

MUNICIPAL ID

PROGRAM TOOLKIT



Acknowledgements

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About **Cities for Action**



CITIES *for* **ACTION**

Cities for Action is a coalition of over 100 mayors and municipalities that are leading the effort to support stronger, safer and more economically prosperous cities and counties through immigration action.

Background

Cities for Action hosted the first-ever Municipal ID Conference in New York City on May 18, 2015. Organized in partnership with the New York City, New Haven and San Francisco municipal ID programs, the conference brought together 28 government officials representing 22 cities and counties.

The goal was for localities with existing or forthcoming programs to share their respective models. The conference focused on legislation, budget, staffing, outreach, engaging cultural institutions and law enforcement, and more, to inform cities and counties in the planning phase. Participants also had the opportunity to visit an enrollment site of New York City’s program, IDNYC.

CONFERENCE ATTENDEES INCLUDED:

- Atlanta, GA
- Austin, TX
- Baltimore, MD
- Boston, MA
- Charlotte, NC
- Chicago, IL
- Dayton, OH
- Hartford, CT
- Jersey City, NJ
- Lucas County, OH
- Newark, NJ
- New Haven, CT
- New Orleans, LA
- New York City, NY
- Paterson, NJ
- Philadelphia, PA
- Phoenix, AZ
- Pittsburgh, PA
- San Francisco, CA
- St. Louis, MO
- Washtenaw County, MI
- Washington, DC

This toolkit was distributed at the May 18, 2015 conference, and later updated to reflect the takeaways from the conversation. Shortly after the conference, Newark Mayor Ras Baraka signed a bill on June 1, 2015 to create a municipal ID program that launched on August 1, 2015 with a pilot beginning the month prior. On June 8, 2015, Hartford’s City Council unanimously approved an ordinance supported by Mayor Pedro Segarra that initiated the development of a municipal ID program. And on July 10, 2015, Chicago Mayor Rahm Emmanuel announced the creation of a Municipal ID Working Group that will explore the possibility of pursuing the city’s own program.

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INTRODUCTION

Why Municipal IDs?

The movement for immigrant rights and common sense immigration reform has largely centered on national legislation and policy. In the meantime, the very real impact immigrant communities make is felt most acutely at the local level. Immigrant families live, work, go to school, visit doctors, and interact with law enforcement in cities and counties across the country. Leadership at the local level can result in municipalities that are more inclusive of immigrants, which can strengthen economies and enhance public safety. A municipal identification program is one tool that cities and counties can use to create increased efficiency in local government while advancing the interests of immigrants and other members of the community.

A recognized identification card is essential for residents to be able to access basic needs, including entering city buildings and applying for services, interacting with law enforcement, opening a bank account, and receiving health services. While government-issued photo identification has increasingly become necessary, the ability to access an ID has remained out of reach for many in our communities. Some of our most vulnerable populations have faced the greatest obstacles to obtaining secure and broadly recognized identification because of immigration status, unstable housing, gender identity or other barriers.

New York City, in partnership with our sister cities of New Haven and San Francisco, has developed a municipal ID toolkit that reflects some of the most important and challenging aspects of our programs. Our hope is that with this guide in hand, localities across the country will have the necessary tools to begin to develop and craft their own municipal identification programs.

Snapshot of New Haven, San Francisco and New York City Models

NEW HAVEN, CT (“ELM CITY RESIDENT CARD”)

- Mayor Harp announced the creation of the first municipal ID program in the country in fall 2006 and it launched in June 2007.
- Initial funding came from a \$250,359 grant from a local community development bank.
- The program is operated out of the New Haven Office of Vital Statistics.
- Enrollment data:
 - Total population = 130,338
 - First year = 4,729 enrollments (3.6% of population)
 - Total cards issued over 7.5 years = 13,251 (10.16% of the population at a rate of 1,750 per year—this figure includes renewals, so the number of unique users is lower).
- Upon launch in 2007, there was a very high demand and the city tripled its staffing and extended its hours of operation. This initial surge leveled off after a few months.
- Several months after launch, the city launched a mobile unit to visit churches, community based organizations, shelters, senior centers, schools, etc.

SAN FRANCISCO, CA (“SF CITY ID CARD”)

- The ordinance creating the program passed in November 2007 and the program launched in February 2009.
- Initial funding (including start-up costs) was about \$1 million of city tax levy.
- Enrollment data:
 - Total population = 817,501
 - About 23,000 cards issued since launch (a rate of about 5,000 per year, below early projections of 8,000 per year)
 - Cumulative enrollment rate over 6 years = 3.67% of total population
- Upon launch, demand temporarily exceeded planned supply of approximately 50 applications per day.

NEW YORK CITY, NY (“IDNYC”)

- Mayor de Blasio announced his commitment to the municipal ID program in January 2014. The City Council passed legislation in June 2014, and the Mayor signed it into law on July 10, 2014. The program was launched in January 2015.
- Initial budget for FY15 was \$13.4 million from the City’s allocated expense funding.
- IDNYC is operated out of the Human Resources Administration, the city’s social services agency. Enrollment centers are located across all five boroughs in trusted agency and city partner locations such as libraries and departments of finance.
- Enrollment data:
 - Total population = 8.4 million
 - First 10 months of the program = over 630,000 cardholders
- Upon launch in 2015, there was very high demand and the program moved to rapidly expand capacity for the first year, while remaining flexible in its ability both to increase and decrease as demand changes.
- Four months after launch, the city launched pop-up enrollment centers, allowing the city to partner with host community partners, benefit partners, agency partners and others to establish enrollment centers in two to three week periods.

