



2015-2016
Rebuild NY Now
Campaign Review



The Fight for Parity



INVEST IN NEW YORK STATE'S
INFRASTRUCTURE.

OUR FUTURE AND ECONOMY
ARE BUILT ON IT.

Message from Rebuild NY Now Chairman Gib Gagnon and President Mike Elmendorf

Dear Friend:

On the heels of the very successful 2014-2015 Rebuild NY Now campaign, which saw an additional investment of \$3.49 billion in our state's infrastructure, Rebuild NY Now did not expect to run another campaign so soon. However, when Governor Cuomo committed an additional \$8 billion to the MTA capital plan in the 2016-2017 budget, we knew this would be the year to fight for transportation funding parity between both the NYSDOT capital program and the MTA program. With that in mind, the 2015-2016 Rebuild NY Now campaign for parity was formed.

We are pleased to report that thanks to the efforts in this campaign, the recently enacted New York State Budget provides for the largest funding commitment for NYSDOT – a \$25.1 billion 6-year plan while also committing \$27.98 billion for the MTA. These investments will make a significant down payment towards the needs of our statewide road and bridge system, while also investing in the critical mass transit system which allows New York City and its economy to thrive. By restoring the importance of transportation parity and passing a long-term capital plan, the Governor and Legislature made clear that statewide transportation funding is and will continue to be, a priority in Albany.

Due in large part to the credibility Rebuild NY Now built and maintained after the first campaign, we were able to develop a highly targeted campaign that focused primarily on building grassroots support and a strong coalition of partners to advocate for transportation parity. Together with unwavering support from our partners in labor, Rebuild NY Now assembled a coalition of elected officials, business, industry, education, environmental and municipal groups who fought hard to ensure that the decision makers in Albany knew that transportation parity was the most important issue in the budget.

Despite being outspent by various other special interest groups also seeking funding in the budget, **Rebuild NY Now used our resources in a highly effective and efficient way, securing an additional investment of \$6.5 billion for the NYSDOT capital plan; a return on investment of thousands of dollars for every one dollar spent by the Rebuild NY Now campaign. It's also projected that the additional investment alone will create and support more than 182,000 jobs.**

While this report serves to provide you with a thorough review of the recent campaign, it also shows you what we can build upon with a sustained fundraising and campaign operation. Make no mistake, the results we saw in the recent budget would not have occurred if not for the campaign that we ran in 2015-2016 and in prior years.

As we review the campaign we would like to thank all of our very generous supporters for their contributions to our continued efforts. Without the overwhelming support this campaign received, success would not have been possible. The increased investment in the budget will have a real impact not just on the construction industry in New York, but on the whole of our statewide economy.

Should you have any questions on the campaign, or how you can help our future efforts, please do not hesitate to contact us at contact@rebuildnynow.org.

