

DISTRICT OF COLUMBIA WIC

FISCAL YEAR 2027 ANNUAL STATE PLAN GOALS AND OBJECTIVES



THE SPECIAL SUPPLEMENTAL NUTRITION
PROGRAM FOR WOMEN, INFANTS, AND
CHILDREN



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DC WIC PROGRAM INTRODUCTION

The District of Columbia (DC) Department of Health (DC Health) promotes health and wellness across the District and protects the safety of residents, visitors, and those doing business in the nation's capital. The District of Columbia's Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) is part of the DC Health's Community Health Administration (CHA), Health Promotion and Disease Prevention Bureau. (HPDP). Across four bureaus, CHA focuses on nutrition and physical fitness promotion; cancer and chronic disease prevention and control; access to quality health care services; health of residents across the lifespan; and delivery of high-quality school health services. HPDP administers a portfolio of federal nutrition programs and locally funded healthy food access initiatives with an overall aim to facilitate policy, systems and environmental changes that make the healthy choice the easy choice in every community.

DC WIC PROGRAM OVERVIEW

In the District, WIC services are currently provided at 15 clinic sites operated by four Local Agencies. WIC sites are co-located within federally qualified health centers and hospitals. The current DC WIC Local Agencies are:

- 1.Unity Health Care
- 2.Children's National Hospital
- 3.Mary's Center for Maternal and Child Health
- 4.Community of Hope

The DC WIC program serviced approximately 11,700 pregnant and postpartum women, infants, and children up to age 5 in Fiscal Year 2026. The DC WIC program has initiated several projects to enhance the delivery of program services under the WIC Workforce Development grant, Online Shopping grant, MORE WIC grant, and FY25 Infrastructure grant. These initiatives align with DC WIC's strategic priorities and are the focus of the program's annual goals and objectives as detailed below.

DC WIC NEEDS ASSESSMENT AND STRATEGIC PRIORITIES

In Fiscal Year 2026, DC WIC identified several priority areas as the result of participant and staff surveys, Nutrition Services management evaluations, and community feedback sessions. As such, the following are key focus areas for DC WIC:

- Strengthening strategic partnerships to facilitate cross referrals and reach as many eligible women, infants, and children as possible.
- Increasing the initiation, duration, and exclusivity of breastfeeding.
- Enhancing the WIC shopping experience through modernization efforts, improved retail vendor training, monitoring, compliance, and customer service.

FISCAL YEAR 2026 PROGRESS ON GOALS AND OBJECTIVES**BREASTFEEDING PROMOTION AND SUPPORT**

The following progress report of FY26 Breastfeeding Promotion and Support goals and objectives are as follows:

GOAL 1 - IMPROVE IN-HOUSE LACTATION CONTINUITY OF CARE BY STANDARDIZING BREASTFEEDING SUPPORT OPERATIONS IN DC WIC BY SEPTEMBER 30, 2026.**Objective 1.1 Research and implement an after-hours lactation support hotline for WIC participants.**

This objective is in progress and will continue into FY27. DC WIC has updated its in-house referral process to ensure that all participants have the appropriate breastfeeding care. All local agencies have at least one breastfeeding peer counselor who provide basic breastfeeding support, while high risk breastfeeding support is handled by the DC WIC Breastfeeding Coordinator, an international Board-Certified Lactation Consultant. In addition, she provides after-hours advanced lactation support for participants. DC WIC will focus on expanding breastfeeding support services in FY27 with the rollout of a centralized support hub.

Objective 1.2 Implement a standardized note review process for local agency staff.

This objective is in process. The DC WIC Nutrition Services team completed breastfeeding note reviews as part of the FY26 Nutrition Services Management Evaluation (ME). Insights collected from the ME will be used to create and share note templates with local agencies across varying staff roles and levels of breastfeeding support.

Objective 1.3 Standardize group breastfeeding curriculum and format across all local agencies by September 30, 2026.

This objective is in progress. The State Agency is standardizing group breastfeeding curriculum that has been developed along with accompanying training materials to align with the current USDA WIC Breastfeeding Curriculum. Breastfeeding peer counselors will receive the curriculum and training items in September 2026.

Objective 1.4 Create, disseminate, and analyze a lactation education needs survey for WIC Staff to identify areas of training and support needed for breastfeeding support staff.

This objective is complete. The survey was provided to DC WIC staff in January 2026. Survey findings were analyzed to identify which areas of training and breastfeeding support are most needed for DC WIC staff.

GOAL 2: IMPROVE BREASTFEEDING RATES FOR ALL LOCAL AGENCIES BY 2% BY SEPTEMBER 30, 2026.

Objective 2.1 Support at least 4 DC WIC staff to complete advanced lactation training and credentialing via the WIC Workforce Development grant to further enhance lactation knowledge and care services for WIC participants.

This objective is in progress. DC WIC has enrolled six DC WIC employees into the Certified Breastfeeding Specialist (CBS) course offered by Lactation Education Resources (LER) as part of funds received from the WIC Workforce Development grant. The selected staff have until May 2027 to complete the training and pass the CBS exam.

Objective 2.2 Provide four courses on emerging lactation topics for DC WIC staff at quarterly meetings or through DC WIC's online learning management system.

This objective is complete. The DC WIC Breastfeeding Coordinator conducted two lactation training courses at the Q2 and Q4 All-Staff Meetings and rolled out one additional breastfeeding training on DC WIC's learning management system (LMS).