Project Plan

A municipal ID program will succeed or fail based on the ability of project management staff to create, implement and change a good project plan. It is most likely to succeed if sufficient time is spent on developing a scope of work and identifying risks and dependencies.

- To ensure that you meet your deadline, it's crucial that you develop a detailed project plan that takes into consideration everything from scoping the project, to identifying the technology, procuring supplies, furniture, enrollment locations, and many additional project needs that will arise.
- What is the goal of my program?
 - It is important to get as many stakeholders around the table internally to explore the vision of the program and how you'll measure success.
 - How many people will your program serve: 100 or 100,000?
 - How many enrollment centers can you have: 1 or 10?
 - Will the card be produced on-site or off-site?
 - Will you have benefits associated with the card?
 - What are some of the 1-year, 5-year and 15-year goals of the card?
- What have others done?
 - Meet with other cities to discuss their best practices and failures. Using other cities like New York City, New Haven, and San Francisco will help make sure the right technology is used and can provide critical assistance in operational decisions (a snapshot of other cities are provided on page 6).
- What types of technology will be needed on this project?
 - Assess the technology approaches of other cities and the relevant programs in your own city to determine the best technology platform to deliver a program of the appropriate scale and sophistication. You can hire a firm or project management/quality assurance consultant to identify and review all options.
 - Depending on the speed of the project implementation, a consultant may need to expand and supplement necessary research on the wide range of technology solutions available.
- How will we reach our clients? Where are our clients?
 - Outreach and marketing plans are crucial to reaching the communities that would be most impacted by the ID card.
 - Ensure access to be as broad as possible, taking into account language, disability, and other factors.

ADDITIONAL CONSIDERATIONS

- Begin your planning with a discussion of how to assess the demand for the card and to make it widely appealing. It is important to brand this as a card for everyone, thereby reducing the opportunity for a negative stigma.
- How to think about potential partners and coalitions:
 - Think about who would benefit from this card based on the key features.
 - Think about who needs to be at the table to help design how the card will function. This will help make it appealing to a wide range of people.
- While creating the legislation, you should be thinking about how to include important aspects of implementation such as technology and security measures.

Implementation Timeline

Creating an implementation timeline will alleviate potential challenges and unnecessary risks. The timeline may shift, but will at least provide a clear delineation of work and drive the vital pieces of your plan. Some of the most important pieces of your timeline will include procurement, shipping, printing, and other similar dependencies that will affect timing.

- What do you need to develop laws and rules related to your program? Work with your legal counsel, city council and other policy makers to develop sound laws, rules and policies.
- Procurement of large items such as technology, card printing, space, and furniture will need to begin at the onset of your work and run the course of your timeline.
- Technology development and securing enrollment space both require significant resources and time. This is the longest piece of the process so it should be started as early as possible.
- When determining the timing of your program launch, you should consider potential bumps that are likely to come up:
 - If possible, schedule a soft launch with public employees having access to enrollment centers in advance of the official launch of the program to allow for correcting operational issues and for further training of staff.
 - As with any project, there will be hundreds of issues that will need to be worked through. Make sure to keep your technology consultants on-site for several months post-launch to ensure any outstanding issues are addressed.

Implementation Timeline						
	Month 1	Month 2	Month 3	Month 4	Month 5	
Rules	Rules Published	Public Hearing	Adoption			
Technology	Enrollment System	Req's Finalized	Design Finalized	Development Complete	Testing Complete	Release 1 Complete
	Card Printing	Req's and Design Finalized	Card Prototype	Manu Setup and Testing Complete	Release 2 Complete	Release 2
Walk-in Centers		MOUs Finalized	Construction Complete	Equip Installed	Launch	
Personnel		Leadership Hiring Complete	All Hiring Complete	Intake Staff Start Training	Launch	
Program Strategy/ Operations			Procedures/ Metrics Defined	Begin Performance Mgmt.		
Benefits				MOU signed for all benefits		
Outreach				Complete Pre-Launch campaign/ Start post-launch campaign		

Developing a Budget

The ability to accurately develop a budget is challenging yet vital to the program. There are hundreds of variables that need to be taken into consideration and will require close coordination with budgeting staff as well as program staff.

- Who will become a municipal ID cardholder?
 - Consider the populations you aim to serve, both documented and undocumented.
 - While no one tool can provide clear estimates to any city or county, doing careful and thoughtful research, community engagement, focus groups and other methods can assist in creating a deeper understanding of need.
- What is the demand?
 - An estimated demand for the card will be necessary to anticipate the number of applications and also staff needs, whether it is 100 or 100,000, you will need to work backwards to determine budget needs. The experience of other cities can be useful to measure possible demand in your city.
 - If demand is estimated at 120,000 per year;
 - 120,000 per year/12 months = 10,000 applications per month;
 - 10,000 applications per month/4 weeks (avg.) per month = 2,500 per week;
 - 2,500 per week/5 days a week* = 500 per day;
** you may want to be open 7 days a week, which will change the calculation.*
 - 500 per day/8 hours (or more) = 63 clients per hour; then
 - 63 clients per hour/60 mins = 1 client per minute.
- How many workstations do you need?
 - If each client takes 20 minutes to process;
 - 63 clients x 20 minutes = 1,260 minutes to process all clients;
 - 1,260 minutes/60 minutes = 21 work stations to process 63 clients in an hour; then
 - 21 workstations will need to be accounted for in your budget
- How much does each workstation cost?
 - Though dependent on technology needs, workstations will likely cost \$5k-\$30k.
 - Other agencies or programs may already have estimates you should use to assist with your calculations.
- Other essential costs that will arise:
 - Senior staff: executive director, supervisory staff for sites, public affairs, etc.
 - Integrity staff
 - Enrollment staff
 - Outreach staff
 - Space
 - Technology
 - Outreach and marketing
 - Translation and printing
 - Other consultant costs

