that engagement remains meaningful and aligned with workforce system needs.

**Personnel:** Of the four positions the agency was slated to hire for, three have been abolished due to budget adjustments. As such, DC WIC must prioritize a more system-driven and regionally coordinated approach. This includes strengthening internal systems to better track, manage, and deepen engagement with businesses, as well as prioritizing the development of a more structured employer engagement framework. The agency is also moving toward a regional business engagement strategy, leveraging partnerships and existing staff to function more like business liaisons, proactively connecting with employers across the broader DMV region and positioning the District as a competitive destination for talent. This approach emphasizes quality and coordination of employer relationships over volume of outreach, ensuring that even with fewer personnel, the WIC can effectively attract, engage, and retain employers to meet the District’s hiring needs.

16. *Please provide whether there were any laws the agency had to implement in FY25 and FY26 to date? If so, did the law(s) have any FTEs or additional budgetary allocations associated for implementation? If applicable, were funds sufficient in the agency’s budget for implementation?*

**Response: Workforce Pell** refers to a federal grant program, established through the [One Big Beautiful Bill \(OB BB\) Act](#), that extends Federal Pell Grant eligibility to students enrolled in high-quality, short-term workforce programs. These programs typically last between **8 and 15 weeks** (150 to 599 clock hours) and must prepare students for high-skill, high-wage, or in-demand occupations. Unlike traditional Pell Grants, students who already hold a baccalaureate degree may be eligible for Workforce Pell. To maintain eligibility, programs must meet strict performance standards, including a **70% completion rate** and a **70% job placement rate** within 180 days of completion.

The DC WIC serves on a working group led by the Deputy Mayor for Education’s office, to determine the direction the District will take on standing up this new benefit. In addition, DC WIC anticipates interest on the part of eligible training providers so the agency will work on how the process will work for them to access this new grant program and has established in-house expertise serving as the subject matter expert and will assist with implementation.

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**Changes in Integrated Service Delivery**

The latest major Training and Employment Guidance Letter (TEGL) specifically addressing the **Wagner-Peyser Act Employment Service (ES)** program is **TEGL No. 07-25**, issued on **January 26, 2026**.

TEGL 07-25 outlines priorities for WIOA State Plan modifications for PY 2026-2027, emphasizing integrated service delivery across Wagner-Peyser and WIOA partners. Key recent updates include a one-year delay (until Jan 21, 2027) for merit staffing compliance (TEN 10-23, Change 1) and updated data validation procedures for performance metrics (TEGL 23-19, Change 3).

**Integrated Service Delivery (ISD)** means organizing workforce services around the **customer's needs** rather than specific funding streams or "program silos". In an integrated system, Wagner-Peyser (Employment Services) and WIOA (Title I training, and career services) act as a single, seamless team to serve job seekers and employers.

**Core Principles of Integrated Service Delivery**

**Seamless Customer Experience:** Job seekers should be able to access the full range of services—from basic job searches to intensive training—without having to navigate multiple agencies or repeat their story to different staff members.

**Functional Teams:** Instead of staff identifying as "Wagner-Peyser staff" or "WIOA staff," they are organized into functional units based on service tasks, such as a **Welcome Team, Business Services Team, or Case Management Team**.

**Co-Enrollment:** Eligible individuals are often enrolled in multiple programs simultaneously (e.g., both Wagner-Peyser Title III and WIOA Title I). This "braiding" of resources allows them to access a wider variety of services more quickly.

**Shared Responsibility:** Partner programs share a common vision and align their performance goals. Rather than competing for outcomes, they work collaboratively to improve overall system results, such as higher placement rates and better wages.

The DCWIC and One Stop Operator will brief AJC Partners about new changes and requirements related to re-establishing an integrated service model in the American Job Centers in partnership with Wagner-Peyser staff.

**Updating Mayor's Order 2016-08**

The current authority establishing the Workforce Investment Council (WIC) is Mayor's Order 2016-086, issued on June 2, 2016. This order re-established the WIC in the Executive Branch of the District government to align with the federal Workforce Innovation and Opportunity Act (WIOA).

