# Q1: If I experience obstacles in meeting deadlines articulated in the Implementation Incentive Criteria that are outside of my control (i.e. zoning requirements make it difficult to put up a new sign in time), will I be barred from accessing Incentive funding or be out of compliance?

**A:** No. If you experience extenuating circumstances that are outside of the control of your organization, please communicate these circumstances prior to agreed upon deadlines and a proposed solution to EOLWD. October 31, 2018 is still the deadline for full compliance with the brand.

### Q2: After the local brand rollout, can local areas continue to use own their unique local brands side by side with the new statewide brand?

**A2:** No. Any materials that relate to services or offerings of the WIOA Workforce Boards and Career Centers must use the MassHire brand only. Co-branding is only allowed in cases when the Career Center or Workforce Board is partnering with an outside organization. For example, co-branding is possible for partner organizations who want to associate with the MassHire brand and their Board and Career Center partners (e.g. organizations such as Department of Transitional Assistance, a school, a community-based organization not operating as a Board or Career Center etc.).

#### Q3: My region is large. Can I have more than one Brand Ambassador?

**A3:** Yes. You can either have more than one Brand Ambassador, or you can designate one official Brand Ambassador for the region and a branding "team" to support the transition (i.e. one point person at each board and Career Center).

#### Q4: Will the Operator be identified in branded materials?

**A4:** Yes. If a region wishes to do so, they can identify the operator in certain branded templates. However, in the main logo, the operator should be invisible. Market research demonstrates that multiple brands are confusing to customers.

#### Q5: What's the difference between Transition Funds and Implementation Incentive Funds?

**A5:** Every local area will have access to Transition Funds, which will support the cost of transitioning from the local brand to the new brand. Implementation Incentive Funds are awarded if a local area meets specific deadlines for transition, thus supporting the system's timely transition and launch. Implementation Incentive Funds do not need to be used for branding purposes.

#### Q6: What is the rationale between differing Transition budget allowances based on area size?

**A6:** The largest drivers of transition costs have been a) external signage and b) websites. Areas with multiple sites and multiple operators that have multiple career center websites will incur higher costs.

Every area will be asked to submit a budget detailing projected expenses. Further guidance on allowable activities for Implementation Incentive Funding will be issued.

### Q7: Who is eligible to receive Transition and Implementation Incentive Funding – the Board or Career Center?

**A7:** The local fiscal agent receives all funds for the local area and is required to submit a budget for Transition Funds that demonstrates the cost of transition across the entire local area (local Boards and/or Career Centers). The local fiscal agent will disburse the funds in accordance with the budget and upon EOLWD/DCS approval.

## Q8: How will the federally mandated tag line and naming of American Job Centers be utilized in the New MassHire brand and what are the requirements to comply with federal regulations?

**A8:** All assets produced by our consulting team for use in local areas will comply with AJC guidelines. This includes brochure templates, PPT templates, signage, etc. The Brand Standards Manual and the Brand Policy both address how to comply with AJC guidelines.

## Q9: If a Workforce Board of Career Center does not adopt the MassHire brand, how will the organization be impacted?

**A9:** The Board or Career Center will not be eligible for Transition Funding or Incentive Funding. Further, the following Assurance is agreed upon by the Board within the Board Certification package: "The Local Workforce Board assures that it will implement requirements with regard to branding as set forth by EOLWD." If a Board does not comply with the Assurance it will be deemed out of compliance, thereby jeopardizing certification and risking de-certification.