Sincerely,

Gib Gagnon, Chairman
Rebuild NY Now

Mike Elmendorf, President
Rebuild NY Now

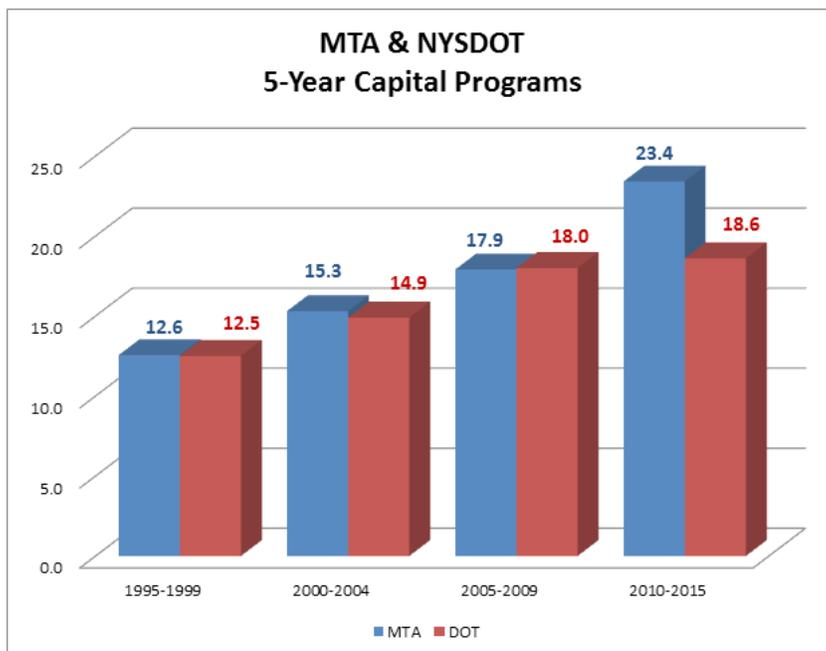
Mission

With Governor Cuomo having promised an additional \$8 billion in state funding for the MTA five-year capital plan, the objective of the campaign was to:

Secure a multi-year capital plan for NYSDOT that restores funding parity with the MTA.

Strategy

Building on the success of the 2014-2015 Rebuild NY Now campaign, which raised and spent \$1.4 million in the effort to secure \$3.49 billion in infrastructure investment, the 2015-2016 campaign was conceptualized and enacted after Governor Cuomo promised the MTA an additional \$8 billion in funding for their multi-year capital plan. By promising the MTA, an authority with the capabilities of raising the necessary capital through user fees, such a large amount of funding, Governor Cuomo opened the door to discuss the NYSDOT capital plan and the necessary investment needed to maintain and improve New York's road and bridge conditions.



From the start, the message and tone of the campaign were clear: we are one state with two sets of needs. The need for parity – or equal funding – for our statewide road and bridge system is just as critical as that for our mass transit systems – both are integral to the success of New York's diverse economy.

While the first campaign required significantly more resources to increase public awareness on our issue and to build brand identity, the plan for the second campaign centered around using the

organizations credibility to build a vast coalition of partners – labor, business, elected officials, education, environment, municipal, etc. – to go out and make the case for transportation funding parity to the decision-makers in Albany. At the same time, the campaign used its resources to reinforce that message through a highly targeted digital and social media advertising campaign, coupled with a very modest television buy to grab the attention of the Governor and legislative leaders.

Tactics

Television Advertising: To increase the campaign's credibility Rebuild NY Now allocated a modest budget to execute a targeted television buy. The goal of the buy was simple - grab the attention of the Governor and legislative leaders and signal, very publicly, the start to the campaign.

Coalition Building: The campaign placed significant emphasis on its ability to bring together an unwavering group of partners to advocate for transportation funding parity. The group, consisting of labor, business, industry, environment, education, and municipal representatives, signaled to Albany's decision-makers that the whole of the business community supported the campaign's efforts.

Regional Press Conferences: To increase earned media hits and make the case for transportation funding parity, Rebuild NY Now scheduled a series of regional press events where the vast coalition that was built could advocate and discuss the importance of passing a budget which restores parity. Events were held statewide, covering the major media markets and areas in which key stakeholders reside.

Digital Advertising: The most cost efficient way to communicate with the public, digital advertising consisted of paid ads on Facebook, Twitter, Pandora, and websites which drive the conversation among key stakeholders such as the Albany Times-Union, Capital NY, and City and State.

Additional Earned Media: From the start, Rebuild NY Now knew the importance of earned media. Through the use of op-eds, editorial board meetings, letters to the editor in regional newspapers, radio and television interviews, and traditional press releases, the campaign generated enormous amounts of additional earned media.



