



2018 Granicus

BENCHMARK REPORT

How Do You Stack Up Against Your Peers?

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Overview

For every digital message opened, website navigation tracked, or social media follower added, there is one question that inevitably comes up when reviewing metrics: How do my numbers compare to my peers'?

In today's digital age, there is no need for blind guessing. Metrics are more plentiful than ever and, in this year's Engagement Benchmark Report, we dive deep into the reporting data of the top three tools used by governments to communicate with citizens: email, websites and social media.

With [85 percent of adults still sending and reading email](#) every day, email is an important platform to monitor regularly. And overall, across all levels of government, email engagement is on the rise. The data in this year's Benchmark Report mirrors the increasing levels of civic engagement happening online – especially among younger generations, according to [Pew Research](#).

While this report focuses primarily on email metrics, government websites are also a top tool for connecting and engaging with citizens. In fact, [91 percent of government leaders](#) identify their website as extremely or very important to their communications strategy.

And last but not least, social media remains a popular outlet for governments to connect with citizens (and vice versa). This year we've added a section that reveals which social media platform is most linked within email, and which ones garner the most attention (in the form of clicks) from citizens.

While communications strategies can be measured, they also are always changing. So even if you focus on just one of the three digital channels covered in this report, you're guaranteed to come away with a sense of how you're doing compared to your peers and how you can constantly improve. Check the end of each section for tips and tricks to sharpen your digital strategy for ongoing success.

About the Data

The metrics in this report are based on annual data of the 4,000 U.S. federal, state, local and transit (SLT), and U.K. organizations that use Granicus' solutions. For email and social metrics, figures represent the median. For website metrics, figures represent the average. A single, overall figure is provided for each U.K. metric. Benchmark metrics measured by vertical (or subsector) can be viewed in the addendum to the report.

Primary Email Metrics and Definitions

The primary metrics assessed in this year's Benchmark Report are open rate, click rate, engagement rate, subscriptions per subscriber and overlay impact. Here are definitions of these five primary metrics:



OPEN RATE

The number of recipients who opened an email compared to the number who received it.



CLICK RATE

The number of recipients who clicked on an email compared to the total number who received it.



ENGAGEMENT RATE

The number of unique email recipients who opened an email or clicked on a link in an email over a 90-day period, divided by the total number of email recipients who received an email during that time period.



SUBSCRIPTION-PER-SUBSCRIBER

The number of topics for which an individual has signed up to receive email updates, calculated by dividing total subscriptions by total subscribers.



OVERLAY IMPACT

The total number of overlay subscribers divided by the total number of subscribers from direct signups.

Primary Website Metrics and Definitions

A government website is the digital front door for your community. With more citizens looking to complete tasks and engage with their government online it's important to make the most of this digital presence. Recent research provides valuable insight into how citizens find government websites, what devices they typically use, and what pages they visit. This data helps us optimize citizen experiences and drive even more website traffic.

The metrics in this report are based on annual Google Analytics website data (May 2017-May 2018) for 88 Granicus U.S. website clients (67 percent cities, 33 percent counties). The purpose of this report is to illustrate how users consume and experience local government websites through an aggregation of various metrics, as well as to provide benchmarks and best practices related to these metrics.



DEVICE USAGE

The percentage of visitors who access a website from their desktop, smartphone or tablet.



ENTRANCE PAGE BY DEVICE

The initial page a user lands on when they visit your website, analyzed by device used (desktop, smartphone, tablet).



TRAFFIC SOURCES

How people find your website. Common sources include: organic search, direct links, referrals, and social media.

Comparing Sectors

When using benchmarking data to compare your organization to your peers in government, it is helpful to understand the larger context of email metrics – particularly those in the private and nonprofit sectors. It's a question that Granicus gets often.

The great news for public sector communications professionals is that government regularly meets or exceeds the metric benchmarks among all sectors. For instance, Granicus found an overall open rate for government email messages of 21 percent. Meanwhile, the private sector has roughly an 18 percent open rate, according to IBM's [2018 Marketing Benchmark Report](#). And the nonprofit sector's open rate comes in at around 16 percent, according to Blackbaud's [2017 Luminate Benchmark Report](#). It's always good to recognize these figures exist in private and nonprofit sector reports, but government is different – from the nature of information sent to citizens to how success is measured. At Granicus, we believe this is why the public sector deserves its own set of benchmarks.

21%

Public Sector Open Rate

18%

Private Sector Open Rate

16%

Non-Profit Open Rate

At a Glance:

Key Takeaways and Highlights

THE DATA



Measured from
June 2017 – June
2018



From 4,000
government
organizations



1.6 million emails
sent to citizen
subscribers



Activity among
185 million citizen
subscribers

EMAIL METRICS

	Engagement Rate	Open Rate	Click Rate	Subscription per Subscriber	Overlay
2018	47% ↑	21% →	2.0% ↓	2.1 ↑	162%
2017	45% ↓	21% →	2.9% →	2.0 ↓	144%
2016	53%	21%	2.9%	2.5	174%