EXAMPLE WORKSHEETS:

ENROLLMENT STATION (Technology)

	Cost per Unit	Qty	Total Cost
Software			
Capture Software			
Case Management System			
HARDWARE			
Computer			
Printer			
Camera			
Signature Pad			
Scanner			
Doc. verification scanner			
E-Seek Reader			
Overall Total:			

ONE-TIME EXPENSE

	Cost per Unit	Qty	Total Cost	FY15	FY16
Furniture					
Office Outfitting					
Telephone Installation					
Other (Specify)					
Initial setup cost					
Sub-total					

ON-GOING EXPENSES

Travel					
Telephone Service					
Training					
Supplies					
Sub-total					

TOTAL

ADDITIONAL CONSIDERATIONS

- Think of creative funding sources, especially if federal funding is not an option:
 - City tax revenue
 - Philanthropic funding
 - Assess if charging for the card would be a deterrent to people who need it most.

Technology

Technology development is the most complicated aspect of the program structure to determine and implement. The systems chosen will dictate how intake, case management, printing, card production, and additional logistics occurs. This requires strong technologists and programmers to ensure successful implementation. The selection of the intake or case management vendor will be primarily informed by the desired sophistication of anti-fraud measures, card functionality, and cost.

Technology needs that may arise:

- Case management/intake system
- Verification and card security functionality
 - How will you verify applicant identity and residency?
 - How will you authenticate the documents submitted in support of the application and eligibility?
 - How will you ensure the same individual does not receive multiple cards?
 - How will you protect against fraud?
- Appointment system
 - Depending on the demand for the program, an appointment system may or may not be necessary to implement. Nonetheless, it is essential to have an operational appointment system in the event of an unforeseen spike in demand.
- Storage and data security (cloud or local server)
 - This will also be informed by confidentiality and security provisions, data storage and other measures the locality implements.
- Hardware (computers, cameras and scanners)
- Printing (on-site or off-site) integration with other technologies
- Card Security
 - Consult with law enforcement, state and other identification issuing entities on card security features that they use.

ADDITIONAL CONSIDERATIONS

- Technology is important for the functionality of the program but also to build credibility.
- It is important that vendors that you work with have credibility with your partners.
- Vendors should remain flexible in order to accommodate all of your core partners, for example: law enforcement or banks and credit unions.
- Ensure adequate training for staff on essential parts of the program like use of technology.

Hiring and Training

The hiring and training of staff is essential to delivering a high integrity program with good customer service, and one that is trusted by the constituencies or communities you aim to serve. Staff roles may include, but are not limited to, enrollment personnel, enrollment assistants to help provide customer service support, enrollment site supervisors, program integrity staff to provide secondary reviews of applications, and other roles such as policy positions, customer service roles, an IT team and more, depending on the scale of the program. You will want to allow sufficient time to ensure that all front line staff are trained and ready to accept all documents and are proficient in using the system when the program launches.

IDNYC BEST PRACTICES ON TRAINING

- Fraudulent document recognition
- Intensive rules and eligibility training
- Extensive technology training on hardware and software
- Code of conduct and program manual orientation
- Cultural competency & customer service training
 - Race & ethnicity
 - Class
 - Gender
 - Cultural sensitivity
 - Language access
 - Senior citizens
 - LGBTQ awareness
- Privacy, confidentiality and security
- Legal framework around language access

ADDITIONAL CONSIDERATIONS

- Both technological training and interpersonal training are crucial for frontline staff
- Provide cultural competency and customer service training and recruit people who have bilingual skills so they can contribute to language access.
 - Research instruments for assessing language proficiency
- Recruit people who have had prior experience with community-based organizations.
- Provide extensive training, including role plays in different scenarios and having a practice period with an adjusted workload before the program launch.

Confidentiality and Security

Creating a new form of government-issued ID requires establishing trust with all stakeholders. Confidentiality and program security are central to building this trust. First, without assurance that their data is secure and will be kept confidential, residents are likely to be hesitant about applying for a card, particularly vulnerable residents such as undocumented immigrants. Second, without assurance about program integrity and fraud resistance, government and private entities such as banks are likely to be reluctant to accept the card as valid identification, reducing the card's utility. Issues to think through are listed below. In addition, all relevant privacy and other legal regimes must be considered.

DATA COLLECTION

- What data will the program collect about applicants and cardholders?
- What are the reasons for collecting and maintaining this data?
- How sensitive is it? How long will it be stored?
- **CONSIDER:** Not requiring applicants to provide immigration status or data that relates to immigration status (such as Social Security numbers or place of birth).

