GRANICUS

DIGITAL COMMUNICATIONS IN
THE PUBLIC SECTOR

**IMPROVING METRICS
THAT MATTER**

A GRANICUS
BENCHMARK REPORT

2016

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INTRODUCTION

MEANINGFUL DATA FOR DIGITAL COMMUNICATIONS IN GOVERNMENT

In a connected world, private companies talk about using a "customer-centric" approach to drive more revenue and higher retention. The benefits of this mindset, which translates to "citizen-centric" for the public sector, are enormous and require understanding and meeting the needs of your audience. Success requires technology that's built to drive awareness, increase involvement and transform the services you provide. But to achieve these real-world outcomes, you have to reach today's citizen at a scale and time that matters.

A fundamental part of this transformation is using digital communications to reach more people and get those people to take action. Over 1,800 governments have chosen to use Granicus to capitalize on this opportunity. Agencies from the U.S. Census to the European Parliament to the state of Michigan use Granicus to increase the size of their audience and improve citizen experiences in diverse and meaningful ways. The result is safer people, happier commuters, healthier families and better government.

In fact, governments send over 1 billion messages each quarter through Granicus by email and text messages to over 120 million individuals. This high volume of communications gives Granicus insights into benchmarks across key metrics as well as ways to drive the best possible results.

With this report, Granicus has developed the first-of-its-kind set of proven metrics for measuring government digital communications success. These metrics lean heavily on email metrics because email is the most widely used channel across all types of communications and organizations. Email is also the type of communication that is easiest to measure.

GOVERNMENTS SEND OVER

1 BILLION

MESSAGES TO OVER

120 MILLION INDIVIDUALS

THROUGH GRANICUS

EVERY QUARTER.

The most important step an organization can take in transforming the citizen experience is identifying its key priorities and using whatever solutions it has at its disposal to achieve them. This study provides public sector benchmarks of key metrics for use in setting a baseline to evaluate current performance and most importantly, to identify the most promising improvement opportunities so that the promise of digital outreach can be realized more frequently and with greater impact.

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APPLES AND ORANGES: IMPORTANT DIFFERENCES BETWEEN PUBLIC AND PRIVATE SECTOR METRICS

Without benchmarking metrics specific to the public sector, many government organizations have previously used private sector digital marketing as a template for benchmarking efforts and evaluating program effectiveness. Private sector metrics fall short of guiding government digital outreach efforts for various reasons. Marketers limit communication to the times and audiences that will be most likely to buy products or take other action. By contrast, government communicators benefit from expanding audiences and communicating in the timeliest manner possible.

In addition, critical information communicated by the public sector can often be fully conveyed in a subject line or short message, which detracts from open and click rates while still meeting messaging goals. Many public sector emails are solely informational and do not require links, or are urgent notifications that are sent as they occur instead of at optimal times for open rates or click rates.

For example, consider a severe-weather alert email appearing on your smartphone. The subject line contains all the information needed to inform the recipient, and is controlled by the urgent timing of the alert rather than what would be most optimal based on traditional private sector metrics.

The public sector succeeds when it aligns the communication approach with the outcomes it needs to achieve. Typically, boosting reach together with engagement is the best formula for public sector organizations to turn digital communications into an asset that drives valuable outcomes.

BOOSTING

REACH TOGETHER WITH ENGAGEMENT
IS THE BEST FORMULA FOR SUCCESS.

The pages that follow offer definitions and baseline numbers for key digital communications metrics specific to the public sector, along with tips for improving the performance of each.

Finally, a note: Many organizations in the public sector are still emerging in their maturity levels around digital communications and engagement – and that's okay, and to be expected. If you find your numbers are not matching or exceeding the metrics you see in this report, don't worry: Know that over time, your numbers will get better as you get smarter and more sophisticated about the way you reach citizens.
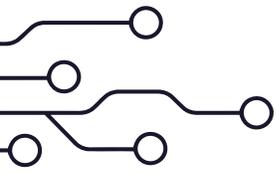
THE DATA
HOW TO INTERPRET AND APPLY IT

ABOUT

The metrics in this report are based on annual data and broken out by Granicus' 3,000 federal and state/local/transit (SLT) clients in the U.S. A single, overall figure is provided for each U.K. metric.

Public-sector metrics measured by vertical (or sector) can be viewed in the addendum to the report on Page 19.

UPSTREAM VS. OUTCOME

This report examines "upstream" metrics, which measure activity of digital messages. These metrics are often, but not always, correlated to "outcome" metrics. Outcome metrics measure the attainment of mission goals, such as an increase in program participants, online business applications, job placements, license renewals, grant applications and more.

RESOURCES & TIPS

At the end of each section is a list of helpful tips that can improve metrics.

VARIANCE BY SUBSECTOR

In measuring Granicus metrics, the differences across federal, state/local/transit (SLT) and in the U.K. are due to a number of factors. Primarily, federal clients tend to send more notices that do not require immediate action to huge audiences of subscribers, often resulting in lower metrics. This lower engagement with federal government is typically offset by the massive audiences with which they communicate.