EMAIL METRICS TRENDS

47% ↑

Engagement Rates
are trending up

21% →

Open Rates remain flat
the past 3 years

150% ↑

higher when comparing
top 20% to median

SOCIAL MEDIA

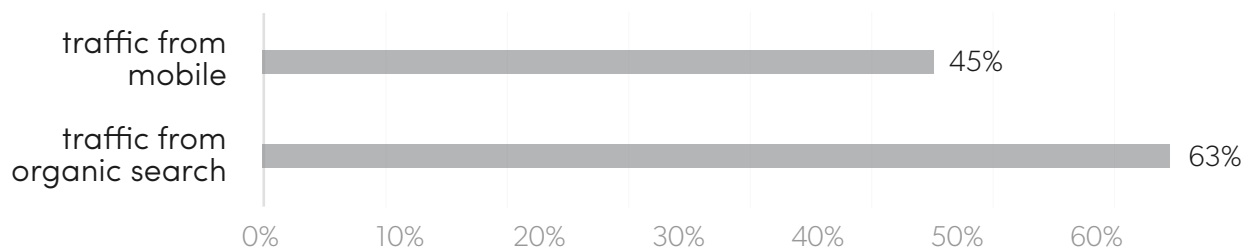


Twitter links were shared
most in email bulletins



YouTube links were clicked
most in email bulletins

WEBSITE

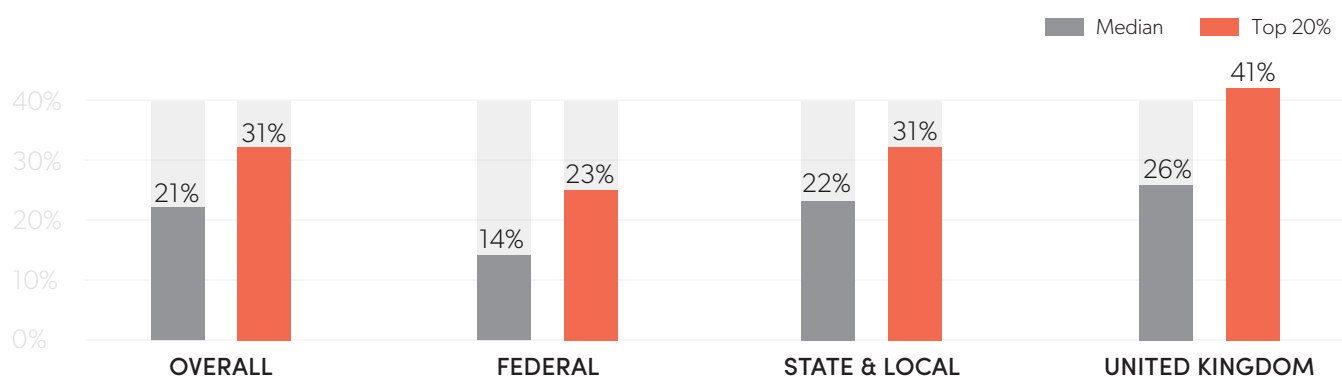


Email Metric 1:

Open Rate

The number of recipients who opened an email compared to the number who received it.

Open rate seems like a straightforward measurement, but it's not always comprehensive. Open rates can sometimes be affected by images not being downloaded in emails (Many stats are tracked like this using pixels embedded in emails.) But when it works, it's best used to understand the effectiveness of similar messaging over time to determine which approach works best. The most obvious driver of a poor—or excellent—open rate is the subject line. It should have a “hook” that captures the attention of the audience. Other factors impacting open rates include sender information, time of day and quality of the subscription list.



Past Metrics

	2018	2017	2016
MEDIAN	21% →	21% →	21%
TOP 20%	31% ↓	32% ↑	31%

When developing your strategy, it's important to identify whether or not open rate is a key factor you need to measure for success. A large percentage of information sent from public sector organizations can be consumed without being opened. For example, weather alerts or emergency notifications can be conveyed in the subject line like “Snow Emergency Declared in St. Paul.” Your message is communicated, and it's likely your audience can act without a high open rate.

To find your open rate in the GovDelivery Communications Cloud, go to 'Sent Bulletins' in your account, then 'View Report' of the bulletin.

Example of an Effective Bulletin for Open Rate



WHY WE LOVE IT

One way to increase open rates is to personalize your email bulletin as much as possible. In the example above from Gedling Borough Council in the U.K., the first name of the email subscriber is in both the subject line and the body of the email. These factors led to a 69 percent open rate of this bulletin. In addition to high open rates, Gedling Borough Council has seen great success in reducing calls to their call center by sending more effective emails.

[Read more in this success story.](#)

Tips for Improving Your Open Rate

1 KEEP SUBJECT LINES FRESH

The subject line is the first thing a person sees when a message arrives in their inbox so make sure you're putting your best foot forward. That means keeping your subject line short and simple (preferably under 54 characters) as well as teasing why the reader should open it. That can be done by offering need-to-know information or events that are happening. For example, "Tips for preventing the flu" or "Are you attending the city picnic tomorrow?".

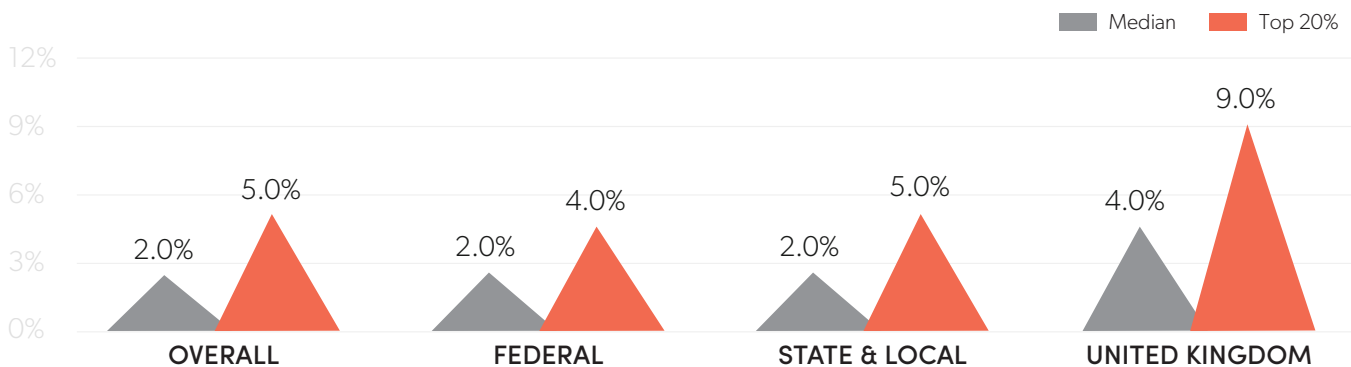
2 DON'T INUNDATE THE AUDIENCE

The average person gets hundreds of emails every day. If possible, don't clutter their inbox with excessive numbers of messages as this can overwhelm them and drive down your open rate. Instead, consider bundling non-critical messages into weekly or monthly roundups.