NUTRITION SERVICES

The following progress report for FY2026 Nutrition Services goals and objectives are as follows:

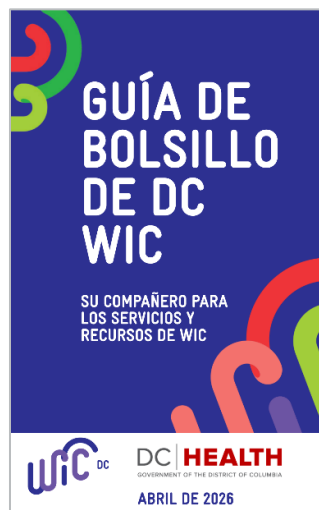
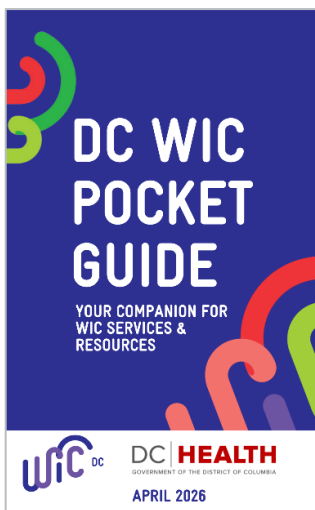
GOAL 1: DEVELOP AND IMPLEMENT NUTRITION EDUCATION FOR DC WIC STAFF, VENDORS, AND THE PUBLIC ON THE FINAL FOOD RULE ENHANCEMENTS TO WIC PARTICIPANT FOOD PACKAGES

Objective 1.1 Provide local agency staff with Q1 secondary nutrition education materials and training on the Final Food Rule WIC food package updates by October 30th, 2026.

This objective is complete. The DC WIC State Agency conducted three live training sessions on the Final Food Rule food package updates in April, August, and October 2025. The DC WIC Nutrition Services team created and disseminated updated WIC food package education materials, including an updated authorized foods list booklet (see objective 1.2) to the local agencies. These included handout materials for WIC participants and staff training aids to further assist their efforts of communicating the food package changes to participants. For participants, a text blast was sent in Q1 during the initial implementation of food package updates. The DC WIC Food Delivery/Vendor team trained all authorized vendors during their reauthorization training in Q1.

Objective 1.2 Redesign, revise, and print a DC WIC participant shopping resource booklet by December 30th, 2025.

This objective is complete. The DC WIC Participant Shopping Resource Booklet (DC WIC Pocket Guide) replaced the DC WIC Authorized Foods Booklet to reflect the changes regulated in the Final Food Rule. This resource booklet serves as a comprehensive guide to the DC WIC program and includes information on DC WIC's authorized foods list, shopping tips, contact information for program support, and resources for nutrition education. The booklets were distributed to the local agencies in Q3 and concluded with a training overview of the resource material at the Q3 All-Staff Meeting. A PDF of the resource is available on dcwic.org along with an updated food package webpage for participants to access digitally.



Objective 1.3 Update DC WIC policies and staff training materials to reflect the changes in DC WIC food packages and food specifications as regulated by the Final Food Rule.

This objective is complete. The DC WIC Nutrition Services team completed policy revisions on food delivery and certification and eligibility–related policies. New Employee training materials were updated to reflect these changes and all public facing material (available on dcwic.org) has been updated to reflect these changes as well.

GOAL 2: STRENGTHEN PROGRAM INTEGRITY THROUGH QUALITY IMPROVEMENT AND ASSURANCE/MONITORING ACTIVITIES FOR WIC NUTRITION SERVICES.

Objective 2.1 Incorporate ongoing staff survey feedback into New Employee Training and quarterly All-Staff Meetings and use this feedback to plan a CPA training day by June 30th, 2026.

This objective is complete. New employee training materials were updated and uploaded to the DC WIC online LMS; TalentLMS in Q2. The Nutrition Services team continues to analyze and incorporate survey feedback into future quarterly All-Staff Meetings training plans. A CPA-needs survey was conducted in Q2; results were assessed and used to draft training plans for a tentative training date in Q4 FY 2026.

Objective 2.2 Provide training and technical assistance to CPAs to enhance the services provided to high-risk participants.

This objective is ongoing. DC WIC updated the DC WIC Nutrition Risk Manual and provided training on these updates in Q3. DC WIC has offered 31 CEU opportunities to CPAs at the time of this writing in FY26. A CPA training day is scheduled for Q4. Additionally, DC WIC performed a Nutrition Services ME in Q3 and identified several training needs to support CPAs in counseling and follow-up care to high-risk participants. These areas will be addressed in FY27 Nutrition Services training plans.

Objective 2.3 Perform a comprehensive Nutrition Services ME on two local agencies by Sept 30th, 2026.

This objective is complete. The DC WIC Nutrition Services team conducted both on-site and record reviews for two local agencies in Q3. The ME Summary Reports have been shared with each local agency and Corrective Action Plans (CAP) have been submitted to the State Agency.

GOAL 3: SUPPORT STAFF PROFESSIONAL DEVELOPMENT THROUGH TRAINING AND EDUCATION OPPORTUNITIES THROUGH THE WIC WORKFORCE DEVELOPMENT GRANT UTILIZATION BY SEPTEMBER 30TH, 2026.

Objective 3.1 Offer at least 12 continuing education hours for DC WIC staff per year through varying training opportunities.

This objective is complete. At the time of this writing, 31 CEUs were offered through either quarterly All-Staff training, TalentLMS, and/or in the monthly DC WIC Newsletter.

Objective 3.2 Maintain ACEND accreditation for the VA/MD/DC WIC dietetic internship; and support at least one DC WIC staff member to complete the internship in FY26.

This objective is complete. The VA/MD/DC dietetic internship received accreditation on October 29, 2025, for a 7-year term ending on June 30, 2033. One DC WIC staff member started the dietetic internship in October 2025 and will complete all supervised practice hours by August 14, 2026.

