

2023 Public Sector

# Digital Communications **BENCHMARK REPORT**



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# INTRODUCTION

A dedication to creating increased transparency with the public, as well as the efforts to increase public engagement with government policy issues that impact daily life, drove many government communications in 2023. Since the end of the COVID pandemic, the digital transformation of the public sector has continued to unfold, presenting communications staff at all government levels the opportunity to leverage technology as a connective tool between government and the public.

While some organizations were already leveraging the power of digital communications, the trends shown in the years post-shutdown reflect that the lessons learned during those crises have become the bedrock of the new normal. Messaging continues to be the most direct way for governments to build trust and relationships with communities, and audiences are reaching out to connect with their governments for information.

Data from the past year reinforces that communications are being used to pave new pathways to engagement. In 2023, 118,365,021 subscribers were added by governments using Granicus' govDelivery communications platform. From that group, 636,403,843 new subscriptions were created showing that audiences are looking to engage with multiple subjects of information provided by organizations.

## NUMBER OF MESSAGES SENT BY GOVERNMENTS

|              | Email Messages Sent   | SMS Messages Sent  |
|--------------|-----------------------|--------------------|
| Federal      | 11,813,858,526        | 147,722,436        |
| SLT          | 5,260,961,419         | 457,122,762        |
| U.K.         | 847,120,216           | 80,958             |
| <b>Total</b> | <b>17,921,940,161</b> | <b>604,926,156</b> |

While those numbers alone suggest that audiences are increasingly seeing and engaging with messages, a deeper dive into the data shows organizations that provide a variety of different subscription channels for information are finding greater success at engagement.

Overall, the collected data regarding digital messaging in 2023 shows an increasing comfort for the public in digital engagement with their governments and other organizations when presented with targeted and useful information. Governments can continue to build that relationship by creating digital experiences that are focused on the needs of the user (also known as human-centered design) to create environments that best meet the needs of the most users who reach out to an organization digitally. By using performance data, such as those that follow, governments at all levels can be better informed on how to tactically approach their audiences and see the ways in which they are most successfully meeting audience needs.

## About Our Data

The metrics in this report are based on annual data gathered between August 2022 and July 2023 from the 5,500 U.S. federal, state, local, and transit (SLT), and U.K. organizations that use Granicus' govDelivery solution. Benchmark metrics measured by vertical (or subsector) can be viewed in the appendix.



**118,365,021**  
subscribers added through the  
govDelivery system in 2023

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**636,403,843**  
new subscriptions to a variety  
of channels

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**40%**  
of subscriptions coming in  
from mobile devices.

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**59%**  
of subscriptions coming in  
from websites.

METRIC

# Open Rate

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

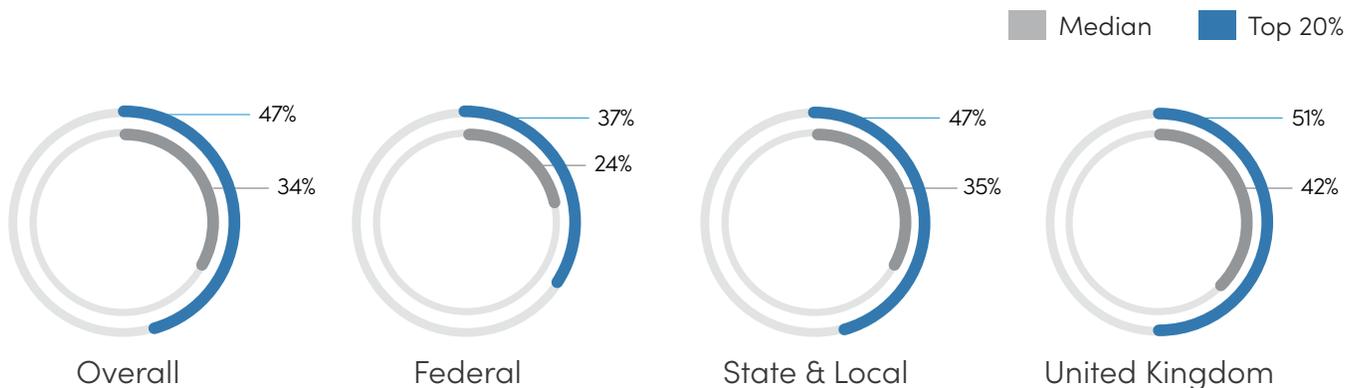
A high-value metric for many communicators, open rates are seemingly simple, but can lead to some misleading assumptions.