Email Metric 2: Click Rate

The number of recipients who clicked on an email compared to the total number who received it.

Click rate indicates the number of recipients who click on something within your email after opening it compared to the total number of people who received the email. Because you know someone who has clicked something already opened the email, this can make it a more revealing metric than open rate for certain types of emails. For instance, if you want citizens to take action, paying attention to click rate can tell you which messages are the most likely to spur people to act. But many public sector emails are solely informational, such as benefit enrollment notifications and calendar reminders. If these are the types of messages you are sending, it will make click rate a less-reliable indicator that you're reaching the right audience.



Past Metrics

	2018	2017	2016
MEDIAN	2.0% ↓	2.9% →	2.9%
TOP 20%	5.0% ↓	6.3% ↓	6.8%

Click rates fell slightly across the board in 2018, but these changes were negligible and can be attributed to minor changes in a few accounts. Notable, however, is the gap between the most successful organizations and the rest: The top 20 percent of accounts saw click rates 150 percent higher than the median.

To find your click rate in the GovDelivery Communications Cloud, go to 'Sent Bulletins' in your account, then 'View Report' of the bulletin.

Example of an Effective Bulletin for Click Rate



WHY WE LOVE IT

The [Minnesota Department of Natural Resources](#) (DNR) sent this bulletin to increase subscriptions for its deer management newsletter. While most best practices point to including a single call to action for your audience to click, it might be wise to A/B test including an additional call to action like the Minnesota DNR did here to give your audience another option if your primary CTA isn't resonating.

Tips for Improving Your Click Rate

1 REPEAT, REPEAT, REPEAT

Don't be afraid to offer your reader the option to click multiple times as they read – at the start, in the middle and at the end of your digital message.

2 TEST CALLS TO ACTION

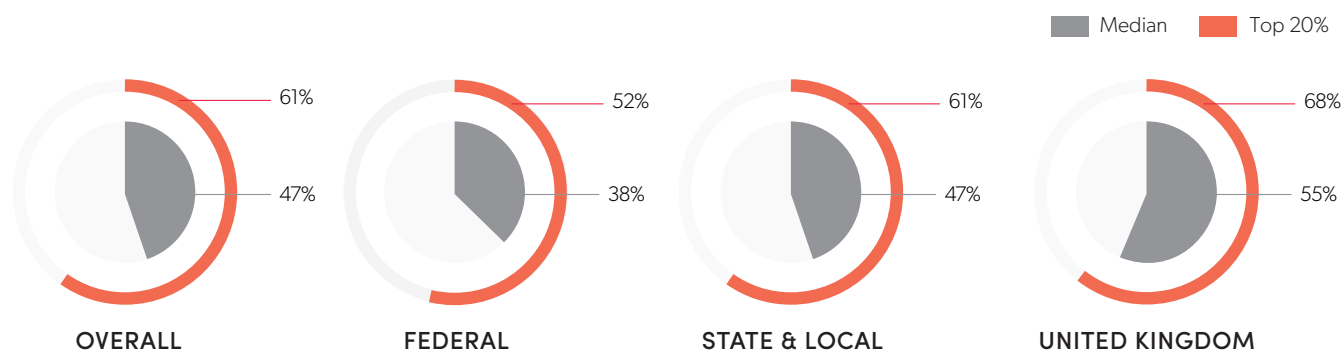
Here's another chance to use A/B testing. If you find that your click rates aren't what you expect, try adjusting how you call attention to the action you want citizens to take. Maybe it's tweaking the language or changing the color of the button they click. Try this a few different ways to see what sticks.

Email Metric 3:

Engagement Rate

The number of active unique email recipients measured over 90 days.

Engagement rate is perhaps the most important stat to measure and monitor communications consistently. This rate is calculated by taking the number of unique email recipients who open an email or click on a link in an email over a 90-day period, and labeling those individuals as “engaged.” That number is then divided by the total number of email recipients during that time period. If the rate holds steady or increases while the total reach grows, an organization typically sees increasingly impactful digital communications over time.



Past Metrics

	2018	2017	2016
MEDIAN	47% ↑	45% ↓	53%
TOP 20%	61% ↑	60% ↓	65%

Median engagement rates ticked up slightly in 2018 to 47 percent, but they’re still below the 2016 rate of 53 percent. This was a trend across the board, even with the highest-performing organizations; the top 20 percent saw their engagement rate rise to 61 percent in 2018 from 60 percent in 2017, but that still fell below 2016’s 65 percent rate.

To find your engagement rate in the GovDelivery Communications Cloud, go to Reports > Account Performance Report.

Example of an Effective Bulletin for Engagement Rate



WHY WE LOVE IT

The [District of Columbia](#) has an engagement rate of 52.4 percent, which is a reflection of highly actionable and timely bulletins sent over the past three months. This bulletin, just one example of the information the District sends to its audience, has a number of aspects that lead to strong engagement rates including: a time-sensitive subject line (special alert) and notice about an upcoming event, content that is targeted toward a specific audience (housing providers), and relevant calls to action.

Tips for Improving Your Engagement Rate

1 THREE “TS”: TARGETED, TIMING AND TONE

A strong engagement rate isn't magic. When sending a message, you should always ask yourself several questions: Am I sending this email to everyone on my subscription list, or have I targeted it to an audience that truly cares about the content? Am I sending this message at the right time for this targeted audience? Is the tone that I am setting in the message one that matches the audience and compels them to act?