Rebuild NY Now – Campaign for Parity

As part of a statewide earned media tour, Rebuild NY Now held a series of press conferences throughout New York State. The events were well attended by state and local elected officials, as well as the vast coalition of labor, business, and others that the campaign built. Below is a list of the press events:

Monday, November 16, 2015: Rochester

Rebuild NY Now Launches Statewide Campaign in Rochester

Monday, November 16, 2015: Buffalo

Coalition Continues Call for Infrastructure Parity for Upstate NY

Tuesday, November 17, 2015: Albany

Broad Coalition Calls for Parity in Capital Region

Wednesday, November 18, 2015: Syracuse

Lead by Mayor Miner, Broad Coalition Calls for Infrastructure Investment

Wednesday, November 18, 2015: Binghamton

Broad Coalition Calls for Parity in the Southern Tier

Wednesday, December 16, 2015: Yonkers

Broad Coalition Calls for Parity in Yonkers

Monday, December 21, 2015: Hudson Valley

Rebuild NY Now Statewide Campaign for Parity Continues in the Hudson Valley

Thursday, March 3, 2016: North Greenbush

Broad Coalition Calls for Parity in Capital Region

Friday, March 4, 2016: Falconer

Broad Coalition Calls for Parity Between MTA and DOT Capital Plans



Monday, March 21, 2016: Rebuild NY Now Rally at the Capitol



Rochester



"We support the historic MTA funding deal, but we cannot leave the rest of the state behind and driving on unsafe roads and bridges. An all-encompassing capital plan that restores parity between mass transit and our roads and bridges will provide safer roads and bridges for residents and will put thousands of skilled laborers to work and provide them with good paying jobs for our state's economy. "

- State Senator Joe Robach, Senate Transportation Committee, Chairman



Buffalo



"New York State is funding a five year Capital Plan for the MTA, and we demand the same treatment for Upstate and Western New York. We need to make sure that Western New York's roads are getting the funding they deserve, and that just isn't happening yet. The poor condition of our roads end up costing drivers across the state \$6.3 billion every year in extra vehicle operating costs. That's bad for drivers, and that's bad for our economy. We need, and deserve, a long-term multibillion dollar commitment to improving our transportation infrastructure in Upstate. We cannot allow Upstate's needs to go unaddressed, while a transportation system in New York City benefits from billions in taxpayer funds."

-State Senator Tim Kennedy



Albany



"Capital Region drivers and their families deserve safe and reliable roads and bridges just as New York City commuters deserve a transit system that is second to none. Many commute every day on roads and bridges that need to be fixed. We must restore parity to New York's millions of drivers who pay billions only to travel on unsafe roads and bridges."

-Albany County Executive Dan McCoy



Syracuse



"Our infrastructure in New York State is continuing to crumble. We need to invest in rebuilding this deteriorating infrastructure, including our aging roads and bridges and water and sewer lines, in order to improve public safety, commerce and the overall quality of life."

-State Senator John DeFrancisco, Deputy Majority Leader



Binghamton



"For too long New York's infrastructure has been underfunded and left in a state of disrepair. While our entire state is in need of increased investment – equally funding our road and bridge system will increase safety and create thousands of good paying jobs here in the Southern Tier. That's why as Mayor, one of my first actions was to put a comprehensive infrastructure plan together which funds and improves our local road and bridge system. I urge the Governor and State Legislature to do the same."

-Binghamton Mayor Rich David



Yonkers



"For too long we have allowed New York's infrastructure and transit systems to decay and fall into disrepair. Residents of Yonkers and Westchester County need both mass transit and sound infrastructure of roads and bridges. These investments provide good paying jobs and facilitate growth in our economy. I join my colleagues and advocates in calling for a comprehensive plan and the funding necessary to carry it out."

-State Assemblywoman Shelly Mayer



Hudson Valley



"I see this problem up close every day. Across Upstate New York, but in the Hudson Valley and Dutchess County, in particular, New Yorkers are traveling across a transportation system that is inefficient, and worse, dangerous. I applaud the leadership it took to come to the historic MTA funding agreement, but the work isn't finished. Restoring funding parity between the MTA and DOT capital plans is the only way to address the state of disrepair in which we find our roads and bridges across New York. What's more, we cannot get our economy moving again without safe and efficient roads to transport people and goods. Safer roads and more jobs? Parity is a no-brainer and I call on the Governor and Legislature for a major capital commitment to make it happen."

