



**Division of Workforce Services
One-Stop and Program Support**

FG OSPS-80

TITLE:	CareerSource Florida Unified Brand Implementation Guidelines
RESPONSIBLE OFFICE:	One-Stop and Program Support
EFFECTIVE:	October 31, 2013

I. PURPOSE/SCOPE

To provide guidelines to Regional Workforce Boards (RWBs) for the statewide implementation and application of the CareerSource Florida unified brand resulting in a single, statewide universal brand with aligned identities (represented by common names and logos) for Workforce Florida, Inc., RWBs and the state’s One-Stop Career Centers.

The establishment of a unified brand for the state workforce system will leverage the collective strength of the system and enhance customer awareness and use of vital employment and training services, providing greater clarity and consistency about the Florida workforce system’s mission and role as well as its contributions to supporting Florida’s economy.

II. SUMMARY/INTRODUCTION

On May 22, 2013, the Workforce Florida Board of Directors unanimously approved the brand charter, name, and logo establishing CareerSource Florida as the single, statewide unified brand for Florida’s workforce system. This universal brand will apply directly to Workforce Florida, RWBs and One-Stop Career Centers, creating aligned brand names and logos system-wide. The development of this common brand responds directly to a provision in the Regional Workforce Boards Accountability Act of 2012 that directed the workforce system to “evaluate the means to establish a single, statewide workforce system brand” for Florida.

III. DEFINITIONS

Brand—A brand is represented by visual assets or creative expressions such as a name, logo and colors, and reflects a powerful (and ideally positive) connection to customers, stakeholders and the public at-large because its value is defined in the minds of these audiences and is based on their experiences and perceptions.

CareerSource Florida Brand—The CareerSource Florida brand refers to the unified identity of the Florida workforce system and is represented by commonly aligned brand names and logos applying to the statewide workforce investment board, RWBs and One-Stop Career Centers.

IV. BACKGROUND

The unified branding effort was launched in direct response to the Regional Workforce Boards Accountability Act of 2012, which took effect on July 1, 2012, and called for the system, led by Workforce Florida, to “evaluate the means to establish a single, statewide workforce system brand” for Florida. There are more than 26 different brands (statewide workforce investment board, 24 regional workforce boards and their one-stop careers centers as well as the Employ Florida statewide affiliate brand), which has contributed to the lack of awareness and customer confusion among job seekers and employers who could benefit from the publicly-funded services and resources available through the Florida workforce system.

Through a highly collaborative and transparent statewide process that engaged workforce, business, education, economic development, and government stakeholders as well as job seekers, workers, and employers, Florida’s workforce system developed the new, statewide unified brand to deliver brand consistency system-wide.

To ensure the initiative resulted in customer-focused and market-driven decisions throughout the research and brand development process, two statewide surveys were conducted that assessed the awareness and perceptions of the workforce system and its services by job seekers and workers as well as employers. In the survey of employers of all sizes, 25 percent indicated they were aware and knowledgeable of the workforce system. A third statewide survey was conducted to test proposed brand name and logo concepts and CareerSource Florida was strongly preferred by both employers and job seekers.

The full process involved market research, stakeholder engagement and creative development—conducted over six months — and resulted in direct input from more than 1,500 workforce system leaders, staff and stakeholders throughout Florida.

On May 22, 2013, the Workforce Florida, Inc. Board of Directors unanimously approved the brand charter, name and logo establishing CareerSource Florida as the single, statewide unified brand identity for Florida’s workforce system. This historic board action set a distinct path for statewide implementation of the CareerSource Florida unified brand that will directly apply to Workforce Florida, RWBs and One-Stop Career Centers. These entities will share aligned brand names and logos.

V. PROCEDURES/POLICY

Naming Structure

The naming structure or brand architecture for Florida’s workforce system is as follows:

CareerSource Florida is the master brand. It will refer to both Workforce Florida and the workforce system in its entirety.