2 TEST WHAT WORKS

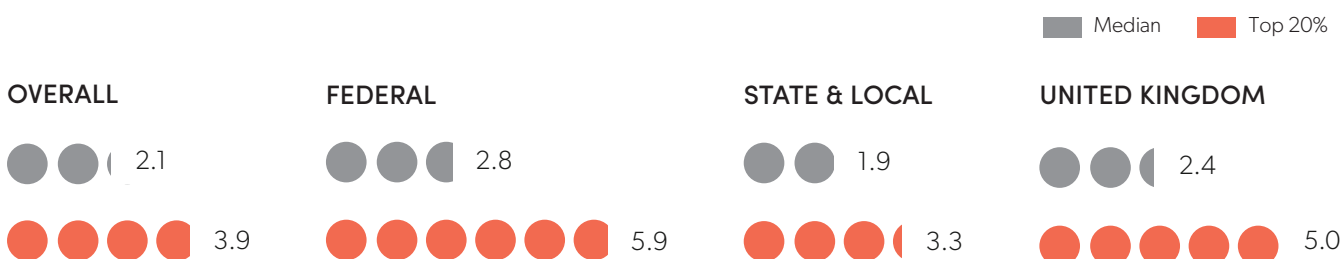
It sometimes takes a while to figure out exactly what your audience wants. That's why it's important to use A/B testing functionality, like that in the GovDelivery Communication Cloud's Advanced Package. This gives you the ability to send two emails that aren't quite alike (perhaps a different subject line or call to action) to see which performs best. Even when you've cracked the code to engagement, you should constantly be retesting to continually improve.

Email Metric 4:

Subscriptions Per Subscriber

The number of topics subscribers signed up for divided by the total subscriptions by total subscribers.

If your organization is savvy about its email marketing strategy, it will likely not have a single signup list for citizens, as this would mean that everyone would receive the same emails, even if they're not interested in them. For instance, a city may choose to offer lists for general city happenings, events at the park, road projects, city council meetings and the animal shelter.



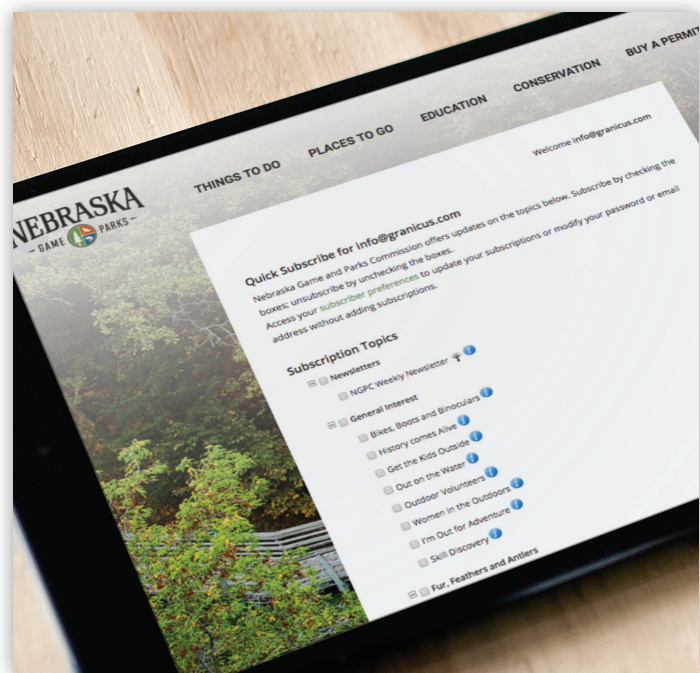
Past Metrics

	2018	2017	2016
MEDIAN	2.1 ↑	2.0 ↓	2.5
TOP 20%	3.9 →	3.9 ↓	4.9

Freedom to make choices about what ends up in their inbox is key to ensuring citizens are getting the messages they want, when they want them. A way to check the effectiveness of the information your organization is putting out is by tracking subscriptions per subscriber. This is a way to see how many different topics the average citizen is interested in on your account. This is calculated by taking the total number of subscriptions and dividing it by your total subscriber count.

To find your subscriptions per subscriber rate in the GovDelivery Communications Cloud, go to Reports > Account Performance Report.

Example of a Strong Subscriber Sign Up



WHY WE LOVE IT

The [Nebraska Game and Parks Commission](#) groups subscriber topics together by interest to encourage subscribers to sign up for multiple sub-topics. For newsletters that they want to promote, they've brought that topic up as "general interest" to get subscribers' attention who they might miss if it were further down the list.

Tips for Improving your Subscriptions per Subscriber

1 ORGANIZE SUBSCRIPTION LISTS BY GROUP

When bundling your subscription topics, it's best to group them under broad headings. For instance, grouping a variety of sub-topics on benefits relating to veterans under "Veterans Information" or sub-topics relating to college loans or grant programs under "Paying for College." This way, people know what they're signing up for and are more likely to sign up for more than one topic.

2 IDENTIFY OPPORTUNITIES FOR CROSS PROMOTION

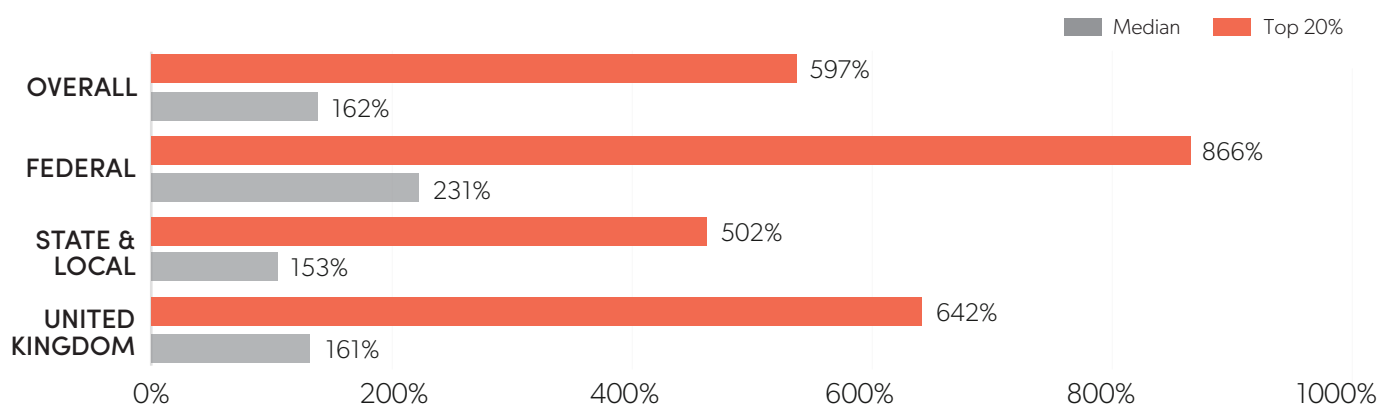
Connect internally with other agencies to identify cross-promotional opportunities like events or external content that could include a pitch for signing up to one of your lists. These connections aren't always obvious. For example, the State Department of Natural Resources and Department of Transportation may not appear to have a lot in common. But they could collaborate to cross promote safe-driving tips during deer hunting season. In addition, the GovDelivery Network can automatically recommend email lists to people during signup.