-Dutchess County Executive Marcus Molinaro



North Greenbush



"It is rare that a day goes by where we don't hear about our failing infrastructure such as here in the Capital Region. The reason is simple in that the support from the Federal Government has subsided over the past two generations and the difficult challenge to fund ongoing maintenance and repair has not happened as it needs to be. Therefore, we are in the plight we are in. That being said, as our economy and state funding improves, it is time for us to make those investments as we are so much more dependent on our infrastructure not only for our day to day lives but more importantly our future economic development."

-State Assemblyman John McDonald



Falconer



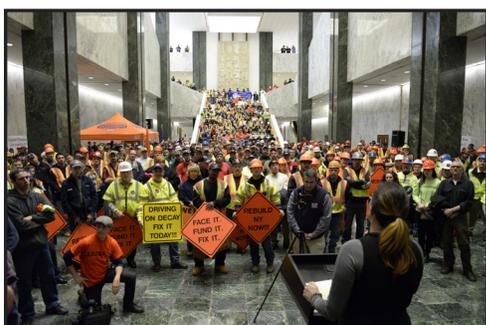
"Parity in funding between the NYSDOT and the MTA was always the rule until 2009-2010 when New York City took control of state government and diverted a significant portion of our state's transportation funding dollars downstate. As a consequence, our region, and Upstate as a whole, has been outpaced to the tune of nearly \$5 billion. With crumbling infrastructure all around us, the only way we can right the ship is by re-establishing parity – or equal investments – through a dedicated 5-year NYSDOT capital program budget. Our state can't afford to wait and I urge the Governor and the Assembly to do the right thing and invest in Upstate roads and bridges, and restore parity between the NYSDOT and MTA capital plans."

-State Senator Cathy Young, Senate Finance Committee, Chairwoman



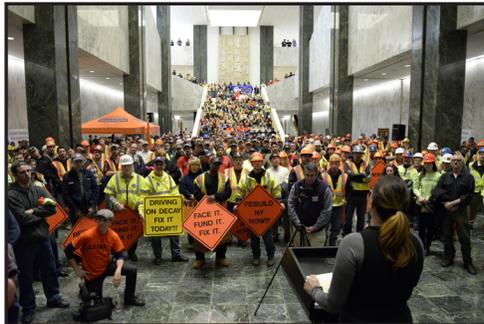
Boots on the Ground

A Rally for Parity at the State Capitol



Boots on the Ground

A Rally for Parity at the State Capitol





DISREPAIR



**INVESTING TO
CREATE JOBS**

Rebuild NY Now Coalition Building Building Bridges for the Future



The Business Council



LiUNA!

Feel the Power



FAIR



ACCESS. ADVOCACY. ACTION.



The Voice of Long Island's Highway & Infrastructure Professionals



The voice of trucking.



NFIB The Voice of Small Business.



