

INTERNATIONAL COMPETITION. N° 001/SVMA/2018

CONCESSION FOR THE PROVISION OF THE MANAGEMENT, OPERATION AND MAINTENANCE SERVICES OF THE PARKS *IBIRAPUERA, JACINTHO ALBERTO, EUCALIPTOS, TENENTE BRIGADEIRO FARIA LIMA, LAJEADO* AND *JARDIM FELICIDADE*, AS WELL AS THE EXECUTION OF WORKS AND ENGINEERING SERVICES.

DRAFT CONTRACT

ANNEX V – PERFORMANCE MEASUREMENT SYSTEM

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1 GENERAL RULES

- 1.1. The performance of the concessionaire will be measured by means of the PERFORMANCE FACTOR (PF, Portuguese acronym used in formulas: FDE), which will be calculated on a quarterly basis and will be allocated under the VARIABLE GRANT INSTALLMENT 2, in accordance with Annex IV - PAYMENT MECHANISM OF THE GRANT, in the following period of its measurement.
- 1.2. The PERFORMANCE FACTOR (PF) will be calculated as a weighted average of PERFORMANCE FACTORS for each PARK (PFp, Portuguese acronym used in formulas: FDEp), according to item "4. PERFORMANCE FACTOR AND PERFORMANCE FACTOR FOR EACH PARK "below.
- 1.3. To compose the calculation of the PFp, 12 charges will be verified, contemplated in 4 different dimensions, according to the table below. The performance indicators are the set of goals, quality standards, forms of assessment and periodicity for the evaluation of the quality of the services provided by the CONCESSIONAIRE, as provided in the CONTRACT, in particular in this ANNEX.

Evaluation Dimension	Charges
Janitorial	Cleaning
	Quality and timeliness of equipment
Conservation of natural resources	Care for wildlife and ornamental
	Management of green areas
	Waste Management
Welfare	Safety
	Outpatient services
	Accessibility
User Experience	Orientation service
	Quality of leisure, culture and sport options
	Sincerity
	Food & Beverage

- 1.4. Two different instruments will be used to measure the PF:

1.4.1. Evaluation of Performance by the Granting Authority; and

1.4.2. User Satisfaction Survey.

1.5. The table below summarizes which indicators will be verified through the Performance Evaluation by the Granting Authority and which will be verified by the User Satisfaction Survey.

Evaluation Dimension	Indicator	Charge present in the Performance Evaluation by the Granting Authority	Indicator present in the User Satisfaction Survey
Janitorial	Cleaning	✓	✓
	Quality and timeliness of equipment	✓	✓
Conservation of natural resources	Care for wildlife and ornamental	✓	
	Management of green areas	✓	✓
	Waste Management	✓	
Welfare	Safety	✓	✓
	Outpatient services		✓
	Accessibility		✓
User Experience	Orientation service		✓
	Quality of leisure, culture and sport options		✓
	Cordiality of Employees		✓
	Food & Beverage		✓

2 EVALUATION OF PERFORMANCE BY THE GRANTING AUTHORITY

2.1 Each indicator of the Performance Evaluation by the Granting Authority will be calculated from the specific guidelines and formulas provided in the following items:

3 FINAL GRADE OF THE PERFORMANCE EVALUATION BY THE GRANTING AUTHORITY

3.1 For calculation of the Final Grade of the Performance Evaluation by the Granting Authority (FGPE, Portuguese acronym: NFID), the acronyms and weights in the following table will be used:

		Evaluation of Performance by the Granting Authority	
Evaluation Dimension	Indicator	Indicator acronym	Indicator Weight
Janitorial	Cleaning	ID01	15%
	Quality and timeliness of equipment	ID02	15%
Conservation of natural resources	Care for wildlife and ornamental	ID03	12%
	Management of green areas	ID04	16%
	Waste Management	ID05	12%
Welfare	Safety	ID06	30%
	Outpatient services	N/A	N/A
	Accessibility	N/A	N/A
User Experience	Orientation service	N/A	N/A
	Quality of leisure, culture and sport options	N/A	N/A
	Cordiality of Employees	N/A	N/A
	Food & Beverage	N/A	N/A

Where: N / A = Not applicable.

3.2 The Final Grade of the Performance Appraisal by the Granting Authority (Portuguese acronym: NFID) is given by the following expression:

$$\text{NFID} = \text{ID01} * 15\% + \text{ID02} * 15\% + \text{ID03} * 12\% + \text{ID04} * 16\% + \text{ID05} * 12\% + \text{ID06} * 30\%$$

On what:

NFID = Final Grade of performance indicators

ID01 = Performance Indicator Grade Cleaning

ID02 = Performance Indicator Grade Quality and Current Equipment

ID03 = Performance Indicator Grade Wildlife and Ornamental Care

ID04 = Performance Indicator Grade Green Areas Management

ID05 = Performance Indicator Grade Waste Management

ID06 = Performance Indicator Grade Safety.