Objective 3.3 Support at least 4 DC WIC staff members in working towards a graduate or undergraduate degree as part of developing the future WIC workforce. Host at least 4 public health interns to expose students to WIC as a career.

This objective is complete. DC WIC supported a total of 6 staff members in obtaining a graduate (2 employees) and undergraduate (4 employees) degree. DC WIC additionally supported the recruitment and onboarding of 6 public health intern (4 unpaid and 2 paid) during FY26.

CASELOAD AND OUTREACH

The following progress report for FY2026 Caseload and Outreach goals and objectives are as follows:

GOAL 1: INCREASE DC WIC PARTICIPATION BY 3% THROUGH STRENGTHENING EXTERNAL OUTREACH AND REFERRAL NETWORKS TO WIC BY SEPTEMBER 30, 2026.

Objective 1.1 Partner with two new community programs and/or services targeting young families.

This objective is complete. DC WIC made connections virtually with the school nurses who are stationed at the six high school-based childcare program. This collaboration was organized by DC Health's newly established School Health Services Program (SHSP). DC WIC flyers are now displayed in each nurse's station located in the six high school-based childcare programs. They are Anacostia High School, Ballou High School, Coolidge High School, Dunbar High School, Luke C. More High School, and Roosevelt High School. DC's Additionally, DC WIC reconnected with Wellpoint (formerly Amerigroup) Health Insurance company; established groundwork for collaboration with DC's Department of Human Services- Child Family Services Agency Foster Care and Kinship Programs. DC WIC distributed several outreach materials to all new partners and protocol for establishing Linkudmv.com as a resource for community referral to the WIC program.

Objective 1.2 Participate in two outreach events per quarter to increase referral and enrollment into DC WIC.

This objective is complete. DC WIC attended several outreach events in FY26 from partner organizations including the Public Service Commission, Howard University, and DC Health's Help Me Grow program. Outreach to community stakeholders in Ward 8 was targeted during Q2 and Q3. This ward is considered high-risk due to systemic socioeconomic challenges and severe resource gaps. Collaborations were established specifically with Far Southeast Strengthening Collaborative- who has served DC families for 30 years; and Bread for the City- who has served DC families for 24 years. During Q1, DC WIC did not attend any outreach events due to the impact of the federal government shutdown. All partners were kept abreast with the shutdown through email and phone calls during that period of time.

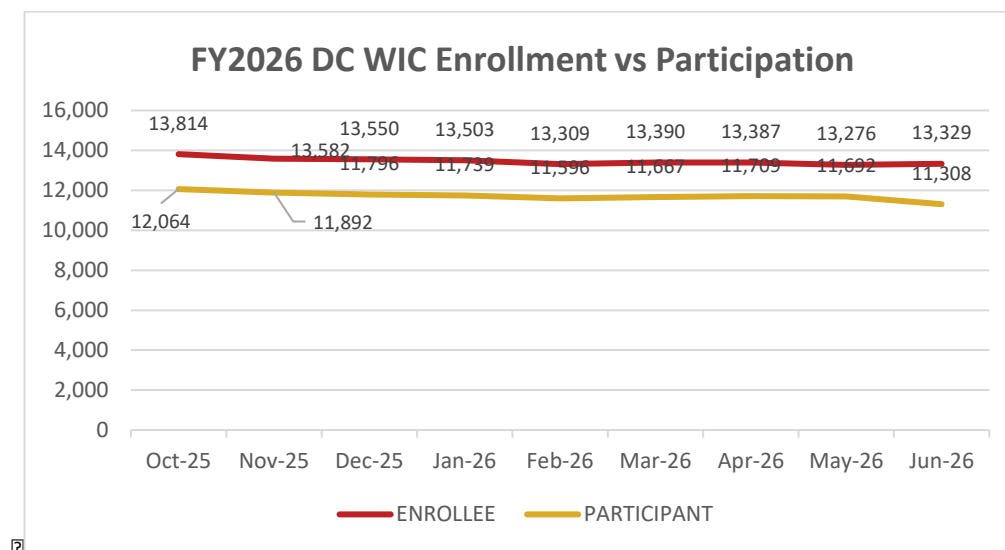
Objective 1.3 Enroll at least 2 partners in LinkUDMV per quarter to increase referral and enrollment into DC WIC.

This objective is complete. Ten new partners were introduced to the online referral platform for community resources in DC called LinkUDMV to support referrals into the DC WIC program. Currently DC WIC is in contact with 72 partners, of which 45 or 62.5% are registered with LinkUDMV. For the 27 who are not registered DC WIC has encouraged them to register to help bolster their program's accessibility to resources that will benefit their families.

Objective 1.4 Participate in monthly, quarterly, and/or bi-annual partner meetings to assess and revise referral processes.

This objective is in progress. In addition to establishing new partnerships, DC WIC attended several partner meetings to further strengthen, streamline, and support referrals into the DC WIC program, along with the introduction to Linkudmv. These included partner meetings with UPO, Educare, Wellpoint (formerly AmeriGroup) Rosemount child-care, AppleTree, Mamatoto Village, Carlos Rosario International Charter School and AmeraHealth Caritas.