DATA SECURITY

- How will applicant and cardholder data be stored?
- Will it be integrated with other data?
- Who will be permitted to access the data?
- How will the applicant and cardholder data be transmitted?
- How will the program minimize unauthorized access and disclosure of applicant and cardholder personal information?
- **CONSIDER:** Applying the strictest standards from local data security regimes for program data.

THIRD-PARTY ACCESS

- How will the program handle requests for applicant and cardholder data from entities within local government, from local, state and federal law enforcement (including immigration enforcement), and from other third parties?
- Under what circumstances will the program share personal identifying information, and under what circumstances will it decline to do so?
- Will individuals be notified if their personal identifying information has been requested?
- **CONSIDER:** Utilizing a standard that discloses applicant data only when required by law and providing individuals with an opportunity to contest the disclosure of their data.

APPLICATION AND VERIFICATION

- What are the eligibility requirements for the ID card?
- How and where do applicants apply?
- How will the program verify an applicant's identity and eligibility for the card?
- How will the program prevent an individual from obtaining more than one card or a card in someone else's name?
- What vendors and personnel will be required for verification and investigation, and how do they support overall card security?
- What aspects of the verification and investigation process will be made public?
- **CONSIDER:** Investing in a robust verification and investigation process to protect program integrity while ensuring your program is accessible.

CARD SECURITY

- What will the card look like? What information will it contain? What security features?
- Where will the card be printed, and how will it be distributed to applicants?
- **CONSIDER:** Designing a card that incorporates multiple security features for fraud prevention and mailing the card to applicants at the address provided on their application as an extra verification of residence.

ADDITIONAL CONSIDERATIONS

- Consider what privacy and security protections you can include in legislation
- The public and program partners will be interested in how the security system functions.
- Consider when cards will expire and what documents people will need to renew the card.
- Think about what data you would want after implementation and how to get that data while ensuring privacy.

Card Functionality and Benefits

The use and benefits of the card will determine its appeal to city residents and to particular groups within the population. In working to develop card functionality and benefits, localities should conduct research into the communities that would benefit most from the program. Benefits should be developed after noting the challenges and barriers that some residents face in interacting with government, opening bank accounts, and how the municipal ID card can fill gaps and provide workable and practical solutions.

Using New York City's IDNYC as an example, the following benefits and functionality information demonstrate the vision of the IDNYC card, to create a single card that is a platform to connect New Yorkers to the services, benefits and opportunities for which they are eligible. The core functionality of the IDNYC card ensures that every New Yorker – regardless of immigration status, housing status, or gender identity – has the opportunity to obtain a government issued photo identification card. The benefits associated with IDNYC enhance the card's broad appeal beyond target enrollment groups and across the diversity of New York City.

CITYWIDE PARTNERSHIPS AND ACCEPTANCE

- Creating different ways that cardholders can use the card to establish identity and eligibility for city or county services.
- Accessing government should be essential with the card, including entry to city or county buildings, such as schools.
- Recognizing and accepting the card by city or county agencies including law enforcement is of primary importance to the legitimacy and acceptance of the card.
 - The New York Police Department was a critical partner from the beginning of the program, including consultation on the legislation, rules, card security, and integrity measures.

INTEGRATION

- Integration across city services can increase government efficiency and broaden appeal. Different city or county issued identification can be connected to one singular card for use. Examples from New York City include:
 - Partnership with all three of the library systems to facilitate use of the IDNYC card as a single library card for the Brooklyn, New York, and Queens Public Library Systems.
 - Additionally, the City's official prescription drug discount card, Big Apple Rx, has been integrated into the IDNYC card to provide prescription drug discounts at approximately 95% of pharmacies citywide.

CULTURAL AND EDUCATIONAL BENEFITS

- Cultural institution partnerships can be a strong equalizer among city or county residents, especially among the vulnerable communities the ID program will benefit most. These institutions can be natural partners with the city or county in seeking to broaden appeal and interest across the city. Examples from IDNYC include:
 - The 33 cultural institutions that comprise the Cultural Institutions Group, including the Metropolitan Museum of Art, the Bronx Zoo, Carnegie Hall, the Museum of Natural History and the Brooklyn Academy of Music, have offered a one year free membership to any New Yorker with an IDNYC card who signs up by December 31, 2015.
 - To further encourage New Yorkers to take advantage of the best New York City has to offer, discounts are available at attractions typically geared toward tourists and at entertainment venues, such as Broadway, movie theaters, and more.

FINANCIAL INSTITUTIONS

- The opportunity to open banking accounts at financial institutions is a primary resource that for immigrant communities and others is simply unattainable without identification. Cities and counties can find ways to work closely with financial partners that will accept cardholder IDs, providing a mutually beneficial relationship by introducing city and county residents to these institutions.
- City or county agencies may provide insight into financial empowerment and local community engagement around services that are not predatory.
- The security of the card is an absolute priority for banks and credit unions and must be considered in card development. Many potential financial institutions share our goals in addressing the needs of the unbanked population, which is a great way to secure interest and collaboration.

STATE, HEALTH, AND OTHER COMMUNITY NEEDS

- State partnerships may provide important access to services and benefits. New York City examples include:
 - The opportunity to become an organ donor.
 - The use of IDNYC as proof of ID when taking a High School Equivalency exam.
- To advance health and wellness, local parks departments can provide discounts on memberships or passes as well as YMCA partnerships within communities.
- Local businesses that are heavily frequented by community members, like grocery stores, can provide discounts, expanding access to quality produce.