METRICS EXAMINED:

ENGAGEMENT RATES	OPEN RATES	CLICK RATES	OVERLAY RATES	SUBSCRIPTIONS PER SUBSCRIBER

On the other hand, content that is local or more specific to a community is more likely to have higher engagement based on the nature of the update. In other words, a notice from a local park informing nearby residents it will be closed could be more relevant to a user than a broad change in federal guidelines.

Additionally, content that comes from state and local governments is generally more immediately actionable (think property tax notices, etc.) – they are items that citizens need to open and read.

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REACH: THE MOST CRITICAL METRIC AND ONE WITHOUT A PERFECT BENCHMARK

Metrics matter in your digital communications effort. But there's one area without a perfect metric that should be government's No. 1 priority in most cases as it seeks to make a relevant impact on driving citizens to take meaningful actions: reach.

Reach is a critical yet often under-prioritized area of government digital communications.

Put simply, it is the number of people you are connecting with directly through email and text messages. And, if governments don't grow reach to a relevant level for their organization, many of the other metrics used to measure success in a communications effort won't make a relevant impact. While communications can transform citizen service in strategic ways, you have to build that audience first. Think about it this way: The services delivered by government are only as effective as their reach. It's great if 100 people are sent a targeted email to remind them about their flu shots – but it would be even better if 10,000 people received that message, because then a far greater number of people will take action.

So how can governments improve their reach and build their audience? One way is to join the GovDelivery Network. Granicus clients are automatically connected to the GovDelivery Network, which allows citizens who subscribe to updates from one organization to be offered sign-up options from related government organizations as a final step in the sign-up process.

How does it work? Many people are accustomed to seeing a recommended list of related products, services or accessories appear when placing an online retail order. The GovDelivery Network was designed with the same idea in mind for the public sector, created to provide citizens with fast, convenient access to related government services they may find useful.

The idea is simple. When an individual signs up to receive emails on a government website, a page displays a checklist of related topics with email subscription lists. Citizens can receive multiple lists in seconds by checking a few boxes, without having to visit multiple websites and re-enter contact information.

When you open a new inbound channel for growing your reach with the GovDelivery Network and cross-promote your content with other government organizations, you're tapping into a network of over 1,800 governments and over 120 million digitally engaged citizens to grow your own audience.

The U.S. Department of the Interior utilized the GovDelivery Network and a website overlay to grow its audience from 5,000 subscribers to more than 210,000 in the past five years – an increase of 4,200 percent with an average network impact of 450 percent in the past year.
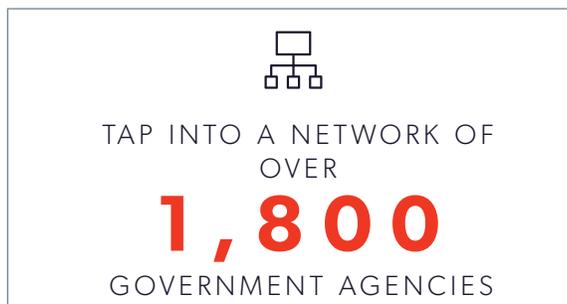
TAP INTO A NETWORK OF OVER

1,800

GOVERNMENT AGENCIES

The GovDelivery Network is a unique way to grow reach, but it is not the only way. Granicus allows you to "mine" your organization and upload existing contact lists to a central place. There is also massive impact on reach from prominently calling out opportunities to "receive updates" across all web properties, which includes using overlay functionality, something all Granicus clients have access to, in order to darken pages so first-time visitors are encouraged to join the community of people receiving updates directly from your organization.

ENGAGEMENT RATES

INTRODUCTION

For government organizations looking at performance, engagement rate is one of the most important metrics.

Granicus calculates this metric by taking the number of unique email recipients who opened an email or clicked on a link in an email over a period of 90 days, and labeling these individuals as "engaged." This number is then divided by the total number of email recipients who received an email during that time period. If this rate holds steady or improves while the total reach grows, an organization typically sees improving impact of digital communications over time.

*Note that users viewing subject lines only or using email clients that disable graphics may not be reported as engaged even when they are, so these numbers are typically underreported.

Engagement rate adjusts for the public sector by showing how many individuals are interacting with your content and responding to your communication efforts over time. It also considers that the information coming from government is often time-sensitive, meaning that messages such as storm warnings or closure alerts may not require a click-through to be successful. That is why engagement rate is a more accurate parameter of overall communications success than other metrics.

> **ENGAGEMENT RATE:**
>
> **TRACKING YOUR MOST ACTIVE RECIPIENTS**

ENGAGEMENT RATE OVERVIEW

ENGAGEMENT RATE	OVERALL	FEDERAL	SLT	UK
MEDIAN	**53.30%**	**46.01%**	**55.38%**	**57.78%**
TOP 20%	64.70%	56.12%	65.71%	68.40%

TIPS

Be Balanced in Assessing Reach vs. Engagement: If engagement is at or near the median while outreach is growing, you are on track for continuous improvement in your outcomes.

Try Testing: The best way to improve engagement is to use basic testing functionality or to invest in GovDelivery's Advanced Package for Communications Cloud to further streamline A/B testing (A/B testing is a method of comparing two versions of an email to see which performs better), so you can see what most moves the needle in engagement.