Email Metric 5:

Overlay Impact

A small box that appears on a webpage that prompts an action.

An overlay is a small window that will pop up over your website for first-time or repeat visitors that prompts them to act, whether that be downloading a report, registering for an event or signing up for an email newsletter. Overlays are a fast and effective method of growing your digital audience. Worried that you might annoy a visitor to your website with repeated overlays? Don't be. When setting up an overlay, you can adjust the settings so that once a visitor closes the box, they never see it again.



Past Metrics

	2018	2017	2016
MEDIAN	162% ↑	144% ↓	174%
TOP 20%	597% ↓	1,564% ↑	584%

Overlay impact rates increased across the board from 2017 to 2018, with the federal government seeing the largest increases (to 231 percent from 144 percent). Both state and local government, as well as the U.K., saw modest increases. But the trendline is somewhat down over the past three years, as no market has reached its median rate in 2016. Most notable is the large swing among top performers from year to year. In particular, 2017 saw a jump to 1,564 percent—well above the 584 percent reported in 2016. But 2018's numbers are back in line with 2016.

To find your overlay impact in the GovDelivery Communications Cloud, go to Reports > Account Performance Report > Scroll down to Source of New Subscriptions.

Example of a Strong Overlay



WHY WE LOVE IT

The Michigan Department of Health and Human Services uses this overlay to increase potential applicants for foster parents. The overlay uses strong, relatable imagery and offers two forms of connecting – an email address and a telephone number. For this particular program, a series of questions are sent via text message to screen for eligibility, reducing the need for a telephone screening. [Click here](#) to read more about the Michigan Department of Health and Human Services.

Tips for Improving Your Overlay Impact

1 TRY IT ON INTERNAL PAGES FIRST

If your organization isn't using an overlay now, you might want to consider implementing one on your website's most-visited pages. Implementing an overlay is an easy step toward greater impact and conversion of website visitors into action takers. Identify your most highly-visited website pages, and if you're hesitant to start with your homepage, try testing an internal page to see how it impacts bounce rates and subscriber signups.

2 MAKE HOW TO CLOSE IT OBVIOUS

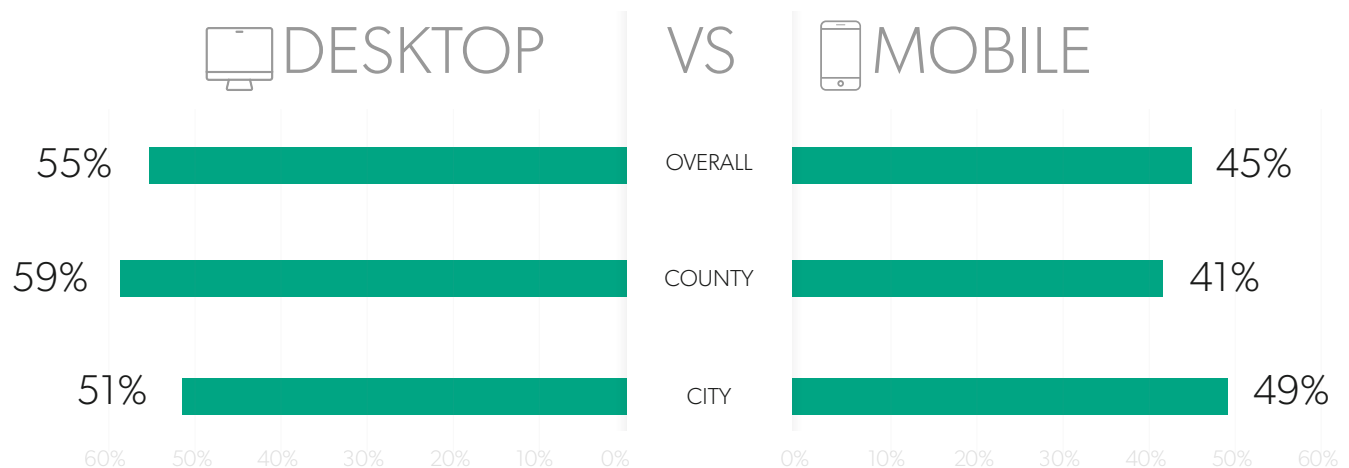
Overlays should be simple, unobtrusive and appear right away when a visitor lands on a website page. Be sure to display just one step of the sign-up or action-taking process at a time, explain it clearly and make transitions seamless. It's also important to provide an easy "opt out" for website visitors, so be sure to provide a clear way to exit the overlay.

Website Benchmark 1: Device Usage

The percentage of visitors who access a website from their desktop, smartphone or tablet.