While this metric offers a valuable reflection of information such as a/b subject line testing, open rates can be negatively influenced by seemingly unrelated elements of a message, such as the inclusion of large images or embedded pixels that must be loaded before being tracked as “opened.” A reader may open a message, read the information, and delete the message before all components have loaded and tracked, thus having a negative impact on overall open rate. As a result, while communicators should consider open rate an important indicator, it should be considered in relation to other equally important metrics.

## YEAR OVER YEAR

|         | 2023               | 2022               | 2021 |
|---------|--------------------|--------------------|------|
| Median  | 34% <span>▲</span> | 29% <span>▲</span> | 24%  |
| Top 20% | 47% <span>▲</span> | 41% <span>▲</span> | 37%  |

## BY MARKET



## BY VERTICAL

  Indicates Top 3

| VERTICAL                   | OVERALL | TOP 20% | VERTICAL                 | OVERALL | TOP 20% |
|----------------------------|---------|---------|--------------------------|---------|---------|
| Agriculture                | 31%     | 51%     | Housing                  | 38%     | 58%     |
| Courts & Public Defense    | 31%     | 41%     | Internal Administration  | 38%     | 54%     |
| Defense & Reserve          | 22%     | 32%     | IT & Enterprise Services | 39%     | 50%     |
| Diplomacy & Foreign Policy | 14%     | 16%     | Metro Planning Org       | 32%     | 33%     |
| Economic Dev. & Labor      | 31%     | 42%     | Port & Harbor            | 31%     | 37%     |
| Education                  | 40%     | 47%     | Public Safety            | 31%     | 41%     |
| Elected Official           | 28%     | 37%     | Public Works & Utilities | 32%     | 41%     |
| Electric                   | 50%     | 51%     | Regulatory & Standards   | 34%     | 54%     |
| Environmental Protection   | 30%     | 37%     | Science & Research       | 19%     | 29%     |
| Finance & Commerce         | 29%     | 39%     | Tourism                  | 31%     | 32%     |
| Fire                       | 44%     | 44%     | Transportation & Transit | 28%     | 36%     |
| Fish, Game & Parks         | 38%     | 44%     | Veterans                 | 29%     | 34%     |
| Health & Human Services    | 33%     | 44%     | Water & Sanitation       | 39%     | 47%     |
| History, Arts & Culture    | 31%     | 43%     | Other                    | 33%     | 50%     |

## KEY TAKEAWAYS

Open rates continue to grow in the median for the third straight year, with a 10% increase compared to two years ago. This continued growth, along with a similar growth rate for the top 20% of performers, shows that governments are transforming not only the way they communicate with audiences, but how audiences are expecting to receive information.

For those organizations that find their open rates below the median, it isn't an indication communications have been missed or ignored. Subject lines that convey actionable information can often remove the need to open a message.

While audience segmentation and targeted delivery times have long been effective strategies for increasing open rates, audiences continue to grow savvy toward digital communications from government organizations in which they may have reduced trust or a negative opinion. Crafting strong subject lines that speak to the needs of the intended audience becomes even more important in these situations. Attention-getting subject lines that balance the proper tone and persona of the organization can help move open rates in a positive direction.

METRIC

# Click Rate

The number of recipients who clicked on a link within an email compared to the total number who received the email.

