



RICHMOND WORKFORCE DEVELOPMENT BOARD

Xavier Abrams, Chairperson

Thursday, November 6, 2025

11:30 a.m. – 1:00 p.m.

AGENDA

- I. Procedural Items
 - a. Call to Order and Roll Call
 - b. Review and Approval of Minutes: May 8, 2025
- II. Director's Report
- III. Action Items
 - a. Approve the development of a Business Engagement Action Plan for PY 2025–2026, including the formation of sector partnerships, quarterly employer listening sessions, and integration of work-based learning models.
 - b. Approval of Ongoing Authority to Process Training Funds (ITAs) and Execute On-the-Job Training (OJT) Contracts
 - c. Approval of Richmond Workforce Development Board Participation in *East Bay Works Forward* Regional Nonprofit Workforce Intermediary
 - d. Incumbent Worker Training (IWT) Policy
 - e. WIOA Staff Time Distribution and Reporting Policy
 - f. WIOA Training Duration and Completion Policy
 - g. 2026 Board Meeting Calendar
- IV. Information Items
 - a. Board membership and Bylaw Committees Discussion
 - b. Make America Skilled Again (MASA)
 - c. America's Talent Strategy: Equipping American Workers for the Golden Age
 - d. Workforce Pell Grant
 - e. AI Action Plan
- V. Public Forum
- VI. Announcements
- VII. Closing Remarks & Adjourn

Next RWDB Meeting
Thursday, January 15, 2026
11:30 a.m. to 1:00 pm

In-Person
330 25th Street, Richmond, CA 94804

COMMUNICATION ACCESS INFORMATION: This meeting is being held in a wheelchair-accessible location. To request disability-related accommodation(s) to participate in the meeting, including auxiliary aids or services, please contact Nickie Mastay at (510) 620-6609 at least three business days before the meeting date. RichmondWORKS is an equal opportunity employer/program. All qualified applicants will receive consideration for our programs, without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or veteran status.



Richmond Workforce Development Board Meeting Minutes – May 8, 2025

On May 8, 2025, the Richmond Workforce Development Board (RWDB) convened at 11:45 a.m. under Vice-Chair Uche Uwahemu to discuss various workforce development initiatives and updates. The meeting included a roll call of members and a vote to approve the minutes from the previous meetings on March 15 and March 24, 2025, which was carried out successfully.

Director's Report

Tamara Walker, the director, introduced new board member Gina Baker and provided an overview of the federal budget for 2026, which includes significant cuts to workforce funding. The proposal includes a 29% reduction in federal workforce investments through the consolidation of grants into the "Make America Skilled Again" (MASA) initiative. The report also noted that current WIOA funding levels will remain until September 20, 2025, while Congress develops its budget during the summer.

In response to funding challenges, the James Irvine Foundation suggested transforming East Bay Works into a nonprofit to enable access to additional foundation grants, which could enhance community funding opportunities. Furthermore, the board plans to implement place-based services starting July 1, 2025, by sending staff to the Nevin Center.

Resource Fair Discussion

The AJCC One-Stop partners have been discussing the organization of a resource fair focused on identifying services provided by AJCC Workforce partners. However, the location for the event has yet to be determined.

Presentation on Richmond Green Blue New Deal

Yahna Williamson presented updates on the Green Blue New Deal (GBND), including a survey conducted to prioritize projects based on feedback from city staff, the Economic Development Commission, and the Workforce Development Board. The top seven projects identified are as follows :

Port Upgrades 80%	Building Electrification Retrofits 50%	Brownfield Research and Innovation 50%
Destination Downtown 50%	Transition to Zero Emission Vehicles 40%	Offshore Wind Manufacturing 40%
Green Accessory Dwellings 40%		

Additional considerations included addressing gaps in workforce development and emphasizing the need for meaningful employment and entrepreneurial opportunities for local residents.

Action Items

Several motions were made during the meeting:

- Approval of amending the One-Stop Operator contract with Cheryl Maier, not exceeding \$30,000, which was carried.
- Approval of the RWDB Local Plan for Program Years 25-28, which also passed.



Richmond Workforce Development Board Meeting Minutes – May 8, 2025

- Creation of an Ad Hoc Youth Committee, which was approved, with volunteers Gregory Brooks, Gina Baker, and Xavier Abrams stepping forward.

Conclusion

The meeting concluded without any announcements and adjourned at 1:00 p.m. .

RICHMOND WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM

To: Richmond Workforce Development Board

From: Richmond Workforce Development Board Staff

Date: September 9, 2025

Action Item: Approval of Business Engagement Action Plan – Program Year 2025–2026

RECOMMENDATION

Staff recommends that the Richmond Workforce Development Board (RWDB) approve the development and implementation of a Business Engagement Action Plan for Program Years 2025–2026.

BACKGROUND

The Richmond WDB Local Plan (PY 2025–2028) identifies Expanding Business Engagement as a top system priority. Stronger partnerships with employers and industry sectors are essential to ensuring Richmond residents are prepared for in-demand jobs, while businesses gain access to skilled, job-ready workers.

The Action Plan is designed to:

- Launch at least one new sector partnership in a priority industry (e.g., clean energy, healthcare, construction, logistics).
- Host quarterly employer listening sessions to capture emerging workforce needs. Integrate work-based learning models (apprenticeships, internships, and on-the-job training) into at least two existing workforce training programs.

This initiative directly aligns with the state’s “High Road” strategies and the Richmond Local Plan’s commitment to equity, quality jobs, and economic growth.

CURRENT SITUATION

Businesses are experiencing workforce shortages and rapid changes in technology, requiring closer alignment between employer needs and workforce preparation. The Business Engagement Action Plan will create structured opportunities for industry input, ensure local training programs remain demand-driven, and strengthen the role of the RWDB as a business-led board.

Board members will serve as ambassadors and advisors, leveraging their business networks to connect employers with RichmondWORKS, providing guidance on industry priorities, and monitoring progress on the Action Plan.

FISCAL IMPACT

There is no direct fiscal impact associated with approving the Action Plan. However, expanded employer engagement is expected to improve WIOA performance outcomes, strengthen partnerships, and position RichmondWORKS for future funding opportunities.

RICHMOND WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM

To: Richmond Workforce Development Board

From: Richmond Workforce Development Board Staff

Date: September 9, 2025

Action Item: Approval of Ongoing Authority to Process Training Funds (ITAs) and Execute On-the-Job Training (OJT) Contracts

RECOMMENDATION

Staff recommend that the Richmond Workforce Development Board (RWDB) approve and authorize the Employment and Training Director, or designee, to:

- Process payments for tuition and training expenses through Individual Training Accounts (ITAs) and other training mechanisms using all available training funds (WIOA, discretionary grants, state, federal, and other workforce-related funding sources);
- Execute contracts with local employers to partially reimburse expenses for On-the-Job Training (OJT) and hiring of eligible participants; and
- Contract with training vendors not on the ETPL when they deliver programs in the Workforce Development Board's priority sectors (Healthcare, Construction, Green Economy, Transportation and Logistics, Advanced Manufacturing, and Information Technology) or Local Educational Agencies (LEAs).

This authority will be ongoing and apply to all training fund sources, ensuring maximum flexibility to meet the needs of both participants and employers.

