



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD  
EXECUTIVE COMMITTEE MEETING  
TUESDAY, OCTOBER 8, 2013  
3:00 P.M.**

South Florida Workforce Investment Board Headquarters  
7300 Corporate Center Drive  
5th Floor - Conference Room 3  
Miami, Florida 33126

**AGENDA (Amended)**

1. Call to Order and Introductions
2. Approval of Meeting Minutes
3. Information – August 2013 Financial Report
4. Information – Cash Reconciliation for October 2013
5. Information – CareerSource Florida Implementation Plan
6. Information – Impact of Government Shutdown on Employment & Training Services
7. Information – Startup Quest Entrepreneurial Training Program
8. Approval to Accept Employment Compensation Supplemental Funds



**SFWIB EXECUTIVE COMMITTEE**

**DATE: OCTOBER 8, 2013**

**AGENDA ITEM NUMBER: 2A**

**MEETING MINUTES**

**September 5, 2013 at 9:00 A.M**

**South Florida Workforce Investment Board Headquarters**

**7300 Corporate Center Drive, 5th Floor - Conference Room 3**

EXECUTIVE COMMITTEE MEMBERS IN ATTENDANCE	EXECUTIVE COMMITTEE MEMBERS NOT IN ATTENDANCE	OTHER ATTENDEES
<ol style="list-style-type: none"> <li>1. Piedra, Obdulio, <i>Vice-Chairman</i></li> <li>2. Brown, Clarence</li> <li>3. Fils-Aime, Sr., Daniel</li> <li>4. Marinelli, Frederick</li> </ol>	<ol style="list-style-type: none"> <li>5. West, Alvin, Chairman</li> <li>6. Gibson, Charles A.</li> <li>7. Perez, Andy</li> </ol> <p><b>SFWIB STAFF</b></p> <p>Beasley, Rick            Alonso, Gus            Garcia, Christine            Jean-Baptiste, Antoinette            Kavehersi, Cheri            Morgan, Myria            Smith, Marian</p>	<p>Flores, Oscar – <i>American Advanced Technician Institute (AATI)</i></p> <p>Mendez, Jessie – <i>Community Coalition Inc.</i></p> <p>Quiros, Vivian – <i>Sullivan &amp; Cogliano</i></p> <p>Rodriguez, Maria – <i>Youth Co-Op, Inc.</i></p> <p>Sante, Alicia – <i>Youth Co-Op, Inc.</i></p> <p>Someillan, Ana – <i>Adult Mankind Organization, Inc.</i></p> <p>Someillan, Elsa – <i>Community Coalitio Inc.</i></p> <p>St, Jean, Donard – <i>Computer Design USA</i></p>

Agenda items are displayed in the order they were discussed.

**1. Call to Order and Introductions**

Vice-Chairman Piedra called the meeting to order at 8:29am asked all those present introduce themselves and requested staff verify quorum. Staff confirmed that a quorum had been achieved.

**2. Approval of meeting minutes for August 15, 2013**

Mr. Frederick Marinelli moved the approval of August 15, 2013 meeting minutes. Motion was seconded by Mr. Clarence Brown; **Motion Passed Unanimously**

**3. Information - June 2013 and July 2013 Financial Report**

Vice-Chairman Piedra introduced the item and SFWIB Finance Assistant Director Gus Alonso further discussed. He reviewed with the Committee the following highlights to the financial report unaudited accompanying notes for the period of July 1, 2012 through June 30, 2013:

**Budget Adjustments**

**Revenues:**

- ✓ AWI Pass-Thru increased by \$35,000

**Expenses:**

- ✓ Head Quarters (HQ) Expenses increased by \$362,568
- ✓ Set Asides decreased by (\$488,680)
- ✓ Unallocated Funds decreased by (\$327,568)
- ✓ Youth Services decreased by (\$400)
- ✓ Training and Support Services increased by \$489,080

**Explanation of Budget Variances**

- ✓ Refugee Services – under budget at 63.2% vs. 100%
- ✓ Training and Support Services – low (54.4% vs. 100%)
- ✓ Other Programs and Contracts – low (49.2% vs. 100%)

Mr. Marinelli requested a report showing last year's percentages in comparison to this year's report, as he wanted to know the overall figure.

Mr. Marinelli requested an end of year report for program year 2012/13 and Mr. Alonso responded that it would not be available until the end of December. However, last year's expenditures were at 68% compared to this year at 72%.

Mr. Piedra inquired about the 6.7% that was allocated to Monroe County for training and requested staff create an action plan to find additional training resources for Monroe County clients.

Mr. Piedra asked for the status of the state audit and Executive Director Rick Beasley responded that they have not yet begun the process.

Prior to Mr. Alonso discussing the next set of financials, Mr. Piedra reminded the Committee that the July 31, 2013 financials consist of a new format that was recommended by members of the Budget Workshop and approved by the full Board.

**July 31, 2013 Financials:**

**Budget Adjustments**

**Revenues:**

- ✓ Adjusted - \$45,794

**Expenses:**

- ✓ Adult Services - \$18,600 transferred
- ✓ Refugee Services - \$23,883 transferred
- ✓ Youth Services - \$411,531 transferred
- ✓ Unallocated Funds - \$200,000 transferred
- ✓ Training and Support Services - \$654,014 Increased

**Explanation of Budget Variances**

- ✓ Other Programs and Contracts – low

Mr. Piedra requested staff explain in detail the 2<sup>nd</sup> year allocation for budget year 2012-13. Mrs. Alonso further explained.

**4. Information – Cash Reconciliation for July 2013**

Mr. Piedra briefly introduced and discussed the item.

No further questions or discussions.

**5. Information – Monthly Job Placement Report**

Mr. Piedra introduced the item. Mr. Beasley further discussed and reviewed with the Committee the Monthly Job Placement Report for 2012 and Job Placement Analysis.

After reviewing the Job Placement Report, there was lengthy discussion regarding online job orders, top 10 regions, skills development fund, state-wide first source ordinance, and state-wide contract format.

**6. Recommendation as to Approval to Allocate Refugee Program Funds**

Mr. Piedra introduced the item and Mr. Beasley further discussed, noting staff's recommendation for the Committee's approval to recommend to the Board to allocate refugee program funds.

Mr. Fils-Aime inquired about Adult Mankind Organization, Inc. and Mr. Beasley further explained.

Mr. Piedra asked whether all of the contractors met their performances and SFWIB Programs Manager further explained.

Mr. Fils-Aime moved the approval to allocate refugee program funds. Motion was seconded by Mr. Clarence Brown; **Motion Passed Unanimously**

**Further Businesses:**

- ✓ The Beacon Council's new CEO
- ✓ FIU Unemployment Report
- ✓ Miami Herald's article regarding Youth Unemployment  
(Mr. Piedra requested staff begin finding additional resources to fund the young adult / youth program for the upcoming year. Mr. Beasley advised the Committee that SFW has received a Community Development Block Grant (CDBG) recommended by Public Housing and Community Development (PHCD)).

There being no further business to come before the Committee, the meeting was adjourned at 9:14 am.



**SFWIB EXECUTIVE COMMITTEE**

**DATE:** 10/8/2013

**AGENDA ITEM NUMBER:** 3

**AGENDA ITEM SUBJECT:** FINANCIAL STATEMENTS

**AGENDA ITEM TYPE:** INFORMANTION

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** Strong, Timely Reporting Standards for End User Customers and Providers of Services

**STRATEGIC PROJECT:** Raise the Bar/ One-Stop Performance Consistency

**BACKGROUND:**

Per the amended SFWIB By-Laws approved at the Board's January 5, 2012 meeting, the Executive Committee subsumes the role of the Finance Committee. Accordingly, the attached un-audited financial report for the month of August 2013 are being presented to the Executive Committee

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



**SFWIB EXECUTIVE COMMITTEE**

**DATE:** 10/8/2013

**AGENDA ITEM NUMBER:** 4

**AGENDA ITEM SUBJECT:** BANK RECONCILIATION

**AGENDA ITEM TYPE:** INFORMANTION

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** Strong, Timely Reporting Standards for End User Customers and Providers of Services

**STRATEGIC PROJECT:** Raise the Bar/ One-Stop Performance Consistency

**BACKGROUND:**

Based on the Internal Control Procedures recommended by the State, the Finance Committee at its April 2, 2009, meeting requested a monthly cash reconciliation report be provided to it. Per the amended SFWIB By-Laws approved at the Board's January 5, 2012, meeting, the Executive Committee subsumes the role of the Finance Committee. Accordingly, the reconciliation report for September 2013 is being presented to the Executive Committee.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

**South Florida Workforce  
Reconcile Cash Accounts**

**Reconciliation Date: 9/30/13  
Cash Account: 1102 Cash -General Operating Account**

	<u>Amount (\$)</u>	<u>Number of Transactions</u>
Beginning Book Balance	2,053,096.35	
Less Checks Drawn	(5,547,946.76)	244
Plus Deposits		
Checks Voided	370,018.17	6
Deposits	4,168,911.28	43
Plus Other Items	(15.38)	1
Unreconciled Items:		
<hr/>		
<b>Ending Book Balance</b>	<u><u>1,044,063.66</u></u>	
Bank Balance	2,426,595.67	
Less Checks Outstanding	(1,382,532.01)	80
Other Items:		N/A
Plus Deposits In Transit		
Transfer to operating		N/A
Unreconciled Items:		N/A
<b>Reconciled Bank Balance</b>	<u><u>1,044,063.66</u></u>	
<b>Unreconciled difference</b>	<u><u>0.00</u></u>	

Prepared by: Odell J Ford Jr. 10/4/13  
Odell J. Ford Jr.

Approved by: [Signature]





## **SFWIB EXECUTIVE COMMITTEE**

**DATE:** 10/8/2013

**AGENDA ITEM NUMBER:** 5

**AGENDA ITEM SUBJECT:** CAREERSOURCE FLORIDA IMPLEMENTATION PLAN

**AGENDA ITEM TYPE:** INFORMANTION

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** Celebrated, Benchmark Leader in Best Practices

**STRATEGIC PROJECT:** PR or Media Utilization when Positive Outcomes are Percieved to be Effectual

### **BACKGROUND:**

In May of 2013, WFI entered into a new milestone for the board and for Florida's workforce system. Florida's workforce system was reinvent as CareerSource Florida following the board's unanimous vote to approve the rebranding recommendation.

All 24 regions and literally hundreds of stakeholders, partners, employers and job seekers participated in this major undertaking that will truly benefit our state for years to come -- enhancing the accessibility of everything our multifaceted system has to offer to help businesses, communities and Floridians prosper.

Florida's Workforce System is embarking on the important next steps that will result in significantly greater awareness and enhanced brand affinity for the Florida Workforce System. That's no small feat.

WFI has released the CareerSource Florida Implementation plan to maximize opportunities and minimize potential brand confusion in the marketplace. The plan serves as the State's unified playbook.

The Statewide Brand Implementation Plan focuses on the development of six strategic areas identified as top priorities for effectly implementing and activating the CareerSource Florida Brand:

- Naming Strategy
- Brand Materials and Universal Implementation Tasks Strategy
- Digital Outreach Strategy
- Communications Strategy
- Internal Brand Orientation Strategy
- Measurement Strategy
- Brand Launch Strategy

The plan objective is to create a well-coordinated, system-wide brand transition at the state and local levels that:

- Resonates and clearly communicates with all stakeholders currently engaged in the system;
- Attracts interest and action from stakeholders who would benefit from being engaged in the system;
- Generates attention and support from those with influence; and
- Elevates our public outreach system-wide to build and sustain greater awareness and understanding of the CareerSource Florida System's capabilities and contributions to building and maintaining a globally competitive workforce.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



# STATEWIDE BRAND IMPLEMENTATION PLAN

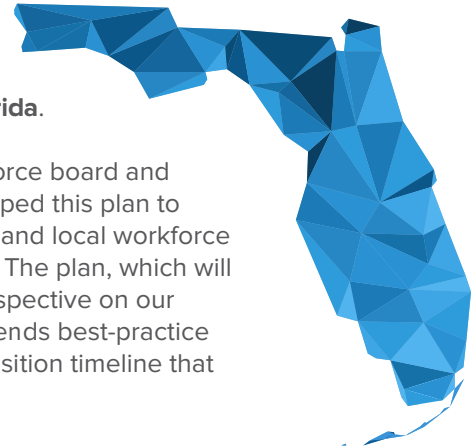
Leadership Discussion Draft  
9/27/2013



Dear Florida Workforce System Partners:

It is with great excitement and anticipation that Workforce Florida Inc. shares with you this Statewide Brand Implementation Plan. The purpose of this plan is to guide the Florida Workforce System's transition to a new, unified statewide brand identity: **CareerSource Florida**.