CENTERSTATE CORPORATION FOR ECONOMIC OPPORTUNITY

CENTERSTATE CHAMBER OF COMMERCE

Rebuild NY Now in the News

Earn Media Hits

Rebuild NY Now Kicks Off Statewide Infrastructure Campaign in Rochester

TWC News Rochester, 11/16/15

Leaders push Albany to devote more funds to Buffalo roads, bridges

WIVB, 11/16/15

Group Aims to Boost Funding for Infrastructure Projects in New York

TWC News Buffalo, 11/17/15

Rebuild NY Now kicks off funding parity campaign

Rochester Business Journal, 11/16/15

Rebuild NY Now Calling For Increased Funding For Upstate Roads And Bridges

WXXI, 11/16/15

'Rebuild New York Now' pushing for state funding

Rochester First, 11/16/15

Syracuse Mayor Miner seeks more NY transportation funding

Associated Press, 11/18/15

Officials Renew Push to Rebuild New York's Infrastructure

TWC News Capital Region, 11/17/15

Rebuild New York calls for repairs to upstate infrastructure

WTEN, 11/17/15

Advocacy Groups Seek MTA Plan Veto Unless theres Upstate Parity

Politico NY, 11/17/15

Rebuild NY Now in the News

Earn Media Hits

**Rebuild NY Now Wants Parity Funding
for Roads and Bridges**

WAMC, 11/17/15

**Syracuse Mayor, Local Leaders Call
for Equal Infrastructure Funding in
NYS**

TWC News Syracuse, 11/18/15

**City officials call for infrastructure
funding**

WSYR, 11/18/15

**Akshar to Cuomo: "We want equal
funding"**

WBNG, 11/18/15

**Rebuild NY Now Statewide Campaign
Stops in Westchester To Push for
Infrastructure Improvements**

Westchester Magazine, 12/27/15

**Akshar calls for more infrastructure
funding**

Binghamton.com, 11/18/15

**Local Leaders Call on Cuomo to
Increase Investments in Roads,
Bridges**

TWC News Hudson Valley, 12/21/15

**Local officials lobby for more state
roadway improvement funding**

Mid-Hudson News, 12/22/15

**Local Officials, Coalition Calls
For Equitable Funding For Upstate
Infrastructure**

The Post-Journal News, 3/5/16

**Officials call for repair to unsafe
roadways**

News 12, 12/16/15

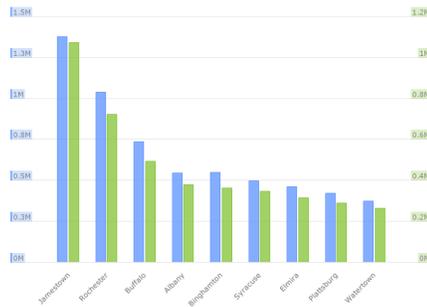
Digital Statistics

What Was Our Influence?

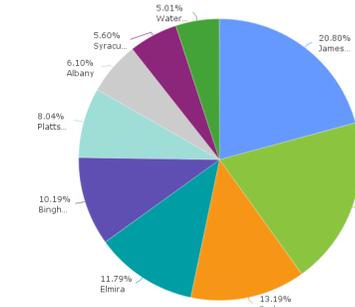
Video Performance Metrics

Over the course of the campaign Jamestown, Buffalo, and Rochester generated the greatest number of complete views and clicks.

Pre-Roll Performance By Geo-Location
Video Starts Video Completions



Pre-Roll Performance By Geo-Location
Clicks



Top Performing Geos

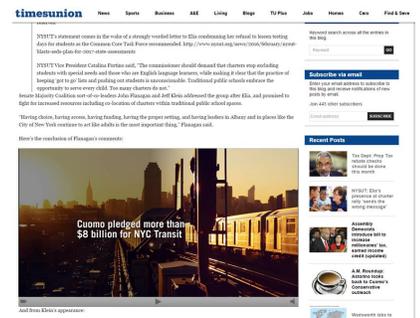
Completion Rate – **Jamestown** – 77.71% - over 1M complete video views
Click Through Rate – **Buffalo** - 0.12% - over 850 clicks to the landing page



Rebuild NY Now saw a significant return on our investment in digital advertising. Using such platforms as Facebook, Twitter, Pandora Radio, and a sophisticated web presence, the campaign saw the following results:

- 5,996,492 video views;
- 4,428 direct clicks to the landing page; and
- More than 550,000 unique individuals reached on Facebook with various messages.

Video Performance Placements



Over the course of the campaign Jamestown, Buffalo, and Rochester generated the greatest number of complete views and clicks.

Additional analysis of those who responded to the campaign ad showed that the audience skewed towards being fiscally conservative and socially liberal, and identified themselves either as a Democrat or independent.