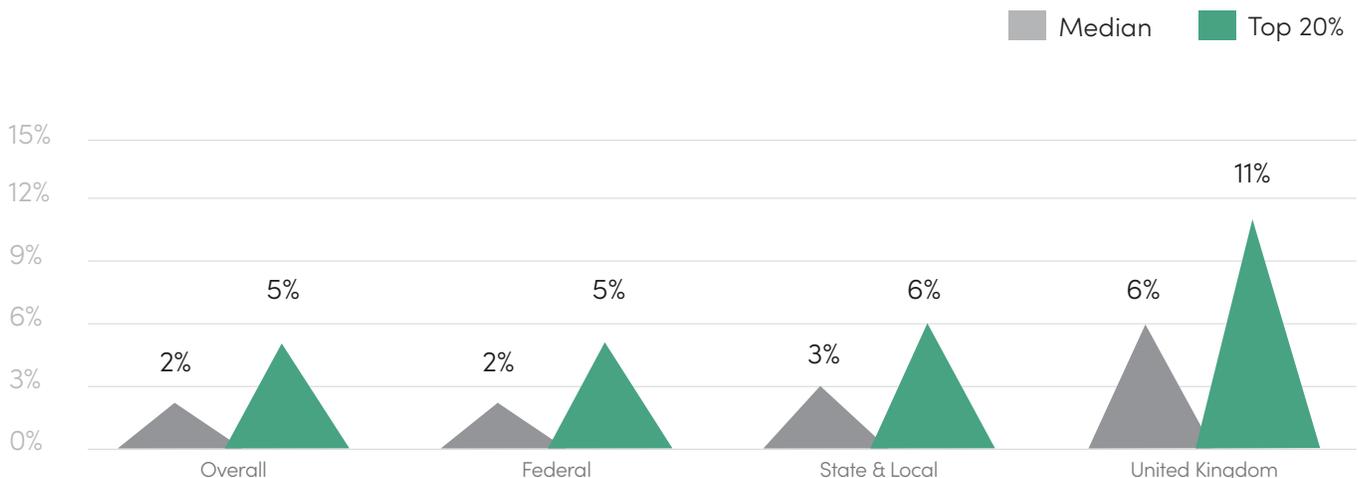
While many might see government communications as a one-way street, where communicators inform audiences on a variety of subjects, effective communications include some kind of invitation for readers to either participate or take action based on the information presented. Even communications intended to inform audiences seek some sort of action. For that reason, the frequency at which a link in an email or SMS message is clicked becomes an important metric for gauging the effectiveness of communications.

Click rate helps highlight which messages drive people to action, such as enrollments, event sign-ups, or participation in online processes. Knowing the desired outcome of a messaging campaign is important when considering click rate. If the goal is for an audience to take action, communicators would want to see a higher click rate.

## YEAR OVER YEAR

|         | 2023                                  | 2022                                  | 2021 |
|---------|---------------------------------------|---------------------------------------|------|
| Median  | 2% <span style="color: red;">▼</span> | 3% <span style="color: red;">▼</span> | 4%   |
| Top 20% | 5% <span style="color: red;">▼</span> | 6% <span style="color: red;">▼</span> | 8%   |

## BY MARKET



## BY VERTICAL

  Indicates Top 3

| VERTICAL                   | OVERALL | TOP 20% | VERTICAL                 | OVERALL | TOP 20% |
|----------------------------|---------|---------|--------------------------|---------|---------|
| Agriculture                | 2.0%    | 5.0%    | Housing                  | 5.0%    | 8.4%    |
| Courts & Public Defense    | 4.0%    | 9.6%    | Internal Administration  | 4.0%    | 7.0%    |
| Defense & Reserve          | 1.0%    | 2.6%    | IT & Enterprise Services | 3.0%    | 4.6%    |
| Diplomacy & Foreign Policy | 1.5%    | 1.8%    | Metro Planning Org       | 6.0%    | 10.8%   |
| Economic Dev. & Labor      | 2.0%    | 5.0%    | Port & Harbor            | 3.0%    | 4.0%    |
| Education                  | 5.0%    | 8.0%    | Public Safety            | 3.0%    | 6.0%    |
| Elected Official           | 2.0%    | 4.0%    | Public Works & Utilities | 2.0%    | 3.8%    |
| Electric                   | 2.5%    | 2.8%    | Regulatory & Standards   | 4.0%    | 7.0%    |
| Environmental Protection   | 3.0%    | 6.0%    | Science & Research       | 2.0%    | 4.0%    |
| Finance & Commerce         | 3.0%    | 6.0%    | Tourism                  | 4.0%    | 5.0%    |
| Fire                       | 6.0%    | 6.0%    | Transportation & Transit | 2.0%    | 4.0%    |
| Fish, Game & Parks         | 2.0%    | 3.6%    | Veterans                 | 2.0%    | 4.0%    |
| Health & Human Services    | 3.0%    | 7.0%    | Water & Sanitation       | 3.0%    | 11.2%   |
| History, Arts & Culture    | 3.0%    | 5.0%    | Other                    | 2.5%    | 3.2%    |

## KEY TAKEAWAYS

Click rates again slightly decreased over the last 12 months, continuing a trend from 2020, that placed it at levels from 2019 and 2018. Despite that, click rates from top performers still outpace the median by more than double the click rate in all areas, suggesting that strategy plays an important role in transforming messages that encourage audiences to take action through a click.

Within subsectors, the variance in click rates can be attributed to subjects that are seen as hot-button political topics, often requiring action be taken to participate in open forums. Other time-sensitive verticals, such as fire departments, also regularly outpace the median.