Through ongoing assistance and collaboration with our regional workforce board and Florida Department of Economic Opportunity partners, we have developed this plan to serve as a roadmap (a dynamic, living plan) aligning the efforts of state and local workforce entities as we implement and activate the CareerSource Florida Brand. The plan, which will continue to evolve with our transition work, identifies and provides perspective on our collective stakeholders; conveys system-wide messaging and recommends best-practice communications strategies; and maps critical milestones through a transition timeline that will lead to a statewide public rollout of the new brand in early 2014.



We all recognize that the brand transition process won't happen overnight; in fact, it's a process that will continue even after we've publicly launched the CareerSource Florida Brand. Our priority is to use proper planning to transition in a coordinated and collaborative manner — as we did to develop the new brand — to full market adoption and application of the CareerSource Florida Brand. Ultimately, we expect our unified brand to allow our nationally recognized system to achieve significantly higher market awareness and serve as a more cohesive and stronger foundation for helping our system better serve Florida businesses, job seekers and workers.

As our extraordinary and historic journey to a universal statewide brand continues, I offer special thanks and recognition to those leaders who have served on the Branding Advisory Panel, all of whom have and will continue to play an integral role in the development and implementation of the new brand:

**Rick Beasley**, *Executive Director*, South Florida Workforce  
**Judy Blanchard**, *Industry Relations Director*, Brevard Workforce  
**Laura Byrnes**, *Communications Manager*, Workforce Connection  
**Rick Fraser**, *President*, Center for Business Excellence  
**Kenny Griffin**, *Business Services Coordinator*, Chipola Regional Workforce Development Board  
**Candace Moody**, *Vice President of Communications*, WorkSource  
**Pamela Nabors**, *President & CEO*, Workforce Central Florida  
**Lois Scott**, *Program Manager*, Division of Workforce Services, Department of Economic Opportunity  
**Kim Tesch-Vaught**, *Executive Director*, FloridaWorks  
**Jamie Titcomb**, *Chairman*, Workforce Alliance Board of Directors  
**Tom Veenstra**, *Director*, Corporate Communications and Information Technology, Workforce Alliance

Workforce Florida — soon to be CareerSource Florida — is honored to be working with each of you on this transformational initiative. Thank you for your continued support and guidance.

I'm looking forward to taking this journey with you!

Sincerely,

Adriane Glenn Grant  
Vice President, External Affairs and Board Relations, Workforce Florida Inc.

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# WELCOME!

## IMPLEMENTATION OVERVIEW

We are embarking on the important next steps that will result in significantly greater awareness and enhanced brand affinity for the Florida Workforce System. That's no small feat.

Properly executed, this journey will ultimately increase the number of Florida residents and businesses who know about and engage our services. We know — because you've told us — that helping Floridians and businesses prosper is why we all get up in the morning. It's what drives us to do the work we do.

Together, we've created a new, system-wide, unified brand — CareerSource Florida. This strong, powerful name is represented with an equally compelling logo, and both market-tested extremely well among Florida employers, job seekers and workers. Now we have the large and complex job of transitioning from a system of more than 25 disparate identities to a single master brand with complementary regional signatures for each of Florida's 24 regional workforce boards and the nearly 100 One-Stop Career Centers they direct. To maximize our opportunity for success and minimize potential brand confusion in the marketplace, we must execute this transition together, at the same time, with the same tools, using the same playbook. This plan serves as our unified playbook.

Let's start with some frequently asked questions.

### What is the Statewide Brand Implementation Plan?

The Statewide Brand Implementation Plan is a roadmap to guide state and regional workforce leaders and professionals through the planning, preparation and launch of Florida's new unified workforce system brand, CareerSource Florida. We have worked together to create this exciting, common brand. Now we must achieve an even greater level of collaboration to ensure a well-timed, well-coordinated and, ultimately, successful public launch. In this plan, you will find information on key audiences affected by the transition as well as strategies to guide the work ahead in areas such as our naming convention, brand materials, communications and internal brand orientation.

### How do I use the Statewide Brand Implementation Plan?

The Statewide Brand Implementation Plan should be used as the foundation for local and state brand transition efforts leading up to and throughout the public brand launch and brand activation. The plan provides the perspective of key stakeholders and what the brand transition means to them; the plan offers a common messaging platform so that we all speak from the same core set of facts to position the system in a cohesive and clear manner in the marketplace. The plan also highlights a host of templates and other resources that will help guide the use of the new brand at the state and local levels. We expect to add to and refresh this document as additional tools are created and as we continue to refine our collective strategies.

### Do I have to follow the Statewide Brand Implementation Plan?

Yes. This plan is being developed collaboratively among state and regional workforce leaders including communications professionals to best position us individually and collectively to introduce the CareerSource Florida Brand and its 24 regional signatures. It serves as a guide to all workforce partners and should influence local brand transition planning. Our transition will be scrutinized by our partners, the Florida Legislature and the news media. But, most importantly, it will directly affect our customers. It is precisely because of our system's customer focus that the brand transition and launch are enthusiastically embraced, will be meticulously planned and must receive our full commitment to coordination.

### What will our new name be?

Workforce Florida Inc., as the statewide workforce investment board, will become CareerSource Florida for public purposes. Each of the 24 regional workforce boards, along with the One-Stop Career Centers they direct, will assume an aligned regional signature or regional brand name using “CareerSource” followed by a geographic locator or regional identifier. For example, Region 1 will become CareerSource Escarosa and Region 8 will become CareerSource Northeast Florida. The entire statewide workforce system will be referred to as the CareerSource Florida System. Any workforce region that hasn’t done so should submit its Unified Brand Regional Name Request to Workforce Florida for review and approval.

### When can we start talking about the new brand?

Right now. It's no secret that the Florida Workforce System is adopting a unified brand identity, which we know will result in significant public-facing name changes and a brand transition directly affecting all 24 local boards and the nearly 100 One-Stop Career Centers. So, if someone asks, share the exciting and important news about the coming changes. But please do so in a strategic manner as we still have a great deal of work to do before we fully launch the brand. There is a timeline to which we aspire that charts an implementation course and ensures our entire system is prepared to fully activate our new, aligned identities in the marketplace. Efforts to inform internal associates (namely our professional staff and boards) after the Workforce Florida Board of Directors approved the new, universal brand for the Florida Workforce System on May 22, 2013, are underway and continuing, even as we introduce key external partners to anticipated changes and prepare internally to rebrand our system. The transition to a statewide, unified brand will allow our customers and the public to better identify and understand us and benefit from our expertise and resources. Our transition efforts will culminate with the formal brand rollout to the marketplace in early 2014. The timeline actively covers approximately six months — September 2013 to February 2014. (See Tab V for more details.) As a system — and at the state and local levels — we will not officially begin using the CareerSource Florida and affiliated names until our public launch. Until that time, we should all refrain from using our new brand names, new logo and even the new brand colors and graphics, as outlined in the CareerSource Florida Brand Standards Manual, in any advertisements, printed materials, live websites, external forms, brochures, business cards, etc.

# PURPOSE RIVEN

### When will we start using the new brand?

In September 2013, Workforce Florida, working with regional workforce board leaders and the Department of Economic Opportunity, will identify a first quarter 2014 target launch period for the public rollout or deployment of our new brand. The launch date will be finalized based on the estimated date of readiness by local and state partners to convey and represent the new, unified brand. (Workforce Florida has been using February 2014 as a tentative target for its early planning purposes, which is reflected in the rollout timeline in Tab V.) As much as we would all like to flip a switch, we realize there are many moving parts — from printing business cards to installing signage and launching newly designed websites. We do expect that by working and planning together — using the same timeline — we can affect a rapid external deployment of our new brand within a one- to two-week timeframe in early 2014.

### What do we have to do before the launch?

There is a great deal to plan and prepare. This document will assist us with the brand transition process. By the date of the external launch, each region and Workforce Florida should have, at a minimum, completed most, if not all, of the items on the CareerSource Florida Transition Checklist (Tab VI).

### Do we need a new website?

Workforce Florida and each regional workforce board will need to ensure our website reflects our new name, logo and the graphic standards for the CareerSource Florida Brand. To do so, every partner should reevaluate the content of its website and adapt a new branded and cohesive look consistent with the Brand Standards Manual and the CareerSource Florida unified brand implementation guidance to be released by the Department of Economic Opportunity. The good news: design templates for state and local websites, just as with business cards and other tools, are in development to save us time and money. The website changes are an important part of a broader Digital Outreach Strategy that is highlighted on page 24 and will be more fully developed through partner collaboration with subject matter experts from across the system.

### How do we pay for this historic brand transformation?

Workforce Florida's Board of Directors responded on May 22, 2013, to the strong statewide backing for a unified brand and the call by regional workforce board leaders for state-level funding assistance to transition to a unified brand by allocating \$1.5 million for the 2013-2014 Fiscal Year to the 24 local boards. These funds will be distributed as outlined in the unified brand implementation guidance to be released by the Department of Economic Opportunity. The funding is allocated 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).

The state board also approved \$1 million in incentive funding available to qualifying regional workforce boards that achieve six significant criteria. These criteria will advance statewide brand implementation readiness positioning our system, through significant actions and outcomes, for a brand rollout in early 2014. Regional workforce boards will be eligible for a proportionate share of the incentive funding based on workforce region size. Small regions will receive \$31,667 (2, 3, 4, 5, 6, 7, 9 and 19); mid-size, \$41,667 (1, 10, 11, 13, 16, 17, 18 and 20); and large \$51,667 (8, 12, 14, 15, 21, 22, 23 and 24). More information on the 2013-2014 Evaluation Criteria for CareerSource Florida Unified Brand Implementation that was approved by the state board on August 29, 2013, can be found in Tab VI. More information on the use of these funds by qualifying regions will be available in the unified brand implementation guidance.

### How will we all stay in touch over the next few months?

You should have received the first edition of "Brand News," a new electronic newsletter developed exclusively for workforce system leaders and professionals. In this monthly (and sometimes more frequent) communiqué, Workforce Florida will bring you the latest information on the brand transition, spotlight milestones and upcoming dates, and share best practices and new ideas from regional partners. Additionally, Workforce Florida, working with Team IDEAS of Orlando, is developing an online brand portal where all our collective brand assets — logos, brand standards, templates, "Brand News" archives and more — will be available for easy access. The Branding Advisory Panel will continue to meet to help address transition issues. Along the way, as significant milestones are achieved, informational webinars and training opportunities will be planned for key leaders such as regional board chief executives, communications professionals and Brand Champions. And, of course, the inboxes for Workforce Florida communications staff and Team IDEAS, the statewide branding consulting team, are always open. If you have a question, suggestion or comment, please share. Ongoing communication and collaboration among state and regional partners have been pivotal to our



success to date in developing the new statewide brand. We want to continue this important collaboration through implementation planning and brand activation. Let's keep the lines of communications open and active.

### **What if I get a call from the news media about the new brand?**

Each region has communications professionals on staff to field local media inquiries. Similarly, Workforce Florida and the Department of Economic Opportunity have communications professionals on staff. State and local communications staff often work collaboratively and should continue to do so when responding to media inquiries about the new brand. If a media outlet has questions regarding statewide implementation of the CareerSource Florida Brand, please direct those questions to Adriane Glenn Grant, Workforce Florida's Vice President of External Affairs and Board Relations, using the contact information below. If a media outlet has questions regarding local implementation of the unified brand, local communications professionals should be prepared to address them. Some general talking points related to brand implementation are included in the Communications Strategy portion of this plan. Like the Digital Outreach Strategy, the Communications Strategy will be further refined through collaboration with regional and state communications professionals.

Please direct media questions about statewide implementation of the CareerSource Florida Brand to

**Adriane Glenn Grant**, *VP of External Affairs and Board Relations, Workforce Florida*  
(850) 921-1119 (main)  
(850) 921-1122 (direct)  
[agrants@workforceflorida.com](mailto:agrants@workforceflorida.com)

# HOW DID WE GET HERE?

## OUR BRAND JOURNEY



Briefly, the Florida Workforce System’s brand story begins as such: On July 1, 2012, the Regional Workforce Boards Accountability Act — passed by the Florida Legislature and signed into law by Governor Rick Scott on March 28, 2012 — took effect, calling for the system “to evaluate the means to establish a single, statewide workforce system brand.”