Be Relevant: You want your audience to find value in your communications, and the more relevant your information is to their lives, the better. Consider adding more topics or better segmenting your audience.

Use Relatable Imagery: This will lead the eye directly to the main call to action.

Keep it Short: As word counts go up, readership goes down. Messages should be brief, scan-able and high-level, with trackable links offering access to more detail.

Use Strong Calls to Action: Compare the impact of a hyperlink labeled "Click here to learn more" to "Protect your family with these toy safety tips."

Focus on Value: Connect your message to your mission – this makes your communications more memorable and promotes meaningful action.

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EXAMPLES + RESOURCES

This message is a good example. It includes:

1 Relevant content with real-time information for readers on an upcoming event

2 Relatable imagery that represents a memorable and meaningful message that will resonate with its audience

3 The message is short and provides a strong call to action ("Don't Miss Out!")

GRANICUS VALUE:

A strong communications strategy is built on meaningful intel. Granicus is designed to provide in-depth analytics on subscriber engagement and makes it easy to test what resonates with readers.

ADDITIONAL RESOURCES:

20 TIPS TO BOOST YOUR ENGAGEMENT: Granicus compiled a list of 20 tips that will help your organization improve your digital communication and boost engagement right now, whether you want to improve email engagement rates or define your audience persona.

BIT.LY/20TIPS-BOOST-ENGAGEMENT

OPEN RATES
INTRODUCTION

Open rate is an important metric that feeds into the overall engagement rate. Open rates of individual messages are widely considered the most telling metrics of digital marketing for the private sector. This is because marketing emails are typically designed to sell something, which requires a recipient to open an email and learn more about a product or service before deciding to buy.

In contrast, a significant percentage of public sector emails are effective without being opened — and certain content can be emailed to the same individuals many times a month or even daily, and frequency tends to undermine open rates.

Although open rates should be built in to tracking reports as a data point for every government digital communications engagement strategy, do not base critical communication strategy decisions based on this metric alone.

The engagement rate and the total opens you are seeing over time as you look at growth in subscriber base combined with open activity is a better long-term indicator.

Open rate is best used to understand the effectiveness of two similar messages when comparing over time or in a side-by-side test to determine which approaches work best for the message and target audience.

OPEN RATE:
THE NUMBER OF RECIPIENTS WHO OPENED AN EMAIL
COMPARED TO
THE NUMBER WHO RECEIVED IT

PER MESSAGE OPEN RATE OVERVIEW

OPEN RATE	OVERALL	FEDERAL	SLT	UK
MEDIAN	**21.47%**	**14.20%**	**24.30%**	**23.84%**
TOP 20%	**31.33%**	**22.05%**	**32.63%**	**36.97%**

TIPS

Know Your Audience: The most effective way to increase open rates is to understand your readers: Do you know what they care about? Granicus has (free for customers!) list segmentation that allows readers to receive the information they care about.

Be Timely: Personalize your content to people's location, community, an actual event or things happening now in people's lives. This gives them a reason to open your email.

Perfect the Art of a Good Subject Line: Generally, these include calls to action and are under 54 characters. The best way to find what works is to A/B test several subject lines for a single email. t

Personalize the Sender Name: Test sending high-priority messages (those that are more marketing oriented than informationally oriented) from an individual sender such as "Director Jane Smith, Department."

Consider Bundling Non-critical Emails: If frequency is exceeding two messages per day per individual, look for opportunities to consolidate messages if it does not limit effectiveness.

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EXAMPLES + RESOURCES

This message demonstrates a strong email campaign that generated successful open rates. It includes:

1 A series of messages that are geared toward a local audience

2 The benefits from timeliness based on upcoming events

3 Strong subject lines with calls to action and clear language
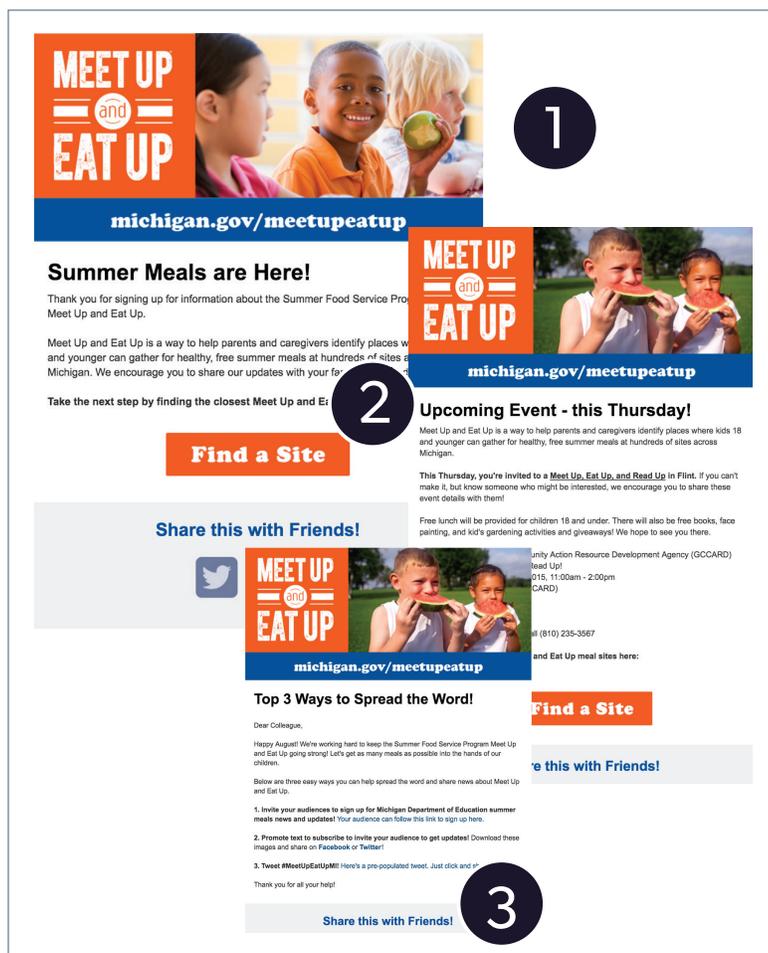
GRANICUS VALUE:

Many Granicus clients use Digital Engagement Services team to run the highest-priority campaigns where added skill and capacity ensures the best possible metrics are achieved.

ADDITIONAL RESOURCES:

7 STEPS TO BETTER DIGITAL ENGAGEMENT: Nurturing the interests of an audience can make all the difference when it comes to creating real change, and building a meaningful brand can enhance any communications strategy.

BIT.LY/7STEPS-ENGAGEMENT

CLICK RATES

INTRODUCTION

Most emails are designed to encourage an action or drive a recipient to a piece of content on your website. For this reason, click rates can be an excellent metric for determining which messages prompt action and which need to be refined.

Within a single email or group of emails, click rates can be used to evaluate the performance of various links, placements and the wording used to entice recipients to interact with your message. These combined with total reach for a given message drive the total number of clicks, which is often one of the most critical metrics for communications efforts that require driving traffic or activity to a specific online location.

However, because many public sector emails are solely informational and don't require any link clicks — say, for a tornado warning or transportation emergency — click rates are not always an accurate means of determining whether a message has reached its intended audience.

Messages of this nature also tend to be urgent, so they may not be going out at an ideal time of the day for optimizing click performance.

CLICK RATE:
THE NUMBER OF RECIPIENTS WHO CLICKED AN EMAIL

COMPARED TO
THE NUMBER WHO RECEIVED IT

CLICK RATE OVERVIEW

CLICK RATES	OVERALL	FEDERAL	SLT	UK
MEDIAN	**2.92%**	**2.06%**	**3.19%**	**3.50%**
TOP 20%	**6.8%**	**4.29%**	**7.22%**	**8.24%**

TIPS

Keep an Eye on Total Clicks: Click rates will rarely be through the roof, but a large and growing subscriber base combined with stable or improving click rates will position your digital communications effort to make a growing impact over time.

Experiment: Test different calls to action, such as a button or an image instead of hyperlinked text, for example, to see if you can drive more clicks.

Know Your Audience: Consider how people will engage with you, and build your content to support that experience.

Make it Easy: Focus your audience's attention with streamlined content and an immediate call to action right up front. Use a button to highlight your primary call to action. It's more tempting to click a big colorful button than hover over and follow a hyperlink.

Prioritize: For emails with multiple calls to action, prioritize them for the viewer within the message. Repeat priority links twice in a message.

Gather Stories and Feedback: Ask about the event attended or the service received in a follow-up email and make adjustments to content based on feedback.

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EXAMPLES + RESOURCES

This example is an effective message because:

1 It is geared toward its audience.

2 It is easy to identify where the audience's attention should be (imagery with a defining statement).

3 It has links to more information.

GRANICUS VALUE:

GovDelivery's Advanced Package for Communications Cloud allows you to streamline A/B testing and create focused segments and campaigns to increase open and click rates.

ADDITIONAL RESOURCES:

PUBLIC SECTOR EMAIL DESIGN GUIDE: Granicus' comprehensive email design guide explores the best practices and a citizen-centric approach that email design should follow to deliver a relevant and meaningful experience that keeps an audience opening, reading and clicking.

BIT.LY/GUIDE-EMAILDESIGN

OVERLAY RATES

INTRODUCTION

People first need to know about upcoming events, projects or programs before they can participate. To drive awareness and outcomes, reaching a large and relevant number of people is critical. The overlay has proven to be a simple and effective tool for doing just that.

An overlay is a clean, understated light window box that allows organizations to capture contact information from website visitors, so that you can connect with them later and encourage them to visit a park, inform them of a policy, download a report or register for an event.

Overlays are easy to create (and free for Granicus clients), and they can be customized to be secure and accessible for people with disabilities and mobile-responsive. Overlays are proving to be the fastest and most effective method available for growing a digital audience, capable of achieving a 200 percent to 500 percent increase in the number of people who elect to

hear from an organization every day, driving up reach, which is one of the most important metrics.

That means more website traffic, more video views and greater participation in your services.