BACKGROUND

WIOA and other workforce funding streams require that qualified providers deliver occupational skills training. For WIOA Title I, training services delivered through Individual Training Accounts (ITAs) must be provided by vendors listed on the California Eligible Training Provider List (ETPL), per 20 CFR §§ 680.410–680.430 and California EDD Directive WSD21-03. ETPL listing serves as the procurement mechanism, eliminating the need for a separate local RFP.

The RWDB's local workforce development policy also authorizes contracting with non-ETPL vendors when they provide training in Board-approved priority sectors or are LEAs, ensuring responsiveness to regional industry demand.

On-the-Job Training (OJT) contracts, authorized under 20 CFR § 680.700 et seq. and other state/federal workforce program rules, reimburse employers between 50% and 75% of participant wages during training.

Historically, the City used an outside vendor to process training and OJT payments. By bringing this function in-house, administrative service fees will be eliminated, allowing all training funds—not just WIOA—to be maximized for participant training and employer reimbursements.

Expanding the authority to include all training funds and making it ongoing ensures that the RWDB can respond quickly to workforce needs, leverage multiple funding sources, and align with sector priorities. Eliminating third-party vendor fees allows more dollars to be reinvested directly into training services and employer reimbursements.

FISCAL IMPACT

This action authorizes the ongoing use of all training funds (WIOA, discretionary grants, state, federal, and other workforce-related sources) for ITAs, training programs, and OJT reimbursements. Funding is program-specific and 100% supported by available training fund allocations. For Example:

	Org	Object	Project	Amount	
WIOA Dislocated	12572541	400813	27G06	\$ 54,907.00	ITA
	12573241	400843	27G06	\$ 5,490.00	ADMIN FEES
WIOA Career	12572341	400813	22903	\$ 100,000.00	ITA
	12573241	400843	22903	\$ 10,000.00	ADMIN FEES
WIOA RPA	12572541	400813	NO PROJ	\$ 100,000.00	ITA
	12573241	400843	NO PROJ	\$ 10,000.00	ADMIN FEES

RICHMOND WORKFORCE DEVELOPMENT BOARD AGENDA ITEM

To: Richmond Workforce Development Board

From: Richmond Workforce Development Board Staff

Date: September 9, 2025

Action Item: Approval of Richmond Workforce Development Board Participation in East Bay Works Forward Regional Nonprofit Workforce Intermediary

RECOMMENDATION

Staff recommend that the Richmond Workforce Development Board (RWDB) approve Richmond's participation as a partner in the *East Bay Works Forward* initiative.

BACKGROUND

The Contra Costa County Workforce Development Board (WDBCCC), as the lead agency, is submitting a regional grant proposal on behalf of four Workforce Development Boards: Contra Costa County, Alameda County, Oakland, and Richmond. The proposal seeks funding to establish East Bay Works Forward, a regional nonprofit workforce intermediary.

The nonprofit intermediary will:

- Align cross-jurisdictional workforce strategies across Alameda and Contra Costa Counties and the Cities of Oakland and Richmond.
- Improve coordination of resources, services, and employer engagement to better serve low-income and underrepresented job seekers.
- Establish a 501(c)(3) nonprofit to attract diversified funding, institutionalize shared strategies, and build durable infrastructure for long-term systems change.

RWDB's participation ensures Richmond's priorities—including youth employment, green jobs training, and equitable access to family-sustaining careers—are represented in the governance and implementation of the regional entity.

CURRENT SITUATION

Although the East Bay Regional Planning Unit (RPU) provides a structure for regional coordination, collaboration has often been fragmented. Creating a nonprofit intermediary built on the RPU framework, offering a dedicated backbone organization to support strategic alignment, employer responsiveness, and innovation across all four

boards.

This action affirms RWDB's role as a full partner, ensuring Richmond residents benefit from expanded pathways into the clean economy, public sector careers, healthcare, and other high-growth industries.

FISCAL IMPACT

There is no direct fiscal impact associated with RWDB's approval of participation. All project funds will be managed under the grant. Approval positions RWDB to leverage regional funding, expand employer engagement, and strengthen the long-term sustainability of workforce initiatives.

**RICHMOND WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM**

To: Richmond Workforce Development Board
From: Richmond Workforce Development Board Staff
Date: November 6, 2025

Action Item: Approval of the Incumbent Worker Training (IWT) Policy

RECOMMENDATION

Staff recommend that the RWDB adopt the Incumbent Worker Training Policy to:

1. Establish eligibility criteria for employers and workers;
2. Set cost-sharing requirements and documentation standards;
3. Align IWT with layoff aversion and business engagement strategies.

BACKGROUND

WIOA Section 134(d)(4) authorizes Local Boards to use up to 20% of Adult and Dislocated Worker formula funds for Incumbent Worker Training. IWT helps businesses retain employees, avoid layoffs, and upskill workers to meet evolving industry needs.

CURRENT SITUATION

This policy guides employer eligibility, participant eligibility, cost reimbursement rates (10%, 25%, 50% based on employer size), CaJOBS reporting procedures, performance tracking, and documentation expectations. Adoption by the Board will allow formal implementation of IWT as part of RWDB's business engagement strategy.

FISCAL IMPACT

Up to 20% of WIOA Adult and Dislocated Worker formula funds may be allocated to IWT.
No General Fund impact.



**OPERATIONS BULLETIN
WORKFORCE INNOVATIONS AND
OPPORTUNITY ACT**

Policy Number ETP00-0000

RWDB Board Approval

DATE: November 6, 2025

WIOA Incumbent Worker Training
(IWT) Policy-DRAFT

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INCUMBENT WORKER TRAINING (IWT) POLICY

PURPOSE:

This policy provides guidance, along with tools and methods related to decisions about which potential Incumbent Worker Training (IWT) projects should be funded with WIOA funds. It requires WIOA service providers to create local procedures and processes by which employers, workers, or groups of workers should be selected as priority incumbent worker training projects, it provides a uniform method to assess the suitability of these projects to receive WIOA funds for Incumbent Worker training, and it sets the minimum parameters to determine the shares of cost for WIOA and employer co-financing of Incumbent Worker training projects.

REFERENCE:

- Workforce Innovation and Opportunity Act (WIOA) (Public Law) Sections, 122(h)(i), 134(d)(4), 134(G)(ii), 134(c)(3)(H), and 194(4) • 20 C.F.R. § 680.780 – 680.840 (especially § 680.780 for definition of incumbent worker)
- Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-128) Sections; 122(h)&(i), 134(d)(4), 134(G)(ii), 134(c)(3)(H), and 194(4);
- Title 20 Code of Federal Regulations Sections 680.780 – 680.820; Training and Employment Guidance Letter (TEGL) 10-16, Change 1, Subject: Performance Accountability Guidance for WIOA Title I, Title II, Title III, and Title IV Core Programs (August 23, 2017);
- TEGL 19-16: Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Services (ES) as amended by title III of WIOA, and for Implementation of the WIOA Final Rules (March 1, 2017);
- California Unemployment Insurance Code Sections 14000-14530;
- WSD19-01, Incumbent Worker Training, (July 2, 2019);
- WSD18-10 (PDF), WIOA Training Expenditure Requirement, (January 31, 2019);
- WSD18-03 (PDF), Subject: Pathway to Services, Referral, and Enrollment (August 29, 2018); WSD17-08 (PDF), Subject: Procurement of Equipment and Related Services (March 14, 2018);
- WSD16-18 (PDF), Subject: Selective Service Registration (April 10, 2017); WSD16-16 (PDF), Subject: Allowable Costs and Prior Written Approval (February 21, 2017);
- Workforce Services Directive WSD16-15, Subject: Dislocated Worker Additional Assistance Projects (December 28, 2016);
- WSD16-13, Subject: Monthly and Quarterly Financial Reporting Requirements (November 28, 2016);

- WSD16-04, Subject: Rapid Response and Layoff Aversion Activities (July 22, 2016). WSD15-23 (PDF), Subject: Transfer of Funds – WIOA Adult/Dislocated Worker Programs (March 29, 2016);
- Workforce Services Information Notice WSIN12-31 (PDF), Subject: Assisting Employers in the New CalJOBS (February 15, 2013);

Background:

Incumbent Worker Training (IWT) helps employers and workers strengthen skills and maintain a high-quality workforce. The program supports businesses by helping them keep skilled employees or prevent layoffs. It also helps workers qualify for promotions, opening opportunities for new hires. To participate, employers must meet specific requirements, and they share in the cost of the training as outlined by WIOA guidelines.