Why? Because there were two state agencies, 24 regional workforce boards and nearly 100 One-Stop Career Centers directing and delivering workforce services in Florida, none of which looked anything alike. Although the 24 local boards and their One-Stop Career Centers serve the same customers — job seekers, workers and employers — and provide similar employment and training services, each organization has its own name, brand, graphics platform, website and outreach materials.

In response to the new law, Workforce Florida, the statewide workforce investment board responsible for setting policy for the system, and its regional workforce board partners, along with the Department of Economic Opportunity, began a research-based and collaborative process to develop a new, unified brand. This process started with research to uncover what those who work in the system think of their mission and daily work, and how the system is perceived externally by the customers we serve and the broader marketplace. More than 1,500 workforce system leaders, staff and stakeholders, including Florida consumers and employers, contributed to the research and development of the new brand.

The research showed that our system has a strong sense of purpose, but it is not well known by job seekers, workers or employers with jobs to fill (See Culture Mapping Report, employer research results and job seeker research results, which will be available on the new CareerSource Florida Online Brand Portal, for more information).

PASSI  NATE

At a two-day gathering of a cross-section of local and state workforce, business, education and economic development leaders, the system’s vision and mission were examined through engaging dialogue that led to the development of a charter for the new brand (Tab VI). This charter was important in the selection of a brand identity — the new name and logo. Logo concepts for the top five proposed names were tested in the market for clarity and overall appeal. The clear winner on both fronts: CareerSource Florida.

On May 22, 2013, the Workforce Florida Board of Directors unanimously approved the new name and logo as well as the unified brand charter. After careful brand strategy deliberation, the CareerSource Florida Brand architecture or naming strategy was developed in June 2013, creating an aligned regional naming structure to complement the statewide master brand. At the culmination of the transition, Workforce Florida will change its name to CareerSource Florida, while regions across the state will pair “CareerSource” with a geographic locator or regional identifier such as CareerSource Escarosa.

# WHO DO WE NEED TO TALK TO (AND WHY SHOULD THEY CARE)?

## OUR KEY BRAND TRANSITION STAKEHOLDERS



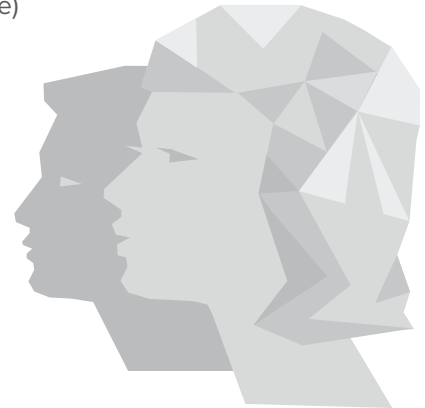
As we consider the primary audiences directly affected by implementation of our new, unified brand, it's worth briefly reflecting upon each of these key stakeholder groups to ensure we take the necessary and important steps (as a system and as individual workforce entities) to educate them about our brand transformation at the appropriate time. Our outreach to these key stakeholders should be strategic and well-coordinated to ensure we are positioning our system — and each individual workforce entity — to maximize the many benefits of a unified brand. Just as important is the need to minimize opportunities for market and public confusion.

While the Florida Workforce System has a long list of stakeholders, there are four primary groups that should be the main focus for the brand transition:

- Internal Associates (Workforce Professionals)
- State and Regional Workforce Board Members and Chief Elected Officials
- System Customers (Job Seekers, Employers and the Public At-Large)
- Strategic Partners

### Internal Associates

Internal associates — our dedicated workforce professionals from executive staff to front-line employees — are the most important audience during our transition. No matter what role they play, these workforce professionals will become brand ambassadors and can be the most credible, effective means for delivering our brand experience. In most instances, these associates are directly involved in serving customers; their actions have an immediate impact on how the new brand is perceived.



Internal associates want to be informed of major decisions affecting their organizations and expect to receive such information from an authoritative source — an immediate supervisor, department leader or chief executive. Workforce system leaders appreciate that associates don't want to read about changes in the newspaper or first learn about them from others outside the organization; therefore it's essential to communicate with workforce staff regularly throughout the transition in a consistent, strategic and open manner. As deemed appropriate, executive leaders are welcome and strongly encouraged to share relevant state and local brand implementation plans with workforce professionals throughout their organizations. A good rule of thumb already followed by many of our system leaders: Don't communicate externally if you haven't first done so internally.

### "How Am I Affected?"

During an organizational change, internal associates tend to almost immediately internalize the news and want to understand how the change will affect them personally. For instance, associates may wonder:

- Does this impact my employment with the organization?
- Is my job description changing and am I getting additional work or new requirements?
- Is this change going to make my job harder or easier to do?

Taking such concerns off the table is an important step you may want to undertake in this rebranding process.

### "So What Does This Mean?"

Associates likely will be curious to learn more about how the new brand will influence their experiences within their respective organization and, more importantly, how it will affect customers' experiences. We want and

# WHO DO WE NEED TO TALK TO (AND WHY SHOULD THEY CARE)?

## OUR KEY BRAND TRANSITION STAKEHOLDERS

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need our teams to be excited by and supportive of this landmark transition for Florida’s workforce system. By focusing on the many benefits of a unified brand and how it will enhance customer awareness and our system’s reputation for innovation and leadership, we can expect a sense of eager anticipation and pride for the public rollout of the CareerSource Florida Brand and each of its 24 regional signatures.

It will be important to acknowledge the time and resources required to successfully accomplish the transition. Leaders may wish to provide regular brand updates at staff meetings and other gatherings. As part of each organization’s internal branding efforts, an internal communications strategy should be developed to keep associates informed and engaged regarding implementation milestones. The new “Brand News” e-newsletter, which is distributed by Workforce Florida and designed to keep workforce system leaders abreast of transition developments and regional best practices, is an information tool that also can be shared with associates throughout each organization to keep them informed.

Under the strategic plan section of this document (Tab IV), there is information about the CareerSource Florida enculturation program. This internal branding program will provide an identical orientation to the CareerSource Florida Brand for associates and workforce system leaders. As we prepare to publicly launch the unified brand, it is imperative that we all understand how we arrived at this critical milestone, our new brand’s promise — as created by local and state workforce leaders, workforce professionals and business, education and economic development partners and unanimously approved by the Workforce Florida Board of Directors — and how to deliver the branded experience to customers and stakeholders in our roles as workforce professionals. Worth noting is that brand unity doesn’t mean every board will be exactly the same. We recognize the needs of employers and job seekers differ throughout the state. However, the commitment to a culture of excellence and the experience of the CareerSource Florida Brand should be the same from Pensacola to Key West and should align with our new unified brand charter.

### “What Can Be Done To Help?”

There are many great opportunities to engage internal associates in the brand transition and public rollout. Each board is encouraged to develop and promote creative, brand-enhancing programs that best fit its culture and style. Boards may consider renaming existing programs such as employee recognition awards to align with the new brand’s values, mission, promise and pillars. Following are a few ideas to jump-start the process of engaging workforce professionals in the brand transition:

- **“On Point”** – Produce a regular email communication from your region’s chief executive or the designated Brand Champion to provide updates on the statewide and local brand transition for your organization.
- **Brand “Hue” Days** – Select days of the month to encourage professional staff to display the new brand colors.
- **Brand Ambassador Award** – Develop a program branded with your unique, aligned brand name that rewards workforce professionals who best embody the brand.

### State and Regional Workforce Board Members and Chief Elected Officials

Florida is fortunate to have engaged, business-led Boards of Directors at the state and local levels. Board members, who include appointed and elected government leaders as well as representatives from education, economic development and community organizations, take their roles seriously and understand the workforce system’s importance to the economy and to Florida job seekers and employers. Like internal associates, board members expect to be kept informed about major decisions affecting the organization and significant milestones achieved along the way. They also have policy oversight and will be engaged in important decisions that advance state and local brand transition efforts. And, like the front-line associates who interact with customers every day, board members are ideally positioned as ambassadors for the CareerSource Brand in their daily interactions with other business and community leaders. Each regional workforce board will develop its own local brand implementation plan and executive staff will determine how best to engage and inform their region’s board leaders. Chief elected officials, some of whom serve on local boards, also should be regularly informed of key transition developments as part of the internal preparations prior to the public brand launch.



#### “How Am I Affected?”

These important appointed leaders will be especially interested in the business and financial impacts of the transition, so that information will be important to share. It is highly recommended that a brand transition update be provided at a minimum during quarterly board meetings leading up to and immediately following the rollout. To assist with this effort, Workforce Florida will continue to make available its quarterly brand update presentations delivered to the state board and partners; these presentations can be easily customized by regional partners and can save both time and resources.

#### “So What Does This Mean?”

While the brand transition won't affect state and local board members or chief elected officials in the same way as workforce professionals, it is a high-profile and significant undertaking. As such, board members and chief elected officials will be interested in the transition timeline (Tab V). It’s important that with each stakeholder group there is clear and consistent communication delivered throughout our diverse state and the entire system about the CareerSource Florida Brand and our collective implementation efforts. To assist with this need, a Communications Strategy, including common language regarding our system and recommended brand transition talking points, is included in this plan (Tab IV). The e-newsletter “Brand News” also contains key system-wide updates appropriate for sharing with this leadership stakeholder group. The current distribution list for “Brand News” includes the Workforce Florida board and staff; the Department of Economic Opportunity; regional workforce board chief executives, board chairs and the Employ Florida Communications Consortium.

#### “What Can Be Done To Help?”

Executive staff will individually determine which major decisions related to the branding initiative merit action by their boards. During this implementation, there also will be many other opportunities to involve board members and chief elected officials in the transition and brand launch. For example, as plans and tools to

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launch and sustain the new brand in the market turn into actions, board members — as workforce ambassadors — should be enlisted to help introduce our new brand and the workforce system to their employees and business and industry colleagues. They also should be encouraged to participate in opportunities to invite job seekers and employers to take advantage of the wealth of resources and services available to support employment and training. For example, at the appropriate time, board members can:

- Author op-ed articles and letters to the editor to support the brand rollout.
- Join in launch-related events in early 2014.
- Host networking events at their businesses to introduce local business liaisons and chief executives to their human resources staff, among others.
- Invite workforce board executives to speak to member associations.
- Participate in news media interviews to introduce the brand and boost awareness of the organization's mission.
- Repost and share information regarding the new brand via their social media networks, including Facebook, LinkedIn and Twitter.

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### Job Seekers

Our statewide brand research shows job seekers have the highest awareness of the workforce system (about 56%) of any of the external groups with whom we spoke. That means a large group of Floridians who have used or are currently using our system's services need to hear that we are changing our brand. They will find familiar, and in some cases improved, services. But the visual identity (names, logos and branded materials) will be fundamentally different for the state board, 24 regional workforce boards and the nearly 100 One-Stop Career Centers.

This presents a challenge, but also a great opportunity to engage and educate the target audience most familiar with our mission and services. Brand transitions are successfully managed every day throughout the world. Companies are acquired, merge, grow or simply outgrow their old brand and announce, embrace and begin operating under a new brand identity. With a carefully planned and executed implementation and communications plan, our system will enjoy a similar experience.

An exciting opportunity also lies with the many Floridians who are not using our services and do not yet realize our system exists to help them. The brand transition and subsequent unveiling is a not-to-be-missed opportunity to introduce many prospective customers to our wide array of services.

# TALENT-F CUSED

### “How Am I Affected?”

As our workforce system professionals know, there is a range of job-seeker customers — from entry-level to professional — who turn to our system for assistance with entering, remaining and advancing in the workforce. For job seekers currently using our services (or those who have done so in the past), it will be important to communicate the brand change with frequency, utilizing a remind-refine approach. At the appropriate stage in the implementation timeline (we recommend within the 120- to 90-day timeframe of the brand launch target date), job seekers should begin to hear with increasing frequency about the upcoming transition through various means. For example, as part of the Communications Strategy, a coordinated media outreach plan is being developed to allow our system to communicate proactively about the exciting brand change. At the local level, where customers directly interact with our system, local boards should plan how they will educate job seekers about the pending brand change. For example, some boards may wish to use:

- Desktop and easel signage throughout the One-Stop Career Centers
- Click-through reminders on job-center computer stations
- Website banners and notices
- Q&As and one-pagers at One-Stop Career Centers
- Stickers or other adhesive notices on brochures and take-home materials
- A series of online e-blasts
- Email signature reminders
- Social media updates
- Earned media

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- Word-of-mouth (aided by prepared bullet points for internal associates and board members to use when sharing news about the brand transition)
- Advertising/paid media

### **“What Can Be Done To Help?”**

Beyond our unified names and logos, the brand transition gives our system a platform to renew our commitments and reaffirm our roles with stakeholders in our communities and across the state. Each workforce organization is encouraged to use this opportunity to examine how we communicate with and serve job seekers. It is a chance to identify and make improvements, as needed, to ensure we are positioned to deliver on the promise of the CareerSource Florida Brand. For those job seekers who have used our services, even small changes can make a difference. Take inventory and challenge your teams to make improvements in the way we answer the phones, greet customers, take care of them while they are with us and follow up to ensure customers’ success. This new brand serves as a great launching pad for examining and strengthening our customer service.