3.3 The NFID will vary between zero (0) and one (1), zero (0) being the minimum grade and one (1) the maximum grade.

3.4 If any of the indicators or items of the indicator is not applicable to a specific park, since it is not mandatory, its weight will be divided equally among the other.

4 USER SATISFACTION SURVEY

4.1 The guidelines for the User Satisfaction Survey are set out in APPENDIX II - GUIDELINES FOR USER SURVEY, an integral part of ANNEX III – SET OF SPECIFICATIONS OF THE CON-CESSIONAIRE.

4.2 The Grades of the charges evaluated by the USER SATISFACTION SURVEY shall have a numerical value ranging from 0 to 1. The survey institute responsible for the measurement of this Grade is free to define the method of questioning the USERS for this purpose, according to the APPENDIX II - GUIDELINES FOR USER SURVEY.

4.3 The following table presents an example questionnaire. The final version of the questionnaire shall be prepared by the survey institute and shall be subject to approval by the GRANTING AUTHORITY.



**PREFEITURA DE
SÃO PAULO**
VERDE E MEIO AMBIENTE

Pesquisa de Satisfação do Usuário							
Sexo: [M] - [F]							
Idade: [] anos							
Profissão:							
Possui algum tipo de deficiência ou mobilidade reduzida:							
Participa de alguma aula ou atividade específica? Qual?							
Frequência de utilização do parque:	Muito Frequente		Frequente	Pouco frequente	Raro	Primeira vez	
	mais de 3x p.s.		mais de 1x p.s.	até 3x p. m.	até 1x p.m.		
De onde você é:	Do entorno (até 800m)	De até 3 km do parque	De até 5 km do parque	da cidade de São Paulo	Da região metropolitana	De outros estados	De outro país
Como você veio ao parque:	A pé		Bicicleta	Ônibus	Carro próprio	Metro	Taxi/ transporte individual via app
Qual o uso que faz do parque?	Esporte		Passeio	Eventos	Museus	Outros	
Zeladoria							
		4	3	2	1		
Limpeza	Como é a limpeza do parque?	[]	[]	[]	[]		
	Como é a limpeza e disponibilidade de suprimento dos sanitários?	[]	[]	[]	[]		
Qualidade e atualidade de Equipamentos	Como é o estado das quadras poliesportivas e campos de futebol do parque?	[]	[]	[]	[]		
	Como é o estado do mobiliário do parque (bancos, lixeiras e paraciclos)?	[]	[]	[]	[]		
	Como é o estado dos brinquedos do playground?	[]	[]	[]	[]		
	Como é o estado dos equipamentos de ginástica?	[]	[]	[]	[]		
	Como é o estado das pistas de corrida e caminhada?	[]	[]	[]	[]		
Conservação de Recursos Naturais							
		4	3	2	1		
Manejo de área verde	Qual o estado das áreas verdes?	[]	[]	[]	[]		
	Qual o estado dos gramados?	[]	[]	[]	[]		
Bem-estar							
		4	3	2	1		
Segurança	Como você descreveria sua sensação de segurança no parque?	[]	[]	[]	[]		
Serviços ambulatoriais	Qual a qualidade do serviço de atendimento ambulatorial?	[]	[]	[]	[]		
Acessibilidade	Como é a acessibilidade do parque?	[]	[]	[]	[]		
Experiência do Usuário							
		4	3	2	1		
Serviço de orientação	O que você achou da sinalização e orientação?	[]	[]	[]	[]		
	Como você avalia a comunicação feita pelo parque na internet?	[]	[]	[]	[]		
	Como é o acesso ao parque?	[]	[]	[]	[]		
Qualidade das opções de lazer, cultura e esporte	Qual é a qualidade da programação cultural?	[]	[]	[]	[]		
	Como é a variedade de opções de lazer/esporte?	[]	[]	[]	[]		
Cordialidade dos funcionários	Como você avalia a cordialidade dos funcionários do parque?	[]	[]	[]	[]		
Alimentos & bebidas	Como é a qualidade dos serviços de alimentação?	[]	[]	[]	[]		
	Como você avalia o preço da alimentação no parque?	[]	[]	[]	[]		
	Como você avalia a variedade de alimentação no parque?	[]	[]	[]	[]		
Legenda: 4 corresponde à maior nota e 1 à pior nota							

- 4.4 If the CONCESSIONAIRE does not make the User Satisfaction Survey feasible during the period evaluated, a grade of 0 (zero) will be assigned to all the indicators measured through the User Satisfaction Survey.

5 FINAL GRADE FROM THE USER SATISFACTION SURVEY

- 5.1 In order to calculate the Final Grade of the User Satisfaction Survey (Portuguese acronym: NFPS), the acronyms and weights in the table below will be used.

