



Sharing Information Across Boundaries

MetroGIS Performance Measurement Plan

*Prepared by MetroGIS with input and
direction from the Performance
Measurement Workgroup*

March 21, 2002

(MetroGIS Policy Board adopted April 10, 2002)

EXCERPT
Meeting Summary
MetroGIS Policy Board
Room 1A, Metropolitan Council's Mears Park Offices
April 10, 2002

CALL TO ORDER

Vice Chairperson Kordiak called the meeting to order at 6:35 p.m.

Members Present: Terry Schneider (AMM-City of Minnetonka), Gary Schiff (AMM-City of Minneapolis), Jim Kordiak (Anoka County), John Siegfried (Carver County), Willis Branning (Dakota County), Patrick O'Connor for Randy Johnson (Hennepin County), Victoria Reinhardt (Ramsey County) [arrived after the start], Molly O'Rourke (Washington County), Conrad Fiskness (Metro Watershed Districts), and Roger Williams (Metropolitan Council).

Members Absent: Antoinette Johns (TIES) and Joseph Wagner (Scott County).

6c) Performance Measures Plan and Business Plan Update

Kathie Doty, of Richardson, Richter and Associates, Inc. and member of the MetroGIS Staff Support Team, summarized the objectives of MetroGIS's performance measures project (e.g., to measure ease of access to needed data by users, ease of participation by producers, and improved decision support and service delivery) and explained that the proposed Plan was built upon several candidate measures that the Board had endorsed at its January meeting. She then summarized the components of the Plan, which had been approved by the Coordinating Committee on March 20 for Board consideration, noting the Committee had directed staff to modify Measures 6 and 7 to minimize effort on the part of the producers. These changes were addressed in the version before the Board. Doty concluded her remarks by sharing an example of the data collected to serve as benchmarks for several of the measures, noting that in addition to the data, staff will attempt to explain what the numbers mean.

Member Schneider complimented the staff and the project team for developing a straightforward and meaningful performance measures plan, noting that it is very easy to get lost in the complexity of attempting to identify meaningful measures. Member Fiskness also spoke in favor of the proposed Plan as a valuable management tool to ensure that the MetroGIS is able to adapt to changing needs and is outcome-based.

Alternate Member O'Connor asked the Metropolitan Council's representative if the Council supports the Plan and how it was financed. Eli Cooper stated that the Council is very supportive and excited about the products that have emerged from the MetroGIS collaborative effort. Staff Coordinator Johnson noted that the cost to develop the Plan and to carry out the proposed Business Plan Update, of which the Performance Measures Plan is a component, are part of a two-year contract with the firm of Richardson, Richter and Associates, and are specified in MetroGIS's approved 2002 budget and work plan.

Motion: Member Siegfried moved and Member Fiskness seconded that the Policy Board approve:

- 1) The MetroGIS Performance Measures Plan, dated March 21, 2002, as recommended by the Coordinating Committee.
- 2) The proposed Business Plan Update process, in particular, the proposed focus on current and emerging challenges.

Motion carried, ayes all.

**MetroGIS
Performance Measurement Plan
March 2002**

Acknowledgements

This Plan was prepared with input from the MetroGIS Performance Measurement Workgroup, which was comprised of the following individuals:

Clifton Aichinger, Ramsey-Washington-Metro Watershed District
David Arbeit, Land Management Information Center
Will Craig, University of MN - CURA
Rick Gelbmann, Metropolitan Council
Jane Harper, Washington County
Steve Lehr, CB Richard Ellis
David Windle, City of Roseville

Their input and direction was invaluable in the identification of measures that reflect outcomes towards which MetroGIS is striving.

Randall Johnson, MetroGIS Staff Coordinator
Kathie Doty, Richardson, Richter & Associates, and member of the MetroGIS staff support team.
Alison Slaats, MetroGIS DataFinder Manager

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I. Introduction – why do performance measurement?

A good performance measurement program is represented by ongoing and sustained efforts of an organization to:

- clearly state its purpose and planned outcomes
- identify key measures/indicators that relate to outcomes
- commit resources required to measure progress, and
- analyze/use measurement data to foster continuous improvement

The focus is on what an organization actually delivers in terms of products and services (or results) rather than what resources are expended (time, dollars). Over time, efficiency measures should also be developed that show what outcomes have been achieved in relation to the input of resources.