### Employers

Thousands of employers turn to our workforce system for services, and these employers are vital to our overall success. Without employers — registered and actively using the Employ Florida Marketplace and tapping our business liaisons or business account managers to help recruit talent — we wouldn't be able to connect Floridians to employment and career advancement opportunities every day.

Our brand research shows a positive level of customer satisfaction with local employer services, but a significant lack of awareness in the marketplace and confusion among many employers about the services available through our system. Many also indicated they don't think these services are suited to their hiring and training needs. Our new brand was an overwhelming top choice of employers during statewide market-testing of brand concepts, so the launch provides an exciting opportunity to reintroduce our system to current and past customers. The launch also is a platform to introduce the CareerSource Florida System as a fresh, new resource to help prospective new business customers of all sizes find, keep and elevate their workforce talent. Through the new brand, we can confront misperceptions and establish positive awareness and increasing affinity among employers who will better recognize our value.

# BUSINESS-DRIVEN

### “How Am I Affected?”

We will want to build into our transition planning a simple, consistent strategy for communicating with employers that currently use our services, from those registered on the Employ Florida Marketplace to those using training grants and receiving other business services. With collaboration among communications directors and business liaisons, specific messaging should be developed that our business liaisons may share via conversations with their business clients to convey the brand transition purpose, value and timing. This strategy will address brand transition education for current employer customers as well as prospective new customers in the marketplace. Strategic messaging and collaboration among our team members also will help us to achieve greater clarity and consistency in the market as we increase customer awareness and understanding.

The timing of employer brand transition education will coincide with our outreach to job seekers. Some of the same tools will apply to both audiences, including:

- Website banners and notices
- Q&As and one-pagers
- Email signature reminders
- Social media updates
- Earned media
- Participation in news media interviews to introduce the brand and raise awareness of the organization's mission
- Word-of-mouth (aided by prepared bullet points to use when sharing news about the brand transition)
- Op-ed articles and letters to the editor to express support for the unified brand and workforce services
- Participation in launch-related events in early 2014
- Advertising/paid media

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### “So What Does This Mean?”

We want employers to have a sense of excitement for the debut of our new brand and feel a part of its success. We want to be sure to communicate that the workforce system professionals many Florida employers rely on — and the team they trust — remain committed to providing excellent service. We also want employers to understand that our system-wide commitment to being business-driven and our focus on continuous improvement remain core values of our evolving brand. We want employers to understand that the transition to a unified identity is being designed with our customers — them — in mind. By uniting our brand to better serve them, we are seeking to become more recognizable, better known and more highly utilized. Ultimately, we want to increase our value to them.

As is the case with our teams serving job seekers, the brand transition provides an opportunity for our business liaisons to reconnect with employers, creating a reason to reach out, share news and enhance relationships. It also gives business liaisons a terrific platform — backed by a number of resources — to reach out to new prospects, introduce the organization and secure additional new employers to use our system’s services.



### Public At-Large

The new CareerSource Florida Brand serves as a fresh catalyst for state and local public outreach on behalf of our system to raise awareness and increase use of the services and resources available to job seekers, workers and employers. Workforce Florida will collaborate with state and regional workforce partners to develop a statewide advertising outreach program that educates Floridians and businesses and directs them to workforce services through a compelling, creative and coordinated campaign that drives introduction of the new brand and begins to build and sustain awareness of system resources.

#### “How Am I Affected?”

We will want to build into our transition planning a simple, consistent strategy for communicating with the public. We want to build and maintain public confidence and interest in the new brand. Most importantly, we want to clearly convey to the public the value and opportunities available through our system as reflected in our brand mission to connect employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

Public outreach via earned, paid and social media as well as other digital outreach tools such as our websites is important to the overall success of our transition and brand rollout. The Strategic Plan portion of this planning document (Tab IV) outlines key strategies to support our public information and outreach efforts, collectively and individually, to implement and launch the unified brand. We must work collaboratively to ensure our messaging, whether delivered statewide or at the local level, is clear, consistent and cohesive.

As noted, our public outreach should be coordinated and complementary particularly in the following areas:

- Advertising
- Media outreach to introduce the new brand
- Social media
- Digital outreach/websites

#### “So What Does This Mean?”

As part of our brand charter, we have identified the following position we want to command in the marketplace. This position will keep us on course and clear about the experience we create and deliver to employers, job seekers and workers every day:

“Florida’s Workforce System is an essential catalyst for the state’s Talent Supply System and a recognized and relevant resource for business.

“The system is driven by both private-sector and public-sector leadership to respond to the employment and training needs of businesses, job seekers and workers.

“Along with partners in industry, education, economic development and community development, workforce leaders and professionals seek to align the talent development needs of Florida businesses and job seekers, cultivate a highly skilled workforce, and provide access to training, education, employment and career advancement opportunities for Floridians.”

Whether working collectively or individually as workforce entities, we must all keep this positioning statement in mind and ensure our messaging to the public is aligned with the entire CareerSource Florida Unified Brand Charter.

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In using this common language regarding our system as the foundation for our public outreach, we will strengthen the entire system and better position ourselves to serve our customers.

### Strategic Partners

The three pillars for our new brand, as identified by a cross-section of workforce system leaders and strategic partners and codified in our unified brand charter, are: Collaborate. Innovate. Lead. The brand pillars represent action-oriented, solid principles that convey how we will deliver on our brand promise.

We demonstrate all three principles when we work closely with our business, economic development, education and community partners. Like us, these partners are involved in building Florida's economy. Public and private educational and training institutions produce and train talent. Business and industry groups nurture commerce. Economic development organizations facilitate job creation. Our system manages "talent transactions" between employers and employees.

Each has a vested interest in our system and share in our successes. Not only do these partners need to be informed of our brand transition, they also can help us spread the word to their constituents, providing an even greater boost in awareness.



### “How Am I Affected?”

Economic development organizations know that the quality and availability of the workforce is consistently among the top considerations in corporate expansions and relocations. Therefore, a consistently aligned, professional and dynamic statewide workforce brand will be perceived as an asset to these organizations in their pursuit of new jobs. It will be important to communicate our launch plans to our economic development colleagues, and equally important to position how this new brand — and its system-wide benefits — can and should be promoted in their work with businesses.

Likewise, educational partners will be interested in what we're doing and when, and will see value for their students in a system that is now easier to identify and connect with, no matter where a student is in Florida.

As we develop plans for external conversations and brand introductions, strategic partners represent a key audience. Among the many ways we can inform these partners of the brand change and engage them to help spread the word are:

- An introductory email to leadership from regional workforce board chairs and/or chief executives sharing news of the decision to move to an aligned statewide brand with new regional brand identities and seeking their assistance in reaching those who need to know about the brand change
- Invitations to participate in news media interviews and/or author op-ed articles to support the brand rollout
- Invitations to join launch-related events in early 2014

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- Online e-blasts to share workforce system brand transition news with their internal associates and external constituencies
- Publishing of workforce system news releases in their newsletters, on their websites and in their periodicals
- Sharing of workforce system brand milestones via their social media networks including Facebook, LinkedIn and Twitter
- Invitations for workforce leaders to participate in partners' member events

### **“So What Does This Mean?”**

Our unified brand will provide new opportunities to communicate news and information about the workforce system and how it serves Florida's employers and job seekers. It's not enough, however, to communicate with our strategic partners themselves; we must work closely with these partners to ultimately reach their constituents.

From internal associates to board members, chief elected officials and strategic partners as well as job seekers, employers and the public-at-large, we have a diverse group of audiences with whom we must communicate throughout our implementation and the launch of the CareerSource Florida Brand. As we do so, our focus should be on collective and individual opportunities to build momentum and support the need to emerge as an even stronger and more effective workforce system. Our nationally recognized workforce system has an extraordinary opportunity to build on our strengths, grow Florida's talent base and truly help position our state as the global destination for business.

### Strategic Plan:

The Statewide Brand Implementation Plan focuses on the development of six strategic areas identified as top priorities for effectively implementing and activating the CareerSource Florida Brand:

- Naming Strategy
- Brand Materials and Universal Implementation Tasks Strategy
- Digital Outreach Strategy
- Communications Strategy
- Internal Brand Orientation Strategy
- Measurement Strategy
- Brand Launch Strategy

Our objective is to create a well-coordinated, system-wide brand transition at the state and local levels that:

- Resonates and clearly communicates with all stakeholders currently engaged in the system;
- Attracts interest and action from stakeholders who would benefit from being engaged in the system;
- Generates attention and support from those with influence; and
- Elevates our public outreach system-wide to build and sustain greater awareness and understanding of the CareerSource Florida System's capabilities and contributions to building and maintaining a globally competitive workforce.

### 1. Naming Strategy

The primary reason Florida's demand-driven and market-focused system is aligning under a common brand identity is to generate greater awareness of system resources and services among businesses and job seekers. Employers and job seekers often cross county and regional borders in seeking business locations, talent and positions, and the CareerSource Brand will help ensure both customer bases know where to go for assistance no matter what county they happen to be in. This alignment also will enhance our system's brand equity. Early reaction to the CareerSource Florida Brand remains highly favorable and the new visual assets — colors, the tri-arrows logo and aligned names — appear successful at conveying the confidence and professionalism of our unified brand. The naming structure, or architecture, chosen for our system consists of a master brand (CareerSource Florida) and 24 regional signatures. This structure affords local service providers flexibility in the marketing and outreach of programs unique to individual regions. While this regional flexibility is important, it is imperative that we adhere to the brand standards outlined in the CareerSource Florida Brand Standards Manual. These standards are designed to achieve a cohesive and consistent visual brand identity that strengthens our unified brand by growing its value.

Among other important guidelines, those standards explain the naming strategy for our universal brand:

- **Workforce Florida** will become CareerSource Florida and the statewide system will be known as the CareerSource Florida System.



- **Regional Workforce Boards** will adopt “CareerSource” and use a regional identifier or geographical locator to create their individual regional signature or regional brand name.



- **Local One-Stop Career Centers** will assume the name of the Regional Workforce Board that directs them, meaning each center will share the regional brand name. Florida currently has nearly 100 One-Stop Career Centers. Additional identifiers (numbers, locations, etc.) should not be used externally in the official name, signage or logo on facility signage, in online listings, on business forms or in any other materials used externally.



### Taglines

Several regional partners have asked whether our new common brand will have a tagline. Taglines are an effective communication and branding tool. For our new brand, use of taglines is optional but the option(s) should be consistent. Determining a tagline or taglines that can be deployed statewide by regional partners and the state board provides an exciting opportunity for the creative and talented team of communications professionals who make up the Employ Florida Communications Consortium. During our implementation, we'll ask members of this group to take the lead in working with Team IDEAS to determine our best course forward in this area. The final decision will be reflected in our Brand Standards Manual.



## 2. Brand Materials and Universal Implementation Tasks Strategy

By the early 2014 public launch, Workforce Florida and each regional workforce board should have, at minimum, applied the new brand to the relevant materials and tasks reflected on the checklist that follows on page 38. It is important that transitions take place concurrently throughout the state, so regions should be prepared but not actually publish or begin using outreach collaterals until the system-wide external launch date.