The longer-term vision of a municipal ID program could include increased government access and efficiency by eliminating the need for multiple program-specific IDs, and integrating the card directly into the provision of city or county services. For instance, the goal in New York City is for a cardholder to use the card throughout the day, to pay for a subway ride; to check in for an appointment at a city clinic; and to sign in at the job secured through the Summer Youth Employment Program. The ID card can be more than a point of pride for residents, but also an access point to the breadth of interactions residents have with their government and beyond.

Outreach

First and foremost, every municipal ID program should seek to serve the needs of underserved and vulnerable communities who do not have easy access to identification. These communities will benefit the most from the creation of a municipal ID program and should be the focus of a targeted and multi-pronged outreach plan. Additionally, mayors and municipal officials are uniquely positioned to further galvanize and create awareness about the program.

Central to the outreach efforts in New York City has been a focus on language access. The City looked at U.S. census data that shows limited English proficient populations by languages spoken at home. The languages drawn from this data were used to inform all aspects of outreach and marketing to reach target communities.

POTENTIAL TARGET COMMUNITIES

- Conduct focus groups with the support of advocates and learn how different communities use identification and which have difficulty with access.
- Some of the communities will include:

Immigrants, youth, seniors, homeless individuals, domestic violence survivors, formerly incarcerated persons, transgender individuals, and others.

POTENTIAL OUTREACH PARTNERS AND STAKEHOLDERS

- Many of the likely target communities rely heavily on trusted, grassroots sources of information. In order to ensure information is seen as reliable and is well received, the municipality should work closely with outreach partners.
- Partners should be engaged through one-on-one meetings, coalition building, regular briefings, and trainings.
- Outreach partners may include:

Elected officials, advocate groups, faith-based institutions, labor, agency partners, law enforcement, departments of education, and others.

DEVELOP OUTREACH MATERIALS

- Once communities and program eligibility are established, the development of outreach materials should begin.
- Materials should provide language access for limited English proficient communities.
- All materials should be written in plain language where feasible and in different mediums so as to reach different audiences.
- Materials may include:

Application and eligibility instructions, outreach brochure, benefits brochure, PSA or video, online, and social media.

CAMPAIGN TIMELINE

- Outreach efforts should begin with community and advocate engagement, as well as the initiation of briefings among partners, city or county agencies and staff, and others.
- A focused communications plan around ethnic and community media with press conferences and roundtables.
- The pre-launch field plan should include:

One-on-ones with key stakeholders, large partner and stakeholder organizing meetings, activating larger networks and contacts in the field, material distribution, validator events, and media highlights.

OUTREACH MAP:

	AGENCY PARTNER PRESENTATIONS	CANVASSES & COMMUNITY SERVICE PROVIDER ENGAGEMENT	FAITH & CLERGY BASED PARTNERSHIPS	EDUCATIONAL INSTITUTION FOCUSED OUTREACH	LABOR	OUTDOOR CAMPAIGN: BUS, SUBWAY, HAIR/NAIL	ETHNIC MEDIA
IMMIGRANTS	●	●	●	●	●	●	●
YOUTH	●	●	●	●	●	●	●
SENIORS	●	●	●		●	●	●
HOMELESS INDIVIDUALS	●	●	●		●	●	
DOMESTIC VIOLENCE SURVIVORS	●	●	●	●	●	●	●
FORMERLY INCARCERATED	●	●	●		●	●	
TRANSGENDER INDIVIDUALS	●	●			●	●	
OTHER	●	●		●	●	●	

ADDITIONAL CONSIDERATIONS

- Convene a solid and diverse group of stakeholders from the beginning. This will help make the card appealing to different groups and will also provide support with the program implementation.
- Build a broad-based coalition from the outset that includes representatives of important constituencies, including but not limited to: immigrants, homeless, LGBTQ, labor, nonprofit and philanthropic communities, veterans, and the elderly.
- Keep your core coalition informed throughout the process from conceptualizing and advocacy, to implementation.
- Engage consulates and libraries as partners for conceptualizing, outreach, and implementation.
- City agencies can generate ideas about how to promote or engage in the program.

Marketing

Large-scale campaigns often rely heavily on outdoor marketing advertisement. However, with the municipal ID program, engagement of community and ethnic media is critical to reaching target populations. In doing so, the diversity of language must be considered, and language access prioritized. A marketing campaign and accompanying budget should include traditional marketing resources along with non-traditional art and graphic materials that will resonate with communities across the municipality.

All of the marketing pieces should work in a consistent and integrated manner to produce common themes under a strong and clear brand that reflect an inclusive and welcoming program. A large marketing campaign can assist in creating mass appeal for the program and minimize stigma or a chilling effect, should the program be perceived as solely for one particular community or constituency. A municipal ID program is an opportunity to create a strong sense of community and inclusion, making city or county residents proud and generating increased access to and engagement of government.

BRAND DEVELOPMENT

- The brand should include a logo that represents the municipality and the city or county. The logo should be used consistently across all mediums in which the program is promoted and used by partners.
- The slogan(s) should resonate with target communities but also with residents at large. The slogan(s) are a strong way to equalize the message around the program and make it appealing to all the municipality’s residents.
- All materials should reflect the brand through image and slogan. All partners and events created around the program should include the branding.
- IDNYC developed a citywide marketing campaign that embodies the spirit of the program—a card that symbolizes unity and inclusion for all New Yorkers. The City conducted focus groups with New Yorkers from all walks of life to determine what card features, elements and messaging resonated best. The “I AM NYC” campaign reflects the diversity as well as the geography of New York City.