**Purpose and Role**

The Order designates the WIC as a public-private partnership with the following primary responsibilities:

**Strategic Advisory:** It advises the Mayor on developing and improving an integrated workforce development system.

**Dual Governance Role:** The WIC serves as both the State Workforce Development Board and the Local Workforce Development Board for the District under WIOA.

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**Demand-Driven System:** It is charged with creating programs that meet the specific skilled workforce needs of industry while supporting career advancement and self-sufficiency for residents.

As the unifying force behind the District’s economic vitality, the DC Workforce Investment Council (WIC) serves as the ultimate oversight body, commanding the strategic direction of the city's multi-million-dollar workforce system. Far more than an advisory group, the WIC is the architect of opportunity, bridging the gap between high-growth industries and the residents ready to power them.

Under a proposed Mayor’s Order, the WIC holds the critical mandate to:

**Engineer a Seamless System:** It serves as the primary governing authority, ensuring that every agency—from the Department of Employment Services (DOES) to the Office of the State Superintendent of Education (OSSE)—operates as a synchronized engine for career advancement.

**Champion Business-Led Solutions:** By positioning private-sector leaders at the helm, the WIC ensures that the District’s training investments are not just theoretical but are precision-tuned to the real-time demands of the local economy.

**Guard System Integrity:** As the official State and Local Workforce Development Board, the WIC provides the vigilant stewardship necessary to meet rigorous federal WIOA standards, guaranteeing transparency and high-performance outcomes for every dollar spent.

**Drive Economic Mobility:** It acts as the District’s strategic compass, steering resources toward innovative "earn-and-learn" models and high-impact apprenticeships that dismantle barriers and ignite generational wealth.

**17. *Will the proposed FY27 budget allow the agency to meet all statutory mandates? Please explain in detail and include all factors that may assist or present challenges in meeting all mandates.***

**Response:**

**WIOA Performance Reporting**

**TEGL 10-16, Change 3** is the primary guidance that outlines the requirements for collecting and reporting performance data across the six WIOA core programs.

The core programs covered under this joint guidance from the U.S. Departments of Labor (DOL) and Education (ED) include:

WIOA Title I: Adult, Dislocated Worker, and Youth programs.

WIOA Title II: Adult Education and Family Literacy Act (AEFLA) program.

WIOA Title III: Wagner-Peyser Act Employment Service program.

WIOA Title IV: Vocational Rehabilitation (VR) program

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The **Workforce Development System Transparency Act** (D.C. Law 22-95) is the primary law that governs the creation and annual update of the District’s **Workforce Development System Expenditure Guide**.

Key details regarding this mandate include:

**Mandate:** The law requires the Workforce Investment Council (WIC) to develop a guide that reports funding and performance outcomes for all District government-funded workforce development activities. It ensures transparency by providing a comprehensive overview of how local funds are utilized across various workforce programs and identifying the results achieved by those investments.

Budgetary cuts to DCWC personnel included a Data Analyst responsible for: Expenditure Guide – data collection, aggregation, analysis, reporting WIOA Implementation – performance data collection, tracking, analysis, reporting Quarterly Core and Require Partner Performance Reporting

**I. Agency Specific Questions**

Primary and Secondary WIOA Beneficiaries

*18. What are the allocations to FY27 federal funding to primary and secondary WIOA funding beneficiaries? How do these allocations compare to FY26 and FY25 spending levels? Complete the chart below in addressing this questions. Add rows of beneficiaries as needed.*

**Response:** The DC WIC does not directly allocate or administer WIOA Title I–IV funds to primary or secondary beneficiaries. Under WIOA statute, federal workforce funds flow directly to the designated administering agencies including the Department of Employment Services (DOES), the Office of the State Superintendent of Education (OSSE), and the Department on Disability Services (DDS) in accordance with federal law and guidance from the U.S. Departments of Labor, Education, and Health and Human Services. As such, the DCWIC does not maintain direct budget authority over these allocations and is not the originating source for FY25, FY26, or projected FY27 funding.

However, as the District’s state and local workforce board, the DCWIC holds significant statutory oversight responsibilities under **WIOA Sections 101(d), 107(d), and 116**, as well as **D.C. Code § 32-1603**. These provisions require the Board to:

- oversee the planning and alignment of WIOA Title I–IV programs;
- review and approve local workforce plans and performance goals;
- monitor program and fiscal performance across core partners; • ensure coordination across agencies to reduce duplication; and
- provide guidance on the use of funds to support integrated, high quality workforce services.