Current Brand	Unified Master Brand
Workforce Florida Inc.	CareerSource Florida

Each regional workforce board has adopted a sub-brand identity formed by using “CareerSource” followed by a geographic locator or regional identifier. This regional brand name will apply to both the board and the One-Stop Career Centers they direct. CareerSource Florida has 24 regional sub-brands.

All boards will use the master brandmark and sub-brandmarks — or logos — as prescribed in the CareerSource Florida Brand Standards Manual.



Workforce Florida, RWBs and One-Stop Career Centers must *internally* transition to their new brand names no later than **February 1, 2014**, in preparation for a statewide public rollout of the CareerSource Florida unified brand. This means that each entity should take any necessary steps and be prepared to externally represent to the public its new identity in digital and print communications as well as via external signage.

Nomenclature

When referring to the unified brand name, whether state or regional, “CareerSource” must appear in writing as one word with no space between “Career” and “Source.” The “C” and “S” must always be capitalized. “CareerSource” is to be followed by either “Florida” or the specific geographic locator or regional identifier adopted by a regional workforce board and approved by Workforce Florida. The approved logos are shown in the appendix. Following are the unified brand names approved by the State Board:

Current Brand	Unified Sub-brand
Workforce Escarosa	CareerSource Escarosa
Workforce Development Board of Okaloosa and Walton Counties	CareerSource Okaloosa Walton
Chipola Regional Workforce Development Board	CareerSource Chipola

Current Brand	Unified Sub-brand
Gulf Coast Workforce Development Board	CareerSource Gulf Coast
Workforce Plus	CareerSource Capital Region
North Florida Workforce Development Board	CareerSource North Florida
Florida Crown Workforce Board	CareerSource Florida Crown
First Coast Workforce Development/ WorkSource	CareerSource Northeast Florida
Florida Works	CareerSource North Central Florida
Workforce Connection	CareerSource Citrus Levy Marion
Center for Business Excellence	CareerSource Flagler Volusia
Workforce Central Florida	CareerSource Central Florida
Brevard Workforce	CareerSource Brevard
WorkNet Pinellas	CareerSource Pinellas
Tampa Bay WorkForce Alliance Inc.	CareerSource Tampa Bay
Pasco Hernando Workforce Board Inc.	CareerSource Pasco Hernando
Polk Works	CareerSource Polk
Suncoast Workforce	CareerSource Suncoast
Heartland Workforce	CareerSource Heartland
Workforce Solutions	CareerSource Research Coast
Workforce Alliance Inc.	CareerSource Palm Beach County
WorkForce One	CareerSource Broward
South Florida Workforce Investment Board/ South Florida Workforce	CareerSource South Florida
Southwest Florida Works	CareerSource Southwest Florida

Public Rollout Period

No board should begin externally using its new brand name or logo, without the express permission of Workforce Florida, prior to the rollout period identified as **February 10-21, 2014**. An exact date for the formal launch in **February 2014** will be determined by Workforce Florida by **November 29, 2013**, and communicated system-wide.

RWBs should be prepared to formally begin using their approved regional brand names and logos externally beginning on the first day of the public launch in **February 2014**. The same requirement applies to the statewide workforce investment board.

Brand Transition

Boards are encouraged to develop their own implementation plans to facilitate the brand transition using the CareerSource Florida Statewide Brand Implementation Plan as a guide.

During a transitional period beginning with the official public rollout date until **June 30, 2014**, it is acceptable for boards, at their discretion, to use a combination of their new CareerSource Florida brand names and their former brand names to identify themselves in verbal communication. Example, “CareerSource Brevard, formerly Brevard Workforce.”

Brand Standards

Brand standards allow our system to continually strengthen the CareerSource Florida brand by ensuring clarity, consistency and cohesiveness in how the system, and our partners apply the brand’s assets system-wide. This consistency is important to maintaining the integrity of the brand and enhancing its equity over time. Brand consistency cultivates credibility among key audiences.

The specifications outlined in the CareerSource Florida Brand Standards Manual must be adhered to by any entity expressing the CareerSource Florida brand including its regional sub-brands in any branded materials, digital or print.

The latest version of the CareerSource Florida Brand Standards Manual is included as an attachment to this policy document for reference and will be available to workforce partners on the CareerSource Florida Online Brand Portal.