OVERLAY IMPACT:
THE INFLUENCE AN OVERLAY WINDOW HAS
ON GETTING VISITORS TO A WEBSITE
TO SIGN UP TO RECEIVE FUTURE INFORMATION UPDATES
VIA EMAIL

OVERLAY IMPACT OVERVIEW

OVERLAYS	OVERALL	FEDERAL	SLT	UK
MEDIAN	174%	295%	230%	236%
TOP 20%	584%	608%	416%	637%

TIPS

Just Do it: Implementing an overlay at all is an easy step toward better impact and conversion of website visitors.

Simplify: Overlays should be simple, unobtrusive and appear right away when a visitor arrives on the website in multiple locations.

Avoid Being a Nuisance: Manage overlays so they display to first-time visitors only.

Explain: Go into detail about what your audience will receive if they sign up. Useful text could be "Connect with us!" or "Be the first to know" or "Sign up to receive our premium content."

Transition Quickly: Once signed up with an overlay, direct users to a customizable list for building your audience. Users will feel more empowered if they sign up for select information, and will ensure they only receive content that they want to be sent.

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EXAMPLES ✛ RESOURCES
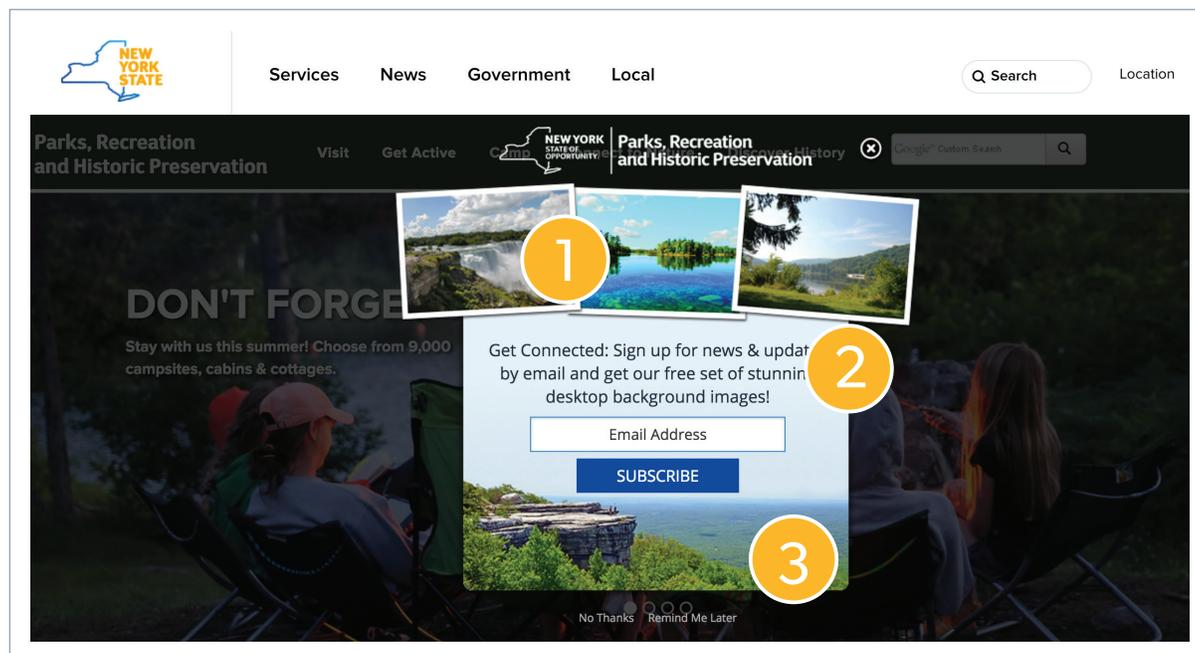
The message above is a strong example of an overlay that users will see on a website homepage.

1 The overlay is simple.

2 It explains what information the user will receive.

3 It has additional imagery to help encourage sign-ups.

GRANICUS VALUE:

Overlays are simple to create, customizable and free to Granicus clients.

ADDITIONAL RESOURCES:

THE GUIDE TO DIGITAL OUTREACH AND ENGAGEMENT: While digital communications can transform the citizen experience in strategic ways, building an audience is the first step.

BIT.LY/GUIDE-OUTREACH-ENGAGEMENT

SUBSCRIPTIONS PER SUBSCRIBER

INTRODUCTION

When people sign up for your communications, they open the door to an ongoing relationship with your organization. But organizations evolve over time, adding programs or initiatives that may not have existed when a subscriber first signed up. This results in new opportunities to promote updated content from your organization and greater participation in your services.

Whether you've recently launched a digital communications platform or have been sending digital communications for years, you likely have a list of existing subscribers that you can re-engage to deepen your relationship by inviting these individuals back to receive a broader range of updates from your organization.

The subscriptions-per-subscriber metric is an effective way for government organizations to measure the success of this re-engagement and work to broaden the number of topics on which an organization can reach people.