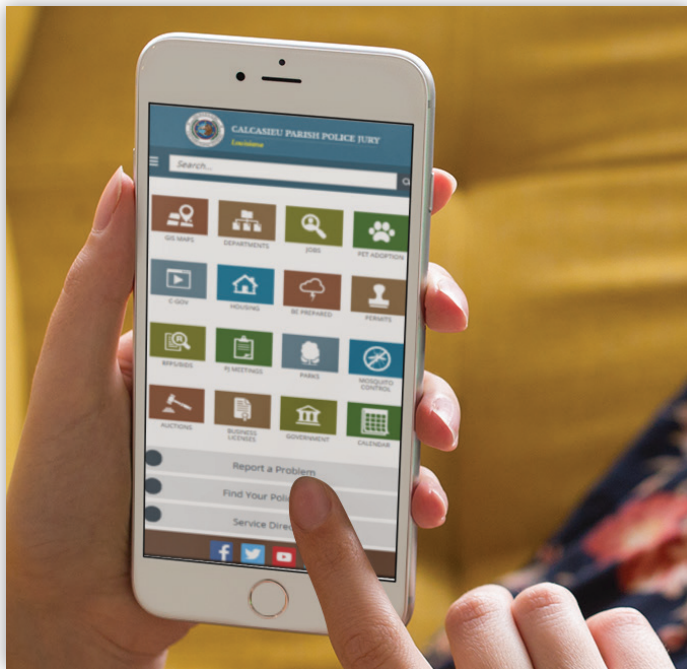
Device usage refers to the percentage of visitors who access a website from their desktop, smartphone or tablet. Our research reveals that about half the traffic to local government websites comes from a mobile device – a trend that is expected to grow as citizens become increasingly mobile. In fact, since 2016, overall average use of a mobile device to access government websites has increased nearly 10 percent. We also found that a city website typically receives more mobile traffic than a county website.

Device usage is an important metric to monitor for several reasons. Most importantly, it shows how users are accessing your content so you can evaluate how experiences may differ by device. For example, by leveraging this data you can identify pages with higher mobile traffic and optimize the experience for a mobile device.



Mobile devices account for 45 percent of overall traffic. Government websites have had nearly 10% more mobile traffic to their sites since 2016.

Mobile Homepage Example



WHY WE LOVE IT

The [Calcasieu Parish, Louisiana](#) mobile homepage provides an app-like look and feel to enhance the user experience, without the need to download an app.

This unique mobile homepage takes into consideration the top tasks and pages visited from mobile devices.

Tips for Improving Your Mobile Experiences

1 USE THE LATEST TOOLS

Citizens come to government websites to complete tasks – and they do so increasingly from mobile devices. To keep pace with citizen expectations and mobile growth trends, it's imperative to invest in mobile-responsive website design. Strive to make it as easy as possible for visitors to find what they are looking for and easily complete tasks from any device.

2 CREATE A UNIQUE MOBILE EXPERIENCE

To make navigation more intuitive for mobile visitors, create an app-like interface for your mobile website. Feature large tile icons, buttons and text, and quick links to top tasks completed by mobile users.

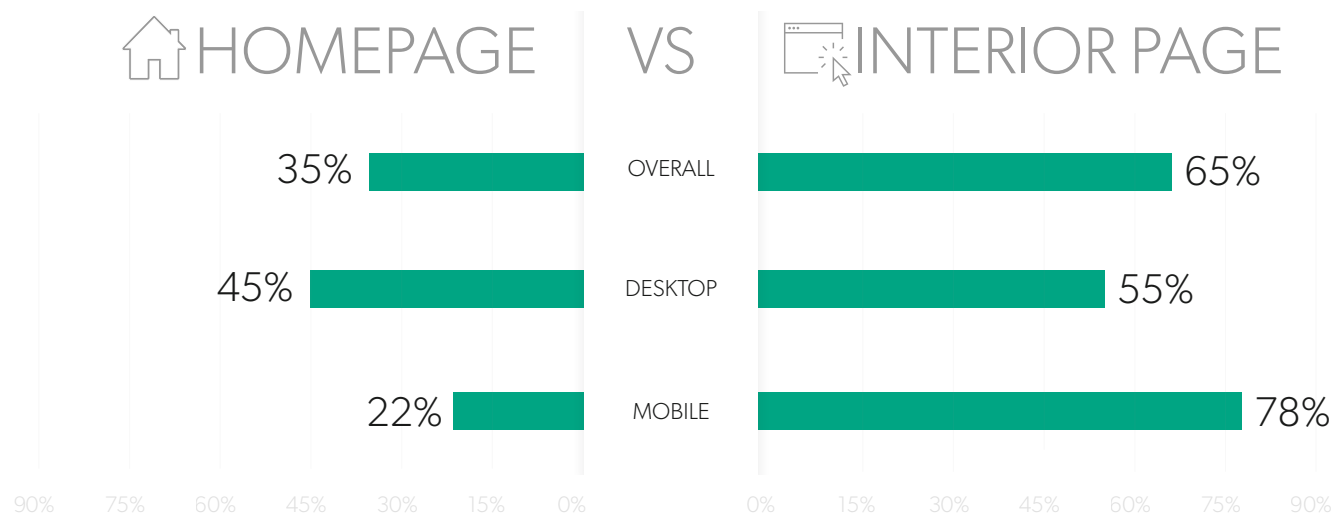
Website Benchmark 2:

Website Entrance Page by Device

An entrance page is the initial page a user lands on when they visit your website.

An entrance page is the initial page a user lands on when they visit your website. While some might expect the homepage to be the primary entrance page, our research reveals that 65 percent of visitors enter a government website on an interior page. The percentage is even higher for mobile sessions at 78 percent. Understanding entrance page trends and performance metrics can help you better serve your citizens, optimize content beyond the homepage, and design a more effective website.

Start by examining interior page performance. Identify the top trafficked interior pages to determine which ones serve as entrance pages (or “mini homepages”). Then look at Google Analytics to examine interior page metrics, like bounce rates and time spent on page, to optimize performance.



On government websites, 65 percent of people coming in are entering on an interior page.

Interior Page Example



WHY WE LOVE IT

Tempe Center for the Arts originally had several web pages within the city website, however, given heavy traffic to these interior pages the center decided to build a separate page within its website to help promote activities and draw attendance.

The edgy design, imagery and advanced animation pull visitors in and draw their eyes to key information. The custom calendar prominently features a “buy” button to drive more revenue for the center.

Tips for Improving Interior Pages

1 MAKE DATA-DRIVEN DECISIONS

Use Google Analytics to track trends in bounce rates, time spent on pages, traffic sources, page views and most highly trafficked entrance pages – and understand how to read the data to optimize accordingly. For example, high bounce rates and short time on page aren’t necessarily bad. They could be a good thing for a task-oriented webpage whose goal is to empower users to quickly complete a task without having to search through multiple pages.