Workforce Florida is developing a **CareerSource Florida Online Brand Portal** to house key brand resources. The portal will be accessible by workforce partners and include the CareerSource Florida Brand Standards Manual, logos for the master landmark and each of the 24 regional signatures in multiple formats, optional customizable templates for business cards, letterhead, websites, email signatures, PowerPoint slides, graphics such as the tri-arrows, and branded resources such as videos, a trade-show booth display and sample informational items and office stationery that comply with state and federal guidelines for such materials. These and other shared resources will be developed and archived over time. The following resources will be available online beginning in October 2013\*:

- CareerSource Florida Brand Standards Manual
- CareerSource Florida Brand Charter
- Business cards templates
- Letterhead templates
- State and Regional Logos (full color, gray scale, black and white and reverse; JPEG, EPS and PNG)
- Tri-arrows graphic (JPEG, EPS and PNG)
- CareerSource Florida Brand Announcement Video
- “Brand News” e-newsletter
- CareerSource Florida Brand Transition Talking Points

Other items that will be available as soon as they are developed and approved during the brand transition period include:

- Local and state website templates
- PowerPoint templates
- Customer brochure shells
- Advertising templates
- Brand launch media kit
- Customer-focused CareerSource Florida brand introduction video targeting job seekers and employers
- Customer-focused CareerSource Florida brand introduction brochure (customizable outreach tool to introduce the new brand and system services to key stakeholders)

Any state or local branded materials used for external purposes should be consistent with guidelines in the Brand Standards Manual. To assist with building a cohesive visual identity for our new brand, optional customizable templates are being developed for materials such as business cards, letterhead, customer brochures and websites to reinforce the consistency and common messaging essential to building brand equity and strengthening brand integrity. To conserve resources and support the unified visual presentation of our brand, state and local partners are encouraged to customize and use such templates when available. Shared templates will be available online to all workforce partners.

### Brand Standards Review Committee

While all boards — state and local — must follow the brand standards, *every board may continue to create its own, unique branded materials*. As we transition and prepare to launch our new brand, state and local boards

that wish to create external outreach materials and tools such as customer brochures, advertisements and websites should submit them for review by a new Brand Standards Review Committee.

Brand standards reviews are common among branded entities, public and private. These reviews are designed to maintain the critical consistency and clarity needed to build and strengthen brands. Our review process will be designed to be timely and responsive and is intended to ensure our new brand is applied consistent with the principal intent and guidelines outlined in our brand standards.

Some boards also co-brand with strategic partners. Decisions to do so will remain locally driven, but boards should ensure CareerSource Florida Brand Standards are appropriately applied.

We have worked strategically to develop a market-focused common brand and we must now cultivate clear standards for the application of our aligned visual assets and articulation of the unified brand. When applied consistently, these standards reinforce the power of the CareerSource Florida Brand, instilling trust, providing clarity and creating a positive impression among our core audiences.

For more details on our brand standards, please refer to the CareerSource Florida Brand Standards Manual and the CareerSource Florida unified brand implementation guidance that will be released by the Department of Economic Opportunity. (Also refer to the Digital Outreach Strategy portion of this plan — beginning on page 24 — for more information regarding state and regional websites.)

*(\*Shared resources such as outreach templates and the CareerSource Florida Brand Standards Manual will be available online in a temporary archive until the CareerSource Florida Online Brand Portal is completed in October 2013. Once completed all shared assets will be accessible by workforce partners, as they become available, via the online portal.)*

Workforce Florida will work with the Branding Advisory Panel to develop the process and further define what materials should be reviewed by the Brand Standards Review Committee. The review committee will be made up of regional and state communications professionals as designated by executives from Workforce Florida, the Department of Economic Opportunity and regional workforce boards. At this time, the committee's review will apply to our transition preparation system-wide prior to and during the external launch of our new brand. Branded materials developed by Workforce Florida, along with regional workforce boards, will be subject to review to ensure external outreach materials are created in accordance with CareerSource Florida Brand Standards.

### **Shared Procurement Opportunities**

We'll all be busy during the next several months, preparing and purchasing new business stationary, new signage and outreach materials. As feasible, we should exhaust our current inventory of such items prior to our brand launch. Given the expected volume of purchasing expected by state and local workforce partners, we will explore the potential for shared procurement opportunities that could generate savings and discounts. Indisputably, all procurement must comply with federal and state guidelines whether done collectively or individually by workforce partners. Joint procurement will not be required through this project. However, we are committed to seeking opportunities for savings throughout our development and deployment of the new, universal brand identity.

The checklist on page 38, which was developed with assistance from the Branding Advisory Panel, can help each of us with key tasks as we transition from our current brand to our unified identity. Many but not all may be applicable to your organization.

### 3. Digital Outreach Strategy

Technology is a major driver for commerce and communication. As we build our new workforce system brand, it's important to ensure we create a foundation for a sustainable digital outreach strategy that best positions the new brand in the marketplace with clarity, consistency and cohesiveness to strengthen the brand's equity, which, in turn, will benefit each individual workforce entity and our state. Our Digital Outreach Strategy will be further refined, as needed, during the implementation of the CareerSource Florida Brand.

#### Websites

As websites are often the very first – and most utilized – communications tool for any organization, a cohesive and clear online demonstration of our brand unity also will strengthen our new identity (collectively and individually) and help to build awareness among customers, potential customers and other stakeholders. To that end, our digital outreach strategy and brand standards provide design templates to aid us in conveying our brand unity via our individual websites. A working group with state and local leadership representation including chief executives, communications directors and IT directors has been asked to help draft recommendations for web standards and assist in the development of templates for regional and state websites. The goal is to establish clear website brand standards that support the need for visual consistency and cohesiveness while maintaining regional flexibility. All regional workforce board websites will need to transition to comply with website standards for the CareerSource Florida Brand. Boards that choose to not use the templates should submit their website designs for review by the Brand Standards Review Committee.

Prior to the external launch of the new unified brand, the Workforce Florida website at [www.workforceflorida.com](http://www.workforceflorida.com) will be completely revamped and replaced by a CareerSource Florida website.

The launch of the branded state and local websites will coincide with the rollout.

#### American Job Center Brand

The U.S. Department of Labor released Training and Employment Guidance Letter No. 36-11 on June 14, 2012, announcing the American Job Center network national brand. Implementation of the national brand is encouraged but not required.

The federal brand guidance was preceded by the Florida Legislature's passage of the Regional Workforce Board Accountability Act of 2012, which was signed by Governor Rick Scott on March 28, 2012, and took effect on July 1, 2012. As previously noted, the state act called for the development of a single, consolidated brand for our workforce system. As part of our unified brand development process that led to the CareerSource Florida Brand, we evaluated the USDOL guidance and how other states are applying the national brand. Implementation of the national brand is inconsistent, with some states opting to incorporate the American Job Center Brand into existing workforce system brands in different ways, while other states have opted not to incorporate the national brand into their current brands. We took a customer-focused and market-driven approach to examining whether and how the national brand could be effectively integrated with Florida's new, statewide unified brand. This research, which included a teleconference meeting with representatives of the USDOL's Employment and Training in January 2013, has led us to a strategy we are confident accomplishes the unifying goals of both state and national brands.

The CareerSource Florida Brand Standards Manual will include specific requirements for Florida's integration of the American Job Center Brand, which will be used only on state and local websites such as CareerSource Florida, Employ Florida Marketplace and regional workforce board websites. These websites will recognize

their associated entities as “a proud partner of the American Job Center Network.” This standard will accomplish two important goals:

- It will allow for consistent statewide application of the American Job Center Network national brand in Florida and demonstrate our system’s connectivity to the national network of publicly funded workforce development services.
- It will minimize opportunities for any customer confusion that would be created by co-branding the state and national brands, as recommended in the federal guidance.

### Web Domains

We would like to achieve the highest degree of consistency possible to reinforce support for our customer-focused system and reinforce our goal for clarity through alignment of website domains that are used publicly. Our system’s web domain, or URL strategy, is outlined below:

- **Workforce Florida’s website, workforceflorida.com**, will transition to careersourceflorida.com. The current Workforce Florida website will be automatically redirected to the new CareerSource Florida website upon brand launch.
- **Regional Workforce Boards, working with Workforce Florida as needed**, will secure individual domain names using the following structure:
  - careersourceescarosa.com
  - careersourcenortheastflorida.com

Similarly, it is recommended that current regional websites be automatically redirected to the new regional web addresses upon brand launch. It is also recommended that boards secure other common suffixes, including .org and .net to prevent their use by unaffiliated organizations. These domains should remain unused but may be redirected to the main address for each entity.

- **Local One-Stop Career Centers** do not have individual web sites.

### Employ Florida Marketplace

The Employ Florida Marketplace, at employflorida.com, has served as our statewide workforce labor exchange tool for accessing job-matching and other services online since 2005. A process is underway to replace this system by January 2015 with a new, modernized job-matching tool. With this current system’s future in flux, we’ve made an important decision to not migrate the Employ Florida Marketplace to the new brand. That means that the name will not change and the current design, which was updated in 2012, will remain the same. The Employ Florida Marketplace will continue to be used and recognized as an important and comprehensive tool powered by Florida’s workforce system until it is replaced. Meanwhile, as part of the process to create that new online job-matching system, a branding strategy will be determined by workforce system leaders to facilitate the most appropriate alignment with the new online system and the CareerSource Florida Brand.

### Search Engine Optimization/Search Engine Marketing

At the time of the unified brand’s official launch in early 2014, it will be crucial to introduce an aggressive online campaign to ensure the CareerSource Florida brand family can be easily found and search engines correctly direct inquiries.

Workforce Florida will initiate Search Engine Optimization (SEO) and Search Engine Marketing (SEM) outreach programs for the CareerSource Florida master brand. Regional workforce boards may wish to initiate similar outreach programs for their unique signatures. As Workforce Florida further develops its SEO/SEM plans that information will be shared system-wide.

### 4. Communications Strategy

We have a great story to tell about our system and our new CareerSource Florida Brand. You have a great story to tell about your organization and its daily contributions to new economic opportunities for Floridians and businesses in every part of our state.

Through our brand research, we have found Florida is the only state so boldly aligning its statewide workforce investment board, local workforce investment boards and One-Stop Career Centers through a common identity and visual platform. In fact, some states are following our unified brand development efforts with great interest.

It's a great point of pride that Florida, once again, is demonstrating national leadership through our customer-focused and market-driven approach to branding the workforce system. Building our unified brand will enable statewide and local outreach and education efforts to reinforce and build upon one another, boosting the awareness of the system and affinity with existing customers, prospective customers and other stakeholders.

Communications is vital to our brand-building efforts and another important component of our transition that demands strategic focus and coordination. Our system is fortunate to have a very talented group of professionals leading communications at the local and state levels. This group currently meets via the Employ Florida Communications Consortium to share information on new outreach efforts, discuss communications strategies and identify opportunities for greater collaboration among regional boards and with state entities. The primary work of these communications professionals is to lead the communications and public outreach efforts of their individual organizations. That won't change with our unified brand. Now that we share a common brand identity, we want to enhance our collaborative efforts to identify, share and replicate best practice tools and tactics, and build a messaging strategy that provides some common language to explain our brand transition and our system so that audiences — no matter where they are in Florida — hear, read, see and understand that we are a cohesive workforce development system made up of individual entities, sharing a common mission.

Our state and local brand implementation plans should outline our objectives and plans for communicating to internal and external audiences highlighted earlier in this plan:

- Internal Associates
- State and Regional Workforce Board Members and Chief Elected Officials
- Strategic Partners
- System Customers

Through our communications, we want to introduce our brand transition to these stakeholders and keep them informed of important updates and announcements.

#### Internal Communications

Ensuring internal associates, board members and chief elected officials are appropriately looped in on our transition developments is key. Workforce Florida has created two primary system-wide communications tools to help state and local partners connect for timely updates, questions and answers about our brand implementation efforts: the “Brand News” e-newsletter and weekly CareerSource Florida Partners Call teleconferences.

- “Brand News,” beginning in September 2013, will be distributed monthly (and more frequently when warranted) through the end of the fiscal year in June 2014. It is designed to provide the latest

information on the brand transition, spotlight milestones and upcoming dates, and highlight brand implementation best practices from regional partners.

- CareerSource Florida Partners Calls are hosted on Fridays by Workforce Florida with Team IDEAS, the Florida-based consulting team that is helping to lead our extraordinary effort to transition to our universal brand. Agendas and invitations are sent weekly by Workforce Florida to regional workforce board chief executives and the Department of Economic Opportunity.

### External Communications

#### Earned Media

We want to take a proactive approach to sharing our great stories including our collective efforts to develop our unified brand. There has been some media coverage of efforts to date. Continuing to garner earned media coverage will greatly advance our efforts to inform external audiences — job seekers, employers, the public, system partners and other stakeholders — about our brand transition statewide and locally.

Workforce Florida's approach to media relations for this branding initiative has been to identify milestone opportunities for strategic news releases. To date, there have been two such milestones.