SUBSCRIPTIONS PER SUBSCRIBERS:

THE NUMBER OF TOPICS FOR WHICH ONE INDIVIDUAL HAS SIGNED UP TO RECEIVE EMAIL UPDATES,

CALCULATED BY DIVIDING TOTAL SUBSCRIPTIONS BY TOTAL SUBSCRIBERS

SUBSCRIPTIONS PER SUBSCRIBER OVERVIEW:

SUBSCRIPTIONS PER SUBSCRIBER	OVERALL	FEDERAL	SLT	UK
MEDIAN	2.48	2.95	2.30	2.36
TOP 20%	4.86	6.08	4.16	6.37

TIPS

Connect Quickly: By using Granicus' default templates for receiving new subscribers, you will automatically offer many topics to each new subscriber. Subscribers who signed up to receive emails for the first time within the last two months are also the most likely to sign up to be on additional email lists if invited to do so. Re-connect with these audiences and remind them of additional content they could receive.

Identify Opportunities: Connect internally with other departments to identify cross-promotional opportunities like events or external content that could include a pitch for signing up for your lists.

Ongoing Communication: As your organization evolves and different groups set up new email distribution lists, send a monthly or quarterly message to those subscribers to let them know what new email subscriptions are available.

Let Others Help Spread the Word: A simple, easy way to increase subscriptions is to ask employees to add a sign-up link to their email signatures.

Organize Subscription Lists by Group: When bundling your subscription topics, it is a best practice to group them by topic in a user's mind (Example: Men's Health instead of Health).

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EXAMPLES + RESOURCES

① This message demonstrates an email sign-up page that could get additional subscribers to multiple lists.

GRANICUS VALUE:

Many organizations upload a number of subscribers to only one list, which often pulls down these numbers and averages. Inviting uploaded subscribers back to sign up for more information is one way of increasing numbers from this group. New subscribers signing up and given complete sign-up options typically pull up these numbers.

ADDITIONAL RESOURCES:

ENGAGE THEN RE-ENGAGE:
Audience engagement (and re-engagement) is a leading goal for public sector communicators. But, engagement doesn't always come easy. Whether you are able to prompt action at first, or later down the line, here are some tips to increase engagement through digital marketing.

BIT.LY/ENGAGE-RE-ENGAGE
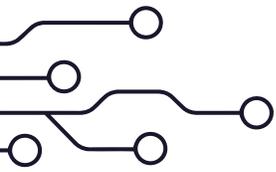
ADDITIONAL STATS
YOU MAY FIND HELPFUL

Granicus clients averaged 25,000 landing page views a day in 2016 and more than 33 percent of those came from social media, with the majority coming from Facebook. Below are few of the most popular Granicus bulletins shared through social this year. And in the past 12 months, 295 million SMS messages have been sent through Granicus.

POPULAR SHARED ARTICLES:

"Why I'm filing my VA claim, Do you agree with this Veterans Appeals report?"
from U.S. Department of Veterans Affairs

"10 State Parks with Stunning Views"
from Texas Parks and Wildlife Department

"USDA In Case You Missed It - #USDAResults: Chapter 1 - Celebrating America's Farmers and Ranchers"
from USDA Office of Communications

"Showcasing the DNR: Pheasant restoration effort sees progress at halfway point"
from Michigan Department of Natural Resources

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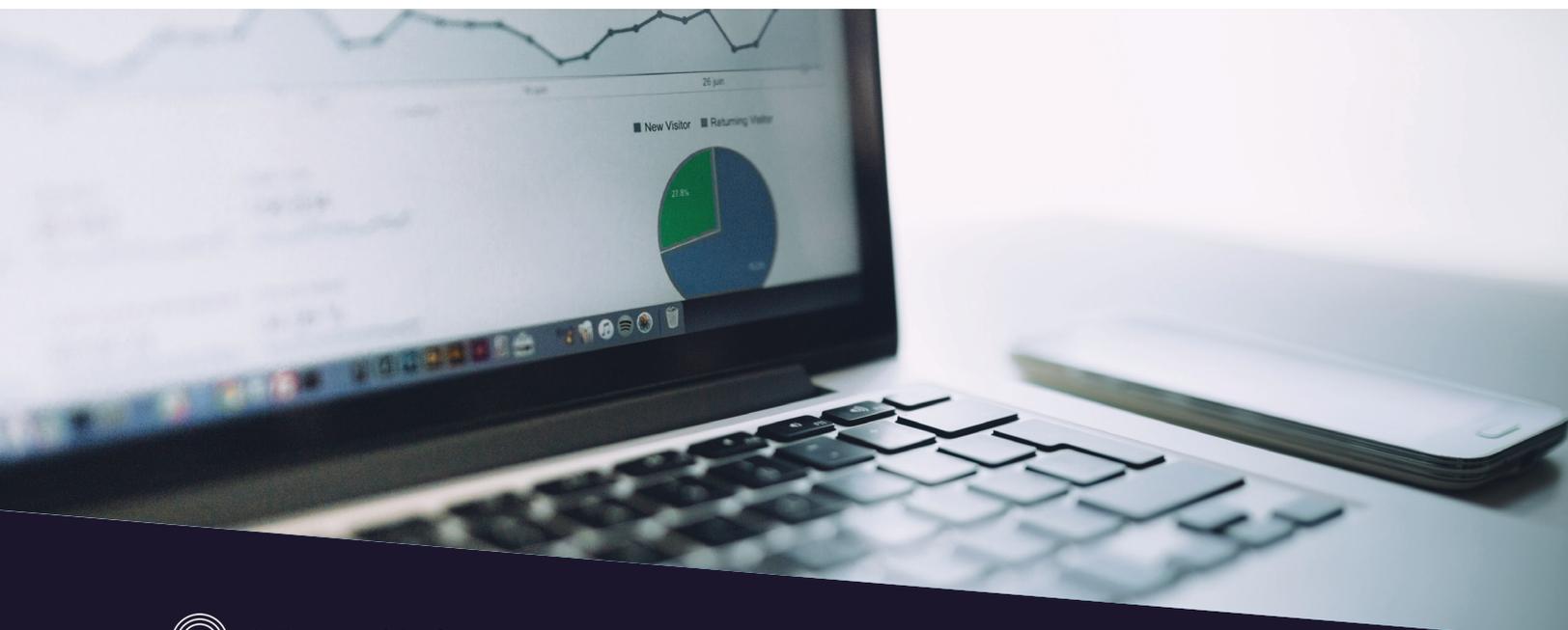
CONCLUSION
THE IMPORTANCE OF METRICS