2 DIFFERENTIATE HIGHLY TRAFFICKED INTERIOR PAGES

Citizens who enter your website through an interior page may never see your actual homepage, so it’s imperative to treat your top interior pages as mini-homepages. Differentiate top interior pages by using unique branding (imagery, font, colors) and navigation. For highly trafficked interior pages, consider building a subsite with a unique URL to further differentiate it from the main agency website.

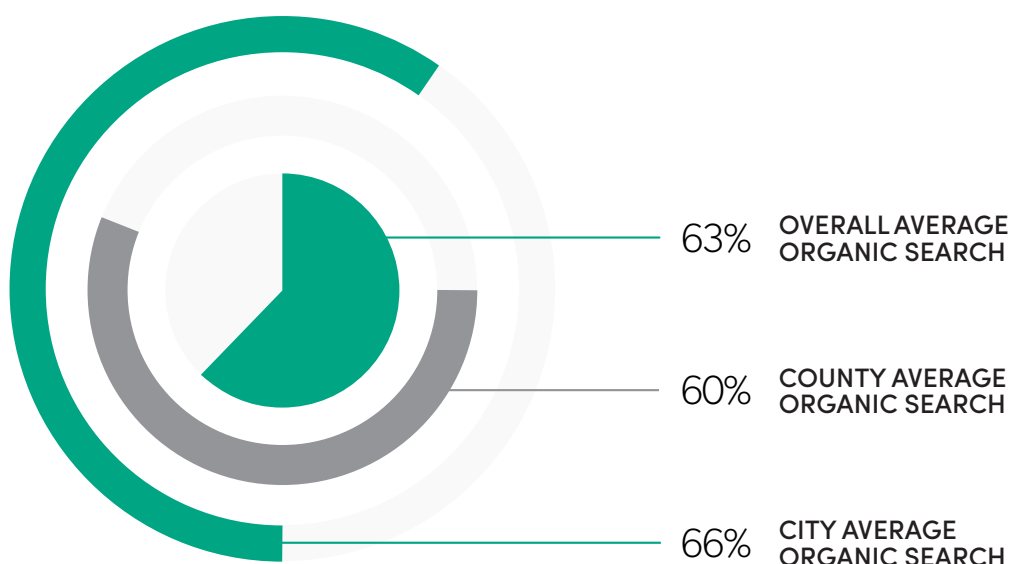
Website Benchmark 3: Traffic Sources

Website traffic sources are the origins through which people find your website.

Website traffic sources are the origins through which people find your website. By far, organic search is the primary source of local government website traffic, accounting for more than 60 percent – much of which lands directly on interior pages tied to specific search terms or keywords. Interestingly, organic search is stronger on the city than the county level.

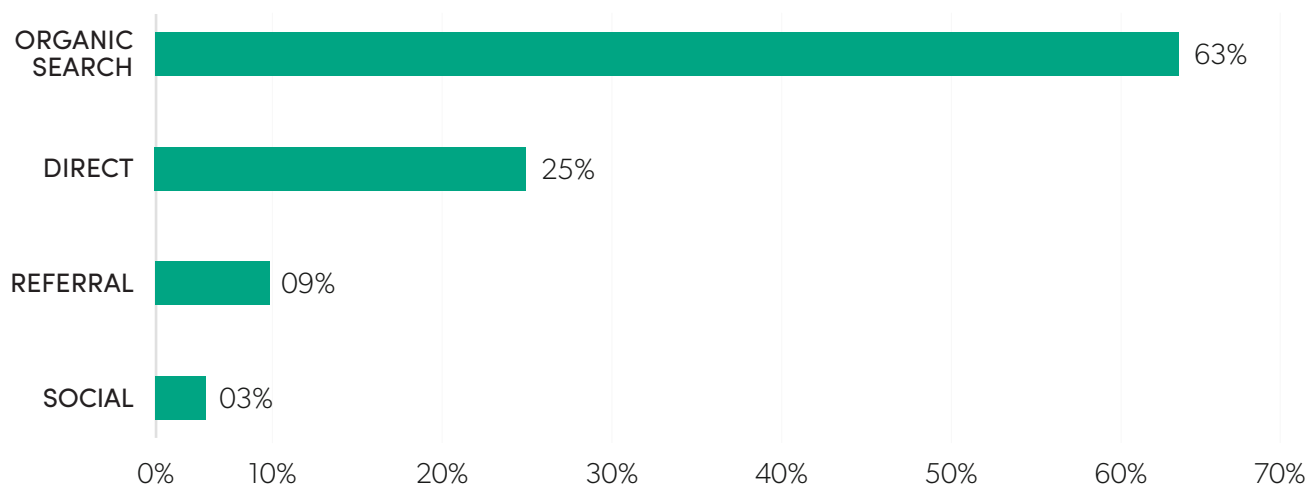
Other top traffic sources include direct traffic (when someone types a URL directly into their browser), which accounts for 25 percent of local government website visits. Referral traffic is driven through links from other content sources and contributes 9 percent of overall government website traffic. Social media sources account for 3 percent.

By understanding traffic sources, government leaders can optimize pages that receive the most visits and use this data to help inform strategies to increase traffic.



Organic search is the top source of traffic to government websites, accounting for 63% of all visits.

Top Traffic Sources to Government Websites



Tips for Improving Website Traffic

① IDENTIFY AND OPTIMIZE KEYWORDS

Leverage Google Keyword Planner to identify popular search terms and ensure your content contributors are trained on basic SEO best practices, such as including top ranking keywords in the title, image alt tags, meta description and URL of each content piece. It helps to use a CMS that offers built-in SEO prompts so good keyword tagging is part of the content creation process.








② CREATE ENGAGING SOCIAL CONTENT

Everything from video and images to emojis can help content stand out and garner clicks in a busy social media feed. Social media should be used primarily for short content and important updates, with a clear call-to-action to drive visitors to the agency website for more information.





Social Media: Click Rate

Recipients who clicked on a social media link compared to the number of people who received it.