METRIC

# Engagement Rate

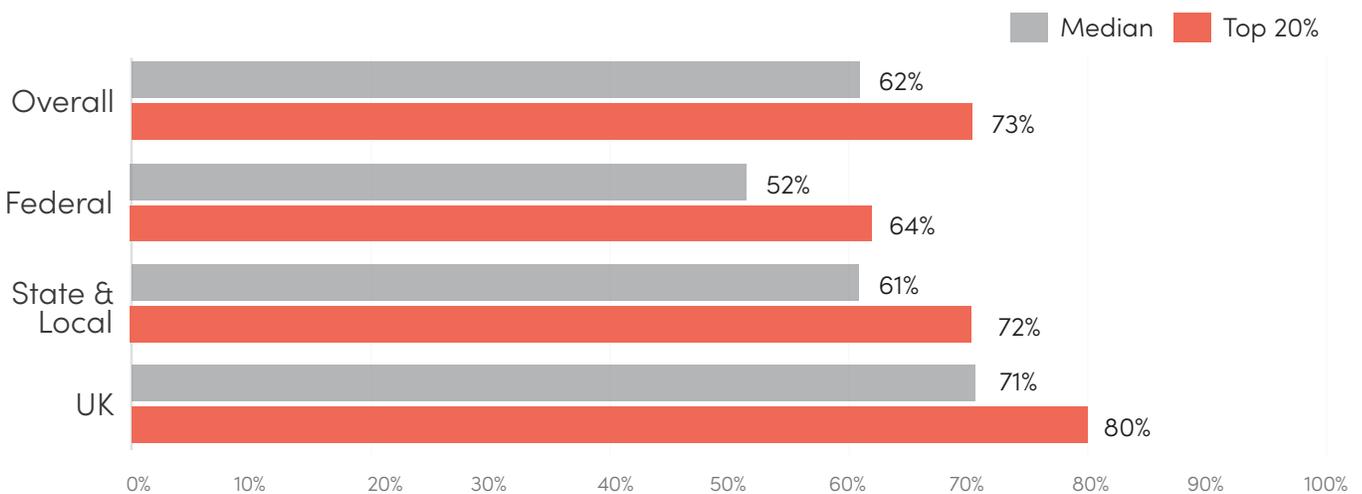
The number of active unique email recipients measured over 90 days.

While the previous metrics offer communicators a benchmark for better transforming specific areas of their messaging, engagement rate combines both those metrics to give a better understanding of audience behavior. Understanding what percentage of an audience either opened or clicked a link in an email over a 90-day period reflects how much of that audience is engaged. As the size of the audience grows, a stable or growing engagement rate indicates successful digital communications strategies.

## YEAR OVER YEAR

|         | 2023               | 2022               | 2021 |
|---------|--------------------|--------------------|------|
| Median  | 62% <span>▲</span> | 59% <span>▲</span> | 54%  |
| Top 20% | 73% <span>▲</span> | 71% <span>▲</span> | 69%  |

## BY MARKET



## BY VERTICAL

■ Indicates Top 3

| VERTICAL                   | OVERALL | TOP 20% | VERTICAL                 | OVERALL | TOP 20% |
|----------------------------|---------|---------|--------------------------|---------|---------|
| Agriculture                | 60%     | 76%     | Housing                  | 66%     | 70%     |
| Courts & Public Defense    | 61%     | 71%     | Internal Administration  | 62%     | 74%     |
| Defense & Reserve          | 49%     | 65%     | IT & Enterprise Services | 63%     | 75%     |
| Diplomacy & Foreign Policy | 33%     | 43%     | Metro Planning Org       | 56%     | 60%     |
| Economic Dev. & Labor      | 58%     | 64%     | Port & Harbor            | 52%     | 69%     |
| Education                  | 66%     | 73%     | Public Safety            | 61%     | 71%     |
| Elected Official           | 55%     | 69%     | Public Works & Utilities | 57%     | 61%     |
| Electric                   | 63%     | 65%     | Regulatory & Standards   | 60%     | 73%     |
| Environmental Protection   | 57%     | 65%     | Science & Research       | 47%     | 60%     |
| Finance & Commerce         | 56%     | 64%     | Tourism                  | 46%     | 51%     |
| Fire                       | 64%     | 65%     | Transportation & Transit | 58%     | 67%     |
| Fish, Game & Parks         | 66%     | 70%     | Veterans                 | 54%     | 62%     |
| Health & Human Services    | 60%     | 72%     | Water & Sanitation       | 58%     | 67%     |
| History, Arts & Culture    | 53%     | 59%     | Other                    | 59%     | 63%     |

## KEY TAKEAWAYS

Perhaps more than in any other metric, the increase in engagement rate over the last 12 months demonstrates the digital transformation for communications between organizations and their audiences is taking place. Audiences are coming to expect digital experiences for receiving information and are increasingly comfortable engaging with digital communications, as the three-year growth pattern shows. With an 8% increase over the last two years, governments are finding better engagement rates with their audiences overall.