Metrics are vitally important to helping organizations at all levels of government optimize email outreach and engagement efforts. But to get the most from such intelligence, it is critical to first understand which metrics are most important to the public sector and why, as well as how your numbers stack up against the industry averages.

The high volume of communication that Granicus clients generate every day tells a compelling story, and supports the recommendation that public sector communication efforts should focus on boosting reach and engagement instead of private sector marketing measurements like open rates and click rates. The public sector can have an enormous impact on the citizen experience by getting messages to as many people who need to hear them as possible, regardless of whether that requires opening an email or not.

Granicus hopes this benchmark report provided new clarification and insights that you can apply toward making sustainable improvements to your email programs, and can support your work in transforming the citizen experience.

ABOUT GRANICUS

Granicus provides technology that empowers government organisations to create better lives for the people they serve. By offering the industry's leading cloud-based solutions for communications, meeting and agenda management, and digital services to more than 3,000 public sector organisations, Granicus helps turn government missions into quantifiable realities. Granicus products connect more than 150 million people, creating a powerful network to enhance government transparency and citizen engagement. By optimising decision-making processes, Granicus strives to help government realise better outcomes and have a greater impact for the citizens they serve.

Want to connect to learn more about this report and how to increase your metrics? We'd love to help – email us at info@granicus.com.

granicus.com | @granicus
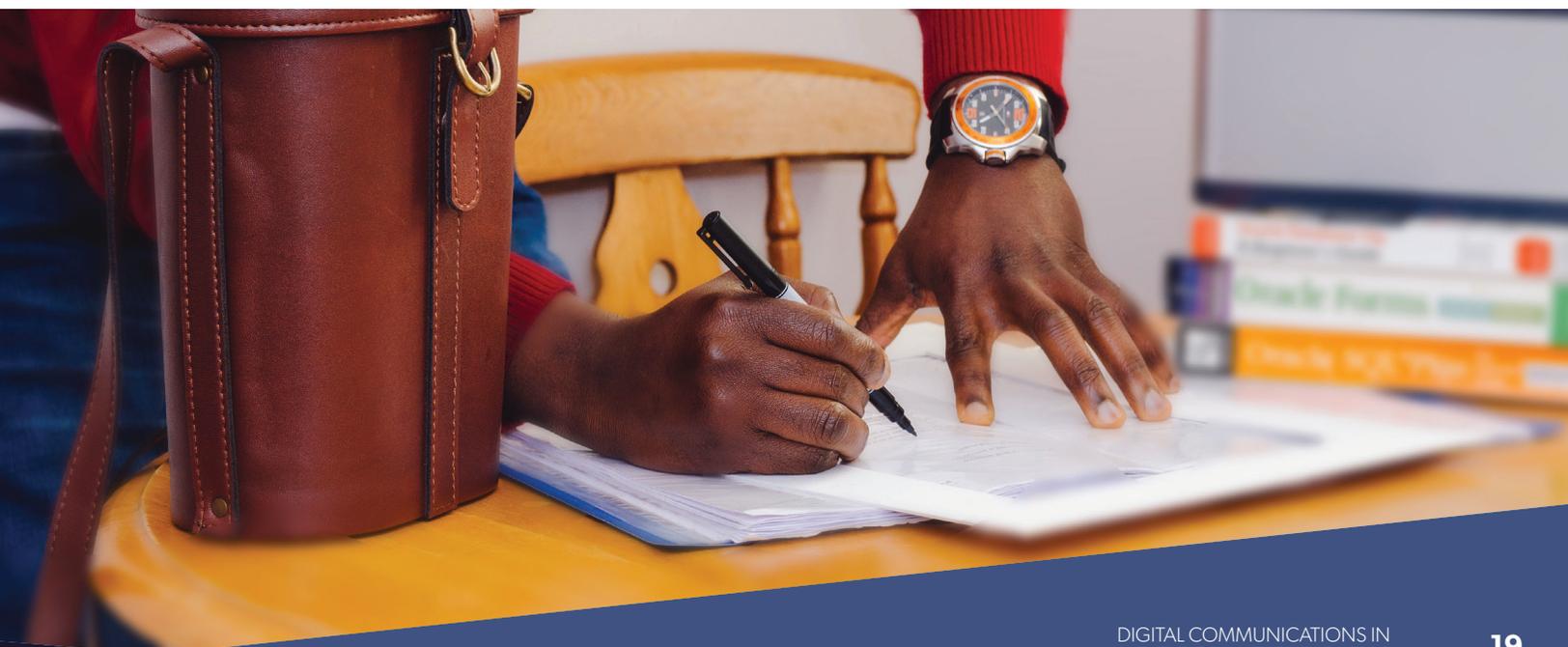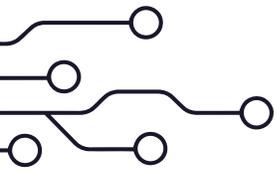
ADDENDUM:
METRICS THAT MATTER BY INDUSTRY