Layoff Aversion Through Incumbent Worker Training:

Incumbent Worker Training (IWT) is critical in the RWDB's efforts to prevent layoffs and stabilize the workforce. IWT helps employers address challenges such as:

- Economic disruptions that threaten business viability.
- Skill-gaps that are due to new technologies or processes.
- There is a need to retrain workers to change job roles.

As part of the Richmond Workforce Development Board (RWDB) layoff aversion strategy, IWT may be coordinated with Rapid Response teams to assess the needs of at-risk employers. Rapid Response staff will collaborate with businesses to develop tailored solutions to prevent layoffs and ensure workers remain employed.

These efforts align with Workforce Services Directive (WSD) 16-04, encouraging proactive layoff aversion strategies. The RWDB ensures IWT supports the long-term competitiveness of both businesses and employees by fostering skill development and workforce stability.

Policy:

A. Incumbent Worker Eligibility

To qualify as an incumbent worker for training:

1. An eligible employer must currently employ the worker and have worked for the employer for at least six months.
2. The worker must have an employer-employee relationship that complies with the Fair Labor Standards Act.
3. The worker must meet Selective Service registration requirements, if applicable.

Exception:

There is an exception to the six-month employment history requirement for incumbent worker training. If the training is provided to a group of employees (a cohort), not all employees in the group need to have worked for the employer for six months or more if most of the employees being trained meet this requirement (as outlined in [Title 20 CFR Section 680.780](#)).

Incumbent workers do not need to meet the same eligibility requirements as participants in WIOA adult or dislocated worker programs unless enrolled in those programs and receiving additional WIOA-funded services.

Incumbent Worker Training can also be used for underemployed workers, for example, part-time employees who prefer full-time work but work part-time due to economic reasons.

B. Employer Eligibility

The RWDB staff or a designated review panel will evaluate an employer's eligibility for Incumbent Worker Training (IWT) based on the following criteria:

1. The characteristics of workers in the program, such as whether they face barriers to employment.
2. How will the training improve the competitiveness of both the worker and the employer?
3. The employer's valid California Employer Account Number.
4. Additional factors that may be considered include:
 - a) The number of employees participating in the training.
 - b) Opportunities for employee advancement, including wages and benefits before and after training.
 - c) Other training or advancement opportunities the employer provides.
 - d) Skills or credentials workers will gain through the training.
 - e) The number of layoffs that the training will help prevent.
 - f) How does the training align with larger sector strategies or career pathway initiatives?
 - g) The size of the employer. (Reference: WIOA Section 134(d)(4)(A)(ii) and TEGL 19-16)

The following steps will be taken as part of the IWT process:

1. Employers will be notified of the RWDB staff's or review panel's decision on eligibility for IWT funding.
2. The RWDB staff or review panel will provide the reasons or rationale for approving the IWT initiative.
3. The agreement between RWDB and the employer must include proof that the six-month employment requirement for eligible employees has been met.
4. All IWT policy documents and supporting records will be kept locally. The RWDB, in partnership with the employer, is responsible for ensuring that:
 - o The training is completed.
 - o Certificates of completion are obtained for each trainee.
 - o All documentation is available for monitoring and review.

C. Employer Share/Reimbursements

Employers participating in the IWT program must share the cost of training based on the size of their business:

- 10% of the cost for employers with up to 50 employees.
- 25% of the cost for employers with 51 to 100 employees.
- 50% of the cost for employers with more than 100 employees. (Reference: *WIOA Section 134(d)(4)(C)-(D)*)

Employers can meet their share of the costs through:

- Employees' wages paid while attending the training program.
- Expenses related to the training, such as instructor fees, books, and materials.

The employer's contribution may be in cash or in-kind but must be fairly evaluated, tracked, and documented in the agreement. Businesses must calculate their share both during the application process and after training ends. The employer may be asked to repay the difference if the required share is not met.

Documentation such as payroll records, time and attendance sheets, and invoices for training-related equipment must be used to verify the employer's share. Federal funds cannot be used as part of the employer's share unless specifically allowed by federal law. The RWDB may provide up to \$10,000 per trainee with IWT funds. In special cases—such as smaller employers, workers with significant barriers, or funding limitations, the RWDB Director may approve a waiver to provide additional financial support up to the employer's required contribution.

D. Performance and Reporting Requirements

Eligibility for Incumbent Worker Training (IWT) is determined at the employer level, not the individual level. As a result, the Department of Labor (DOL) does not classify individuals in IWT as participants in the WIOA Adult or Dislocated Worker programs. This means individuals who only receive IWT are not included in WIOA Adult or Dislocated Worker performance calculations.

However, DOL requires the RWDB and the State to report certain data on all IWT participants, including:

- Demographic information.
- Employment status in the 2nd and 4th quarters after exit.
- Median earnings in the 2nd quarter after exit.
- Measurable skill gains.
- Credential attainment.

The exit date for these individuals is the last day of training, as stated in the training contract. The DOL encourages the collection of Social Security Numbers (SSNs) as part of the training agreement to simplify reporting for employers and local boards.

- The Employment Development Department (EDD) matches wage and employment data using SSNs.
- For individuals without an SSN (using a pseudo-SSN), the Local Board must provide supplemental data.

Additionally, the RWDB must ensure credential information for each IWT participant is entered into CalJOBS.

Note: If an IWT participant later enrolls in the WIOA Adult or Dislocated Worker program and receives additional services, they will be included in performance calculations for the core program providing those services.

E. CalJOBS

For Individuals:

All Incumbent Worker Training (IWT) participants must be reported to the Department of Labor (DOL), even if they are not enrolled in other WIOA programs. Individuals participating in IWT must be registered in CalJOBS and complete the following steps:

1. Title I Workforce Development Application:
 - a. Enter the IWT eligibility date.
 - b. Note: The application and eligibility requirements for IWT are streamlined and require minimal information.
2. Eligibility Summary Tab:
 - a. Set "Incumbent Worker Eligibility" to Yes.

b. Add the appropriate IWT grant code, then select [Finish] to save the application.

3. CalJOBS Activity Code:

- a. Use Activity (Code 308 – IWT) and associate it with the appropriate funding stream for the duration of the training.
- b. If WIOA formula funds are used, add Grant (Code ____) – Incumbent Worker Training Participant to IWT Activity (Code 308)..