While efforts were made to grow the number of families in the program in FY 2026, external challenges such as the Federal Government shutdown and a marked drop in appointments as a result of security concerns in the city led to a slight decrease in WIC enrollment

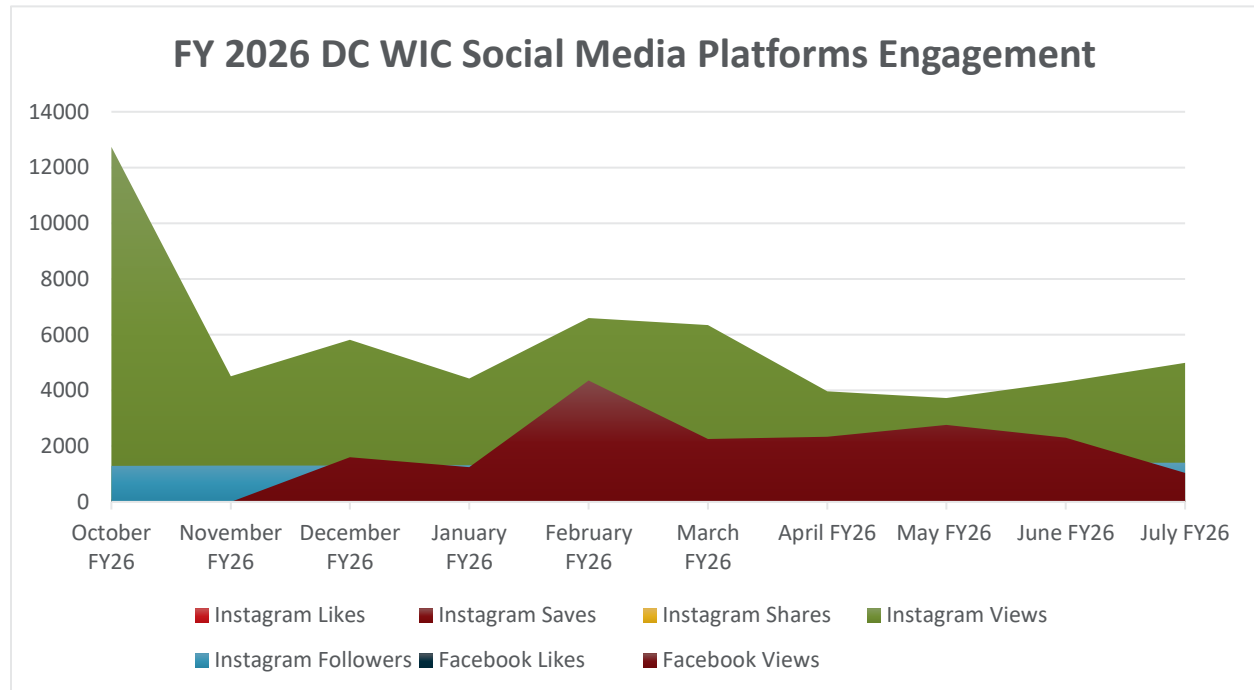


The state agency is leveraging an inter-agency data sharing agreement with other federal benefit programs such as SNAP, TANF and Medicaid to streamline enrollment into WIC for families with adjunctive eligibility.

GOAL 2: INCREASE PARTICIPANT UTILIZATION OF DC WIC DIGITAL PLATFORMS (INSTAGRAM, LINKUDMV, DCWIC.ORG, ETC) BY SEPTEMBER 30, 2026.

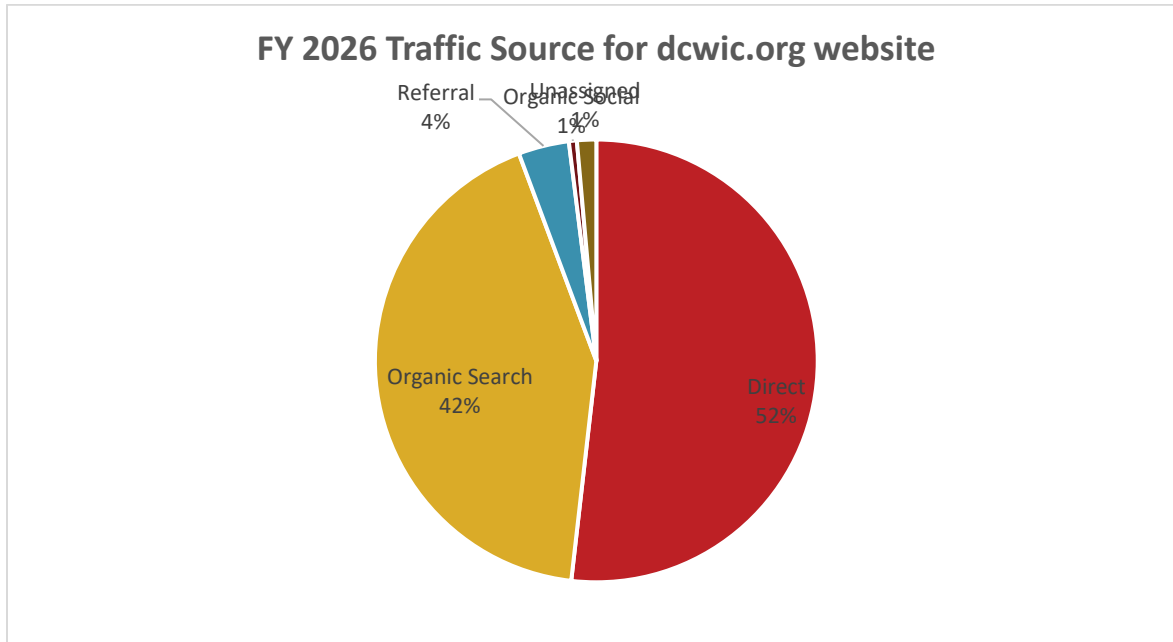
Objective 2.1 Create a comprehensive digital outreach strategy to increase participant utilization of LinkUDMV and DC WIC social media platforms.

This objective is in progress. DC WIC saw an 8% increase (109 new followers) on Instagram and a 42% increase (over 1,100 additional page views) on Facebook from the period of October 2025 to June 2026. DC WIC will continue this objective into FY27 to further increase partner utilization of LinkUDMV to referral families into the DC WIC program.