- Workforce Florida distributed a statewide news release in November 2012 to announce the formal kickoff of the branding initiative. That release is available at: [http://www.workforceflorida.com/PrioritiesInitiatives/BrandingInitiative/docs/WFIRelease\\_BrandingInitiative.pdf](http://www.workforceflorida.com/PrioritiesInitiatives/BrandingInitiative/docs/WFIRelease_BrandingInitiative.pdf).
- Workforce Florida distributed a statement from the board chairman, Dwayne Ingram, in May 2013 following the board's unanimous approval of the CareerSource Florida Brand name, logo and brand charter to represent the new unified brand identity for the state workforce system. That release is available at: <http://www.workforceflorida.com/PrioritiesInitiatives/BrandingInitiative/docs/ChairmanStatementUnifiedBrand.pdf>.

Our next expected milestone for a statewide release to provide a public update on the branding initiative is November 2013, the one-year anniversary of the formal launch of our efforts to develop Florida's unified workforce system brand. At that juncture, we will have significant progress to report system-wide (including the aligned brand names for all 24 regions) and should ideally be within the 120- to 90-day mark of our public rollout target date.

Regional workforce board partners may also wish to develop their own complementary local news releases to address their organization's specific brand transition planning and progress. Looking ahead in the communications pipeline, as part of the brand launch, we will work collaboratively within the Employ Florida Communications Consortium to build a media relations plan that includes opportunities such as joint editorial board visits and public events for state and local leaders and customers to announce the early 2014 activation of our new brand.

#### Paid Media

We have an extraordinary opportunity through our aligned brand to truly maximize our advertising investments (which vary by workforce organization) in advertising to build greater awareness of our system's services and resources for assisting job seekers, workers and employers. The Workforce Florida Board of Directors has once again designated funding for an advertising campaign to educate the public about these outstanding services. Before year's end and led by Workforce Florida with support from Team IDEAS and partners across

the state, we will develop an advertising plan for a targeted and compelling outreach campaign that starts in January 2014 to support our brand transition and build and sustain awareness of our system services.

The unified brand also presents an excellent opportunity to examine and determine ways to enhance cooperative advertising among regional boards as well as with Workforce Florida. We will explore prospective opportunities such as volume and discount advertising buys, state-local investment in advertising outreach match programs, etc.

### **Social Media**

Social media tools are increasingly essential to our daily efforts to connect with our existing customers, engage potential new customers and build and maintain the credibility of our individual workforce organizations and our system as a whole.

All of us will need to transition our existing and growing social media platforms such as Facebook, LinkedIn, Twitter and Instagram to align with our new brand. These new accounts, however, should not be activated until the new brand is formally launched in early 2014.

Social media will have a significant place in our continuing planning regarding brand launch communications.

For assistance in adapting new logos to social media formats, or other social media-related brand transition questions, contact Workforce Communications Coordinator Alyssa Brown at [abrown@workforceflorida.com](mailto:abrown@workforceflorida.com).

Several partners have inquired about whether they may still verbally reference their current names for a period of time while introducing their new brand identities. For example, a professional at a local chamber meeting might introduce herself as “Ms. Smith from CareerSource Brevard, formerly Brevard Workforce.” Or fliers about business services targeting employers may reference “CareerSource Brevard, formerly Brevard Workforce ...” for a period of time following the system-wide launch of new brand names. A transition tactic such as this is a good idea to assist those customers most familiar with our current identities, many of which haven’t changed since our system was created in 2000. It’s likely this tactic will be used by many partners for an interim period.

### **Common Messaging**

Our goal for enhancing system-wide communications calls for developing and sharing a library of common messages and language that any workforce partner may draw from to convey key information about our system’s mission and work. Using common language, when appropriate, reinforces our interconnectedness and enhances public understanding by providing greater clarity of our complementary roles and responsibilities. Constancy and consistency in messaging also supports overall credibility and confidence among audiences who are continuously bombarded with news and information.

As a starting point for building some unified talking points that may be used at workforce partners’ discretion, the following are bullet points regarding the CareerSource Florida Brand, our system’s brand transition and the workforce system in general. Together, we will continue to develop and refine these messages.

### **About the CareerSource Florida Brand and Our Brand Transition**

**Who is transitioning:** Florida’s workforce system — Workforce Florida Inc., 24 regional workforce boards and nearly 100 One-Stop Career Centers

**What is transitioning:** Each of these entities will assume an aligned and consistent new name and logo as part of the CareerSource Florida System



**When the transition is occurring:** The new CareerSource Florida master brand and its 24 regional brands will be officially launched in early 2014, most likely in February. A date will be set soon by Workforce Florida in collaboration with regional partners.

**Where the transition is occurring:** Throughout Florida. The change includes Workforce Florida in Tallahassee, which will be known as CareerSource Florida. Each of the 24 regional workforce boards across the state and the career centers they direct will have a unique local brand name consistent with the system's new name. The career centers will share the names of their regional workforce entities. For example, in Pensacola and Escambia counties, Workforce Escarosa will become CareerSource Escarosa; its three One-Stop Career Centers in Pensacola, Century and Milton also will be named CareerSource Escarosa.

**Why the brand transition is occurring:** To better serve Florida job seekers and employers who currently have a low awareness statewide of the publicly funded employment and training services and resources available to assist them. The Regional Workforce Boards Accountability Act of 2012 called for a new, single common brand for Florida's workforce system. At the culmination of a statewide process that engaged more than 1,500 leaders, workforce professionals, employers and job seekers, in May 2013, the Workforce Florida Board of Directors approved a new, statewide brand identity for the workforce system. Efforts are now underway to make the necessary changes to launch the new, aligned brand statewide.

**How the transition is occurring:** Workforce Florida, the Department of Economic Opportunity and the state's 24 regional workforce boards are working internally and collaboratively to prepare for a formal public launch of the CareerSource Florida Brand in early 2014.

**What's changing:** Workforce Florida, 24 regional workforce boards and nearly 100 One-Stop Career Centers will have new, but aligned names and use the same orange, blue and green tri-arrows logo. This initiative, however, is about more than a name and logo change. Existing customers, both businesses and job seekers, will see that the team of professionals they trust to assist them with their workforce needs remains intact. That said, we are using this opportunity for brand change to reexamine our organizations and make improvements if and where they are needed, with our customers and prospective customers in mind. Many of the workforce services provided to job seekers and businesses are available at no charge. With a unified brand, these workforce entities will be more visible locally and across the state, helping to drive greater awareness and understanding of resources available to assist job seekers and employers.

**How this rebranding effort is being financed:** Each local workforce entity has a board that approves its annual budget based on available funding. The Board of Directors for Workforce Florida, the statewide strategic and policy board, approved funding from its federal funding allocation for innovative and employer-focused workforce solutions to assist local workforce regions with this important, customer-focused and market-driven transition to our unified brand. Local boards will receive an allotment based on size (small, \$47,500; mid, \$62,500; or large, \$77,500) to assist with brand transition-related expenses such as new signage, printed business stationary and public outreach. Boards may also qualify for additional incentive funding from Workforce Florida if they achieve key measures to support the timely implementation and launch of the unified brand.

**Why the brands are changing at a time when workforce funding is being cut:** We began this rebranding initiative before recent budget cuts were evident. We are always faced with tough decisions, but it's because we anticipate an ongoing challenge of having to accomplish more with declining funding that we are proceeding with this branding initiative. Moving to a common and clear brand identity and away from the current, fragmented system with more than two dozen different names will raise our profile so that more job seekers and employers who need us can take advantage of the employment and training services we offer. The new CareerSource Florida common brand better positions us to seek opportunities for shared resources and efficiencies such as in public outreach and to, individually and collectively, maximize our investments and resources.

**What will happen to the current brands:** Florida's myriad brands will be phased out and the CareerSource Florida master brand and 24 aligned regional brands will be activated with the statewide public rollout in early 2014. At that time, every board should begin publicly using its new name and have a website, external signage and outreach materials reflecting our new unified brand.

### **Our brand's mission:**

The Florida Workforce System connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

### **Our brand's vision:**

Florida will be the global leader for talent.

### **Our brand's values:**

- **Business-Driven:** We believe Florida employers – the state's job creators – are essential to our overall success in providing effective, market-relevant workforce solutions that drive economic growth and sustainability.
- **Continuous Improvement:** Driven by our commitment to excellence, we respond to changing market dynamics. We continually strive to improve our performance to better anticipate and address the talent needs of employers and the employment and skills needs of job seekers and workers. We identify, measure and replicate success.
- **Integrity:** We fulfill our mission with honesty and accountability and strive in every decision and action to earn and protect the public trust.
- **Talent Focus:** We believe in the power of talent to advance every enterprise and open the door to life-enhancing economic opportunities for individuals, businesses and communities. Our commitment is to make talent Florida's key competitive asset.
- **Purpose-Driven:** Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.

### **Our brand's promise to customers:**

Florida's Workforce System promises a dedicated team of professionals who possess an understanding of your needs. Uniquely positioned, we offer assets, expertise and effective partnerships to deliver seamless and efficient services, demonstrate our value to all customers through results and drive economic priorities through talent development.

### **Our brand pillars:**

## Collaborate – Innovate – Lead

### **About the CareerSource Florida System**

The CareerSource Florida System consists of a business-led statewide workforce investment board (CareerSource Florida) that provides policy oversight and designs statewide strategies to address critical workforce needs; a state agency (the Department of Economic Opportunity) that administers workforce programs and funding for the entire system; 24 regional workforce boards that have local flexibility, through their own business-led boards, to design local strategies and programs to serve the jobs seekers and employers in their communities; and nearly 100 CareerSource Centers where job seekers and employers can go for employment and training assistance.

We will continue to build on this common messaging as we look ahead, and will add information about the system's employment services and training assistance available to businesses and job seekers, the Employ Florida Marketplace and other pertinent topics. These messaging resources will be available on the online brand portal. All ideas for developing additional joint message points are encouraged and welcomed. Please contact Workforce Florida Communications Coordinator Alyssa Brown at [abrown@workforceflorida.com](mailto:abrown@workforceflorida.com) with any suggestions or requests.

### 5. Internal Brand Orientation Strategy

It's been said that the best brands are "built from the inside out." That's why internal branding is often cited as a critical first step before externally launching any new brand. It also is why creating a sustainable brand orientation program for new associates is equally important. Throughout our brand development process, many workforce professionals and volunteer leaders across the state directly contributed to the work — in multiple interview and feedback sessions, meetings, polling, etc. — that ultimately led to the new CareerSource Florida unified brand.

With our new identity, we want to ensure the members of our professional teams (and volunteer board leaders) — who directly affect the brand experience of customers and stakeholders — have been introduced to the new brand and considered their roles, collectively and individually, in delivering the brand experience and shaping perceptions of the brand in the marketplace. It's within those public, or market, experiences and perceptions that our true Florida Workforce System brand lives.

We've examined how other workforce systems, companies, institutions and nonprofits have implemented new brands and, with assistance from our branding consulting team and partners across the state, we're designing an internal brand orientation — or enculturation program — for our CareerSource Florida Brand.

The program essentially will consist of an interactive, online course of about 30 minutes in length featuring perspective from workforce professionals, board and executive leaders discussing our brand values, pillars, mission and vision, as outlined in our brand charter (the full charter is available on page 39).

To support this program's development, recent interviews were conducted in West Palm Beach and Orlando with Workforce Alliance, Workforce Central Florida, FloridaWorks, Workforce Florida and Department of Economic Opportunity front-line professionals, executive staff and board members. An important component of this program is sharing stories of customer service excellence and innovative solutions to address workforce issues that support our brand mission to connect "employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity."

A brief guide that can be viewed online or printed, also will provide us with a common tool for introducing or reintroducing the brand to key internal stakeholders regardless of their role in our system. This program will be completed in November, previewed by state and regional leaders, then tested for program delivery and rolled out in December. One of the significant roles of our new Brand Champions will be assisting with deployment of the enculturation program within their own organizations.

#### Brand Champions

As noted, our Brand Champions will play an integral role in the deployment of the internal branding program, but there are other key responsibilities identified for this group to support brand implementation. Each board is being asked to select a Brand Champion from among its staff members. Our Brand Champions will serve as the point of contact concerning brand implementation issues and as the primary leader for ensuring the unified brand is effectively executed by their organizations. Information shared with our champions will be provided simultaneously to each organization's chief executive, as highlighted in previous communications. Over time, our Brand Champions will become the resident subject-matter experts on the CareerSource Florida Brand for their boards. Developing Brand Champions for CareerSource Florida is another best practice based on branding and rebranding by other organizations and companies with successful brands. A training session for our Brand Champions has been recommended for the 4th Annual Workforce Professional Development Academy and Leadership Conference in early December 2013.