4. For Employers:

RWDB staff must ensure that participating employers are registered as preferred employers (recruiting employers) into CalJOBS. Additionally: Add Activity (Code E68 – IWT) to the employer's CalJOBS account.

F. Funding

Incumbent Worker Training (IWT) is a key part of the RWDB's business engagement strategy. It is designed to meet employers' unique needs by helping them improve their current workforce.

Funding Allocation

- The RWDB may use up to 20% of its total Adult and Dislocated Worker formula funds for IWT.
- These funds may only be used for programmatic activities, such as training costs, and cannot be used for administrative functions.

WIOA Business Service Designation

Because WIOA defines IWT as a business service, certain requirements are waived:

- Individual Training Accounts (ITAs) are not required.
- Training programs do not need to be listed on the Eligible Training Provider List (ETPL).
- Employees participating in IWT are not required to meet WIOA Adult or Dislocated Worker eligibility requirements unless they also receive other WIOA-funded services.

Eligible Employers

- IWT is generally intended for private-sector employers.
- However, IWT funds may also be used for non-profits or local government entities under specific circumstances. For example, non-profit hospitals can use IWT funds to upskill nurses in the healthcare sector.
- RWDB has the flexibility to adjust strategies and activities to meet the specific needs of the City of Richmond in alignment with state and local policies.

Expenditure Monitoring

- The EDD Workforce Services Branch's Financial Management Unit (FMU) monitors IWT expenditures to ensure Local Boards do not exceed the 20% cap.
- FMU tracks IWT spending through quarterly expenditure reports, which include a dedicated IWT line item for sub-recipients.
- Local Boards receive quarterly updates to monitor compliance. WSD16-13 includes an example of the updated expenditure reports.

Additional Considerations

- IWT expenditures count toward the training expenditure requirement outlined in Workforce Services Directive WSD18-10. • Employer contributions for IWT may also be counted as leveraged funds to meet matching requirements.

G. Key Definitions

Business/Employer

A business or employer refers to any private sector organization, local government, for-profit, or not-for-profit entity. These terms are used interchangeably throughout this policy.

California Employer Account Number-

The California Employer Account Number is an eight-digit payroll tax-number issued by the Employment Development Department (EDD) to registered employers. It is also referred to as the Employer Payroll Tax Account Number, State Employer Identification Number, or State ID.

Career Pathway

A career pathway is a structured combination of high-quality education, training, and other services designed to:

1. Align with the skills required by industries in the local or state region.
2. Prepare individuals for success in secondary or postsecondary education, including apprenticeships.
3. Provide counseling to help individuals achieve educational and career goals.
4. Integrate workforce preparation activities with education for a specific occupation or occupational cluster.
5. Organize services to accelerate educational and career advancement tailored to the individual's needs.
6. Enable individuals to attain a secondary school diploma (or equivalent) and at least one recognized postsecondary credential.
7. Help individuals enter or advance within a specific occupation or industry sector. 8. (Reference: WIOA Sec. 3(7))

Credential or Certificate of Completion

A recognized postsecondary credential is awarded to individuals who have attained measurable technical or industry-specific skills necessary to gain employment or advance within a specific industry or occupation. These credentials are typically based on standards developed or endorsed by employers or industry associations. Recognized credentials include:

1. Industry-recognized certificates or certifications.
2. Certificates of completion from apprenticeship programs. Page ___
3. Licenses issued by state or federal governments.
4. Degrees, such as associate, baccalaureate, or graduate degrees, as required under the Vocational Rehabilitation program (Section 103(a)(5) of the Rehabilitation Act of 1973, as amended by Title IV of WIOA).

Note: Credentials awarded by the RWDB or work readiness certificates are not included in this definition because they do not document measurable technical or industry/occupational skills required for employment or career advancement.

Eligible Employer

For an employer to be eligible for Incumbent Worker Training (IWT), the RWDB will evaluate the following:

1. **Characteristics of the individuals in the program:** This includes factors such as workers' barriers to employment or the specific skill development needs of the workforce (refer to the IWT definition).
2. **Competitiveness:** The relationship between the training and its ability to improve the competitiveness of both the individual worker and the employer.
3. **California Employer Account Number:** The employer must have and provide a valid California Employer Account Number issued by the Employment Development Department (EDD).
4. **Other Considerations:** Additional factors the RWDB may review include:

- a. The number of employees who will be trained.
- b. Current wages and benefits, including planned increases after training.
- c. The employer's existing training programs or opportunities for workforce development.
(Reference: WIOA Section 134(d)(4)(A)(ii))

Employer Share

The employer share is the portion of the training cost that the employer contributes on behalf of their employees participating in a training program. The employer's share must meet the following minimum thresholds:

- 10% of the training costs for employers with up to 50 employees.
- 25% of the training costs for employers with 51 to 100 employees.
- 50% of the training costs for employers with more than 100 employees.

The employer's contribution can include:

- The employees' hourly wages paid while attending the training program.
- Other training-related costs include instructor fees, books, materials, and equipment.

Follow-up

A follow-up will be conducted six months after the reported completion of Incumbent Worker Training (IWT) to assess the outcomes of the training. This evaluation determines whether:

- Employees have retained their employment.
- Employees have experienced career advancement, such as promotions.
- Employees have achieved wage increases because of the training.

Incumbent Worker

An incumbent worker is an individual who meets the following criteria:

- Employment Relationship: The worker must be employed in a situation that complies with the Fair Labor Standards Act requirements for an employer-employee relationship.
- Selective Service Compliance: If applicable, the worker must meet Selective Service registration requirements.
- Employment History: The worker must have an established employment history with the employer for at least six months.
 - Exception: If the IWT program is being provided to a cohort of employees, not all workers in the cohort are required to have six months of employment history. However, the majority of employees in the cohort must meet this requirement.
- Eligibility Note:
 - An incumbent worker does not need to meet WIOA eligibility requirements for career and training services under the Adult or Dislocated Worker programs unless they are also enrolled as participants in one of those programs.

(Reference: Title 20 CFR Section 680.780 and TEGL 10-16)

Incumbent Worker Training (IWT)

Incumbent Worker Training (IWT) is designed to address the specific needs of an employer or group of employers by:

- Helping retain a skilled workforce.
- Averting layoffs by equipping workers with the skills needed to maintain employment.
- Providing training that supports career advancement and income mobility for employees.
- IWT requires a commitment from the employer to:
 - Retain employees for at least six months following the completion of the training.
 - Prevent layoffs of the trained incumbent workers.
 - Promote employees to higher-paying positions when applicable.

- This training enhances the competitiveness of both the employer and the employees. It also supports career growth by enabling employees to obtain certificates or credentials tailored to the employer's specific needs.

(Reference: WIOA Section 134(d)(4)(C)-(D))

Training Method

The following types of training methods are allowed under Incumbent Worker Training (IWT):

1. Classroom Training:
 - Instruction provided to a group of trainees in a classroom setting.
 - Delivered by a qualified instructor.
2. Laboratory Training:
 - Hands-on instruction under the constant and direct guidance of a qualified trainer.
 - May involve the use of specialized equipment or facilities.
 - Conducted in either a simulated or productive work setting (also known as a Productive Laboratory).
3. Computer-Based Training:
 - Training delivered through a computer program at the trainee's own pace.
 - No live trainer is required, and the training does not have to be interactive.
4. Video Conference Training:
 - Live, interactive instruction a trainer provides through a video communications session.
5. E-Learning:
 - Instruction delivered through a web-based system in a virtual environment using web meetings or webinars.