In FY 2026, DC WIC moved staff newsletter to the MailChimp platform. This delivery system enables the program to evaluate the reach and read rate of information dissemination. Since the transition in Dec 2025, there has been about 40% average newsletter open rate by State and Local agency staff with 12% clicking on the embedded links in the newsletter.

DC WIC continued to improve the dcwig.org website to be a one stop information resource for WIC participants, staff and partners. Traffic to the website continues to improve with time. Below is FY 2026 year to date traffic to the website.



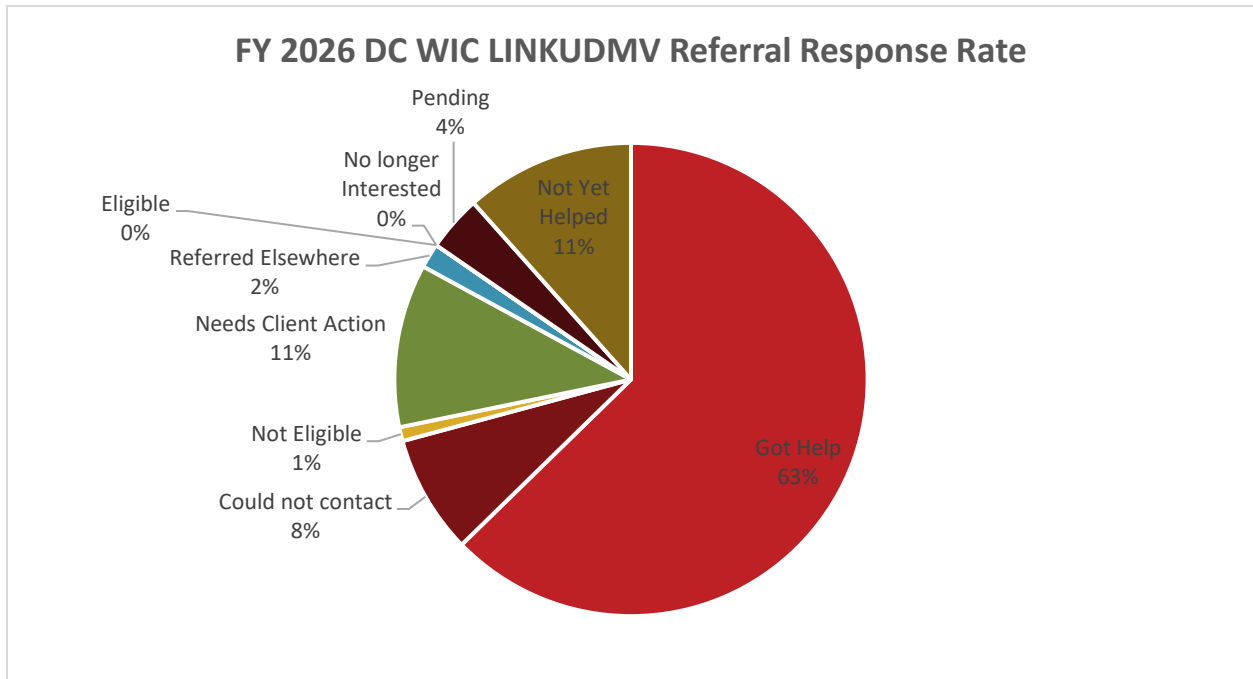
Objective 2.2 Track quarterly online outreach and engagement efforts in the WIC Caseload Management dashboard.

This objective is in progress and will continue into FY27. As part of the MORE WIC Grant and the WIC Modernization grant, DC WIC worked with the DC Department of Healthcare Finance and the DC Department to embed WIC referrals as a pop-up notification for all existing and new applicants of public benefits whose income are within the WIC Income Eligibility threshold.

WIC staff at the local agencies follow up on these referrals and enroll interested households into WIC. Since November 2025, over 12,000 households have received notification of WIC eligibility, about 3000 have requested to be called back and over 800 households have been given WIC appointments, translating to a 27% conversion rate.

Objective 2.3 Monitor referrals received from LinkUDMV to ensure families are connected to WIC services each quarter.

This objective is ongoing. Monthly LinkUDMV referral activity is displayed below:



Majority of these referrals are from community partners and organizations. Some are also directly from participants and the public.

In addition to the referral pathways, eligible participants are able to directly start their WIC application process online using the DC WIC Portal.

MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY

The following progress report for FY2026 Management Information System (MIS) and Technology goals and objectives are as follows:

GOAL 1: INCREASE DC WIC PARTICIPATION BY 300 PARTICIPANTS THROUGH IMPLEMENTATION OF DATA SHARING AGREEMENTS AMONGST DC GOVERNMENT AGENCIES BY SEPTEMBER 30, 2026.

Objective 1.1 Integrate WIC applicant eligibility screening within the District Direct online and mobile applications and data matching with the DCAS database.

This objective is complete. As a result of an interagency data sharing agreement between DC Department of Health, DC Department of Human Services, and the DC Department of Healthcare Finance, screening for WIC eligibility has been incorporated into the District Direct benefit application platform. Eligible families receive notices of eligibility immediately after application submission and once per quarter. Families have the option of indicating interest in applying for WIC via an online form.

To supplement this process, a specialized portal for WIC staff was developed to help verify adjunctive eligibility during WIC certification and eligibility determination. The portal was completed in June 2026. 80% of local agency staff received access to the portal via individual DCAS user accounts. DC WIC created a guidance document for the use of the portal to local agency staff.

Since November 2025, over 3,000 households have expressed interest in enrolling in WIC, with approximately 820 securing appointments via this system.

This activity is funded with the WIC Modernization grant and the FY 2025 WIC General Infrastructure grant with support from the MOREWIC Grant.