OUTDOOR CAMPAIGN AND AD BUYS

- After campaign materials are developed, placement of these materials should be targeted where feasible.
- Outdoor buys may include:

Train, bus, bus shelter, hair and nail salon, barber shop, laundromat, check cashing store, and others.

- Ad buys should focus on ethnic and community print ads and radio ads in multiple languages.
- A PSA may be developed reflecting the diversity of interest and use of the card. PSA placement can be in city or county offices and waiting areas, taxi cabs, online and in other locations.

ONLINE AND NON-TRADITIONAL MARKETING MATERIALS

- A website or clearinghouse of information regarding the program should be easy to access and navigate.
- Social media should remain an active source of information about the program, benefits, partners and new and timely program updates. Posting in multiple languages allows for the inclusionary feeling of the marketing materials to run through the online forums as well.
- A mobile texting campaign is a good way to reach populations that may more readily text and have easier access to phones than the web.
- While some target populations may speak a language other than English, some may also have limited literacy. Working with artists within target communities is one way to connect visually and to generate new and interesting ways to talk about the program.

ADDITIONAL CONSIDERATIONS

- It is important to consider what non-traditional marketing methods might be important for this program:
 - Ethnic and community media sources
 - Using advocates in your coalition to promote simultaneously and build momentum for the card
 - Social media
 - Live hotlines

I AM NYC

ALL NEW YORKERS ARE ELIGIBLE FOR THE FREE NEW YORK CITY IDENTIFICATION CARD IDNYC



8 MILLION NEW YORKERS
1 CARD FOR ALL OF US

INSIDE ENGLISH, ESPAÑOL, SPANISH,
中文 (CHINESE), РУССКОЯЗЫЧНЫЙ (RUSSIAN),
KORÉAN, VIETNAM (VIETNAMESE),
한국어 (KOREAN), বাংলা (BENGALI).



GET YOUR FREE IDNYC AT OUR ENROLLMENT CENTERS ACROSS THE CITY

- You can apply for **IDNYC**:
- if you are a resident of New York City
 - have proof of identification
 - are at least 14 years old
 - regardless of immigration status
- IDNYC** is accepted identification for:
- enter schools and City buildings
 - access many City services and interact with NYPD
 - open a banking account
 - use as your library card
 - and more!

- IDNYC** cardholders can receive:
- one-year free membership at more than 30 cultural institutions
 - discounts at movie theatres
 - discounts at health and wellness centers
 - access to BigAppleRx, the City's official prescription discount card program
 - and more!

IDNYC IS PROOF YOU ARE A NEW YORKER!

FOR THE FULL LIST OF ENROLLMENT CENTERS, DOCUMENTS NEEDED TO APPLY FOR A CARD, AND ALL THE GREAT WAYS TO APPLY FOR YOUR CARD, VISIT nyc.gov/idnyc OR TEXT 78777

Standard texting rates may apply. Reply STOP to opt-out.

JWENN IDNYC GRATIS NAN SAANT ENSKRIPSYON NOU TOUT KOTE NAN YIL LA.

- Ou ka aplike pou **IDNYC**:
- si ou se yo'n rezidan Yil New York
 - gen prèv idantifikasyon
 - gen omwen laj 14 ane
 - kekeswa sityasyon imigrasyon ou

- IDNYC** se idantifikasyon nou aksapte pou:
- antre nan bilding lekòl ak bilding Minisipalite Vila
 - gen aksè nan anplis sèvis Vila la epi komite akavèk NYPD
 - louvi yo konn libanik
 - itilize li konn kat bibliyotek ou ak plis la!

- Moun ki gen kat **IDNYC** kapab resewa:
- you ane manm gratis nan plis pase 30 enstitiyon kiltirèl
 - rabè nan sal sinema
 - rabè nan sant sanite ak sant egzèsis fizik
 - aksè nan BigAppleRx, pwogram kat rabè ofisyèl Vila la sou preskripsyon
 - ak plis la!

IDNYC SE PRÈV KI ENDIKE OU SE YON NOUVEAN NEW YORK!

POU JWENN LI TOUT SAN ENSKRIPSYON, YOU DOUKMAN KI NÈSESE POU RESEVA YON KAT AK TOUT BON JAN FASON POU ITILIZE KAT OU RELE 311 ALÈ SOU SIVÈB nyc.gov/idnyc OSWA VOYE YON TÈKS NAN 78777.



OBTENGA SU TARJETA IDNYC GRATIS EN NUESTROS CENTROS DE INSCRIPCIÓN DE TODA LA CIUDAD

- Puede solicitar su **IDNYC**:
- si es residente de la ciudad de Nueva York
 - tiene forma de prueba su identidad
 - tiene, como mínimo, 14 años de edad
 - independientemente de su condición de inmigrante
- La **IDNYC** se acepta como forma de identificación para:
- ingresar a escuelas y edificios municipales
 - acceder a muchos servicios municipales y hacer gestiones ante el NYPD
 - abrir una cuenta bancaria
 - usarla como tarjeta de biblioteca
 - y más!