Branded Materials & Websites

Working collaboratively, as outlined in the CareerSource Florida Statewide Brand Implementation Plan, Workforce Florida is developing templates as a time and money-saving resource for key system-wide outreach tools including business stationary, websites, PowerPoint presentations and brochures. To the greatest extent possible to enhance efficiencies and reinforce brand consistency and cohesiveness, these tools should be used by the state and regional boards.

RWBs may continue to develop their own unique branded materials. However, as outlined in the CareerSource Florida Brand Standards Manual, commencing immediately through the first official day of the brand rollout, major marketing and outreach communications, as defined in the manual, are subject to review by the Brand Standards Review Committee to ensure such materials, in digital and print formats, are created in accordance with brand standards. The committee is made up of state and local communications professionals. Submission of outreach templates by regional partners for inclusion in the CareerSource Florida Online Brand Portal to serve as additional shared tools among boards is also encouraged.

To the greatest extent possible, RWBs should use this brand transition period to deplete their current supplies of outreach collaterals and office stationary including business cards with their current names and logos that will be publicly discontinued upon launch of the CareerSource Florida unified brand.

Among the prominent outreach tools that will transition to reflect the new unified brand statewide are websites for each board. All RWB websites must adhere to brand standards as outlined in the CareerSource Florida Brand Standards Manual. Boards must have a website ready to go live on the first official day of the brand rollout. The specific date, as noted above, will be determined and communicated system-wide.

Boards and career centers *must* have printed materials and websites ready to roll out by or before **February 10, 2014**.

Signage

The CareerSource Florida brand name and logo or the applicable regional sub-brand name and logo should be prominently displayed on external signage for the statewide workforce investment board, RWBs and One-Stop Career Centers. Graphic use should be consistent with brand standards outlined in the CareerSource Florida Brand Standards Manual.

Boards and career centers *must* have prominent external signage ready to display at their physical locations by or before **February 10, 2014**. It is recognized that some boards may face unique challenges in addressing extraordinary circumstances such as local zoning regulations that may delay complete compliance with this deadline. Boards should identify any extraordinary circumstances that may be present and notify the Department as soon as possible with information that describes the challenges faced and an expected timetable when compliance with the signage requirements will be met.

Transition Funding

The Workforce Florida Board of Directors approved the distribution of \$1.5 million to support RWBs' transition to a statewide universal brand. This federal workforce funding (Wagner-Peyser) is available immediately.

The implementation funding will be distributed as follows: Small regions will receive **\$47,500** (2, 3, 4, 5, 6, 7, 9 and 19); mid-size, **\$62,500** (1, 10, 11, 13, 16, 17, 18 and 20); and large, **\$77,500** (8, 12, 14, 15, 21, 22, 23 and 24).

This funding may be used to address costs such as exterior and interior signage replacement, development of new public outreach and informational materials, websites, business stationary and other implementation costs in adherence with federal and state guidelines. A questions and answers document specific to authorized purchases is included in the appendix.

Implementation Incentive Funding

The Workforce Florida Board of Directors also approved the distribution of up to \$1 million in incentive funding statewide for eligible regional workforce boards that achieve

branding implementation criteria in six areas, consistent with the Performance Incentive Policy and 2013-2014 Evaluation Criteria approved by the board on August 29, 2013. Small regions are eligible for **\$31,667**; mid-size, **\$41,667**; and large, **\$51,667**.

Regional workforce boards that achieve all six critical criteria, resulting in outcomes that advance the timely statewide implementation of the CareerSource Florida brand will qualify for a share of brand implementation incentive funds. This incentive funding, while based on achievement of criteria that advance statewide implementation of the new CareerSource Florida unified brand, may be used for any allowable Wagner-Peyser program costs, in compliance with federal and state guidelines, such as career center administration and programs to serve job seekers and employers.