This can also be seen in engagement rates in different channels, where a variety of topic channels found median rates over 60%. Specific and targeted channels, such as fire, education, and housing all rated high. This again highlights the importance of messaging that speaks directly to connecting the specific needs to which audiences will more likely respond in order to drive more positive engagement.

METRIC

# Subscription per Subscriber

The number of topic channels to which an individual audience member subscribes.

Positive digital experiences can counter the image of government as a large, monolithic entity. By taking an approach that puts the user’s needs first, and connecting organization missions, resources, and tools to better meet user interest, government increases transparency and trust with those they serve.

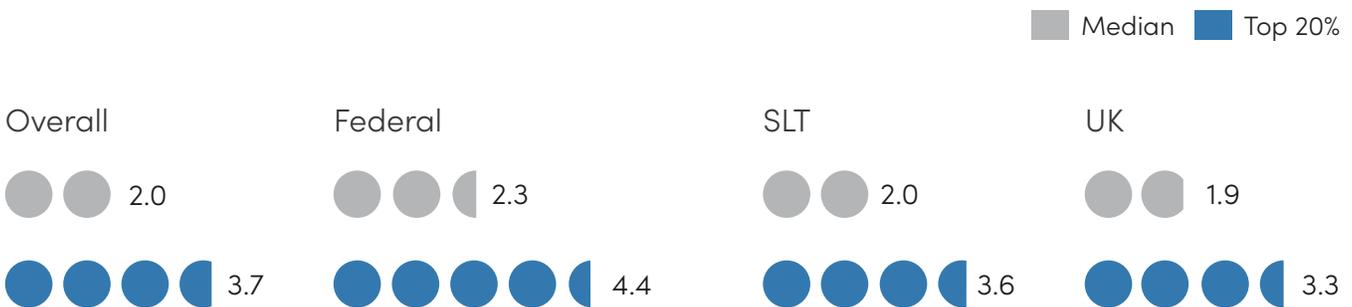
One way to accomplish this in messaging is through creating different messaging channels, which allows audiences to proactively subscribe to receive information that pertains to their interests.

From August 2022 to July 2023, the Granicus Subscriber Network saw 118,365,021 network subscribers connecting with 636,403,843 network subscriptions. That means that residents who subscribe to the Granicus Subscriber Network are doing so with multiple topics when they find useful and pertinent information.

## YEAR OVER YEAR

|         | 2023  | 2022  | 2021 |
|---------|-------|-------|------|
| Median  | 2.0 — | 2.0 ▼ | 2.1  |
| Top 20% | 3.7 — | 3.7 — | 3.7  |

## BY MARKET



## BY VERTICAL

  Indicates Top 3

| VERTICAL                   | OVERALL | TOP 20% | VERTICAL                 | OVERALL | TOP 20% |
|----------------------------|---------|---------|--------------------------|---------|---------|
| Agriculture                | 2.4     | 5.8     | Housing                  | 1.8     | 3.0     |
| Courts & Public Defense    | 2.0     | 3.0     | Internal Administration  | 2.3     | 3.6     |
| Defense & Reserve          | 1.5     | 2.6     | IT & Enterprise Services | 1.3     | 2.6     |
| Diplomacy & Foreign Policy | 4.4     | 6.4     | Metro Planning Org       | 2.7     | 3.1     |
| Economic Dev. & Labor      | 1.8     | 3.6     | Port & Harbor            | 1.8     | 2.3     |
| Education                  | 1.9     | 3.4     | Public Safety            | 2.3     | 3.8     |
| Elected Official           | 1.0     | 1.7     | Public Works & Utilities | 1.7     | 3.7     |
| Electric                   | 3.9     | 4.1     | Regulatory & Standards   | 2.2     | 4.4     |
| Environmental Protection   | 2.8     | 4.3     | Science & Research       | 3.1     | 5.9     |
| Finance & Commerce         | 1.7     | 3.1     | Tourism                  | 1.8     | 2.7     |
| Fire                       | 2.2     | 2.2     | Transportation & Transit | 2.8     | 6.3     |
| Fish, Game & Parks         | 3.9     | 5.9     | Veterans                 | 2.1     | 3.5     |
| Health & Human Services    | 2.0     | 3.3     | Water & Sanitation       | 3.1     | 4.3     |
| History, Arts & Culture    | 1.8     | 2.5     | Other                    | 2.3     | 5.2     |