Objective 1.2 Complete quarterly data matching between WIC, Medicaid, TANF, and SNAP to identify families who are WIC-eligible but not participating.

This objective is in progress. DC WIC submitted a data extract for testing the developed DCAS data matching process in Q3. DC WIC will use the information from the data match to conduct outreach to eligible families via text messages. The program will test other means of outreach in FY 2027.

Objective 1.3 Develop and deploy a survey to WIC-eligible but not participating families to identify critical challenges that impact the participation of WIC and other adjunct eligibility programs.

This objective is in progress. DC WIC designed survey questions to learn more about the challenges faced by WIC-eligible individuals who are not participating in the program and those faced by current WIC participants. These questions were included in FY26 community and employee feedback sessions held for the MOREWIC grant and results are currently being analyzed.

GOAL 2: ENHANCE THE PRESENTATION AND ACCESSIBILITY OF DC WIC PROGRAM DATA TO SUPPORT EFFECTIVE REPORTING AND INFORMED DECISION-MAKING FOR INTERNAL AND EXTERNAL STAKEHOLDERS.

Objective 2.1 Evaluate the usefulness of current program dashboard metrics and identify additional data metrics to enhance program reporting.

This objective is complete. New program metrics and corresponding data points have been established. The data collection process is complete, and dashboard development has begun. Additionally, DC WIC increased the number of data metrics that are stratified by Ward. This approach allows WIC data to be integrated more seamlessly with existing District datasets, thereby enhancing the understanding of social and economic disparities.

Objective 2.2 Create data visuals for core program data metrics.

This objective is in progress and will continue into FY27.

Objective 2.3 Create an SQL reporting system to support the DC WIC dashboard enhancements and address current internal and external user needs.

This objective is in progress. DC WIC developed an SQL reference document to streamline data retrieval queries against the DC WIC MIS. The DC WIC MIS team will continue to refine the SQL reference structures to enhance searchability through the use of words, metadata, and structured data.

VENDOR / FOOD DELIVERY SERVICES

GOAL 1: IMPLEMENT ONLINE SHOPPING TO THE DC WIC PROGRAM BY SEPTEMBER 30, 2026.

Objective 1.1 Establish partner contracts for online shopping by February 28, 2026.

This objective is in progress. While the original February 2026 deadline was not met, substantial progress was made throughout the Fiscal Year on four critical documents that together lay the legal and financial groundwork for WIC participants to shop online: 1) **the Mercato contract** which establishes an e-commerce platform for WIC authorized vendors to participate in WIC online shopping 2) **the Custom Data Processing Inc. (CDP) contract**, which enable's DC's eWIC processor to take on new online shopping responsibilities 3) **the DC Health–Office of Chief Financial Officer (OCFO) Memorandum of Understanding (MOU)**, which authorizes payment to CDP for the additional online shopping work and 4) the **Walmart Vendor Addendum**, which amends Walmart's current vendor agreement to include online shopping activities.

The Mercato contract requirements were finalized in February 2026 and advanced through the sole source procurement process with the Office of Contracts and Procurement (OCP), reaching final stages by July 2026. The CDP contract was fully executed in June 2026, while the Walmart addendum cleared internal review and moved to legal review in July 2026. The amendment to the DC Health–OCFO MOU was underway to authorize additional funding for online shopping support through CDP. With the CDP contract complete, the Mercato contract and MOU amendment expected to close in August 2026, and the Walmart addendum moving quickly through its remaining steps, this objective is on track for completion within FY26.

Objective 1.2 Conduct internal and external testing of online shopping by September 30, 2026.

This objective is in progress. There are two paths for internal and external testing—one with Mercato and one with Walmart. With the Mercato contract on track to close in August 2026, DC WIC will begin discussions on internal and external testing shortly thereafter. As a result, testing is now anticipated to take place in Q1 of FY27.

For Walmart, testing had originally been scheduled for Q4 of FY26 to support an intermediate phase involving curbside pickup and payment. However, Walmart decided not to pursue this option and instead shifted focus to full online shopping transactions. Internal and external testing with Walmart for full online transactions is now expected to occur in Q2 of FY27.

In the meantime, DC WIC has been working with the Center for Nutrition and Health Impact (CNHI), the organization that funds DC's WIC online shopping subgrant, to better understand testing scripts, and CNHI provided related materials in Q3 of FY26. DC WIC also met with CDP to gain a clearer understanding of the testing timeline that will follow once the agency is able to move forward with both Mercato and Walmart.

Objective 1.3 Develop a training and marketing plan for online shopping by June 30, 2026.

This objective is in progress. In Q2, DC WIC transitioned an internal employee to the CNHI grant to help support the design and implementation of training and marketing for online shopping. DC WIC began developing its training and marketing plan for online shopping in Q3, requesting resources from partner states and CNHI. Planning picked up in Q4 as the Mercato contract was finalized, but completing the training and marketing plan will now be the focus in Q1 of FY27. Delays in project implementation pushed back the training and marketing planning timeline.

Objective 1.4 Update vendor policies and materials for online shopping by September 30, 2026.

This objective is in progress. DC WIC began reviewing the vendor manual in Q1 to identify updates needed to support online shopping. Progress paused briefly in Q2 due to a USDA Management Evaluation and related vendor compliance issues, but review efforts resumed shortly after. During Q3, DC WIC reached out to partner states and SNAP for guidance on policy development, drawing on their experience to inform DC's approach. Building on this input, DC WIC will finalize first drafts of the updated vendor policies by the end of the Fiscal Year.

GOAL 2: IMPROVE THE SHOPPING EXPERIENCE FOR PARTICIPANTS AND FOOD RETAIL STAFF BY SEPTEMBER 30, 2026.