The criteria and needed documentation to substantiate achievement are as follows:

1. Workforce Florida-Approved Regional Signature
 - A complete Unified Brand Name Request form submitted to and approved by Workforce Florida.
2. Designation of Regional Brand Champion
 - The designation of a Regional Brand Champion — board employee — who will serve as the state’s primary point of contact for brand implementation issues and the primary board staff leader for ensuring the unified brand is effectively executed by their organizations. Each board should complete the online Brand Champions [Designation Form](#).
3. Development of Local Brand Implementation Plan
 - Each board must submit a local brand implementation plan to the Department of Economic Opportunity, Bureau of One Stop and Program Support.
 - The plan does not have to comply with any specific format but should use the CareerSource Florida Statewide Brand Implementation Plan as a guide.
 - Each Local Brand Implementation Plan must include the following:
 - ✓ An overview that must include at a minimum, naming/legal transition; stakeholder brand transition communication for workforce professionals, boards and partners; internal brand orientation; a media relations strategy aligned with the statewide CareerSource Florida strategy; collateral and signage transition; website transition; social media outreach. Regional workforce boards may include additional information believed to support the plan overview.
 - ✓ A timeline of the key tasks associated with the local brand transition.
 - ✓ Brand launch strategies that align with the statewide brand launch plan, developed collaboratively among Workforce Florida, DEO, and RWBs.
4. Legal Name Change or Fictitious Business Registration with the Florida Department of State
 - Each board must provide documentation to reflect that it either registered its new regional brand name as a fictitious name (DBA) or sought a full name change to its

articles of incorporation to legally change from its current name to its new brand name.

5. Development of Locally Customized Outreach Materials and a Brand-Integrated Website
 - Each board must provide a digital or printed sample of newly-branded outreach materials such as brochures, folders, letterhead and business cards. At a minimum, each board must have a customer brand introduction and services brochure for job seekers and employers, and customized business stationary ready to go live on the date certain of the statewide brand launch.
 - A mock-up of its brand-integrated website consistent with website standards included in the CareerSource Florida Brand Standards Manual must also be provided. The website mock-up must include the homepage and at least two interior pages of the website to substantiate achievement of this criterion. The new website must be ready to go live on the date certain of the statewide brand launch.
6. Delivery of Regional Workforce Board Orientation using the CareerSource Florida Internal Brand Orientation Program
 - A specially developed e-Learning online course – CareerSource Florida: Living the Promise Together – will provide a consistent and succinct unified brand introduction to Florida’s workforce professionals to ensure they understand why the unified brand was created, how it is represented, and how it should be applied in their work to deliver the brand’s promise (and culture of excellence) to job seekers, workers, and employers. RWBs will receive information on accessing the course using DEO’s Professional Development and Training Adobe Connect Portal. All regions should have already registered board and one-stop staff members in the Department’s Learning Management System. The online course will also be provided via CD to each RWB so that group sessions can be scheduled. Each RWB and One-Stop Career Center staff member at an RWB must complete the e-Learning course prior to the incentive award deadline in order for the RWB to be eligible for incentive funding. DEO will use its Learning Management System to record and document individuals who complete the course and will use the Learning Management System to verify that all RWB and One-Stop Career Center staff members have completed the required course by the required due date. For staff who receives the orientation through a group session, the RWB should document attendance through a sign-in sheet and send that documentation to the Department.

In order to be eligible for brand implementation recognition by the Workforce Florida Board of Directors at its **February 2014** quarterly meeting—and potentially eligible for incentive funds, boards must complete criteria 1, 2 and 3 by **December 31, 2013**.

In order to be eligible for incentive funds, in addition to criteria 1, 2 and 3, boards must complete criteria 4, 5 and 6 by **January 31, 2014**. Any board that completes all six criteria prior

to **January 31, 2014**, and has its documentation reviewed by the Department of Economic Opportunity and approved by Workforce Florida will be eligible to receive brand implementation incentive funding. Any board that does not complete criteria 4, 5 and 6 by **January 31, 2014**, *will not be* eligible for brand implementation incentive funding.