MetroGIS is developing a performance measurement plan to enable this organization to more clearly state to its many stakeholders what it is expecting to accomplish, and to demonstrate accountability for results. This is an opportune time for MetroGIS to establish a performance measurement plan, for a number of reasons, including:

- MetroGIS as an organization is maturing
- MetroGIS now has a business plan in place
- There is a need to further clarifying what constitutes “success” for MetroGIS
- Policy leaders continue to be engaged in shaping the direction of MetroGIS

In order to effectively measure organizational results, the following steps are required:

- 1) Strategic Direction clearly established
Strategic direction answers several key questions:
 - WHY does the organization exist? (purpose, mission)
 - WHAT does the organization want to accomplish? (goals, objectives, outcomes/results)
 - WHAT tools, methods and/or strategies will be used to achieve results? (budget, workplan, business plan)

2) Commitment to Accountability

There must be a resource commitment made; staff time and budget are required to establish a performance measurement program, and to sustain measurement activities. Without this, such a program is likely to fail to provide critical performance information that can lead to improvements. The goal is to develop a performance measurement program that builds on existing efforts, and where additional work is required to gather, analyze, and report on results, the benefits of this activity outweigh its costs.

3) Use of Data to Support Continuous Improvement

In order to ensure that measurement data is used effectively, it is important to develop methods for integrating the measurement results into routine, on-going organizational efforts. For example, it is recommended that an organization review performance results prior to building the annual budget and workplan. It is also recommended that performance results be reviewed with all levels of an organization at least twice per year to provide the organization the opportunity to change course if results are not being realized.

II. MetroGIS Strategic Direction – what do we want to accomplish?

MetroGIS established a Mission Statement in 1996, which continues to provide overall direction for the organization:

MetroGIS's mission is to provide an ongoing, stakeholder-governed, metro-wide mechanism through which participants easily and equitably share geographically referenced graphic and associated attribute data that are accurate, current, secure, of common benefit and readily usable.

Much thought and analysis has occurred since the inception of MetroGIS to establish the philosophy and purpose of MetroGIS. Key functions have been prioritized, and common information needs for stakeholders have been identified. MetroGIS's most recent planning efforts centered on the development of a Business Plan in 2000. This Plan referenced the MetroGIS mission statement, but did not further address strategic direction through the development of goals, objectives, and outcome statements. In 2002, the updating of the Business Plan will engage the MetroGIS Policy Board in a clarification of key goals and objectives, with a closer tie-in to performance measures.

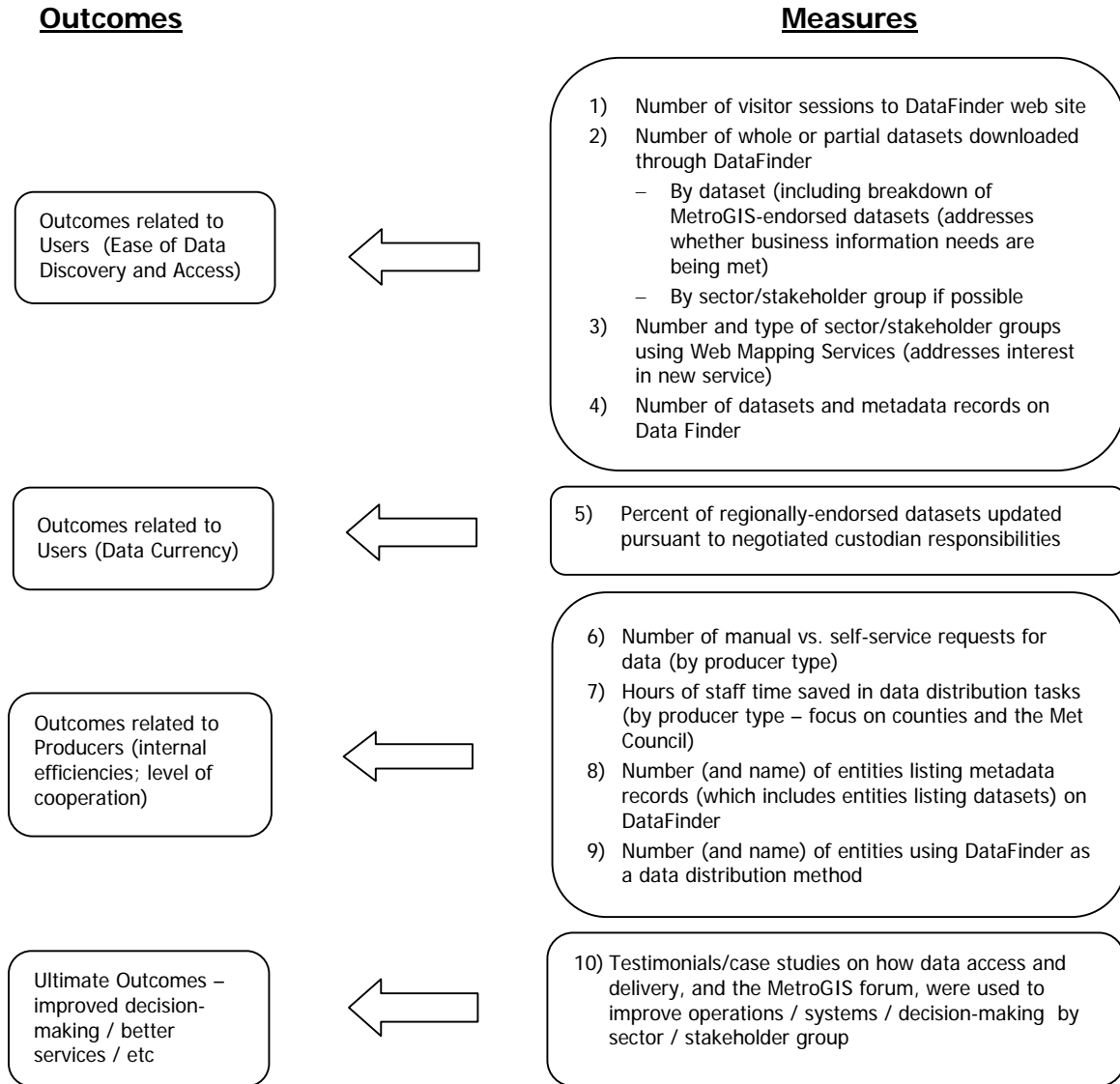
III. Measures and Measurement Strategies