(Reference: WIOA Section 134(d)(4)(C)-(D))

Action: All WIOA Staff and Service Providers will comply with the attached IWT policy. This policy memorandum is on-going and effective immediately.

Inquiries: Any questions regarding this policy memorandum may be directed to the RWDB Director.

Attachments: None

**RICHMOND WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM**

To: Richmond Workforce Development Board
From: Richmond Workforce Development Board Staff
Date: November 6, 2026

Action Item: Adoption of the RWDB Staff Time Distribution and Reporting Policy

RECOMMENDATION

Staff recommend the RWDB approve the Staff Time Distribution and Reporting Policy to:

1. Establish uniform procedures for completion, submission, and approval of Time Distribution Forms; and
2. Ensure compliance with 2 CFR Part 200.430, WIOA regulations, and federal cost principles.

BACKGROUND

Federal regulations (2 CFR 200.430; 20 CFR 683) require that all personnel costs charged to WIOA or other grant-funded programs be supported by accurate, contemporaneous time distribution records. The City of Richmond's Employment and Training Department currently uses Time Distribution Forms, but a formal policy is needed to establish consistency and audit compliance.

CURRENT SITUATION

The draft policy outlines the responsibilities of employees, supervisors, and the Fiscal Unit for electronic submission, sign-off, and retention of forms. Staff time not accurately documented can put the city at risk for disallowed costs. Board adoption will formalize expectations and support compliance across divisions.

FISCAL IMPACT

There is no impact on the City's General Fund. Implementation will be supported through existing WIOA administrative funds.



**OPERATIONS BULLETIN
WORKFORCE INNOVATIONS AND
OPPORTUNITY ACT**

Policy Number ETP00-0000
RWDB Board Approval
DATE: November 6, 2025
RWDB Staff Time Distribution and
Reporting Policy, DRAFT

Pg. 1 Of 5

WIOA Staff Time Distribution and Reporting Policy

PURPOSE

The purpose of this Operations Bulletin is to establish consistent procedures for the completion, review, and submission of Time Distribution Forms for Employment and Training Department staff whose time is charged directly or partially to Workforce Innovation and Opportunity Act (WIOA) and other grant-funded programs. This policy ensures compliance with 2 CFR Part 200.430, 20 CFR Part 683, and U.S. Department of Labor guidance for time distribution reporting under federal cost principles.

BACKGROUND

The U.S. Department of Labor requires that all personnel costs charged to federal grants be supported by accurate, contemporaneous time distribution records that reflect actual hours worked on each cost objective. The City of Richmond's Employment and Training Department (ETD) requires all direct-charged employees—such as Employment Program Specialists I and II—to complete a Time Distribution Form for each pay period to ensure compliance with City, State, and Federal fiscal accountability standards.

POLICY

All employees whose time is charged to one or more WIOA or other grant-funded programs must complete a Time Distribution Form for each pay period (9th–23rd or 24th–8th). The form must accurately reflect the hours worked for each program, leave time, administrative time, and overtime. Completed forms must be submitted electronically, printed, signed by the employee, and approved by their immediate supervisor. Handwritten forms or outdated templates will not be accepted.

PROCEDURES

1) Employee Responsibilities

- Complete the Time Distribution Form electronically using the current City-approved format.
- Select the correct Name, Position, Report Type, and Period of Report from the drop-down menus.
- Record actual time worked for each program in increments of 0.25 hours.
- Include all Paid Time Off (vacation, sick, etc.) and allocate to appropriate programs per DOL guidance.
- Record any Administrative Exception Time with an attached written justification. Ensure Saturdays, Sundays, and holidays are entered as 7.5 hours for validation purposes (no program charge).
- Enter all Overtime or Comp Time in the designated section at the bottom of the form.
- Review and correct any error messages before submission.
- Print, sign, and submit the form to your supervisor concurrently with your City Time Sheet.

2) Supervisor Responsibilities

- Verify that the employee's name, position, and reporting period are correct.
- Ensure all time entries correspond to assigned programs.
- Confirm leave and overtime entries match the City Time Sheet.
- Review for completeness and accuracy.
- Sign the form to certify approval and forward the signed document to the Fiscal Unit.

3) Fiscal Unit Responsibilities

- Review submitted forms for accuracy and compliance.
- Return incomplete or unsigned forms to the supervisor for correction.
- Retain approved forms in accordance with the City's record retention schedule and federal documentation requirements (2 CFR 200.333).

COMPLIANCE

Failure to complete and submit accurate Time Distribution Forms may result in:

- Delays in payroll processing
- Disallowed costs in grant audits
- Corrective action or disciplinary measures

This policy ensures that all WIOA and grant-funded personnel costs are properly documented and allocated according to OMB Uniform Guidance (2 CFR 200) and applicable DOL Financial Management TAG requirements.

REFERENCES / CITATIONS

- WIOA (Public Law 113-128)
- 2 CFR Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
- 20 CFR Part 683 – Administrative Provisions Under Title I of the WIOA
- U.S. Department of Labor One-Stop Comprehensive Financial Management Technical Assistance Guide (TAG)
- City of Richmond Fiscal and Grant Management Policies

INQUIRIES

Questions regarding this policy should be directed to:
Fiscal Manager, Employment and Training Department
City of Richmond
[Insert Contact Email and Phone Number]



**OPERATIONS BULLETIN
WORKFORCE INNOVATIONS
AND OPPORTUNITY ACT**

Policy Number ETP00-0000

RWDB Board DRAFT Approval
DATE: September 2025
RWDB Procedures for Staff Time
Distribution and Direct-Charge

Pg. 3 Of 5

**Procedures for Completing Time Distribution Forms for Workforce Specialists
and Other Direct-Charged Staff**

Purpose

The time distribution form for Employment Program Specialists and other direct-charged staff has been revised so that it conforms with the City's new system entry format and meets the requirements of our grantor agencies. This form is for Employment Program Specialists I, II, and other direct-charged staff only.

Forms must be completed using a computer. Handwritten forms will be rejected by the authorizing supervisor. Use of any outdated forms will be reason for rejection. You will need to have a calendar available to ensure that you complete your form accurately.

The forms have been set to generate error messages if daily totals are invalid, and if time is entered without a program to be charged. Once the form has been completed correctly, the error messages will disappear.

Supervisors will review the form for accuracy. Specifically, they will check that your job title is correct, the period type and period of report are correct, and that you are charging your time to programs to which you are assigned. Supervisors will also review that Saturdays, Sundays and Holidays are entered correctly. Supervisors will also compare your time distribution form to your City Time Sheet to be sure that any leave time or overtime is reflected on both sheets. Forms must be signed by the employee. Supervisors will sign the form once they have completed their review.

Detailed Line-Item Instructions:

Line Number

Line 1

Name

Choose your name from the drop-down list. This selection will populate the name field with your name.

Line 2

Time Distribution Report Type

Choose either "9th through 23rd", or "24th through 8th", depending on the period of the time sheet. This selection will populate the date fields with the correct days in the pay period.

Line 3

Period of Report

Choose the correct report period. This is extremely important, as certain reporting periods populate special fields, so that the control totals for Straight Time Totals will be validated.