## KEY TAKEAWAYS

While offering categorized subscription options empowers audiences to engage with an organization based on their individual interests, it also provides one of the easiest ways for organizations to create audience segmentation for communications campaigns. With any communications strategy, identifying, segmenting, and targeting audiences is a critical early step. For government, this further helps understand audience needs allows targeted information to be sent directly to channels reflecting those subjects. Doing so strengthens the relationship between government and community and can lead to increased subscriptions and network impact.

Building strong subscription numbers starts with designing webpages in a way that makes it easier for users to find subscription sign-up options. Channel subscriptions also offer an opportunity for communicators to better identify and serve audiences who are otherwise underserved by developing content that speaks to their needs and increases their engagement with content channels.

METRIC

# Overlay Impact

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

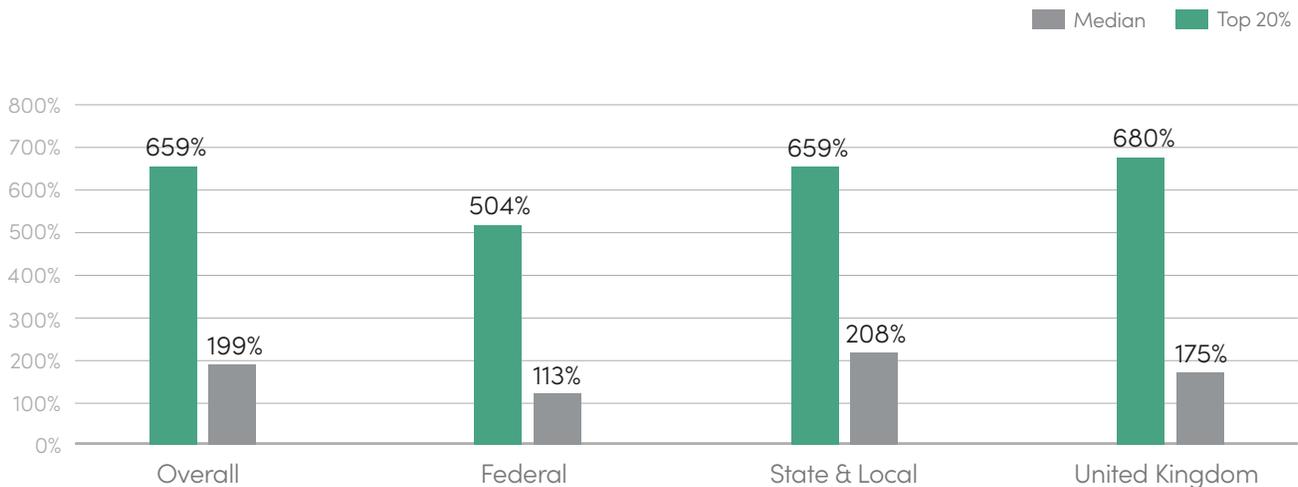
Advertising is something that government organizations often work to avoid. And while some may consider overlays similar to pop-up ads, these important informational tools should not be considered advertisements. For messaging, a small overly window that appears on a webpage sharing pertinent information is critical for connecting audiences with content and messaging channels that can help meet their needs. These may appear on a user’s first visit to an organization’s website, or for a specific period of time or other programmed parameter. This overlay may connect audiences with a report download, registration for an upcoming event, or a targeted newsletter sign-up.

Properly implemented, overlays provide fast and effective connections that prove the power of digital communications for an audience. As with most messaging, the difference between a useful and annoying overlay is in the value it provides the user.

## YEAR OVER YEAR

|         | 2023                                      | 2022                                    | 2021 |
|---------|---|---|------|
| Median  | 199% <span style="color: green;">▲</span> | 190% <span style="color: red;">▼</span> | 211% |
| Top 20% | 659% <span style="color: red;">▼</span>   | 714% <span style="color: red;">▼</span> | 723% |