Social media is an important pillar in your organization's digital strategy, and emails are highly effective at driving engagement on your social accounts. The chart below is a representation of the click rate for the top social media accounts represented in email bulletins.

	Overall	Federal	State & Local	UK
 YOUTUBE	2.3	5.9	2.1	1.1
 PINTEREST	2.1	5.2	0.5	0.4
 FACEBOOK	1.2	4.2	1.0	0.3
 TWITTER	1.1	2.5	0.7	0.3
 INSTAGRAM	0.8	2.0	0.5	0.4
 FLICKR	0.4	1.7	0.4	0.1
 LINKEDIN	0.1	1.3	0.1	0.02

Key Takeaways

	YouTube was a massive performer. Across all levels of government, YouTube links were the most likely to be shared and clicked on – bringing the click rate to 2.3.
	Pinterest links were rarely included in email bulletins (representing only 1.3 percent of all social links) but received the second-highest click-per-link next to Youtube.
	Facebook largely tracked in line with its expected link-to-click ratio, but saw a much higher social media click rate in federal bulletins.
	While YouTube links were the most likely to be clicked, Twitter links were the most likely to be shared in bulletins across all levels (bringing the ratio closer to 1:1).

Example of Good Use of Social Links in a Bulletin



WHY WE LOVE IT

The [U.S. Department of Labor](#) used this bulletin to increase its social media following for its new leader – a highly personalized way of reaching and connecting with their audience. We love the bulletin because it uses colorful calls to action with the appropriate social media icons, and also incorporates a video link that has an enticing and personalized title.

Tips for Improving Social Media Engagement

1 TEST SOCIAL MEDIA LINK PLACEMENT

While the data suggests that most people click on YouTube links in email bulletins, it doesn't account for placement within an email. It's likely that your Twitter, Facebook and LinkedIn links are in the footer of your email, making them harder to find. As the U.S. Department of Labor does in the bulletin above, try placing your social media links higher in your email to encourage more clicks.

2 PROMOTE SOCIAL ACCOUNTS OF YOUR LEADERS

Social media is all about authenticity and personalization; people feel more strongly connected to other people on social platforms than to organizations. If it makes sense for you and is a part of your social strategy, try promoting the social accounts of the head of your organization in your email bulletins. This will increase their followers, but will also put a face to your agency.

Conclusion

In today's digital communications world, one thing is clear: Metrics are everywhere, but they are only useful when they are put into context. Equally important are understanding key terms of measurement, where an organization's numbers fall relative to its peers, and the best ways to improve—no matter how the metrics stack up.

As you steer your modern digital government toward more effective communications, we encourage you to refer to this guide frequently. You can do this by designating checkpoints throughout the year to revisit this report and see how your tactics are working.

Granicus is here to help

And if you get stuck—or you're unsure where to begin—Granicus is here to help. Our Digital Engagement experts would love to walk you through your metrics and help you develop an action plan for the coming year. To set up a meeting email us at info@granicus.com.

Engagement Metrics by Vertical



Agriculture

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
22%	33%	2.0%	4.0%	52%	62%	3.1	5.8	412%	776%



Courts & Public Defense

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
21%	32%	2.5%	13.6%	51%	64%	2.0	3.3	23%	210%



Defense & Reserve

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
10%	14%	1.0%	2.0%	25%	51%	2.8	5.5	12%	36%



Diplomacy & Foreign Policy

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
12%	18%	1.0%	1.0%	52%	56%	2.0	5.3	184%	184%



Economic Development & Labor

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
20%	27%	2.0%	4.0%	42%	54%	2.0	3.6	134%	363%



Education

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
11%	29%	0.0%	4.0%	50%	66%	1.9	2.9	298%	776%



Elected Official

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
20%	29%	1.0%	2.0%	23%	48%	1.0	1.2	201%	689%



Environmental Protection

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
21%	28%	3.0%	5.2%	43%	55%	2.7	4.0	151%	469%



Finance & Commerce

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
19%	29%	2.0%	5.0%	45%	55%	2.2	3.9	97%	445%



Fish, Game & Parks

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
25%	30%	3.0%	4.0%	52	63%	2.8	3.7	380%	565%



Health & Human Services

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
19%	28%	2.0%	5.0%	46%	58%	2.4	4.7	193%	1,356%



History, Arts & Culture

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
21%	30%	3.0%	7.0%	50%	59%	1.9	3.1	1,934%	3,092%

Housing

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
25%	40%	3.0%	10.0%	36%	64%	1.7	2.4	1,684%	1,750%

Internal Administration

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
27%	39%	4.0%	8.0%	48%	60.6%	2.0	3.5	78%	323%

IT & Enterprise Services

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
32%	50%	4.0%	5.8%	56%	72%	2.0	2.7	141%	629%

Port & Harbor

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
19%	23%	2.0%	3.2%	44%	55%	2.3	2.5		

Public Safety

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
18%	27%	2.0%	4.0%	43%	59%	2.3	4.5	503%	670%

Public Works & Utilities

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
26%	27%	3.0%	4.4%	44%	51%	2.4	5.1	119%	266%

Regulations & Standards

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
24%	36%	3.0%	6.0%	45%	60%	2.2	3.9	211%	595%

Science & Research

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
14%	20%	2.0%	3.0%	36%	49%	2.6	5.6	142%	271%

Tourism

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
20%	20%	3.5%	4.4%	44%	54%	2.1	4.1	103%	765%

Transportation & Transit

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
19%	26%	2.0%	5.0%	52%	65%	3.6	7.8	162%	354%

Veterans

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
22%	29%	3.0%	5.0%	36%	55%	2.1	3.4	710%	1,485%

Water & Sanitation

Median Open Rate	Top 20% Open Rate	Median Click Rate	Top 20% Click Rate	Median Engagement	Top 20% Engagement	Median Subscriptions Per Subscriber	Top 20% Subscriptions Per Subscriber	Median Overlay Impact	Top 20% Overlay Impact
31%	39%	2.0%	3.2%	63%	68%	2.2	3.1	470 %	664%