- Los titulares de una **IDNYC** pueden obtener:
- membresías gratis por un año en más de 30 instituciones culturales
 - descuentos en cines
 - descuentos en centros de salud y bienestar
 - acceso a BigAppleRx, el programa oficial de tarjetas de descuento en medicinas
 - y más!

¡LA IDNYC DEMUESTRA QUE USTED ES NEOYORQUINO!

PARA ACCER DE AL LISTADO COMPLETO DE LOS CENTROS DE INSCRIPCIÓN, SABER QUÉ DOCUMENTOS NECESITA PARA OBTENER LA TARJETA Y CONOCER TODAS LAS FORMAS ESTABLECIDAS EN QUE PUEDE USAR LA LLAVE AL 311, VISITE nyc.gov/idnyc O ENVÍE UN MENSAJE DE TEXTO A 78777

সি কীভাবে ইংরেজি ভাষায় সেটআপ IDNYC করতে পারবেন তা জানুন।

- IDNYC** সংগ্রহ করুন:
- ন্যূনতম বয়স 14 বছর হওয়া
 - শনাক্তকরণ সনাক্তকরণ
 - ID কার্ড
 - ইমিগ্রেশন সনাক্তকরণ

- IDNYC** এর সুবিধা:
- স্কুলে সীমিত সীমিত সীমিত NYSD এর সাথে
 - স্ট্রাকচার করা
 - ডোর কল কার্ড
 - ই-গভর্ণেন্স

- IDNYC** কার্ড গ্রহণের উপায়:
- ই-ন্যান্ডার 30-এর মাধ্যমে
 - গ্রহণের কেন্দ্র
 - স্ট্রাকচার করা
 - BigAppleRx ন্যূনতম বয়স 14 বছর হওয়া
 - ক্রডিট কার্ড

আপনার ন্যূনতম বয়স 14 বছর হওয়া **IDNYC** গ্রহণের উপায়:

উপরে উল্লিখিত উপায় **IDNYC** গ্রহণের উপায়:

কিভাবে **IDNYC** গ্রহণের উপায়:

nyc.gov/idnyc বা 78777 টেক্সট করে জানুন।



在我们海外的注册中心获得您的免费 IDNYC 卡

- 满足以下条件即可申请 **IDNYC** 卡:
- 如果您是纽约市居民
 - 拥有身份证明材料
 - 至少年满 14 周岁
 - 不在任何移民身份
- IDNYC** 卡可作为身份证明, 具有下列用途:
- 进入学校和城市建筑
 - 获取多种城市服务, 并与 NYPD 互动
 - 开设银行账户
 - 用作您的图书馆卡
 - 以及更多!

- IDNYC** 持卡人可享受下列福利:
- 30 多家机构的 一年免费会员
 - 影院优惠
 - 健康和健身中心优惠
 - 加入 BigAppleRx, 纽约市官方指定优惠卡计划
 - 以及更多!

IDNYC 是证明您身份的证明!

拨打 311 或访问 nyc.gov/idnyc 也可发送信息至 78777 了解有关注册中心的信息以及获取 **IDNYC** 卡的必要文件和其他有用信息。

কীভাবে ইংরেজি ভাষায় সেটআপ IDNYC করতে পারবেন তা জানুন।

- IDNYC** সংগ্রহ করুন:
- ন্যূনতম বয়স 14 বছর হওয়া
 - শনাক্তকরণ সনাক্তকরণ
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- ই-ন্যান্ডার 30-এর মাধ্যমে
 - গ্রহণের কেন্দ্র
 - স্ট্রাকচার করা
 - BigAppleRx ন্যূনতম বয়স 14 বছর হওয়া
 - ক্রডিট কার্ড

আপনার ন্যূনতম বয়স 14 বছর হওয়া **IDNYC** গ্রহণের উপায়:

উপরে উল্লিখিত উপায় **IDNYC** গ্রহণের উপায়:

কিভাবে **IDNYC** গ্রহণের উপায়:

nyc.gov/idnyc বা 78777 টেক্সট করে জানুন।



Вы можете бесплатно получить свою карту IDNYC в наших центрах регистрации в разных районах города

- Вы можете оформить карту **IDNYC**:
- если вы проживаете в городе Нью-Йорк
 - если вы имеете подтвержденные личности
 - если вам 14 лет или больше
 - независимо от иммиграционного статуса
- Карта **IDNYC** принимается в качестве удостоверения личности:
- при походе в школы и здания города Нью-Йорк
 - при получении многих городских услуг и при общении с NYPD
 - при открытии банковского счета в городских филиалах
 - (как членский билет)
 - и во многих других случаях.

- Лица, имеющие карту **IDNYC** имеют различные привилегии:
- бесплатные членские билеты на более чем 30 культурных учреждений
 - скидки в кинотеатрах
 - скидки в спортивных центрах и фитнес-клубах
 - доступ к программе BigAppleRx, предоставляющей скидки на рецептурные препараты в аптеках Нью-Йорка
 - и многое другое!

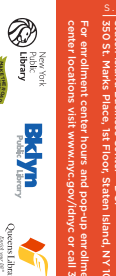
Карта **IDNYC** подтверждает, что вы — нью-йоркец!

Для получения полного списка центров регистрации, списка необходимых документов и информации о привилегиях держателей карт позвоните по телефону 311 или посетите сайт nyc.gov/idnyc или отправьте текстовое сообщение 78777.