## BY MARKET



## BY VERTICAL

■ Indicates Top 3

| VERTICAL                 | OVERALL | TOP 20% | VERTICAL                 | OVERALL | TOP 20% |
|--------------------------|---------|---------|--------------------------|---------|---------|
| Agriculture              | 251%    | 491%    | Internal Administration  | 30%     | 312%    |
| Courts & Public Defense  | 14%     | 113%    | IT & Enterprise Services | 42%     | 643%    |
| Defense & Reserve        | 122%    | 122%    | Port & Harbor            | 15%     | 15%     |
| Economic Dev. & Labor    | 147%    | 546%    | Public Safety            | 121%    | 546%    |
| Education                | 154%    | 396%    | Public Works & Utilities | 499%    | 1533%   |
| Elected Official         | 113%    | 640%    | Regulatory & Standards   | 263%    | 1109%   |
| Environmental Protection | 90%     | 262%    | Science & Research       | 265%    | 304%    |
| Finance & Commerce       | 74%     | 461%    | Transportation & Transit | 98%     | 651%    |
| Fire                     | 68%     | 68%     | Veterans                 | 512%    | 1003%   |
| Fish, Game & Parks       | 484%    | 900%    | Water & Sanitation       | 157%    | 1494%   |
| Health & Human Services  | 137%    | 1360%   | Other                    | 113%    | 377%    |
| History, Arts & Culture  | 224%    | 224%    |                          |         |         |

## KEY TAKEAWAYS

After a small decline in 2022, overlay impact is again on the rise. The overall positive trend in overlay impact suggests organizations are implementing effective overlays that balance targeted engagement with efficient messaging and timing.

The most successful overlays take a simple and unobtrusive approach, appearing quickly on a visited webpage. Easy, one-step actions clearly explained with a seamless transition make for an effective overlay, as does consistent messaging and design. By including both an easy path to action and an equally convenient “opt out” option, overlays become less of an interruption and more of a useful source of related and relevant information.

Featuring overlays on an organization’s most-visited webpages can help increase exposure to information and transform website visitors into action takers. Uncertain about overlays? Start by testing one on an internal page and monitor impact on bounce rates and subscriber sign-ups before moving the overlay to a more active webpage.

# CONCLUSION

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Digital solutions and tactics continued evolving into best practices in 2023, building efficient experiences that better serve users who have come to expect self-service and digitally driven interactions in many aspects of their daily life. But rather than creating a technology barrier to reaching underserved communities, digital communications and services have helped expand reach, demonstrating how governments can better understand how, where, and to what extent their communications impact the people they serve.

A significant test awaits government communicators leveraging digital tools in 2024. National, state, and local elections will place an even greater demand on governments to provide timely and accurate information. By fully embracing the ways digital government has changed the daily life of staff and communities alike, governments have the tools at their disposal to pivot in their strategic thinking when election-related issues arise.

With increased costs for election year events and resources, the time-saving efficiencies digital communications provide for both the public sector and community members will be vital. The timely and targeted responsiveness of communications will also help build and maintain public trust at a time when voices may be challenging government structures

(such as voting), by establishing transparency, ease-of-use, and increased access channels to information.

Creating that direct connection with users and communities begins with effective and strategic communication driven by data and strategy. From that grows increased equity, reaching underserved communities, and building improved engagement with government.

## Granicus builds success

Whether ahead of the curve or starting to develop a communications strategy, Granicus connects governments with the tools to build their digital vision. Reach out to a Granicus Digital Engagement expert to walk through your agency's metrics and help develop an action plan for the coming year.

[Get in Touch](#)

# APPENDIX

## AGRICULTURE

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.4                                 | 5.8                                  | 60%               | 76%                | 31%              | 51%               | 2.0%              | 5.0%               | 251%                  | 491%                   |

## COURTS & PUBLIC DEFENSE

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.0                                 | 3.0                                  | 61%               | 71%                | 31%              | 41%               | 4.0%              | 9.6%               | 14%                   | 113%                   |

## DEFENSE & RESERVE

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.5                                 | 2.6                                  | 49%               | 65%                | 22%              | 32%               | 1.0%              | 2.6%               | 122%                  | 122%                   |

## DIPLOMACY & FOREIGN POLICY

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 4.4                                 | 6.4                                  | 33%               | 43%                | 14%              | 16%               | 1.5%              | 1.8%               | -                     | -                      |

## ECONOMIC DEVELOPMENT & LABOR

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.8                                 | 3.6                                  | 58%               | 64%                | 31%              | 42%               | 2.0%              | 5.0%               | 147%                  | 546%                   |

## EDUCATION

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.9                                 | 3.4                                  | 66%               | 73%                | 40%              | 47%               | 5.0%              | 8.0%               | 154%                  | 396%                   |

**ELECTED OFFICIAL**

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.0                                 | 1.7                                  | 55%               | 69%                | 28%              | 37%               | 2.0%              | 4.0%               | 113%                  | 640%                   |