Measures and measurement strategies were developed with input from a subset of the MetroGIS Coordinating Committee. These results represent a first step in identifying key measures that relate to MetroGIS's desired outcomes, and in building a mechanism through which measurement data can be reasonably and reliably collected on an ongoing basis. Over time, additional measures may be added, and the proposed measures modified.

Measures were developed for three major outcome areas:

- Outcomes for Data Users: ease of discovery and access, and current data
- Outcomes for Data Producers
- Ultimate Outcomes – Improved decision-making and better service to the public

The outline on the following page shows measures identified to address each of the outcome areas:



In order to support the implementation of the Measurement Plan, the following detail was developed for each key measure to establish a connection with the MetroGIS mission, outline how the measurement will be undertaken, and outline other details that address responsibility, timing, targets, and reporting:

Description of Measure (including <u>unit</u> of measurement)	1) Visitor sessions to the front page of the DataFinder web site (average number of page views per day)
How this measure relates to Mission	<p>DataFinder (www.datafinder.org) is a key data search and access tool designed to meet common information needs identified by the MetroGIS community, and built by the Metropolitan Council in collaboration with MetroGIS (mission: "to provide amechanism through which participants easily...share geographically referenced graphic and associated attribute data" ...</p> <p>This is a general measure of the effectiveness of DataFinder. If DataFinder is useful and effective, the number of visitor sessions is expected to increase over time.</p>
Measurement Method (including <u>source</u> of data)	WebTrends reports
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS
Frequency of Measurement	Monthly
Key Benchmarks and Targets <ul style="list-style-type: none"> • Baseline / Historical Data • Future Targets 	<p><u>345</u> in December 2001 (see Attachment B which shows significant growth in 2001) (to be established in 2003)</p>
Reporting on Results	<p>Quarterly: brief update reports to the Coordinating Committee, Technical Team, and the Policy Board (format to be developed)</p> <p>Annual: - Annual Results Report - Incorporate into Annual Progress Report ("MetroGIS by the Numbers")</p>

Description of Measure (including <u>unit</u> of measurement)	2) Number of whole or partial datasets downloaded through DataFinder - by dataset (including breakdown of MetroGIS-endorsed datasets to address whether business information needs are being met) By sector/stakeholder group, if possible
How this measure relates to Mission	<p>DataFinder (www.datafinder.org) is a key data search and access tool designed to meet common information needs identified by the MetroGIS community, and built by the Metropolitan Council in collaboration with MetroGIS (mission: "to provide amechanism through which participants easily...share geographically referenced graphic and associated attribute data" ...</p> <p>In addition, the type of data downloaded through DataFinder, as represented by MetroGIS-endorsed datasets, reflects on the effectiveness of the organization in identifying the type of data needed by stakeholders (common information needs).</p> <p>This is a measure of the effectiveness of DataFinder as a downloading tool, and of the effectiveness of the organization in identifying what data is commonly needed by its stakeholders. If DataFinder is effective and the data meets the needs of stakeholders, the number of datasets downloaded through DataFinder should grow over time, and this growth should be particularly evident in the subset of MetroGIS-endorsed datasets.</p>
Measurement Method (including <u>source</u> of data)	Methods are subject to work presently underway with Syncline, Inc. (development of on-line access to data). The Internet Data Distribution System (IDDS) developed by Syncline will generate performance measurement data, including asking users to provide user profile/survey information.
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS
Frequency of Measurement	Monthly
Key Benchmarks and Targets • Baseline / Historical Data Future Targets	In December 2001: - Total Downloads = 616 - Downloads of endorsed datasets (county MCD) = 46 - Downloads of endorsed datasets (census 1990) = 15 (See Attachment B for recent data) Targets to be established in 2003