In developing the first-of-its-kind digital communications benchmarking report for the public sector, Granicus determined that providing overviews of metrics for its 1,800+ client base would be most helpful for those in the public sector.

However, clients vary by industry and audience type. This section of the report identifies key metrics by industry base to support the needs of unique verticals.

The data timeframe and data set are the same as what is provided in the report.

ADMIN & INTERNAL EMPLOYEE SERVICES

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	24.31%	4.12%	2.48	248%	53.26%
TOP 20%	45.84%	8.86%	4.64	464%	84.10%

AGRICULTURE

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	22.83%	3.36%	3.64	364%	54.37%
TOP 20%	27.85%	5.55%	6.32	632%	60.54%

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COURTS & OFFICE OF PUBLIC DEFENSE

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	22.25%	10.88%	2.23	223%	72.20%
TOP 20%	37.72%	28.56%	3.68	368%	79.67%

DEFENSE & VETERAN AFFAIRS

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	13.34%	1.44%	2.51	251%	51.21%
TOP 20%	21.33%	3.37%	3.86	386%	58.76%

ECONOMIC DEVELOPMENT

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	22.24%	2.91%	2.37	237%	49.68%
TOP 20%	31.09%	5.08%	3.65	365%	56.51%

EDUCATION

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	26.52%	3.54%	2.17	472%	55.97%
TOP 20%	36.52%	7.06%	3.87	387%	64.36%

ELECTED OFFICIAL

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	22.10%	1.35%	1.45	691%	56.20%
TOP 20%	30.80%	2.55%	2.44	244%	69.42%

ENVIRONMENT & CONSERVATION

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	23.08%	3.39%	2.53	413%	44.59%
TOP 20%	27.75%	6.34%	4.54	454%	57.56%

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FISH, GAME, PARKS & RECREATION

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	24.93%	3.33%	2.95	449%	51.09%
TOP 20%	35.69%	4.99%	5.26	526%	56.21%

HEALTH & HUMAN SERVICES

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	17.83%	2.53%	2.55	148%	51.73%
TOP 20%	26.76%	6.94%	5.37	537%	60.86%

LABOR & WORKFORCE DEVELOPMENT

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	19.01%	2.29%	2.01	83%	45.80%
TOP 20%	24.14%	3.53%	4.64	464%	79.09%

LOCAL GOVERNMENT

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	26.07%	3.75%	2.45	83%	59.15%
TOP 20%	35.48%	7.88%	4.28	428%	67.99%

OVERSIGHT

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	16.40%	2.05%	2.54	207%	45.74%
TOP 20%	24.76%	4.46%	5.08	508%	55.95%

PUBLIC SAFETY

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	16.80%	2.06%	2.09	103%	47.84%
TOP 20%	30.78%	5.20%	4.04	404%	63.59%

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REGULATORY & STANDARDS

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	19.44%	2.24%	2.39	83%	45.63%
TOP 20%	27.18%	7.16%	4.20	420%	57.05%

SCIENCE & RESEARCH

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	13.35%	3.09%	2.50	7%	43.21%
TOP 20%	21.07%	4.08%	6.23	623%	47.48%

TRANSIT

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	16.83%	1.18%	3.67	124%	53.35%
TOP 20%	20.91%	2.90%	8.52	852%	65.25%

TRANSPORTATION

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	21.74%	3.18%	3.66	83%	56.21%
TOP 20%	30.68%	6.98%	7.81	781%	68.27%

TREASURY & REVENUE

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	22.54%	2.86%	2.68	895%	52.25%
TOP 20%	30.98%	6.96%	3.76	376%	58.67%

TRADE & COMMERCE

	OPEN RATE	CLICK RATE	SUBSCRIPTIONS PER SUBSCRIBER	OVERLAY IMPACT	ENGAGEMENT RATE
MEDIAN	19.29%	2.22%	3.90	251%	45.24%
TOP 20%	23.98%	5.68%	7.83	783%	53.48%

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