**Line 4
through
Line 9**

Category and Program

Use one line for each program that you spent time working on. From the drop-down list, select the appropriate program. Choose the blank space, or use the deletion key, for any lines you will not be utilizing on your report.

Enter hours worked for each program

Enter the hours worked to that program for each of the working days by using the drop-down list for that date. Increments of .25 hours are standardized. If no hours are worked for that day, choose the blank space to populate that field. You may also type in the time worked; however, the form will accept only time in increments of .25 hours. If you want to clear a space on the form, you can either highlight the area and use the deletion key or choose the blank space from the drop-down list.

OVERTIME HOURS ARE ENTERED SEPARATELY IN THE BOTTOM SECTION OF THE FORM.

Note: An "ERROR" message will appear in the far right-hand column for any line for which there is time charged without a program selected. An error message will also appear in the space for your signature, if you are charging time to a line, and have not selected a program to charge that time to.

**Line 10
Through
Line 35**

Paid Time Off (Various Categories)

You must choose a program or multiple programs to charge your paid time off. You may use up to three lines for each type of leave used.

Please see the detailed explanation in the handout from the Department of Labor One-Stop Comprehensive Financial Management Technical Assistance Guide. (The complete guide is available at wdsc.doleta.gov/sga/pdf/FinalTAG.pdf)

"For staff members who maintain daily time distribution records, there are periods during the day, or within the pay period, when it is difficult to associate time worked with a specific cost objective. This is the case when a person is attending a general staff meeting or is on sick or vacation leave. In these instances, the recommended method of allocation is the use of direct hours charged to each cost objective as the basis for allocating the other time that is spent on general activities, if there are enough direct hours to establish an adequate base."

Line 36

Administrative Exception Time

This line is to be used only to record time for performing functions which meet the Department of Labor's definition of administrative activities. Please see the instructions for time exception reporting for a complete definition.

IF THERE IS ANY TIME ENTERED ON THIS LINE, THERE MUST BE A DETAILED WRITTEN EXPLANATION ATTACHED TO THE TIME DISTRIBUTION FORM.

**Line 37
through
Line 38**

Military Leave and Unpaid Leave

There are no direct program charges for this type of leave. Enter time only in any applicable workday during the period.

Line 39

For Part-Time Employees Only

Use this row to enter the difference between the actual hours you worked and the full-time workday. For example, if you work 5 hours per day you would enter 2.5 on this line to make each day equal to 7.5 hours. If you work four days per week, enter 7.5 in the column for the fifth day for which you were not scheduled to work. There is no program charges for hours entered on this line. This line is only for validation of control totals.

Line 40

SATURDAY OR SUNDAY – ENTRY REQUIRED

SATURDAYS AND SUNDAYS DURING THE PAY PERIOD MUST BE ENTERED.

THERE ARE NO CHARGES TO ANY OF THE PROGRAMS FOR SATURDAYS AND SUNDAYS, HOWEVER, THE FORM TOTALS WILL NOT BE VALID UNLESS THERE IS TIME ENTERED HERE.

From the drop-down list, choose 7.5 for each Saturday and Sunday in the period.
Note: If you worked overtime on a Saturday or Sunday, enter that time in the Overtime and Comp Time Worked section at the bottom of the form.

**Line 41
through
Line 45**

Special Time Periods

Time will automatically populate these fields when certain choices are selected from the drop-down lists.

Line 41 – Month with no 31st day. 7.5 will automatically populate this line under the 31st. There will be no charge to any program, however, this is necessary for the form's control totals to be valid.

Line 42 – Time Distribution period equals 9th – 23rd. 7.5 will automatically populate the last column, as there is one less calendar day during a pay period from the 9th – 23rd. There will be no charge to any program, however, this is necessary in order for the form's control totals to be valid.

Line 43 – This line will automatically populate the correct fields for the special short reporting period of June 24th through June 30th only. There will be no program charges. This line is for validation of control totals only.

Line 44 - This line will automatically populate the correct fields for the special short reporting period of July 1st through July 8th only. There will be no program charges. This line is for validation of control totals only.

Line 45 - This line will automatically populate this line when the period of February 24th through March 8th is selected. There will be no charge to any program, however, this is necessary for the form's control totals to be valid.

Line 46

Subtotal for Straight Time Only

Totals on this line should equal 7.5 for each day in the period. Any line not equal to 7.5 will generate an error message in the corresponding column at line 53 and will also generate an error message in the signature block where the supervisor is to sign.

**Line 47
through
Line 52**

Paid Overtime and Comp Time Worked

This form does not distinguish between paid overtime and comp time worked. Use as many lines as necessary to charge your overtime to the programs you worked on. Be sure that your overtime and comp time matches what is reported on your City Time Sheet.

Line 53

Daily Total Error Messages

An "ERROR" message will appear in any column which the straight time total does not equal 7.5. You must review the column entries (or lack of entries) to determine the cause of the problem. The problem will either be too much time charged, or too little time charged.

Once you have reviewed your form for accuracy, the form must be printed and signed. Your signature goes near the top of the form, in the space labeled "Signature of Staff." Forms are always due to your supervisor on the same date that City Time Sheets are due and should be turned in together. Supervisors will then review, sign, and submit the forms to the fiscal unit. Any incomplete or unsigned forms received by the Fiscal Unit will be returned to the appropriate manager/supervisor for correction prior to processing.

**RICHMOND WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM**

To: Richmond Workforce Development Board (RWDB)

From: RWDB Staff

Date: November 6, 2025

Action Item: Approval of the WIOA Training Duration and Completion Policy

RECOMMENDATION

Staff recommend that the Richmond Workforce Development Board approve the **WIOA Training Duration and Completion Policy** to:

1. Establish a maximum allowable WIOA participation of up to two (2) years.
2. Require documentation of Measurable Skill Gains (MSGs) for participants in training over twelve (12) months.
3. Ensure all training aligns with the Eligible Training Provider List (ETPL) and is included in the participant's Individual Service Strategy (ISS) or Individual Employment Plan (IEP).

BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Development Boards to ensure training services lead to measurable outcomes, including credential attainment, employment placement, and skill gains. While RWDB supports a variety of training programs, no formal policy currently defines training duration, progress standards, and exit criteria.

To maintain compliance with WIOA Sec. 134(c)(3), 20 CFR 680.200–680.230, and TEGL 10-16, a structured policy is needed to guide staff and training providers.

CURRENT SITUATION

RWDB staff enroll participants in training programs of varying lengths without a consistent standard for duration, progress documentation, or exit timelines. This creates challenges in meeting state and federal performance indicators.

The proposed policy:

- Limits participation to **no more than two (2) years**, unless approved by the Deputy Director.
- Requires **Measurable Skill Gains (MSGs)** at least once per program year for training exceeding 12 months.
- Requires staff to document credential completion and exit participants in CaUOBS upon training completion.
- Reinforces case management responsibilities, including progress monitoring, coordination with training providers, and supportive services.
- Requires **post-exit follow-up for 12 months**, in line with 20 CFR § 682.200.

FISCAL IMPACT

There is no impact to the City's General Fund. Policy implementation will be supported using existing WIOA Adult, Dislocated Worker, and administrative funds.