Reporting on Results	Quarterly: brief update reports to the Coordinating Committee, Technical Team, and the Policy Board (format to be developed) Annual: - Annual Results Report - Incorporate into Annual Progress Report ("MetroGIS by the Numbers")
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Description of Measure (including <u>unit</u> of measurement)	3) Web Mapping Services – Number and type of sector/stakeholder groups using Web Mapping Services
How this measure relates to Mission	This measure addresses interest in new web-mapping services, and will provide a comparison between downloading of source data and direct use of data on-line through map services. This relates to the mission to provide easy access to data that is readily usable.
Measurement Method (including <u>source</u> of data)	<u>Do not presently have a method to measure; may not be technically feasible.</u> Raw data (log files) is available, however, tools to organize and make this data meaningful are not presently available.
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS (if feasible)
Frequency of Measurement	To be decided
Key Benchmarks and Targets <ul style="list-style-type: none"> • Baseline / Historical Data • Future Targets 	-Not applicable -To be decided
Reporting on Results	To be decided

Description of Measure (including <u>unit</u> of measurement)	4) Number of downloadable datasets and metadata records on DataFinder
How this measure relates to Mission	<p>DataFinder (www.datafinder.org) is a key data search and access tool designed to meet common information needs identified by the MetroGIS community, and built by the Metropolitan Council in collaboration with MetroGIS (mission: "to provide amechanism through which participants easily...share geographically referenced graphic and associated attribute data" ...)</p> <p>This is a general measure of the effectiveness of DataFinder, and also relates to level of awareness about DataFinder and how it can be used to efficiently distribute data. If DataFinder is useful and effective, the number of datasets and metadata records on DataFinder will increase over time.</p>
Measurement Method (including <u>source</u> of data)	Review theme catalogue; assess numbers of both datasets and metadata records (these numbers will not be the same, as some data providers list metadata records for datasets that are available from another source besides DataFinder).
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS
Frequency of Measurement	Quarterly
Key Benchmarks and Targets <ul style="list-style-type: none"> • Baseline / Historical Data • Future Targets 	Downloadable datasets as of Q4 2001 = 68 Metadata records as of Q4 2001 = 95 (See Attachment B for recent data) Targets to be established in 2003
Reporting on Results	Quarterly: brief update reports to the Coordinating Committee, Technical Advisory Team, and the Policy Board (format to be developed) Annual: - Annual Results Report - Incorporate into Annual Progress Report ("MetroGIS by the Numbers")

Description of Measure (including <u>unit</u> of measurement)	5) Percent of regionally-endorsed datasets updated pursuant to negotiated custodial responsibilities
How this measure relates to Mission	The MetroGIS mission states that geographically referenced graphic and associated attribute data should be current, of common benefit and readily usable. This measure addresses the currency of data available through DataFinder by monitoring whether custodians have updated their datasets and are meeting other custodian responsibilities as originally agreed upon (available on www.metrogis.org). By focusing on regionally-endorsed datasets, this measure also provides feedback on the level of common benefit and usability of datasets on DataFinder.
Measurement Method (including <u>source</u> of data)	<p>Analysis of internal program data that shows how frequently each dataset should be updated (each dataset may have different updating requirements, and some are never updated, e.g. census geography).</p> <p>Measurement would include the following elements:</p> <ul style="list-style-type: none"> - Number of datasets - Number of datasets that require updating - Number of datasets that require updating that were updated in a timely fashion <p>In the future, the number of datasets that are updated on-line by the data producer would also be measured.</p>
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS
Frequency of Measurement	Quarterly
Key Benchmarks and Targets <ul style="list-style-type: none"> • Baseline / Historical Data • Future Targets 	Not Available Targets to be established in 2003
Reporting on Results	Quarterly: brief update reports to the Coordinating Committee, Technical Advisory Team, and the Policy Board (format to be developed) Annual: - Annual Results Report - Incorporate into Annual Progress Report ("MetroGIS by the Numbers")