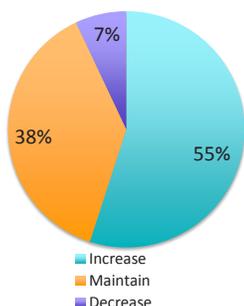
Pre-Roll Performance By Geo-Location

| Strategy Geo | Jamestown | Buffalo | Rochester | Elmira | Binghamton | Plattsburg | Albany | Syracuse | Watertown | Total |
|------------------------------|-----------|---------|-----------|---------|------------|------------|---------|----------|-----------|------------------|
| Video Views | 1,377,806 | 733,983 | 1,038,019 | 460,002 | 548,319 | 423,100 | 546,487 | 495,580 | 373,196 | 5,996,492 |
| % Share of Total Video Views | 22.98 % | 12.24 % | 17.31 % | 7.67 % | 9.14 % | 7.06 % | 9.11 % | 8.26 % | 6.22 % | |
| Video Completions 25% | 1,266,176 | 651,426 | 925,822 | 409,107 | 484,626 | 371,731 | 483,959 | 437,839 | 334,897 | 5,365,583 |
| Video Completions 50% | 1,189,876 | 591,581 | 844,424 | 371,235 | 433,814 | 339,325 | 445,940 | 403,654 | 304,193 | 4,924,042 |
| Video Completions 75% | 1,145,364 | 565,220 | 809,199 | 351,529 | 408,615 | 323,343 | 427,144 | 386,560 | 290,785 | 4,707,759 |
| Completions | 1,070,687 | 494,387 | 721,494 | 314,063 | 364,005 | 291,112 | 378,935 | 346,504 | 262,833 | 4,244,200 |
| Completion Rate | 77.71 % | 67.36 % | 69.51 % | 68.27 % | 66.39 % | 68.80 % | 69.34 % | 69.92 % | 70.43 % | 70.78 % |
| Clicks | 921 | 854 | 584 | 522 | 451 | 356 | 270 | 248 | 222 | 4,428 |
| CTR | 0.07 % | 0.12 % | 0.06 % | 0.11 % | 0.08 % | 0.08 % | 0.05 % | 0.05 % | 0.06 % | 0.07 % |

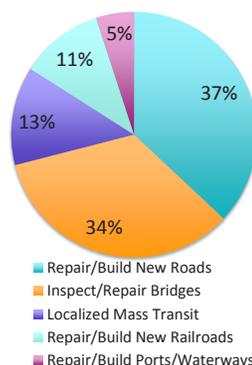
Video Completers' Viewpoint on Infrastructure Funding and Spending

The creative reached the right audience. 71% of this audience favors increasing or maintaining infrastructure funding vs. 7% favoring decreasing infrastructure funding. They also overwhelmingly favor spending infrastructure funds on building new roads and repairing bridges (71%) vs. mass transit and repairing/building railroads/ports (29%).

Infrastructure Funding



Infrastructure Spending



Further analysis of the audience showed that when considering candidates that they support, this audience is very receptive to issues including job creation and government spending. This closely aligns with the messaging used in the advertising.