Objective 2.1 Add three food delivery trainings to WIC Online Learning Management system that help stakeholders understand WIC shopping by September 30, 2026.

This objective is complete. DC WIC developed four comprehensive online trainings on the Talent Learning Management System (TalentLMS) platform called—**WIC 101**, an introductory module for authorized vendors; **WIC Foods**, which explains WIC-approved foods and the steps needed to process transactions at the register; **WIC Monitoring**, which outlines the procedures vendors must follow during monitoring visits; and **WIC Pharmacy**, a specialized module designed for pharmacies located within grocery stores. Together these trainings offer clear and accessible guidance aimed to promote consistency across vendor operations, reduce checkout related errors, strengthen compliance, and enhance the overall shopping experience for WIC families. By the end of FY26, all modules will be uploaded into TalentLMS and in FY27 will be promoted to WIC vendors to support continued program improvement and readiness.

Objective 2.2 Implement two vendor facing strategies to address common shopping barriers and improve the WIC shopping experience by September 30, 2026.

This objective is complete. Two vendor-facing resources were developed to address common shopping barriers and improve the WIC shopping experience. One focused on vendor requirements—such as maintaining invoices and receipts for three years, ordering formula only from approved suppliers, and ensuring a valid business license—which supports vendors in staying compliant with their vendor agreements; and a second guide to assist store teams with practical shopping tips, including using the EzWIC app to identify WIC-approved items, accessing resources on dcwic.org, and knowing how to submit issues for timely resolution.

The second strategy centers on improving fresh fruit and vegetable transactions through clear mapping guidance, supported by a one-page instructional sheet and a quick reference tool for cashiers. These mapping resources help prevent common produce-related errors, ultimately strengthening the WIC shopping experience for families and reducing transaction challenges for vendors.

Objective 2.3 Implement two participant facing strategies to address common shopping barriers and improve the WIC shopping experience by September 30, 2026.

This objective is complete. Two participant-facing resources were created to help address common shopping barriers and better prepare families before they visit authorized WIC stores. The first resource provides practical pre-shopping tips, including syncing the eWIC card to the EzWIC app, familiarizing themselves with the WIC food package, and using the app to identify WIC-approved items. The second resource offers guidance on how to shop once participants are in the store, reviewing helpful reminders for each food group and outlining checkout best practices—such as confirming that items in the basket match their food package, knowing how to use coupons, and reviewing the mid-transaction receipt to ensure accuracy before completing the purchase. These tools were disseminated through email, discussed during quarterly meetings and saved in each vendor peer groups resource folder on [dcwic.org/existing vendors](https://dcwic.org/existing-vendors) for easy access. They were designed to build participant confidence, reduce checkout confusion, and make WIC shopping more accessible and successful.

To further support participants, two Instagram reels were produced to visually demonstrate key shopping tips and reinforce concepts shared in the guides. These reels covered how to shop using the EzWIC app and how to maximize your whole grain choice. In addition, the team continued experimenting with live grocery store tours in partnership with Giant, completing four in person tours and collaborating on a virtual store tour that is expected to be finalized by the end of the Fiscal Year. The vendor team also partnered with the YMCA to develop short shopping videos and instructional posters for display across all authorized vendors, helping participants learn how to shop for a few key ingredients and prepare healthy meals. This YMCA media project will be completed in FY27. Together, these multimedia tools offer consistent guidance across store types and help create a more informed, confident, and empowered shopping experience for WIC families.

FISCAL YEAR 2027 GOALS AND OBJECTIVES

BREASTFEEDING PROMOTION AND SUPPORT

Goal 1: Strengthen breastfeeding promotion and support across the DC WIC Program by expanding participant access to lactation services, standardizing breastfeeding education, and enhancing program policies and performance standards by September 30, 2027.

KPI: policy, messaging guide, support hotline landscape review

Objective 1.1	Research and implement an after-hours lactation support hotline for WIC participants by September 30, 2027.
Objective 1.2	Create a breastfeeding messaging guide for WIC staff to support timely breastfeeding education to pregnant and postpartum participants by September 30, 2027.
Objective 1.3	Update DC WIC policies 2.009, 2.010, and 10.006 to strengthen breastfeeding promotion and support performance standards of DC WIC local agencies by September 30, 2027.

Goal 2: Support local agency staff delivery of lactation services to WIC participants by September 30, 2027.

KPI: staff certifications, training agendas, completed observation forms

Objective 2.1	Support at least 4 DC WIC staff to complete advanced lactation training and credentialing via the Workforce Development grant to further enhance lactation knowledge and care services for WIC participants by June 30, 2027.
Objective 2.2	Provide 4 courses in FY26 on emerging lactation topics for DC WIC staff at quarterly meetings or an online learning management system by September 30, 2027.

NUTRITION SERVICES

Goal 1: Enhance the quality and reach of DC WIC nutrition education by implementing staff training, developing standardized educational resources, and increasing participant utilization of nutrition education materials by September 30, 2027.

KPI: HANDS Staff Services Report, ONE platform utilization data, staff training feedback and participant satisfaction surveys, dcwic.org Google Analytics data

Objective 1.1	Develop and disseminate 4 quarterly nutrition education topic bundles to include virtual learning materials, staff talking points, and participant handouts for use by DC WIC local agencies by December 31, 2026.
Objective 1.2	Conduct two staff trainings on performing a participant-centered nutrition assessment that includes a post-training competency assessment and develop and disseminate two participant-centered counseling staff resources related to core nutrition topics by September 30, 2027.
Objective 1.3	Increase utilization of DC WIC's Nutrition Education resource page (www.dcwic.org/nutrition-education) through social media engagement, local agency staff promotion, and improving the webpage's design and educational resource offerings.