<p>Description of Measure (including <u>unit</u> of measurement)</p>	<p>6) Number of manually-processed vs. self-service requests for regionally-endorsed datasets* - Breakdown by producer type <u>AND/OR</u> 7) Hours of staff time saved in data distribution tasks * - Breakdown by producer type</p> <ul style="list-style-type: none"> <i>These are suggested measures at this time. Other indirect measures may be considered, such as multiplying the number of data downloads from DataFinder by some estimate of staff time per download to estimate staff time savings.</i> <p><i>Additional work with Data Producers is recommended to identify measures that are not overly burdensome to Producers.</i></p>
<p>How this measure relates to Mission</p>	<p>While not directly addressed in the MetroGIS mission statement, providing value to data producers in terms of efficiencies gained is of key importance to MetroGIS. These measures indicate whether the level of “manually-processed” requests has declined as a result of greater self-service capabilities, and staff time saved as a result of DataFinder and MetroGIS processes.</p>
<p>Measurement Method (including <u>source</u> of data)</p>	<p>If feasible, data producers are asked to document:</p> <ul style="list-style-type: none"> - the number of manual vs. self-service requests for regionally-endorsed datasets. A form will be generated to prompt the recording of this information. - staff time saved as a result of DataFinder and MetroGIS processes. <p>Since these Measures (#6 and #7) are expected to strongly correlate, producers may decide to focus on one measure, depending upon which is most feasible. Estimated savings in staff time are likely to be somewhat subjective, and therefore offer a fairly general indicator related to benefits of MetroGIS.</p>
<p>Responsibility: who is responsible for measuring, analyzing, reporting</p>	<p>To the extent feasible, producers will measure and report on results to MetroGIS. MetroGIS will be responsible for aggregating this information.</p>
<p>Frequency of Measurement</p>	<p>Annual</p>

Key Benchmarks and Targets <ul style="list-style-type: none"> • Baseline / Historical Data • Future Targets 	Not available. Targets to be determined in 2003 – assume target is to reduce the number of manual requests
Reporting on Results	Annual Results Report

Description of Measure (including <u>unit</u> of measurement)	8) Name and number of data producers listing metadata records on DataFinder (this includes all producers listing datasets, since all datasets must have metadata records)
How this measure relates to Mission	It is assumed that the more the producer community uses DataFinder to list metadata records, the greater the benefits to the producers. Interested data users can use DataFinder to search for and obtain datasets of interest. The producer should receive benefits in terms of lowered staff time for responding to requests for data.
Measurement Method (including <u>source</u> of data)	Review internal information, and develop list of entities.
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS
Frequency of Measurement	Quarterly
Key Benchmarks and Targets <ul style="list-style-type: none"> • Baseline / Historical Data Future Targets	Q 4 2001 = 9 entities (See Attachment B for recent history) No specific targets – goal is to increase over time
Reporting on Results	Annual Results Report

Description of Measure (including <u>unit</u> of measurement)	9) Name and number of data producers using DataFinder as a data distribution method.
How this measure relates to Mission	MetroGIS strives to minimize duplication of effort and achieve economies of scale; to the extent that more producers use DataFinder as a data distribution method, or even as their primary distribution method, savings are expected to be realized.
Measurement Method (including <u>source</u> of data)	Review of internal information to determine which entities are using DataFinder as the method for distributing data.
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS
Frequency of Measurement	Quarterly
Key Benchmarks and Targets <ul style="list-style-type: none"> • Baseline / Historical Data • Future Targets 	<p>Q 4 2001 = 5</p> <p>No specific targets – goal is to increase over time</p>
Reporting on Results	Annual Results Report

Description of Measure (including <u>unit</u> of measurement)	10) Testimonials and/or case studies requesting input on program effectiveness: - Usefulness of data - Other benefits from MetroGIS
How this measure relates to Mission	The global outcome for MetroGIS, articulated at its inception, is improved decision-making for metropolitan governmental units. This is difficult to directly measure, and therefore, MetroGIS will rely on “testimonials” and case studies which flesh out the perceived benefits from MetroGIS activities and services.
Measurement Method (including <u>source</u> of data)	1) On-going: Collection of testimonials as impacts are identified through communications with stakeholders (attachment: interview format). 2) DataFinder: A simple survey form will be made available to data users while waiting for data to download through DataFinder. 3) Outreach – periodic surveys of stakeholder groups, including government, academic, non-profit and for-profit
Responsibility: who is responsible for measuring, analyzing, reporting	MetroGIS
Frequency of Measurement	1) On-going 2) On-going 3) Annual or bi-annual survey – selected stakeholders each year
Key Benchmarks and Targets • Baseline / Historical Data • Future Targets	Testimonials have been collected in the past, and feedback on usefulness of MetroGIS tools continues to be documented.
Reporting on Results	Quarterly: brief update reports to the Coordinating Committee, Technical Team, and the Policy Board (format to be developed) Annual: - Annual Results Report - Incorporate into Annual Progress Report