### 6. Measurement Strategy

With our planning and preparation underway, we are preparing to launch our new brand. Along this journey, we've discussed how we would measure the success of a new, common brand. Through our system's extensive brand research in December 2012 through April 2013, we were able to measure market awareness and relevance of the current workforce system brands. (The results of these market surveys have been made available online by Workforce Florida to regional and state workforce partners and will be available on the new CareerSource Florida Online Brand Portal.) That measurement now serves as an important benchmark for evaluating the future success of our system-wide rebranding to create a single, unified identity. As we prepare for our external launch to activate the new brand statewide, we'll continue to develop a strategy for metrics such as improvements in brand awareness, relevance and understanding as well as increased use of services and programs by Florida job seekers and businesses.

### 7. Brand Launch Strategy

With our preparations underway, this implementation period allows us to set the course for how we will formally launch the CareerSource Florida Brand. Through our unified brand story and this launch, we have an unprecedented opportunity to showcase how our system collaborates, innovates and leads. We are committed to building a coordinated, system-wide launch plan that will galvanize our individual and collective public outreach and media relations efforts.

Timing is key. Workforce Florida will soon set and communicate an early 2014 target launch window, which will be a period of one to two weeks during which we will plan statewide events and encourage special local events.

With the launch of our new master brand and regional signatures, we will discontinue the use of our current brands and officially begin using our new names and logos. This includes discontinuing the use of our current statewide affiliate brand, Employ Florida, and its logo, with one important exception: the Employ Florida Marketplace. As noted earlier, the Employ Florida Marketplace remains an important online tool of our system and will retain its current identity until the replacement system is launched in 2015. The activation of our new brand will mark the end of our need to reference the Employ Florida network in our literature, use the standalone Employ Florida logo that is now required on our websites and in our outreach collaterals such as brochures and ads. We also will no longer need to display the Employ Florida and Employ Florida partner/member logos in our career centers and offices.

We recognize this transition won't be simple. Together, we can seize the momentum of this historic milestone to enhance customer awareness, strengthen our system's credibility and boost positive market perceptions. There may not be another opportunity of this magnitude to rally public and private stakeholders around our mission and tell the Florida workforce system story in a local, state and national spotlight. This rollout allows us to focus on the message of our system's value and the impact we have helping Florida families and strengthening Florida's economy. We know how our work changes lives for the better. It's a story we each seek to tell, and will be able to amplify with the coordinated launch of our unified brand.

Central to the brand launch will be plans for a special event or series of events engaging workforce leaders and professionals, customers, and our partners in education, industry, government, economic development and community development. As noted, there also will be an opportunity for complementary local events and announcements. It will be a time to celebrate the vision, phenomenal commitment and collaborative work all leading up to the activation of our brand.

A brand for which we are all new ambassadors.

We, like you, are eager for this public launch. It's truly an amazing journey. Congratulations on our success to date and the successes to come.

# WHEN ARE WE DOING ALL OF THIS?

## ROLL-OUT TIMELINE



Activity	Lead	Q1 – 2013			Q2 – 2013			Q3 – 2014			Q4 – 2014		
		July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
<b>STRATEGIC PLANNING</b>													
Brand Standards Manual Development	WFI												
Brand Implementation Plans	WFI, RWBs												
<b>STATE COMMUNICATIONS</b>													
Brand News	WFI												
Branding Advisory Panel Webinars	WFI												
CareerSource Florida Weekly Partners Calls	WFI												
WFI Quarterly Board Presentations	WFI												
Online Brand Portal Launch	WFI												
<b>INTERNAL BRAND ORIENTATION</b>													
Internal Orientation Plan & Course Development	WFI												
E-Learning Brand Intro Course Completion	WFI												
Leaders Demonstration & Training	WFI, RWBs, DEO												
Brand Champions Training Session	WFI												
Systemwide Brand Orientation	WFI, RWBs, DEO												
Front-line Professionals Branding Workshop	WFI, RWBs												
<b>BRAND MARKS</b>													
Regional Signatures Requests/Approvals	RWBs												
Regional Domain Name Registration	WFI, RWBs												
Regional Signatures Logo Development	WFI												
DBA/Business Name Registrations	WFI												
CareerSource Florida Trademark Registration	WFI, RWBs												
<b>ID TRANSITION</b>													
Business Cards	WFI, RWBs												
Business Stationary	WFI, RWBs												
Business Forms	WFI, RWBs												
Email Addresses/Signatures	WFI, RWBs												
Facilities Signage Development	WFI, RWBs												
Trade Show Displays	WFI, RWBs												
<b>COMMUNICATIONS TOOLS</b>													
Presentation Slide Templates	WFI												
Regional Websites Standards Working Group	WFI, RWBs												
Websites Development & Programming	WFI, RWBs												
Websites Launch	WFI, RWBs												
CareerSource Florida Introductory Brochure	WFI												
Customizable Customer Brochure Templates	RWBs												
Job Seeker/Employer Brand Intro Video	WFI												
Statewide Advertising Campaign Development	WFI												
Statewide Advertising Production	WFI												
Advertising Placement	WFI												
<b>LAUNCH EVENT</b>													
Event Concepts	WFI, RWBs												
Event Planning and Logistics	WFI, RWBs												
Event Activation	WFI, RWBs												
<b>MEDIA RELATIONS</b>													
Media Relations Strategy Development	WFI, RWBs												
Brand Transition Update Announcement	WFI, RWBs												
Milestone Releases	WFI												
Launch Materials (Media Kit, FAQ, Media Advisory)	WFI, RWBs												

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## TRANSITION CHECKLIST

### STATIONARY AND ADMINISTRATIVE

- Letterhead and Envelopes
- Business Cards
- Business Forms
- ID Badges
- Voicemail
- Email Signatures

### NOTIFICATIONS

- Brand Rollout/Launch Event(s) TBD
- Customers
- Partners/Stakeholders

### PUBLIC AND MEDIA RELATIONS AND OUTREACH

- News Releases (State and Local)
- Media Kits
- Videos
- E-Newsletters
- Annual Reports
- Pop-Up Banner Displays
- Outreach Supplies/Information Items

### SOCIAL MEDIA

- Twitter
- Facebook
- LinkedIn
- Pinterest
- YouTube
- Partner Listings

### IDENTITY GUIDELINES

- Brand Standards Manual

### VEHICLES

- Mobile Units

### LEGAL

- DBA/Business Registrations
- Trademark Registration
- Incorporation
- Bylaws

### ADVERTISING

- Media Buys
- Creative

### COLLATERAL

- Presentation Slide Formats
- Brochure Template for Job Seekers Services
- Brochure Template for Employer Services

### WEBSITES

- Domain names/URLs
- SEO/Keywords
- Mobile Optimization
- Workforce Florida
- 24 Regional Workforce Boards
- Intranet

### TRAINING

- WIB Boards & Staff (State and Local)
- One-Stop Career Centers
- DEO Division of Workforce Services
- Key Partners/Stakeholders

### FACILITIES SIGNAGE

- External
- Internal



## UNIFIED BRAND CHARTER

Created by those who work within the Florida Workforce System – and guided by those for whom the system is designed to serve – the Brand Charter captures the system’s brand by articulating its values, vision, mission, essence, position, promise, platform, personality and pillars.

**VALUES are the unswerving core beliefs** and spiritual foundation of the system. These values express the things about the Florida Workforce System brand that won’t change over time; they are the bedrock and are embraced by the entire system and everyone doing business with it.

- **Business-Driven:** We believe Florida employers – the state’s job creators – are essential to our overall success in providing effective, market-relevant workforce solutions that drive economic growth and sustainability.
- **Continuous Improvement:** Driven by our commitment to excellence, we respond to changing market dynamics. We continually strive to improve our performance to better anticipate and address the talent needs of employers and the employment and skills needs of job seekers and workers. We identify, measure and replicate success.
- **Integrity:** We fulfill our mission with honesty and accountability and strive in every decision and action to earn and protect the public trust.
- **Talent Focus:** We believe in the power of talent to advance every enterprise and open the door to life-enhancing economic opportunities for individuals, businesses and communities. Our commitment is to make talent Florida’s key competitive asset.
- **Purpose-Driven:** Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.

**VISION is a “to be” statement for the system.** A simple, clear description of our compelling aspiration. The brand vision is intentionally aspirational; it is high-reaching and reflective of a goal not only for the system but for everyone it touches.

Florida will be the global leader for talent.

**MISSION is a succinct description of the work we will do** to achieve the vision. This is what we get up every day thinking about. It directly informs our structure, staffing and design of our operations and is the most visible to the market.

The Florida Workforce System connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

**ESSENCE is the emotional component of the brand** and captures what we want employers and job seekers to feel about us, voiced in their first person. It's the feeling we want people to have when they think of the Florida Workforce System.

**Employer** – "I have a partner who understands my business and is consistently focused on my success. This partner speaks my language, understands my industry and plays an integral role in developing and sustaining my greatest asset — my workforce. I value and trust this partner and tell others to do the same."

**Job Seeker/Worker** – "I know that I am supported by professionals who believe my success and career advancement are their highest priorities. They are knowledgeable, compassionate and action-oriented. Their expert guidance is always delivered with dignity and respect."

**POSITIONING is what we want said about us** and how we want to be positioned in the marketplace. Brand positioning keeps us on course and clear about the experience we create for employers and job seekers.

Florida's Workforce System is an essential catalyst for the state's Talent Supply System and a recognized and relevant resource for business.

The system is driven by both private-sector and public-sector leadership to respond to the employment and training needs of businesses, job seekers and workers.

Along with partners in industry, education, economic development and community development, workforce leaders and professionals seek to align the talent development needs of Florida businesses and job seekers, cultivate a highly skilled workforce, and provide access to training, education, employment and career advancement opportunities for Floridians.

**PROMISE is the implicit contract** between the workforce brand and the job seeker, employer or stakeholder. It's clear, concise and unique to the Florida Workforce System. It is a basis for making deliverable decisions: At each key decision point, we should ask, "Does this deliver on our promise?"

Florida's Workforce System promises a dedicated team of professionals who possess an understanding of your needs. Uniquely positioned, we offer assets, expertise and effective partnerships to deliver seamless and efficient services, demonstrate our value to all customers through results and drive economic priorities through talent development.

**PLATFORM is the "Big Idea"** for the brand; not the ad copy, but what it points to.

World-Class Talent Development to Meet Current and Future Needs of Florida Employers



**PERSONALITY is our brand's attitude, style and voice** as stated in its own first-person voice.

I am confident in my ability to make a positive contribution to Florida businesses and a significant difference in the lives of the job seekers and workers I serve. My work is important and I approach it with respect and passion.

I am driven by the opportunity to link employers with people who can make them successful and profitable. I have extensive experience and know how to get things done.

I understand the industries I serve and recognize the varying needs and expectations of companies doing business here. My network of relationships with educational institutions as well as economic development and community organizations make me a well-informed, high-performance partner. I will not stop until I have filled the last open position and helped every job seeker find meaningful employment.

Though I am part of a unified workforce system, which brings greater clarity and visibility to those seeking to connect with me, I am empowered to customize strategies and solutions that address unique workforce challenges and needs.

I believe in my contributions to our economy and know that if I am doing my job well, Florida will be more competitive and a top destination for business.

**PILLARS are solid, defined concepts** that support the brand. Action-oriented, these words galvanize the system behind the brand and tell us how to deliver on our promises.

Collaborate – Innovate – Lead





## UNIFIED BRAND REGIONAL NAME REQUEST

Region: \_\_\_\_\_

**Current Regional Workforce Board Operating Name:**

\_\_\_\_\_

Address: \_\_\_\_\_  
*City* *State* *Zip*

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_ Website: \_\_\_\_\_

Authorized Contact: \_\_\_\_\_ Title: \_\_\_\_\_

Email: \_\_\_\_\_ Direct Tel: \_\_\_\_\_

**Proposed New Name of Organization (or DBA):**

\_\_\_\_\_

Proposed website domain name: \_\_\_\_\_

Has the domain name been secured?  Yes  No

Workforce Florida already has secured several prospective regional domain names in preparation for the brand transition. If Workforce Florida has secured the domain for the name you would like to use, it will be transferred to you following approval of your regional brand name.