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In alignment with these statutory duties, the DC WIC is strengthening its oversight, coordination, and accountability functions across all core and required partners. This includes advancing:

- Financial Planning and Transparency, ensuring WIOA and related workforce funds are aligned with District priorities and tied to measurable outcomes;
- System Alignment and Duplication Reduction, coordinating across agencies to streamline services and improve resident access;
- Strengthening Fiscal Oversight Role – reviewing spending patterns, performance outcomes, and alignment with federal and local requirements.

To further advance these responsibilities, the DC WIC will host a Board Retreat on June 17, where the District’s AJC partner agencies will present their PY27 budgets, program goals, and negotiated WIOA performance outcomes. This retreat will allow the Board to assess alignment, identify systemwide gaps, and ensure that workforce investments across agencies are coordinated, accountable, and positioned to deliver strong outcomes for District residents.

**Board Governance and Cross-Agency Representation:**

All primary WIOA agencies (DOES, OSSE, DDS) are represented on the DC WIC Board, ensuring coordinated planning, shared accountability, and alignment with federal requirements across WIOA Titles I–IV. While the U.S. Department of Labor provides federal oversight for certain WIOA titles, each agency retains administrative control of its respective funding stream.

**Inclusion of Additional System Partners:** Agencies such as the Department of Human Services (DHS) are key partners in the broader workforce system and contribute to service delivery alignment; however, they are not direct recipients of WIOA Title I–IV formula funds under U.S. Department of Labor oversight.

DC WIC does not directly control or allocate WIOA funding; the Board is actively building the infrastructure to ensure accountability, efficiency, and improved workforce outcomes.

**19. *If applicable, please provide a list of training and service providers WIC has awarded funding to and the amounts received for FY 25 and FY 26. In your response, please attach the related MOUs for FY 26.***

**Response:** The DCWIC does not directly award funding to training and service providers. Instead, training providers are approved through the WIC’s governance process and are then eligible to receive funding through the DC Department of Employment Services via Individual Training Accounts (ITAs) and Human Care Agreements (HCAs).

**Approved Training Providers (FY25 & FY26):**

The following providers have been approved to receive funding through DOES:

- Chart Academy

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- VETS Group
- Learnex Tree Center
- Constituent Services Worldwide

These providers were reviewed and recommended through the WIC’s Education and Workforce Alignment (EWA) Committee and formally approved by the WIC Board to ensure alignment with in-demand industries, training quality standards, and workforce system priorities.

Funding is not allocated directly by the WIC to these providers. Instead:

- Funds are administered by DOES
- Payments are made through HCAs tied to ITAs or other workforce funding streams
- Provider funding levels vary based on participant enrollment, program completion, and service utilization

As such, specific funding amounts by provider for FY25 and FY26 are maintained by DOES, and those records are included in the DOES financial and programmatic reporting systems. The WIC works closely with DOES to monitor performance and ensure accountability but does not directly control disbursements.

In addition to the ETPL structure, the WIC has supported system-level investments aligned with sector strategies. Through collaboration with the Office of the Deputy Mayor for Education, intermediary funding has been leveraged to support training aligned with high-demand sectors.

Specifically, DME directed intermediary funds to the University of the District of Columbia to support training programs in Data Science and Project Management Professional (PMP) certification. These efforts are connected to [TalentCapital.ai](#), which is being used to align training opportunities with real-time employer demand and to better connect District residents to high-growth career pathways.

Specialty/Target Populations

*20. What are the budget allocations for specialty populations in the FY27 budget? How do the budget allocations compare to FY26 and FY25 budget allocations? Complete the chart below in addressing these questions. Add rows as needed.*

**Response:** The DC Workforce Investment Council has taken a targeted approach to supporting specialty populations, with a particular focus on federally displaced workers in recent fiscal years.