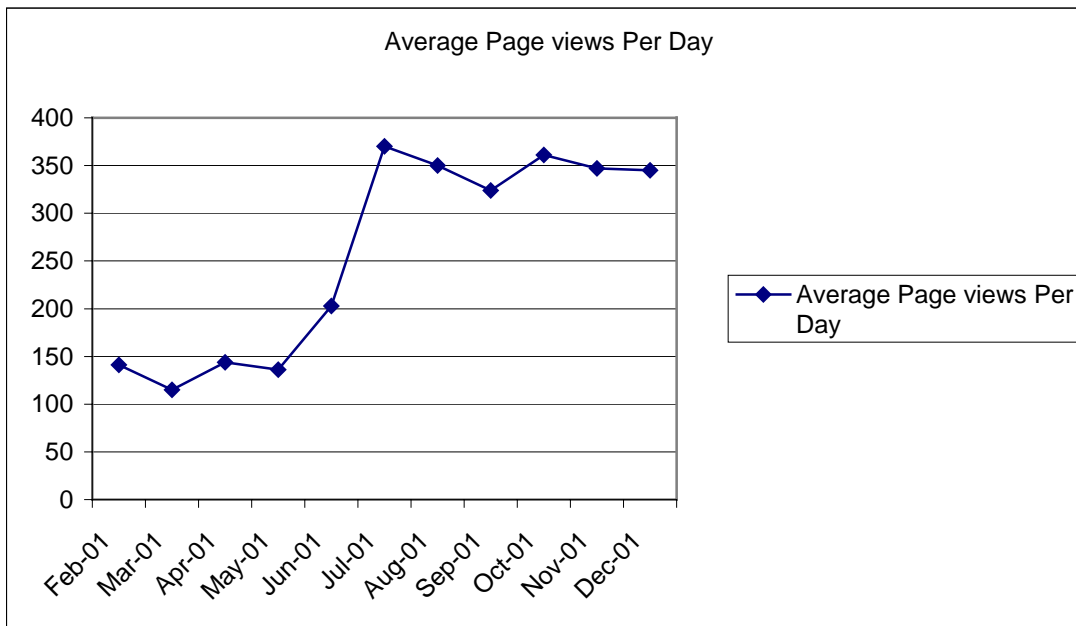
Attachment A: Testimonials/Case Study Interview Template

1. Organization name
2. Area/population served by the organization
3. Contact person(s) name, title, phone number and email
4. Date of interview
5. Background
 - a. What is the business of the organization
 - b. What are the primary ways that GIS is used as a tool to carry out the business of the organization
6. Let's focus on a project or projects completed by your organization (or a constituent/member of your organization) that used resources made available through MetroGIS, or in some way was impacted by the existence of MetroGIS.
 - a. Was this a new project or something that's part of your ongoing business?
 - b. Talk about the project(s). What was the objective? What challenges did you face along the way? Was your objective achieved?
 - c. Who were the key people and organizations involved in the effort? What is their professional expertise?
7. Summarize quantitatively and/or qualitatively how MetroGIS's presence affected the project.
 - a. Were there any problems encountered that MetroGIS's resources helped to overcome?
 - b. Identify the product(s)/service(s) supported by MetroGIS that benefited the project, e.g., endorsed best practice; regional data solution; forum to address common geodata needs; forum for sharing geodata knowledge; data search and retrieval tool (DataFinder); other.
 - c. How did the process for completing the project change as a result of MetroGIS resources?
 - d. How did the outcome change as a result of MetroGIS resources?
8. Has the outcome of this project changed the way your organization does business/provides services/deals with clients? How?
 - a. Give specific examples of old and new ways of doing things.
 - b. What has been the impact on productivity?
 - c. Have any unexpected benefits come from it?
9. Are there any other "lessons learned" from this project/experience that might be of interest and benefit to other organizations?
10. Has MetroGIS had any impact on your organization's investment in geospatial technology? If so, how?
11. Do you have any suggestions for how MetroGIS could be of further assistance to your organization?