Procurement and Cost Allowability

All purchases made to implement the branding initiative must comply with the regional workforce board's approved procurement policies and procedures. Purchases must also comply with the applicable Office of Management and Budget (OMB) Circulars (A-87 and A-102 for governmental entities or A-122 and A-110 for non-profit organizations) that establish principles and standards for determining allowable activities and costs for federal awards carried out through grants, cost reimbursement contracts, and other agreements. The applicable OMB Circulars must be followed when determining the cost items and administrative requirements that require prior approval. Guidance regarding the prior approval process is available online at the following address: <http://www.floridajobs.org/workforce-board-resources/grants-management/grants-management/rwb-grant-resources>. The guidance also contains Questions and Answers relative to the [Process to Request Prior Approval for Promotional Items](#).

Employ Florida Statewide Affiliate Brand

The current Employ Florida statewide affiliate brand remains in effect as the umbrella brand for the state workforce system during the brand transition until the public launch of the CareerSource Florida common brand. The Employ Florida affiliate brand will be discontinued with the full (internal and external) activation of the CareerSource Florida brand.

All Employ Florida member and partner logos should be removed from websites, signage (internal and external) and informational and outreach materials beginning **January 1, 2014**, and ending **January 31, 2014**. This includes removal of One-Stop Career Center and office decals as well as any other displays of the Employ Florida affiliate brand, printed or digital.

In implementing the CareerSource Florida brand and its 24 regional sub-brands, any newly created outreach materials or signage for the CareerSource Florida master brand or the regional sub-brands must not contain any references to the Employ Florida brand represented by the logos Employ Florida member or Employ Florida partner as shown below



There is one significant exception to the discontinuation of the use of the Employ Florida brand: the Employ Florida Marketplace.

Employ Florida Marketplace, at www.employflorida.com, will continue to serve as the state's comprehensive online job-matching tool and case management system until January 2015. The

online resource will not be renamed and thus the system should continue to refer to it by its proper name. It should be represented, when appropriate, by its logo, as outlined below.

Employ Florida Marketplace

Employ Florida Marketplace has served as the virtual one-stop for Florida’s workforce system since 2005 and is scheduled to continue functioning in this role until January 2015. It is an important tool of the system and though it carries a name that is aligned with the Employ Florida affiliate brand, which is being phased out, the strategic decision was made to not rebrand the Marketplace because it will be replaced by a new, modern solution beginning in January 2015.

Use of the Employ Florida Marketplace name and its logo as well as the names and logos of related micro-portals such as Employ Florida Vets and Employ Florida Silver Edition *is* permitted until January 2015 or further notice.



American Job Center Network

The U.S. Department of Labor, in Training and Employment Guidance Letter No. 36-11, announced the American Job Center Network national unifying brand and strongly encouraged, but did not require, its adoption by state and local workforce investment boards.

As part of its process to develop the customer-focused and market-driven CareerSource Florida brand, Florida evaluated the most effective way to integrate the new national brand. To that end, the websites for the statewide workforce investment board, RWBs, and the state’s online job-matching tool should display the “a proud partner of the American Job Center network” logo in the footer of their homepages only, as consistent with the CareerSource Florida Brand Standards Manual and the American Job Center Graphics Style Guide for Partners. Both documents are available on the CareerSource Florida Online Brand Portal. RWBs must display “proud partner of the American Job Center Network” language on its website. Following are two of several options available at the USDOL’s website:

http://wdr.doleta.gov/directives/attach/TEGL/TEGL_36_11.Att.pdf

A proud partner of the AmericanJobCenter network



Statewide CareerSource Florida Brand Launch

Workforce Florida will work with regional workforce boards and DEO, among other partners, to plan the **February 2014** statewide public launch of the CareerSource Florida brand. All boards should adhere to the launch plans developed and communicated to the statewide workforce investment board, regional workforce boards and DEO.

All boards must be prepared to formally launch the new brand, as outlined above, no later than **February 10, 2014**.

Appendix

- [CareerSource Brand Charter](#)
- [CareerSource Brand Standards Manual](#)
- [CareerSource Brand Implementation Plan](#)
- [Appropriate Use of Funds Questions and Answers](#)
- [Regional Workforce Board Unified Logos](#)