**FY26 Budget Allocations:**

In FY26, approximately \$406,000 was allocated to support displaced federal workers as a priority specialty population. These funds were strategically deployed across two key investments:

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- BuildWithin – to support platform development, infrastructure, and employer engagement capabilities
- [TalentCapital.ai](#) – to provide an AI-enabled tool that connects displaced workers to job opportunities, aligns their transferable skills to in-demand roles, and helps accelerate re-employment

This approach allowed the WIC to move beyond traditional programmatic investments and instead support a scalable, technology-driven solution that could serve a large number of impacted workers efficiently. [TalentCapital.ai](#), in particular, has been central to helping displaced workers navigate career transitions by identifying skill adjacencies and connecting them to high-growth sectors.

**FY27 Budget Allocations:**

In FY27, due to broader budget constraints, overall funding for specialty populations is reduced. Approximately \$200,000 is being directed by the Office of the Deputy Mayor for Education (DME) to continue supporting and scaling [TalentCapital.ai](#). The remaining \$55,000 available to the WIC will be used to support targeted pilot programs serving a broader range of specialty populations, including youth, seniors, returning citizens, and individuals with disabilities. These pilot investments will be more limited in scale but focused on high-impact, short-term interventions, such as credential-based training and employer-connected pathways.

**Comparison Across Fiscal Years:**

- **FY25:** Budget placed on hold for grants and gratuity.
- **FY26:** ~\$406,000 targeted investment focused on federally displaced workers through technology and intermediary support (BuildWithin and [TalentCapital.ai](#))
- **FY27:** Reduced overall funding; ~\$200,000 directed to [TalentCapital.ai](#) (via DME) and ~\$55,000 for targeted pilot programs serving multiple specialty populations

**21. *How will organizations that focus on specialty/target populations access contracting and grant funding opportunities available through FY27 funding? Is there a centralized location for planned advertisement? What partnerships or advertising resources are allocated in FY27 budget?***

**Response:** Organizations that serve specialty and target populations such as seniors, youth, returning citizens, individuals with disabilities, English Language Learners, and federally displaced workers, will continue to access contracting and grant opportunities through the DCWIC and its partner agencies using a combination of centralized communications, strategic partnerships, and targeted outreach.

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**Access to Funding Opportunities (FY27):** For FY27, opportunities will be made available through established District procurement and workforce channels, in coordination with key partners including the DC Department of Employment Services, the Office of the Deputy Mayor for Education, the Office on Aging (serving older adults), the Department of Youth Rehabilitation Services (serving justice-involved youth), and the Department on Disability Services (supporting individuals with disabilities).

The DCWIC is prioritizing equitable access and intentional inclusion, ensuring that organizations serving these populations are aware of, prepared for, and supported in competing for available funding opportunities.

**Centralized Advertisement:**

Yes, there are centralized locations for advertising funding opportunities. These include:

- District procurement and grant platforms (e.g., DOES and DME announcements)
- The WIC’s website and partner distribution lists
- Cross-agency outreach through workforce and human services partners
- Direct engagement through community-based organizations and advocacy networks

In addition, the DCWIC hopes to leverage [TalentCapital.ai](#) as a centralized, user-facing platform to connect job seekers including specialty populations to training programs, employment opportunities, and workforce services. This is particularly critical for federally displaced workers and other populations requiring rapid labor market re-entry.

**FY27 Funding and Strategic Priorities:** In FY27, approximately \$200,000 will be directed by DME toward [TalentCapital.ai](#), reflecting a strategic investment in scalable, technology-enabled workforce infrastructure that benefits all populations. As a result, the DCWIC will have approximately \$55,000 remaining to support targeted pilot programs and direct investments.

**Pilot Programs for Specialty Populations:**

Given limited funding, the DCWIC will prioritize high-impact, targeted pilot programs designed to serve specialty populations. These pilots are expected to include:

- Targeted training cohorts aligned with in-demand sectors (e.g., IT, healthcare, and professional services), with priority access for youth, returning citizens, individuals with disabilities, seniors seeking reskilling, and federally displaced workers
- Short-term, credential-based programs (e.g., data analytics, project management, digital literacy) that enable rapid entry or re-entry into the workforce
- Wraparound support partnerships with community-based organizations and agencies to address barriers such as childcare, transportation, accessibility accommodations, and digital access
- Employer-connected training models, ensuring participants are directly linked to hiring opportunities upon completion
- Cross-agency alignment, leveraging referrals and co-enrollment strategies with DOES, DDS, DYRS, and aging services to maximize reach and impact

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Data/Outcome Tracking

22. *What amount of FY27 funding will be allocated to the collection of outcome data from workforce training providers? Given the WIC's transition to performance based contracting, what percentage of FY27 funding allocation will be tied to completion of outcome data reports? If the amounts vary by contract, please indicate the expected target range for contracts.*

**Response:** At present, DCWIC supports the collection of outcome data from ETPs primarily through existing staff capacity, including a dedicated FTE responsible for the ETPL performance monitoring, data collection, and compliance. As such, there is no large standalone line item for outcome data collection in FY27; instead, these activities are embedded within personnel and operational costs.