Attachment B - Historical Data on Key Measures

Performance Measure 1: Number of visitor sessions to DataFinder web site

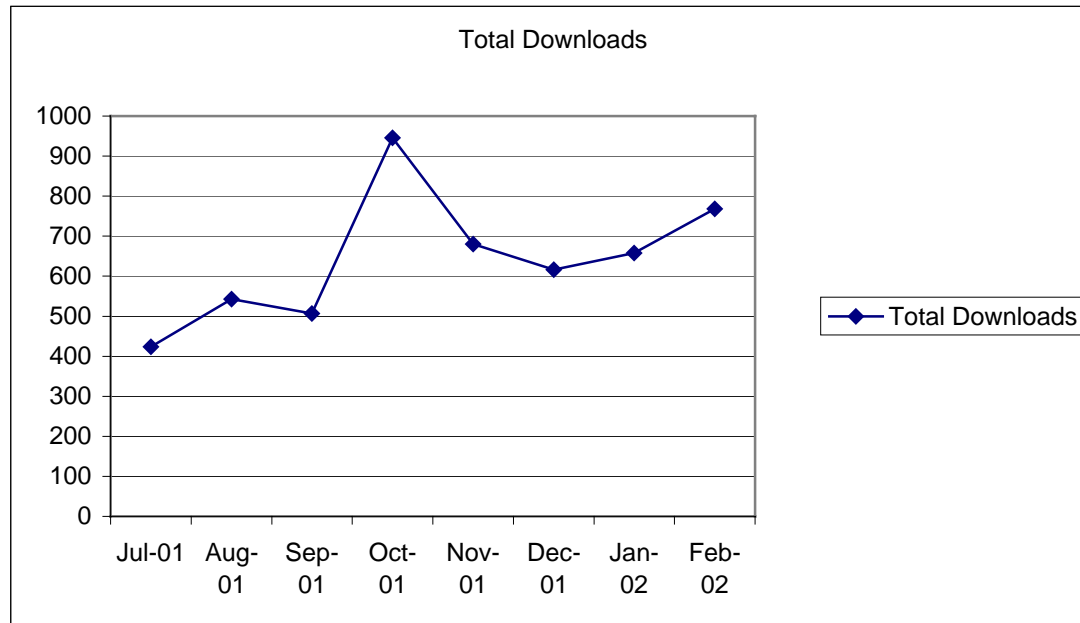
Month	Feb-01	Mar-01	Apr-01	May-01	Jun-01	Jul-01	Aug-01	Sep-01	Oct-01	Nov-01	Dec-01
Average Page views Per Day	141	115	144	136	203	370	350	324	361	347	345



Performance Measure 2: Number of whole or partial datasets downloaded through DataFinder

Date	Jul-01	Aug-01	Sep-01	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02
Total Downloads	424	543	507	946	680	616	658	768

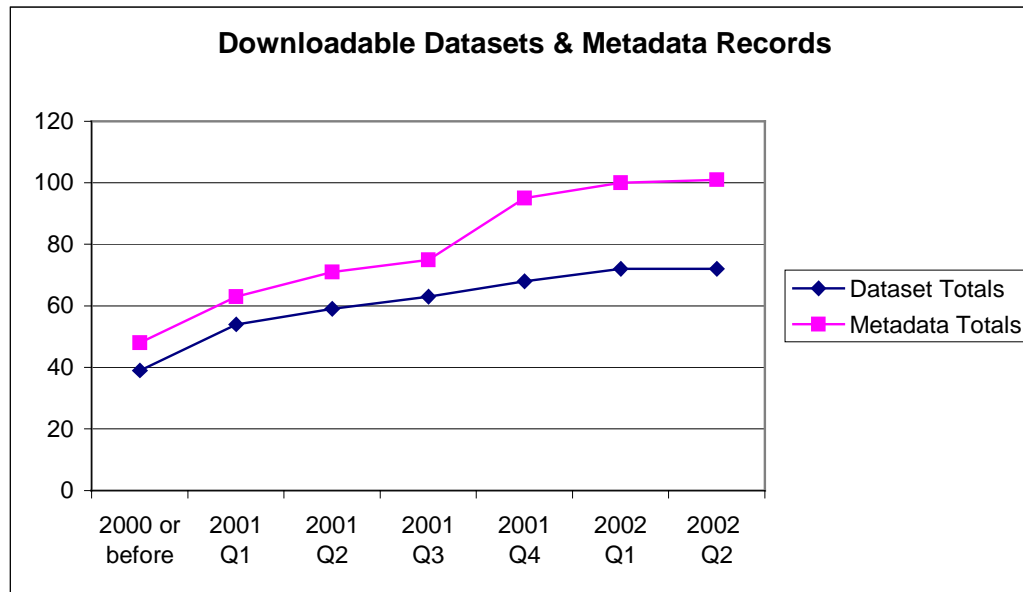
Endorsed Datasets	Jul-01	Aug-01	Sep-01	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02
County MCD	12	31	34	71	37	46	38	75
Census 1990	*	*	16	22	24	15	*	13



Performance Measure 4: Number of datasets and metadata records on DataFinder

Downloadable Datasets		
Quarter	Datasets Added	Dataset Totals
2000 or before	39	39
2001 Q1	15	54
2001 Q2	5	59
2001 Q3	4	63
2001 Q4	5	68
2002 Q1	4	72
2002 Q2	0	72
Total	72	72