**Please complete and return this form to Workforce Florida VP for External Affairs and Board Relations Adriane Glenn Grant at [careersource@workforceflorida.com](mailto:careersource@workforceflorida.com).**

Upon receipt of this form, Workforce Florida will confirm the approval status of your proposed regional signature within five business days.

Questions regarding the name request should be directed to Adriane Grant at 850-921-1122 or [careersource@workforceflorida.com](mailto:careersource@workforceflorida.com).

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2013.

\_\_\_\_\_  
*Regional Board Chair*

\_\_\_\_\_  
*Regional Chief Executive*

\_\_\_\_\_  
*Name (printed)*

\_\_\_\_\_  
*Name (printed)*



## LEGAL PROTECTION GUIDELINES

### **Federal Trademark**

Workforce Florida is pursuing plans for trademark protection of the CareerSource Florida master brandmark; however, this legal protection may not extend to the unique sub-brandmarks, or regional signatures, chosen by the 24 regional workforce boards and approved by Workforce Florida. Each local board may choose to evaluate legal protection for its individual sub-brandmark or regional signature. To do so, boards may wish to seek guidance from local counsel to research and protect legal availability and use of its regional brand name and logo. Steps may be taken to file a federal trademark application, complete a recommended Thompson Compumark search, and establish international business classifications for the aligned but unique regional identities (typically two should be sufficient: Business Mgmt/Admin/Office Services and Education/Training).

If a regional workforce board wishes to pursue a federal trademark, associates should ensure that any written or digital use of the brand name and/or logo should include the trademark symbol <sup>™</sup>. This symbol should be used until the trademark is registered. After that, the <sup>®</sup> symbol should be used. The <sup>™</sup> symbol indicates intention to register the trademark and the <sup>®</sup> symbol is the only legal way to indicate that the trademark has been registered. The registration process usually takes from one year to 18 months or more to complete once the registration application is filed. That means the <sup>™</sup> symbol would be used for an extended period.

### **Fictitious Name Registration**

Each board should seek legal counsel regarding whether it wishes to register its new regional brand name as a fictitious name (DBA) or seek a full name change to its articles of incorporation to legally change from its current name to its new brand name. A company or entity often decides to seek a fictitious business registration to use its new brand name as a secondary name, while retaining its primary incorporated name. More information on fictitious name registration in Florida is available at the Florida Department of State's website at <https://efile.sunbiz.org/ficinfo.html>.

*(Please note that this general information is offered as guidance but does not substitute for specific legal advice.)*



**SFWIB EXECUTIVE COMMITTEE**

**DATE:** 10/8/2013

**AGENDA ITEM NUMBER:** 6

**AGENDA ITEM SUBJECT:** IMPACT OF GOVERNMENT SHUTDOWN ON EMPLOYMENT & TRAINING SERVICES

**AGENDA ITEM TYPE:** INFORMATION

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** Effective Demand Driven Management / Control Tools

**STRATEGIC PROJECT:** Monitor RIO Investment

**BACKGROUND:**

South Florida Workforce Investment Board receives federal funding from two departments in the State of Florida:

1. The Florida Department of Economic Opportunity (DEO) as a pass-thru entity for the US Department of Labor (USDOL) and,
2. The Florida Department of Children and Families (DCF) as a pass-thru entity for the US Department of Health and Human Services (USDHHS).

Funding received from the DCF is used to operate the Refugee Employment and Training Program. DCF has informed SFWIB that funding the Refugee Program will not be interrupted.

Funding from the DEO is used to operate all other programs: WIA, TANF, UC, WP, etc. USDOL has issued a Training and Employment Notice with information on how the shutdown will impact the programs. This Notice indicates that grants to which the DOL has already obligated funds will continue to operate until the obligated funds are exhausted.

Additionally, DEO has informed SFWIB that funds that have been obligated and released can be used to continue operating the programs until those funds are exhausted. Based on this guidance, the SFWIB prepared an analysis of the availability of funding and the projected number of months of operations for which the available funds can be used. Based on the analysis, SFWIB has at minimum of four (4) months of available cash to sufficiently maintain operations.

However, it must be noted that DEO has also stated that depending on the length of shutdown, temporary release adjustments between regions may be necessary in order to ensure that all regions have adequate cash flow to continue operating.

**FUNDING:** All

**PERFORMANCE:** N/A

*ATTACHMENT*



**Available Funding During Government Shutdown**

Grant	Program Name	NFA Start Date	NFA End Date	NFA Award	NFA Release	LTD Draw Down	LTD Expenditures	Available Funds	Monthly Projections Based on Budget		Monthly Projections Based on Actual	
									Proj. Expenditures	# of Months	Actual Expenditures	# of Months
DVP13	Veterans Program	07/01/2013	10/31/2013	\$ 17,116	\$ 17,116	\$ 11,242	\$ 4,939	\$ 12,177	\$ 5,706	3.1	\$ 2,470	5.9
FSH13	Food Stamp, Employment and Training	07/01/2013	09/30/2013	\$ 484,747	\$ 484,747	\$ 341,698	\$ 271,890	\$ 212,857	\$ 161,582	2.3	\$ 135,945	2.6
FSH14	Food Stamp, Employment and Training	10/01/2013	06/30/2014	\$ 1,489,240	\$ 165,471	\$ -	\$ -	\$ 165,471	\$ 161,582	2.0	\$ 135,945	2.2
LVR13	Veterans Program	07/01/2013	10/31/2013	\$ 18,148	\$ 18,148	\$ 14,997	\$ 6,440	\$ 11,708	\$ 4,721	3.5	\$ 3,220	4.6
TAC13	Trade Adjustment Assistance	07/01/2013	06/30/2014	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ 20,833	3.4	\$ -	0
TAT12	Trade Adjustment Assistance	07/01/2013	06/30/2014	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ 20,833	10.6	\$ -	0
UCB13	UC Program	07/01/2013	12/31/2013	\$ 612,974	\$ 306,488	\$ 79,385	\$ 62,549	\$ 243,939	\$ 54,981	5.4	\$ 51,092	5.8
UCRE3	Reemployment and Eligibility Assessments	04/01/2013	03/31/2014	\$ 1,246,407	\$ 1,246,407	\$ 224,854	\$ 191,824	\$ 1,054,583	\$ 103,867	11.2	\$ 87,003	13.1
WIA13	WIA	07/01/2012	06/30/2014	\$ 12,625,825	\$ 12,625,825	\$ 6,742,611	\$ 8,060,587	\$ 4,565,238	\$ 955,013	5.8	\$ 439,133	11.4
WIA14	WIA	07/01/2013	06/30/2015	\$ 7,410,056	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	0
WID13	WIA	07/01/2012	06/30/2014	\$ 7,248,626	\$ 7,248,626	\$ 2,822,085	\$ 3,494,752	\$ 3,753,874	\$ 926,032	5.1	\$ 416,201	10.0
WID14	WIA	07/01/2013	06/30/2015	\$ 8,759,715	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	0
WIS12	WIA	06/01/2012	03/31/2014	\$ 247,252	\$ 247,252	\$ 110,803	\$ 105,621	\$ 141,631	\$ 12,234	12.6	\$ 2,591	55.7
WIY13	WIA	04/01/2012	06/30/2014	\$ 9,600,070	\$ 9,600,070	\$ 7,303,196	\$ 7,288,991	\$ 2,311,079	\$ 838,958	3.8	\$ 556,006	5.2
WIY14	WIA	04/01/2013	06/30/2015	\$ 7,382,674	\$ 3,691,337	\$ -	\$ -	\$ 3,691,337	\$ 838,958	5.4	\$ 556,006	7.6
WPA13	Wagner Peyser	07/01/2012	09/30/2013	\$ 2,445,338	\$ 2,445,338	\$ 2,445,338	\$ 1,768,002	\$ 677,336	\$ 200,263	4.4	\$ 409,558	2.7
WPA14	Wagner Peyser	07/01/2013	09/30/2014	\$ 1,772,654	\$ 886,328	\$ 354,887	\$ -	\$ 886,328	\$ 200,263	5.4	\$ 409,558	3.2
WPB13	Wagner Peyser	07/01/2013	06/30/2014	\$ 61,345	\$ 61,345	\$ 13,996	\$ 11,764	\$ 49,581	\$ 5,112	10.7	\$ 5,882	9.4
WTS13	Welfare Transition Program	07/01/2013	12/31/2013	\$ 2,554,197	\$ 2,554,197	\$ 277,599	\$ 75,292	\$ 2,478,905	\$ 949,551	3.6	\$ 626,555	5.0
<b>TOTALS</b>								<b>\$ 20,574,442</b>	<b>\$ 5,460,490</b>	<b>4.8</b>	<b>\$ 3,837,164</b>	<b>6.4</b>

Projected Monthly Expenditures are based on 2013/14 Budgeted Amounts



**SFWIB EXECUTIVE COMMITTEE**

**DATE:** 10/8/2013

**AGENDA ITEM NUMBER:** 7

**AGENDA ITEM SUBJECT:** STARTUP QUEST - ENTREPRENEURIAL TRAINING PROGRAM

**AGENDA ITEM TYPE:** INFORMATION

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** Celebrated, Benchmark Leader in Best Practices

**STRATEGIC PROJECT:** PR or Media Utilization when Positive Outcomes are Percieved to be Efectual

**BACKGROUND:**

Startup Quest™ is an innovative program that provides entrepreneurial training to qualified professionals by connecting them with highly successful entrepreneurs who guide these professionals through the process of creating business plans to bring new inventions and technologies to market.

Using inventions and discoveries from Florida's state universities, federal labs and NASA a connection occurs in an intensive hands-on laboratory training program environment where participants are introduced to advanced technology industries discoveries. A simulated company and business plans will be created to develop the products or services that comprise those real technologies.

Successful entrepreneurs who have experienced every aspect of what it is to start and grow a new venture share their knowledge and wisdom during this program. As mentors, their knowledge will assist the design and development of business plans around these cutting edge technologies to develop into products.

Local Workforce Investment Boards in Gainesville, Jacksonville, Daytona, Brevard, Ft Lauderdale, Tampa, St. Pete and Tallahassee have joined together in a consortium to implement this innovative program. The program is funded by the U.S. Department of Labor through a nearly \$12 million dollar five year grant.

Participants in the program gain increased knowledge about advanced technologies, emerging industries, entrepreneurship, market analysis, financial projections, management and the technology development process, as well as significant increases in personal self-confidence with newly developed job skills. These skills empower a participant to form their own startup company or make them a more valuable employee for a new startup company.

Communities are strengthened with the creation of new pathways for employment and self-employment for their citizens. Through collaboration and integration of universities, workforce boards, chambers of commerce, innovation networks and other organizational stakeholders more jobs will be created by startup companies.

The state of Florida and the nation embraces the innovation economy. Startup Quest™ brings new opportunities for collaboration to transform career paths, skills training and virtually every aspect of life by bringing new technology to the world.

The original program was formed through a partnership between FloridaWorks, the University of Florida Office of Technology Licensing, the Gainesville Area Chamber of Commerce, 14 entrepreneurs, and 12 investors. It took place in the spring of 2011. The program was funded from a Workforce Florida grant of \$175,000.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SFWIB EXECUTIVE COMMITTEE**

**DATE:** 10/8/2013

**AGENDA ITEM NUMBER:** 8

**AGENDA ITEM SUBJECT:** APPROVAL TO ACCEPT EMPLOYMENT COMPENSATION SUPPLEMENTAL FUNDS - PROJECT CONNECT

**AGENDA ITEM TYPE:** APPROVAL

**RECOMMENDATION:** Staff recommends that the Executive Committee recommend to the Board the approval to accept \$25,938.00 in Employment Compensation Supplemental Funds

**STRATEGIC GOAL:** Strong, Timely Reporting Standards for End User Customers and Providers of Services

**STRATEGIC PROJECT:** Raise the Bar/ One-Stop Performance Consistency

**BACKGROUND:**

On September 13, 2013, the SFWIB received a Notification of Fund Availability (NFA) from the Department of Economic Opportunity for \$25,938.00 in Employment Compensation Supplemental Funds. These funds are being provided to support local one-stop center staff in informing and assisting customers navigate and used the new Reemployment Assistance on-line claim system (Project Connect).

Staff recommends that the Executive Committee recommend to the Board the acceptance of these funds.

**FUNDING:** Unemployment Compensation Program

**PERFORMANCE:** N/A

*NO ATTACHMENT*