23. *What amount of funding is allocated to each of the Sector Strategies/Career Pathways for FY26? Please include the annual report for cross reference. What amount of funding was allocated and spent in FY25 and FY24 for each of the Sector Strategies/Career Pathways?*

**Response:** At the beginning of FY26, the DCWIC was allocated approximately **\$406,000** to support sector strategies and career pathway activities. These investments were initially intended to fund targeted initiatives, including an IT intermediary grant, incumbent worker training, and efforts to advance skills-based hiring across priority industries.

However, due to budget reductions during the fiscal year, a significant portion of this funding was rescinded, limiting the agency's ability to deploy these resources as originally planned. As a result, FY26 sector strategy investments have been substantially reduced, and no new large-scale grant investments are currently being executed under this funding stream.

In December, the DCWIC hosted a business roundtable designed to convene employers, training providers, and workforce system partners. This session was used to gather real-time employer input on hiring needs, validate in-demand skills and occupations, identify gaps in training alignment, and inform future sector strategy priorities. The roundtable also served as a cost-effective way to maintain employer engagement and generate actionable insights despite reduced funding.

Due to these budget constraints, the WIC has strategically pivoted its approach from direct sector strategy investments to supporting system-wide infrastructure, most notably [TalentCapital.ai](https://www.talentcapital.ai). This platform is designed to connect District residents to employment opportunities using AI-driven skills matching and career pathway alignment. By prioritizing [TalentCapital.ai](https://www.talentcapital.ai), the DCWIC is advancing sector strategies in a more scalable and cost-efficient way, enabling better

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alignment between employer demand, training providers, and job seekers without relying solely on direct grant funding.

Through this pivot, sector strategy work continues through:

- Drafting plans on how to drive employer engagement and job postings into the platform
- Aligning training providers and ETPL programs with in-demand roles identified through the system
- Supporting residents in navigating career pathways tied to high-growth sectors

**FY25 and FY24 Funding:**

In prior fiscal years FY25 and FY24, sector strategy and career pathway investments were similarly modest and primarily focused on planning, coordination, and limited pilot activities rather than large-scale direct funding. DCWIC invested \$40,000 in FY24 and \$25,000 in FY25.

24. *Please provide a breakdown of planned wraparound expenditures in FY27? Include the types of expected expenditures (i.e.: travel/transportation, childcare, clothing, etc.). What were these expenditures in FY26?*

**Response:** The DCWIC is in the process of updating the Supportive Services policy, acknowledging the significant economic changes that have taken place in the District over the past 5-6 years. The agency will convene a working group of government agencies supporting workforce development and key community-based organizations to discuss what are the current supportive service and wrap-around services needed by residents to overcome the barriers they face while finding employment.

The District of Columbia currently limits Individual Training Accounts (ITAs) to a maximum of \$5,000 per year per participant. While ITAs cover training costs, specific Supportive Service caps for general assistance (like transportation or childcare) under the District's local WIOA policy often vary by sub-recipient or specific program category.

Future Job Opportunities

25. *What amount of FY27 funding is allocated to supporting the development of a long-term care workforce to support seniors in the District?*

**Response:** DC faces a severe and worsening shortage of long-term care (LTC) professionals, driven by low wages, high turnover, regulatory barriers, and shrinking training capacity. These challenges make it difficult to recruit and retain the workforce needed to care for the District's rapidly growing aging population.

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C’s long term care system including home health aides (HHAs), certified nursing assistants (CNAs), direct support professionals, and nursing staff—has been experiencing a deepening workforce crisis for several years. Multiple surveys and reports document persistent shortages of qualified direct care workers and nurses, leaving many older adults and people with disabilities without needed care.