	<p align="center">OPERATIONS BULLETIN WORKFORCE INNOVATION AND OPPORTUNITY ACT</p>	<p>Policy Number ETP08-1007 CORWDB Board Approval Date: November 6, 2025 Training Duration & Completion Policy - DRAFT</p> <p align="right">Pg. 1 of 3</p>
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WIOA Training Duration and Completion Policy

Effective Date: _____

Reference: WIOA Sec. 134(c)(3); 20 CFR 680.200–680.230; TEGL 10-16, Change 3

Purpose

To establish guidelines for determining allowable training duration for WIOA participants and ensure compliance with federal and state performance accountability measures, including credential attainment, measurable skill gains (MSGs), and employment outcomes.

Policy Statement

The Richmond Workforce Development Board (RWDB) recognizes that training duration may vary depending on the occupation, credential requirements, and individual participant needs. Participants may be enrolled in training programs lasting up to two (2) years when such training:

- Leads to a recognized postsecondary credential or industry certification aligned with in-demand occupations;
- Is listed on the Eligible Training Provider List (ETPL); and
- Is included in the participant’s Individual Employment Plan (IEP) or Individual Service Strategy (ISS).

Guidelines

Training Duration

WIOA participation shall not exceed two (2) years in length unless otherwise approved by the Deputy Director of Community Services or designee. Participants in training longer than one (1) year must demonstrate satisfactory progress through documentation of Measurable Skill Gains (MSGs) at least once per program year. Programs exceeding two years are discouraged unless the training can be broken into stackable credential components allowing interim outcomes to be reported.

Performance Accountability

RWDB staff must ensure that all training participants complete their credential and are exited within the WIOA performance period to support reporting of credential attainment and employment outcomes. MSGs will be verified through transcripts, progress reports, test scores, or credential completion records.

Case Management and Supportive Services

Case Managers must maintain regular contact with training providers and participants to track attendance,

academic progress, and barriers to completion. Supportive services may be provided to assist with successful completion of training (e.g., transportation, childcare, books, uniforms, or testing fees).

Approval Process

All training requests must include documentation supporting the necessity and reasonableness of the training length and cost. Approval for enrollment in training programs exceeding twelve (12) months must be documented in the participant file and approved by a WIOA Program Supervisor or higher-level manager.

Exit and Follow-Up

Participants must be Exited upon completion of training and after the credential is verified. Follow-up services will be provided for a minimum of twelve (12) months post-exit in accordance with 20 CFR § 682.200.

Definitions

Recognized Postsecondary Credential - A credential consisting of an industry-recognized certificate, license, or degree.

Measurable Skill Gain (MSG) - A documented academic, technical, occupational, or other form of progress toward a credential or employment.

ETPL - The state-maintained Eligible Training Provider List identifying approved training programs for WIOA participants.

References

- Workforce Innovation and Opportunity Act (WIOA) Sec. 134(c)(3)
- 20 CFR 680.200–230 (Training Services)
- 20 CFR 677.155 (Performance Indicators)
- TEGL 10-16, Change 3 – Performance Accountability Guidance

Approved by: _____ Date: _____
Director, Community Services Department

Reviewed by: _____ Date: _____
Deputy Director, Employment & Training Division

Approved by: _____ Date: _____
Chair, Richmond Workforce Development Board

	OPERATIONS BULLETIN WORKFORCE INNOVATION AND OPPORTUNITY ACT	Policy Number ETP08-1007 CORWDB Board Approval Date: 09-2012; 07-2016; 12-2018 Revised Date: 2-2025; 9-2025 Training Agreement Policy - Revised DRAFT Pg. 1 of 1
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FY 2024 Exit and Enrollment Guidance

Now that FY 2024 is closed, this is a reminder to please exit all FY 2024 participants who are not currently in training. Remember, our 2-year service requirement:

- Year 1: Intensive services (career services, case management, training, placement).
- Year 2: Follow-up services (retention, advancement, supportive check-ins).

Because our window is fixed within two years, staff must be strategic in participant enrollment decisions. Only enroll clients who can realistically complete planned services within 12 months and transition to Follow-up services in Year 2. Keep long training programs to a minimum or reserve them for participants who can meet milestones on a compressed timeline.

Actions Due

1. Review RWDB.CM Report: Identify FY24 participants not in active training; verify last service and eligibility end dates.
2. Provide final intensive service (if applicable): last employment verification, resume update, referral, or supportive service.
3. Exit in system: Enter outcomes, measurable skills gains/credentials (if any), and case notes that justify exit.
4. Start follow-up plan: Schedule 30/60/90-day touch points for Year 2; document preferred contact method.
5. For those still in training: Keep enrolled; confirm projected completion date is within Year 1. If not, adjust the service plan or consider alternatives to meet timelines.

Enrollment Guidance (Going Forward)

- Prioritize training programs that finish within 3–6 months and lead to placement within Year 1.
- Use eligibility + readiness screens to assess the likelihood of completion and timely employment.
- Limit long-duration training programs, unless funding/timing clearly allows completion within the first year.



**City of Richmond
Workforce Development Board**

2026 Meetings Calendar

Date	Event
Thursday, January 15, 202	WDB Meeting
Thursday, March 12, 2026	WDB Meeting
Thursday, May 14, 2026	WDB Meeting
Thursday, July 9, 2026	WDB Meeting
Thursday, September 10, 2026	WDB Meeting
Thursday, November 12, 2026	WDB Meeting

Meeting location and time:

330 25th Street, Richmond

11:30 a.m. – 1:00 p.m.

Richmond Workforce Development Board

Board Member Roles in Expanding Business Engagement

Purpose

The Richmond WDB's Local Plan (PY 2025–2028) identifies **Expanding Business Engagement** as a top system priority. As a **business-led board**, members play a critical role in connecting RichmondWORKS with employers, industries, and the broader community.

1. Provide Strategic Leadership

- Share insights on industry trends and hiring needs.
- Guide the Board on which industries to prioritize for sector partnerships.
- Align strategies with the Local Plan's workforce and equity goals.

2. Act as a Business Ambassador

- Promote RichmondWORKS to peers and networks.
- Recruit employers to engage in programs, hiring, and training partnerships.
- Participate in quarterly employer listening sessions.

3. Advise on Work-Based Learning

- Shape internship, apprenticeship, and on-the-job training models.
- Offer opportunities within your company or industry for Richmond residents.

4. Ensure Accountability & Oversight

- Monitor progress on the Business Engagement Action Plan.
- Review outcomes to confirm employer and job seeker needs are met.
- Promote investments that lead to good jobs with career pathways.

5. Champion Equity & Access

- Support strategies that include under-resourced populations: youth, justice-involved individuals, English language learners, older workers, and people with disabilities.
- Encourage businesses to commit to family-sustaining wages and advancement opportunities.

Your Commitment

As a WDB member, your voice and networks are vital. By serving as **leaders, ambassadors, and advocates**, you ensure that Richmond residents connect to good jobs and that businesses access the skilled workforce they need.

Make America Skilled Again (MASA)

Overview

MASA, short for Make America Skilled Again, is a workforce development framework proposed in the FY 2026 President's Budget. It consolidates multiple federal workforce programs into a single flexible block grant to streamline funding, reduce bureaucracy, and expand apprenticeship and credential-based training.

Purpose

The initiative seeks to reduce mismatches between job seekers and employer needs, particularly in advanced manufacturing, infrastructure, clean energy, and healthcare. It prioritizes apprenticeships and employer-driven training pathways to strengthen U.S. competitiveness.