The Enacted 2016-2017 Budget

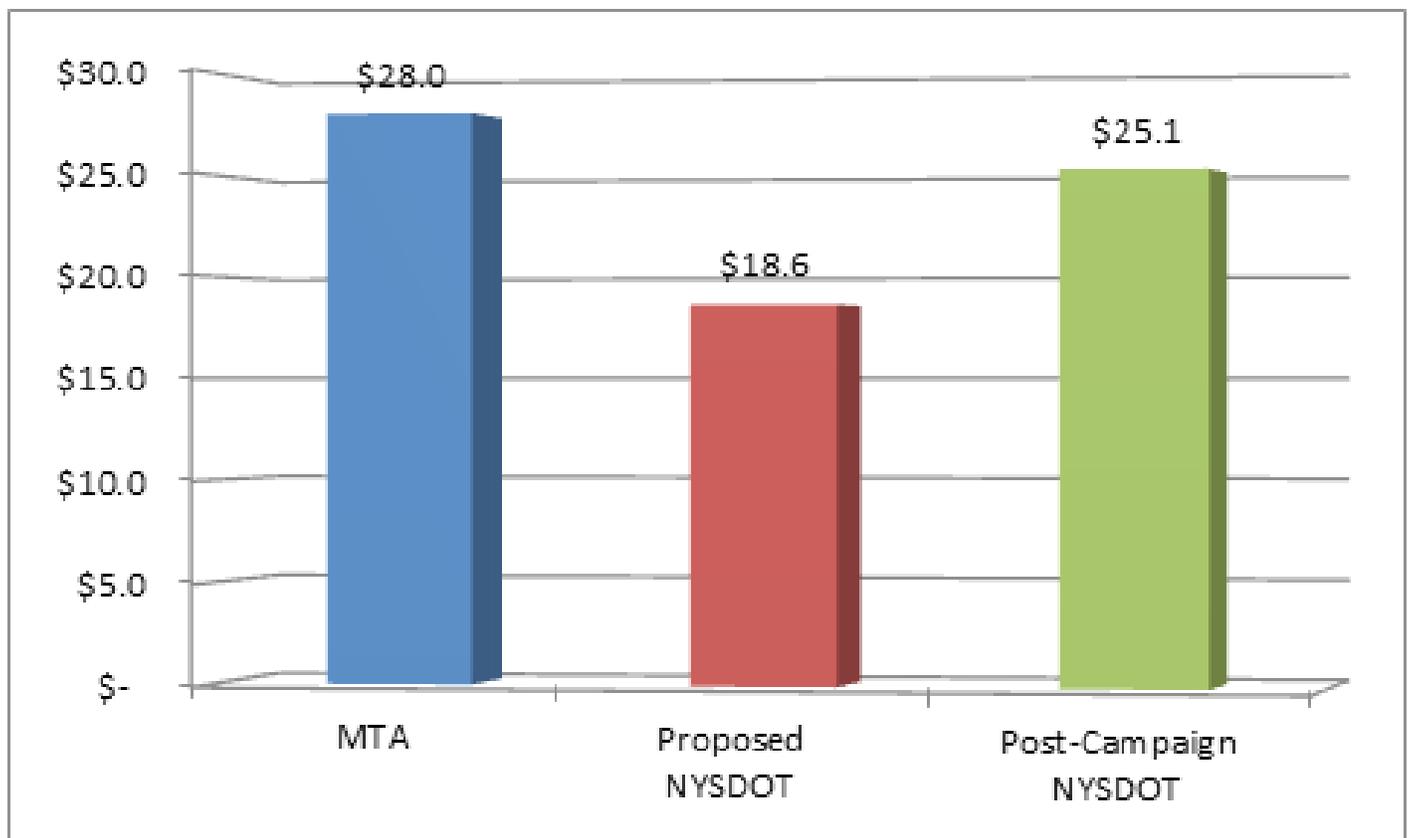
How Did We Do?

The 2015-2016 Rebuild NY Now "Campaign for Parity" was nothing short of a success. While the final enacted budget provided for \$27.98 billion 6-year plan for the MTA, the Governor and Legislature passed a \$25.1 billion 6-year plan for the NYSDOT - restoring the importance of transportation funding parity and making clear that statewide transportation funding will be a top legislative priority for years to come.

Simply put, prior to the launch of the Rebuild NY Now campaign NYSDOT was looking at a short-term capital plan and little, if any, additional investment. By building a broad coalition of stakeholders and elected officials we were able to secure a 6-year capital plan and an additional \$6.5 billion more than what was originally being proposed.

Rebuild NY Now is proud to have led the fight over the past two years for infrastructure investment and our recent campaigns have clearly made an impact. **The last two enacted budgets have seen an increase in infrastructure investment of \$9.99 billion - which will create and sustain more than 277,200 good paying jobs.**

As Rebuild NY Now moves forward and advocates for a long-term solution to fix our ailing infrastructure we hope that you will consider supporting our ongoing efforts.



**INVEST IN NEW YORK STATE'S
INFRASTRUCTURE.**

**OUR FUTURE AND ECONOMY
ARE BUILT ON IT.**



**JOIN THE MOVEMENT TO
STRENGTHEN OUR STATE AT
WWW.REBUILDNYNOW.ORG**