**1. Non-competitive wages**

Despite modest increases, entry level wages remain lower than comparable jobs requiring less training, prompting workers to leave for retail, hospitality, or other sectors. DC ranks last in the nation for wage competitiveness for direct care workers, with a \$5/hour wage gap compared to similar entry level jobs

**2. High physical and emotional demands**

Direct care work is physically strenuous, emotionally taxing, and often performed without adequate support—leading to burnout and high turnover.

**3. Limited career pathways**

Workers report feeling “stuck,” with few opportunities for advancement into higher paying roles such as medication aide, LPN, or supervisory positions.

DC’s older adult population is projected to grow significantly by 2030, increasing demand for in-home and facility based care.

The shortage of LTC professionals is not just a workforce issue—it is a public health, equity, and economic stability issue. Consequences include:

- delayed or denied care for seniors and people with disabilities,
- increased preventable hospitalizations,
- greater reliance on unpaid family caregivers, and
- strain on providers who cannot meet demand.

The Mayor recently appointed 14 Workforce Board members who were sworn in at the Board meeting in March. The issue of developing a long-term care workforce is a strategic workforce challenge that the Business Engagement Committee of the Board will discuss and determine what additional stakeholders are required to be part of the process of establishing a path forward for meeting this goal which would include a budget. DC Healthcare Association would play significant roles in this effort. As a workforce intermediary for healthcare-related employers, the DC WIC awarded over \$300,000 to develop a talent pipeline for specific healthcare jobs (i.e. Pharmacy Tech). This funding also supported occupational training and placement activities. In order to develop a talent pool of long-term care workers to support seniors in the District, a similar budget would be warranted.

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American Job Centers

**26. *What amount of FY27 funding is allocated to technical assistance to support adherence to corrective action plans submitted by awardees/grantees? What amount will go toward ongoing monitoring and report development for compliance?***

**Response:** The DC WIC strategically allocates approximately \$40,000 annually to deliver technical assistance, strengthen compliance, and drive performance accountability across the workforce system. These investments are not passive they are intentionally designed to prevent system failures, reduce the need for corrective action plans, and ensure that public workforce dollars are producing measurable outcomes for District residents.

Through structured Communities of Practice, Workforce Summit convenings, and WIGL implementation sessions, the WIC sets clear expectations for performance, data reporting, and program quality. These forums are used to actively monitor provider adherence, identify risks early, and course-correct in real time rather than reacting after noncompliance occurs.

Technical assistance and monitoring are led by the Performance and Impact team, with direct oversight from the WIC’s Senior Compliance Officer. This ensures that providers are not only informed of requirements but are held accountable to them through consistent engagement, data validation, and performance tracking.

In addition, the WIC invests approximately \$15,000 every two years to conduct American Job Center (AJC) recertification and Equal Opportunity (EO) compliance reviews. These are not routine exercises they are critical oversight mechanisms that ensure the District’s workforce system meets federal WIOA standards, maintains program integrity, and delivers equitable, high-quality services across all access points.

Ongoing monitoring and report development are embedded within the WIC’s broader oversight strategy, which prioritizes transparency, eliminates duplication, and reinforces the WIC’s role as the entity responsible for setting standards, enforcing accountability, and ensuring return on investment across the District’s workforce system.

**27. *What plans does the WIC have to support the use and expansion of AJCs in FY27?***

**Response:** DC WIC recently completed the recertification of the American Job Centers as required every three years [TEGL 16-16](#) is the primary Training and Employment Guidance Letter that outlines the operational and certification requirements for the American Job Center (AJC) network). There were two organizations that applied including the Department of Employment Services who currently manage the District’s three American Job Centers, and the

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University of the District of Columbia in partnership with training provider applied to serve as a Community Access Point. This application was significant since it would provide a workforce presence in northwest DC, (there are currently no American Job Centers in the northwest quadrant). In addition, the UDC campus would attract a more seasoned and professional clientele seeking employment assistance and short-term training (i.e. PMP certification). The application was set aside since the deadline for consideration expired. The DC WIC will work with the Workforce Board to determine if there is a need to revisit establishing a Community Access Point that fulfills a gap in services for our residents.