Goal 2: Strengthen DC WIC program quality and accountability through local agency monitoring, participant feedback, and enhanced program oversight by September 30, 2027.

KPI: Training completion records, LMS reports, management evaluation findings, and corrective improvement action plans.

Objective 2.1	Conduct a monitoring site visit for each DC WIC local agency to support tailored technical assistance by September 30, 2027.
Objective 2.2	Implement a post-WIC service appointment satisfaction survey to participants to measure the impact of the nutrition education provided by September 30 th , 2027.
Objective 2.3	Prepare a comprehensive Request for Applications (RFA) that provides clear eligibility criteria and performance standards of the DC WIC program to ensure the recruitment of competent and qualified local agencies for FY2028.

Goal 3: Recruit, retain, and develop a skilled DC WIC workforce to support high-quality participant services by September 30, 2027.	
KPI: LAD survey - staff retention rates, vacancy rates, internship participation, professional development records, and employee engagement surveys.	
Objective 3.1	Execute the annual one-day DC WIC Leadership Training for directors and managers and evaluate effectiveness through pre- and post-training gains in leadership knowledge and confidence, and other survey response feedback.
Objective 3.2	Implement the 2027 ACEND Future Education Model Standards to maintain accreditation for the VA/MD/DC WIC Dietetic Internship and support at least one DC WIC staff member in completing supervised practice during FY2027.
Objective 3.3	Support at least 4 DC WIC staff members in pursuing degrees, credentials, or specialized certifications and partner with academic institutions to host at least 4 public health or nutrition interns, strengthening the DC WIC workforce pipeline by September 30 th , 2027.
Objective 3.4	Offer a minimum of 15 CEUs for DC WIC licensed staff to support ongoing professional development by September 30 th , 2027.

CASELOAD AND OUTREACH

Goal 1: Increase DC WIC participation by 3% through strengthening external outreach and referral networks to WIC by September 30, 2027. KPI: monthly enrollment and participation data, training agendas with WIC partners	
Objective 1.1	Streamline enrollment workflow and adjunctive eligibility processes and completing 4 data matches with Medicaid, SNAP and TANF to identify WIC eligible households to support Local Agency caseload goals.
Objective 1.2	Establish a dedicated DC WIC contact center (DC WIC Hub) to facilitate WIC recruitment and retention
Objective 1.3	Participate in 3 outreach events and provide 2 partner trainings on how to refer to WIC using LinkUDMV to standardize WIC referrals per quarter.
Objective 1.4	Assess the impact on outreach and engagement efforts for FY2027 utilizing State Agency developed dashboard quarterly.

Goal 2: Increase participant and community partner utilization of DC WIC digital platforms by September 30th, 2027. KPI: Data dashboard/tracker, google analytics, social media metrics, LINKUDMV analytics	
Objective 2.1	Create a comprehensive digital outreach strategy to increase participant utilization of all DC WIC social media platforms by December 30, 2026.
Objective 2.2	Develop State Agency dashboard and workflow for quarterly tracking of online outreach and engagement efforts.
Objective 2.3	Create DC WIC Outreach SOP to ensure 100% referral response rate using various platforms (LinkUDMV and DCAS self-referral list) to be reviewed quarterly.

MANAGEMENT INFORMATION SYSTEM AND TECHNOLOGY

Goal 1: Develop a comprehensive WIC MIS Standard Procedures to streamline State Agency data management and promote continuity of services.

KPI: # of Processes documented in the WIC MIS Procedural Manual

Objective 1.1	Develop WIC Data Procedure Manual, document workflows, SQL query templates.
Objective 1.2	By September 30, 2027, develop standardized data retrieval and dissemination protocols to ensure compliance with local and federal regulations.

Goal 2: Enhance support and monitoring of MIS activities within DC WIC local agencies by September 30, 2027.

KPI: # of SQL Queries catalogued, equipment inventory logs, MIS monitoring and evaluation reports

Objective 2.1	Perform FY2027 MIS LA management evaluation of each local agencies as part of annual program monitoring and evaluation efforts.
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FOOD DELIVERY SERVICES

Goal 1: Implement online ordering and home delivery by September 30, 2027.	
KPI: # of tests, # of stakeholder's trainings, # of advertising methods, # of pilots launched, # of vendors onboarded	
Objective 1.1	Conduct internal and external testing of Walmart and Mercato platforms by December 31, 2026.
Objective 1.2	Train local agency staff on platforms by January 30, 2027.
Objective 1.3	Advertise/train participants on platforms by January 30, 2027.
Objective 1.4	Pilot Mercato and or Walmart by March 31, 2027.
Objective 1.5	Onboard 5 vendors to the Mercato platform by September 30, 2027.
Objective 1.6	Present online ordering and home delivery findings — including participation rates, redemption data, and participant satisfaction — to the WIC team and DC Health leadership by September 30, 2027.

Goal 2: Strengthen participant and vendor experiences through training and system improvements.	
KPI: # of stakeholders trained, # of LMS trainings completed, # of funding opportunities applied, # of SOPs created	
Objective 2.1	Implement quarterly in-person WIC shopping training for new local agency and state agency staff by September 30, 2027.
Objective 2.2	Launch and track a DC WIC Vendor training program that includes a minimum of 3 training courses for vendor staff in the DC WIC Learning Management System by September 30, 2027.
Objective 2.3	Implement a monthly shopping-focused training for local agency staff to address common shopping barriers and improve the WIC shopping experience by September 30, 2027
Objective 2.4	Seek and apply for additional funding to support the transition to integrated systems for all stand beside device vendors by September 30, 2027.

Objective 1.5	Create a Food Delivery Standard Operating Procedure Manual for state agency and local agency staff by September 30, 2027.
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