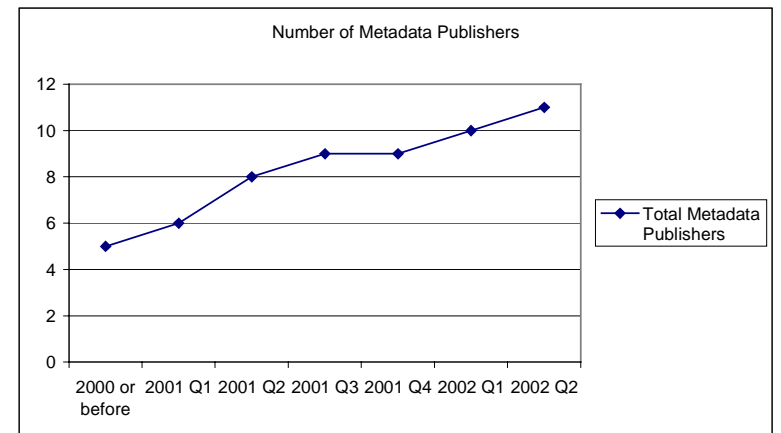
Metadata		
Quarter	Metadata Records	Metadata Totals
2000 or before	48	48
2001 Q1	15	63
2001 Q2	8	71
2001 Q3	4	75
2001 Q4	20	95
2002 Q1	5	100
2002 Q2	1	101
Total	101	101



Performance Measure 8: Number (and name) of entities listing **metadata** records on DataFinder

Organization/Quarter	Individual Metadata Records published by Organization by Quarter							Total Metadata Records (By Organization)
	2000 or before	2001 Q1	2001 Q2	2001 Q3	2001 Q4	2002 Q1	2002 Q2	
Dakota County	1							1
MetroGIS - for all Counties							1	1
Metropolitan Council	39	14	4	2	5	4		68
MN Department of Economic Security			1					1
MN Department of Transportation						1		1
MN Legislative Coordinating Commission	1							1
Ramsey County		1			15			16
Scott County			3					3
The Lawrence Group	5							5
US Census Bureau				2				2
Washington County	2							2
Totals Metadata Records by Quarter	48	15	8	4	20	5	1	101

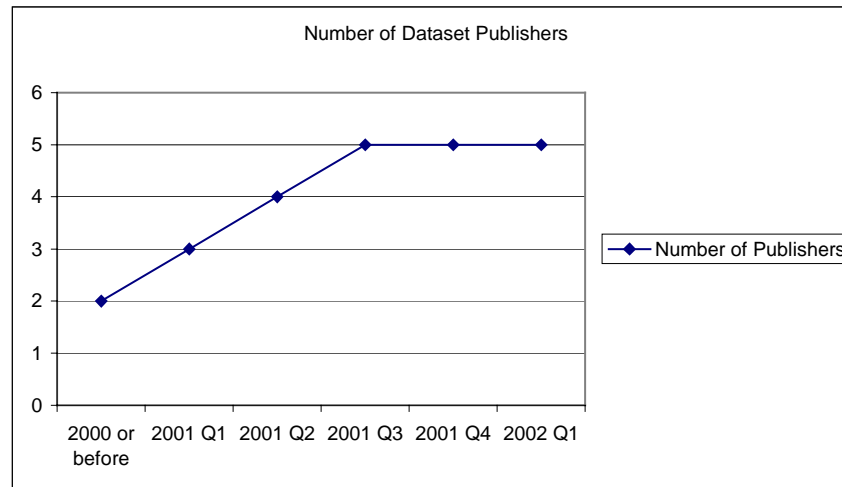
Quarter	2000 or before	2001 Q1	2001 Q2	2001 Q3	2001 Q4	2002 Q1	2002 Q2
Total Organizations Publishing Metadata on DataFinder	5	6	8	9	9	10	11



Performance Measure 9: Number (and name) of entities using DataFinder as a **data distribution** method

Publisher	Individual Downloadable Datasets added by Organization by Quarter						Total Downloadable Datasets (By Organization)
	2000 or before	2001 Q1	2001 Q2	2001 Q3	2001 Q4	2002 Q1	
Metropolitan Council	34	14	4	2	5	4	63
MN Department of Economic Security			1				1
MN Department of Transportation		1					1
The Lawrence Group	5						5
US Census Bureau				2			2
Totals Datasets by Quarter	39	15	5	4	5	4	72

Quarter	2000 or before	2001 Q1	2001 Q2	2001 Q3	2001 Q4	2002 Q1
Total Organizations Publishing Datasets on DataFinder	2	3	4	5	5	5



Assumptions

Performance measures 2 & 9

Having datasets available on DataFinder or using DataFinder as a data distribution method will be defined as having those datasets available online with access directly from a link from the metadata, or from instructions from the metadata (which may direct the user to another site for more info or download). This includes any data that might require a license or password, etc. (i.e., these statistics *do* include TLG data).

IV. Performance measure 4

For historical purposes, performance measure 4 only includes downloaded datasets that do not require security or passwords – and that can be freely downloaded via FTP (i. e., these statistics *do not* include TLG data).