ENROLLMENT CENTER LOCATIONS:

- BRONX**
- Lincoln Kennedy - NYC
 - 2347 Plaza Street, 2nd Floor, Bronx, NY 10451
 - Bronx Business Center - DOF
 - 3050 130th Avenue, 2nd Floor, Bronx, NY 10455
 - Bronx Library Center - NYPL
 - 370 East Kingsbridge Road, Bronx, NY 10458
 - Street Park IDNYC Center
 - 545 43rd Street, Brooklyn, NY 11232
 - Gateway IDNYC Center - NRA
 - 2265 W 8th St, Brooklyn, NY 11224
 - Brooklyn Business Center - DOF
 - 410 South Street, 1st Floor, Brooklyn, NY 11201
 - 100 East Army Plaza, Brooklyn, NY 11238
- BROOKLYN**
- IDNYC Northern Manhattan Center - HRA
 - 350 West 135th Street, New York, NY 10031
 - Neighborhood First Federal Credit Union - DCA
 - 112 E. 51st Avenue, New York, NY 10022
 - Neighborhood Business Center - DOF
 - 667 1st Avenue, New York, NY 10028
 - Midtown Business Center - NYPL
 - 455 Fifth Avenue, New York, NY 10016
- MANHATTAN**
- Gateway IDNYC Center - DOHMH
 - 230 West 14th Street, New York, NY 10011
 - Jackson Heights Library
 - Central Branch - Queens Library
 - 89-11 Merrick Blvd, Jamaica, NY 11432
 - Flushing Branch Library - Queens Library
 - 417 Main Street, Flushing, NY 11355
 - Make the Road New York
 - 9210 Roosevelt Avenue, Jackson Heights, NY 11372
- QUEENS**
- Staten Island Business Center - DOF
 - 350 St. Marks Place, 1st Floor, Staten Island, NY 10301
- For enrollment center hour and drop-off enrollment center locations, visit nyc.gov/idnyc or call 311.



I AM NYC

"I used my IDNYC to open a checking account for myself and start a college savings plan for my son. And with my IDNYC card, we get big discounts on movie tickets."

Get your free IDNYC today

Call 311 (TRS 711), text IDNYC to 877877 or visit nyc.gov/idnyc to find an enrollment center.

Immigration status does not matter. Message and data rates may apply. Reply STOP to opt out.

NYC 8 million New Yorkers
1 card for all of us

I AM NYC

"I like my IDNYC because it lists my language preference and emergency contact information. And when I applied for my card, no one asked about my immigration status."

Get your free IDNYC today

Call 311 (TRS 711), text IDNYC to 877877 or visit nyc.gov/idnyc to find an enrollment center.

Immigration status does not matter. Message and data rates may apply. Reply STOP to opt out.

NYC 8 million New Yorkers
1 card for all of us

I AM NYC

"We use our IDNYC cards to stay healthy. We get discounts on memberships at our fitness center and on our prescriptions."

Get your free IDNYC today

Call 311 (TRS 711), text IDNYC to 877877 or visit nyc.gov/idnyc to find an enrollment center.

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NYC 8 million New Yorkers
1 card for all of us

I AM NYC

"We each use our IDNYC cards whenever we can. I use my IDNYC to enter city buildings. When security guards or police ask for my ID, now I have one. I use it as my library card."

Get your free IDNYC today

Call 311 (TRS 711), text IDNYC to 877877 or visit nyc.gov/idnyc to find an enrollment center.

Immigration status does not matter. Message and data rates may apply. Reply STOP to opt out.

NYC 8 million New Yorkers
1 card for all of us

I AM NYC

"I use my IDNYC to visit my son at school. And after I pick him up, we go to zoos, museums and botanical gardens with free memberships from our IDNYC card."

Get your free IDNYC today

Call 311 (TRS 711), text IDNYC to 877877 or visit nyc.gov/idnyc to find an enrollment center.

Immigration status does not matter. Message and data rates may apply. Reply STOP to opt out.

NYC 8 million New Yorkers
1 card for all of us

I AM NYC

"We use our IDNYC for free memberships to the city's top museums and gardens. The discounts to movies, theater, and concerts help us do more for less."

Get your free IDNYC today

Call 311 (TRS 711), text IDNYC to 877877 or visit nyc.gov/idnyc to find an enrollment center.

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NYC 8 million New Yorkers
1 card for all of us

Conclusion

Every municipality that elects to adopt a municipal ID card program will face its own set of challenges and unique experiences. The ability to share information and provide support across cities is a first step to advancing good practices and preventing foreseeable pitfalls. While this toolkit does not capture the totality of work and experience of all municipalities, the materials presented here can serve as a guide to other cities and counties as they consider their own programs, begin implementation, and work towards launch. Further, this toolkit is a reflection of the continued commitment by cities and counties across the country to advance the interests of our immigrant and vulnerable residents in the creation of inclusive policy initiatives and programs like a municipal identification card.



I AM NYC

GET YOUR FREE
IDNYC CARD HERE!
OBTENGA SU TARJETA
IDNYC GRATIS AQUÍ!
在这里获得您的免费 IDNYC 卡!
ENROLL HERE!

VISIT NYC.GOV/IDNYC OR CALL 311
FOR MORE INFORMATION
IMMIGRATION STATUS DOES NOT MATTER

8 MILLION NEW YORKERS
1 CARD FOR ALL OF US

NYC
Bill de Blasio
Mayor