**ELECTRIC**

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 3.9                                 | 4.1                                  | 63%               | 65%                | 50%              | 51%               | 2.5%              | 2.8%               | -                     | -                      |

**ENVIRONMENTAL PROTECTION**

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.8                                 | 4.3                                  | 57%               | 65%                | 30%              | 37%               | 3.0%              | 6.0%               | 90%                   | 262%                   |

**FINANCE & COMMERCE**

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.7                                 | 3.1                                  | 56%               | 64%                | 29%              | 39%               | 3.0%              | 6.0%               | 74%                   | 461%                   |

**FIRE**

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.2                                 | 2.2                                  | 64%               | 64%                | 44%              | 44%               | 6.0%              | 6.0%               | 68%                   | 68%                    |

**FISH, GAME & PARKS**

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 3.9                                 | 5.9                                  | 66%               | 70%                | 38%              | 44%               | 2.0%              | 3.6%               | 484%                  | 900%                   |



## HEALTH & HUMAN SERVICES

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.0                                 | 3.3                                  | 60%               | 72%                | 33%              | 44%               | 3.0%              | 7.0%               | 137%                  | 1360%                  |



## HISTORY, ARTS & CULTURE

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.8                                 | 2.5                                  | 53%               | 59%                | 31%              | 43%               | 3.0%              | 5.0%               | 224%                  | 224%                   |



## HOUSING

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.8                                 | 3.0                                  | 66%               | 70%                | 38%              | 58%               | 5.0%              | 8.4%               | –                     | –                      |



## INTERNAL ADMINISTRATION

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.3                                 | 3.6                                  | 62%               | 74%                | 38%              | 54%               | 4.0%              | 7.0%               | 30%                   | 312%                   |



## IT & ENTERPRISE SERVICES

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.3                                 | 2.6                                  | 63%               | 75%                | 39%              | 50%               | 3.0%              | 4.6%               | 42%                   | 643%                   |



## METROPOLITAN PLANNING ORGANIZATION

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.7                                 | 3.1                                  | 56%               | 60%                | 32%              | 33%               | 6.0%              | 10.8%              | –                     | –                      |



## PORT & HARBOR

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.8                                 | 2.3                                  | 52%               | 69%                | 31%              | 37%               | 3.0%              | 4.0%               | 15%                   | 15%                    |



## PUBLIC SAFETY

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.3                                 | 3.8                                  | 61%               | 71%                | 31%              | 41%               | 3.0%              | 6.0%               | 121%                  | 546%                   |



## PUBLIC WORKS & UTILITIES

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.7                                 | 3.7                                  | 57%               | 61%                | 32%              | 41%               | 2.0%              | 3.8%               | 499%                  | 1533%                  |



## REGULATORY & STANDARDS

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.2                                 | 4.4                                  | 60%               | 73%                | 34%              | 54%               | 4.0%              | 7.0%               | 263%                  | 1109%                  |



## SCIENCE & RESEARCH

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 3.1                                 | 5.9                                  | 47%               | 60%                | 19%              | 29%               | 2.0%              | 4.0%               | 265%                  | 304%                   |



## TOURISM

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 1.8                                 | 2.7                                  | 46%               | 51%                | 31%              | 32%               | 4.0%              | 5.0%               | –                     | –                      |

## TRANSPORTATION & TRANSIT

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.8                                 | 6.3                                  | 58%               | 67%                | 28%              | 36%               | 2.0%              | 4.0%               | 98%                   | 651%                   |

## VETERANS

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.1                                 | 3.5                                  | 54%               | 62%                | 29%              | 34%               | 2.0%              | 4.0%               | 512%                  | 1003%                  |

## WATER & SANITATION

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 3.1                                 | 4.3                                  | 58%               | 67%                | 39%              | 47%               | 3.0%              | 11.2%              | 157%                  | 1494%                  |

## ○○○ OTHER

| Median Subscriptions Per Subscriber | Top 20% Subscriptions Per Subscriber | Median Engagement | Top 20% Engagement | Median Open Rate | Top 20% Open Rate | Median Click Rate | Top 20% Click Rate | Median Overlay Impact | Top 20% Overlay Impact |
|-------------------------------------|--------------------------------------|-------------------|--------------------|------------------|-------------------|-------------------|--------------------|-----------------------|------------------------|
| 2.3                                 | 5.2                                  | 59%               | 63%                | 38%              | 50%               | 2.5%              | 3.2%               | 113%                  | 377%                   |