Key Features

- **Consolidation:** Combines 11 existing federal workforce programs into one block grant.
- **Apprenticeship Emphasis:** At least 10% of MASA funds directed toward apprenticeship activities.
- **Flexibility:** Increased authority for states and localities to tailor workforce delivery.
- **Employer Alignment:** Training designed with direct input from industry partners.
- **Equity:** Expands access to underserved populations.

Impacts on the Workforce System

- Greater flexibility for workforce boards to allocate training resources.
- Improved alignment of training with industry demand.
- Potential reduction in WIOA-specific funding streams, requiring adaptation by local systems.
- Strengthened partnerships with employers for curriculum design and credential recognition.
- Expanded apprenticeship pipelines in high-demand sectors.

Conclusion

MASA represents a bold restructuring of federal workforce policy. However, it remains a proposal within the FY 2026 budget and requires Congressional approval before implementation.

America's Talent Strategy: Equipping American Workers for the Golden Age

Overview

"America's Talent Strategy: Equipping American Workers for the Golden Age" is a federal workforce vision document released on August 12, 2025. Developed by the Departments of Labor, Commerce, and Education, it frames workforce modernization as key to U.S. economic leadership.

Purpose

The strategy highlights lifelong learning, flexible career pathways, and strong public-private partnerships. It seeks to modernize workforce systems to keep pace with rapid technological change and global competition.

Key Features

- **Lifelong Learning:** Investment in continuous reskilling and upskilling opportunities.
- **Employer-Led Ecosystems:** Stronger collaboration between employers, educators, and government.
- **Technology Integration:** Use of digital tools, data, and AI for workforce training and job matching.
- **Equity:** Commitment to expanding access for historically underserved groups.
- **System Modernization:** Streamlined and consolidated approaches to funding and accountability.

Impacts on the Workforce System

- Reinforces the role of workforce boards in coordinating multi-sector strategies.
- Encourages adoption of AI and labor market data for career navigation.
- Promotes short-term training and rapid credentialing to meet employer needs.
- Aligns workforce policy with local and regional economic priorities.
- Provides a guiding vision, though not backed by legislation.

Conclusion

The Talent Strategy sets a national framework for adapting to the future of work. As a guidance document, it is not legislation but will shape federal workforce actions and investments moving forward.

Workforce Pell Grant

Overview

Workforce Pell, also known as Short-Term Pell, is a federal policy initiative designed to expand access to Pell Grants beyond traditional college degree programs. Currently, Pell Grants—need-based federal financial aid that does not require repayment—are limited to programs of at least 600 clock hours (about 15 weeks). Workforce Pell seeks to make shorter, high-quality workforce training programs eligible for Pell support.

Purpose

The goal of Workforce Pell is to align education funding with labor market needs by enabling students, job seekers, and working adults to quickly access in-demand skills training. By removing financial barriers to short-term training, the program is expected to accelerate pathways into family-sustaining careers and support economic mobility, particularly for underrepresented populations.

Key Features

- **Eligibility Expansion:** Pell Grants apply to short-term, career-oriented credential programs, often 8–15 weeks in length.
- **Quality Standards:** Programs must lead to industry-recognized credentials with strong earnings outcomes, validated through federal and state workforce systems.
- **Target Audience:** Adults seeking to reskill or upskill, dislocated workers, and recent high school graduates pursuing non-traditional postsecondary options.
- **Implementation Timeline:** Authorized in 2024 federal budget legislation, with full implementation set for July 1, 2026.

Impacts on the Workforce System

- **Expanded Access for Participants:** Local workforce boards and AJCCs can now connect clients to short-term training with Pell coverage, reducing reliance on limited WIOA training funds.
- **Stronger Partnerships with Community Colleges:** Increased demand for short-term credentials will deepen collaboration between boards, colleges, and training providers.
- **Resource Leveraging:** Workforce Pell frees up WIOA Individual Training Account (ITA) dollars for individuals not eligible for Pell, creating greater overall training capacity.

- **Improved Employer Engagement:** Employers benefit from a more rapid pipeline of job-ready candidates trained in industry-aligned programs, supporting regional economic growth.
- **Equity and Inclusion:** Expands opportunities for low-income individuals, first-generation college students, and workers of color, directly advancing WIOA's equity goals.

Conclusion

Workforce Pell represents a major policy shift in federal financial aid. By supporting both degree pathways and short-term, career-ready training, it empowers workforce boards and their partners to scale impact, close skills gaps, and ensure more residents access quality jobs in high-demand industries.

The AI Action Plan (Executive Order 14179) – Implications for Workforce Development

Background

On January 23, 2025, President Trump signed Executive Order 14179, directing the development of The AI Action Plan to 'remove barriers to American leadership in artificial intelligence.' Released on July 23, 2025, the Plan outlines 90+ federal actions across three pillars: Innovation, Infrastructure, and International Leadership. While the plan is national in scope, it has direct implications for workforce systems funded under WIOA and related programs.

Workforce Implications

1. Skills & Training Priorities

- Federal agencies will expand AI literacy, education, and training initiatives.
- Creation of an AI Workforce Research Hub to track in-demand occupations and guide program investments.
- Workforce boards will be expected to align training pathways with employer needs in AI-enabled industries (logistics, health care, construction, public sector).

2. Funding & Regulatory Conditions

- Federal AI workforce funds may be tied to state regulatory climates.
- States with restrictive AI rules could see reduced access to funding.
- Workforce boards will need to monitor state policy alignment to ensure continued eligibility.

3. Job Displacement & Reskilling

- Acknowledgement that AI will disrupt administrative, manufacturing, and service jobs.
- Strong emphasis on rapid reskilling and transition supports (transportation, childcare, digital access).
- WIOA programs expected to serve as primary vehicles for retraining displaced workers.

4. Employer & Sector Partnerships

- Expansion of apprenticeships, internships, and AI sandboxes in collaboration with industry.
- Boards encouraged to formalize sector strategies with tech firms, colleges, and employers in priority industries.

5. Shift Away from Equity Mandates

- The Plan removes explicit references to DEI and climate/social factors from AI workforce frameworks.
- This may reduce federal emphasis on equity initiatives.
- Local boards may need to leverage state or philanthropic funding to continue inclusive strategies for women, youth, and underserved communities.

Strategic Considerations for Workforce Boards

- Position the board as a critical intermediary linking federal AI priorities with local training providers and employers.
- Prepare for rapid program pivots as federal guidance and funding streams evolve.
- Strengthen partnerships with colleges, industry councils, and employers to scale AI-aligned training.
- Safeguard equity strategies by diversifying funding sources.

Recommended Board Actions

1. Assess Local AI Labor Market Needs: Identify industries adopting AI and impacted occupations.
2. Develop AI Training Pathways: Partner with colleges and employers to align curricula.
3. Expand Apprenticeship/Internship Models: Focus on AI-complementary skills.
4. Secure Supplemental Equity Funding: Pursue state and philanthropic grants to sustain inclusive access.
5. Monitor Policy & Funding Shifts: Track federal guidance tied to state regulatory climates.

Conclusion

The AI Action Plan emphasizes speed, deregulation, and U.S. competitiveness. For workforce boards, this means new opportunities in AI training and sector partnerships—but also challenges around funding conditions and equity priorities. Proactive alignment will ensure local systems remain at the forefront of this national workforce transformation.