		User Satisfaction Survey	
Evaluation Dimension	Indicator	Charge Acronym	Indicator Weight
Janitorial	Cleaning	PE01	10%
	Quality and timeliness of equipment	PE02	10%
Conservation of natural resources	Beware of wildlife and ornamental	N/A	N/A
	Management of green areas	PE03	30%
	Waste Management	N/A	N/A
Welfare	Safety	PE04	8%
	Outpatient services	PE05	6%
	Accessibility	PE06	6%
User Experience	Orientation service	PE07	7,5%
	Quality of leisure, culture and sport options	PE08	7,5%
	Sincerity	PE09	7,5%
	Food & Beverage	PE10	7,5%

Where: N / A = Not applicable.

- 5.2 The Final Grade of the User Satisfaction Survey (NFPS) for each park is described by the following expression:

$$NFPS = PE01 * 10\% + PE02 * 10\% + PE03 * 30\% + PE04 * 8\% + PE05 * 6\% \\ + PE06 * 6\% + PE07 * 7,5\% + PE08 * 7,5\% + PE09 * 7,5\% + PE10 \\ * 7,5\%$$

On what:

NFPS = Final Grade of the User Satisfaction Survey

PPE1 = Grade of Cleaning charge

PPE2 = Grade of the Quality and Current Equipment Charge

PPE3 = Weight of the Green Areas Management

PPE4 = Weight of the Security charge

PPE5 = Weight of the Outpatient Services charge

PPE6 = Weight of the Accessibility charge

PPE7 = Weight of the Guidance Service charge

PPE8 = Quality weight of the Leisure, Culture and Sport Options

PPE9 = Weight of Employee Cordiality

PPE10 = Weight of Food & Beverage

5.3 The NFPS will vary from zero (0) to one (1), zero (0) being the minimum grade and one (1) the maximum grade.

5.4 If any of the indicators in the User Satisfaction Survey is not applicable to a specific park, since it is not mandatory, its weight will be equally divided among the other charges of its size.

6 PERFORMANCE FACTOR AND PERFORMANCE FACTOR FOR EACH PARK

6.1 PERFORMANCE FACTOR for each PARK (PFp)

6.1.1 The PERFORMANCE FACTOR for each PARK (PFp) will be calculated in such a way that the weight of the evaluation of the GRANTING AUTHORITY will be forty percent (40%) and the Grade regarding the perception of the USER ascertained in the satisfaction survey will have the weight of sixty percent (60%), according to the following formula:

$$FDEp = NFID * 40\% + NFPS * 60\%$$

On what:

PFp= Performance Factor Grade for each park.

NFID= Final grade of performance indicators.

NFPS= Final Grade of User Satisfaction Survey.

6.1.2 The PFp will vary between zero (0) and one (1), zero (0) being the minimum grade and one(1) the maximum grade.

6.2 PERFORMANCE FACTOR (PF)

6.2.1 The PERFORMANCE FACTOR (PF) is the performance factor of the CONCESSIONAIRE in the considered period.

6.2.2 The calculation of the PF will be made quarterly and will be allocated under the VARIABLE GRANT INSTALLMENT in the period following its measurement.

6.2.3 To calculate the PF, each of the six parks in the lot has a weight based on its area. The table below shows the area of each park and the percentage that it represents in relation to the sum of the areas of all parks.

PARKS	Área in m ²	% in relation to the total area
Ibirapuera	1.149.061,50	89%
Tenente Brigadeiro Faria Lima	50.259	4%
Jacinto Alberto	37.600	3%
Jardim Felicidade	26.200	2%
Eucaliptos	17.500	1%
Lajeado	14.207	1%
Total Area	1.294.827,50	100%

6.2.4 Therefore, the PERFORMANCE FACTOR (PF) is given by the following expression:

$$FDE = FDEib * 89\% + FDEte * 4\% + FDEja * 3\% + FDEjf * 2\% + FDEeu * 1\% + FDEla * 1\%$$

On what:

PF = PERFORMANCE FACTOR

PFib = PERFORMANCE FACTOR of Ibirapuera Park

PFte = PERFORMANCE FACTOR of the Lieutenant Brigadeiro Faria Lima Park

PFja = PERFORMANCE FACTOR of Jacintho Alberto Park

PFjf = PERFORMANCE FACTOR of Jardim Felicidade Park

PFeu = PERFORMANCE FACTOR of the Eucaliptos Park

PFla = PERFORMANCE FACTOR of Lajeado Park.

6.2.5 The PF will vary between zero (0) and one (1), with zero (0) being the minimum grade and one (1) being the maximum grade.

7 CONSIDERATIONS FOR THE CALCULATION OF INDICATORS.

7.1 In the event that the CONCESSIONAIRE does not allow the USER SATISFACTION SURVEY during the evaluated period, a zero (0) mark will be assigned to all charges assessed through user satisfaction.

8 GUIDELINES FOR THE SELECTION AND CONTRACTING OF SURVEY INSTITUTE AND SUPPORT AGENT FOR MONITORING.

8.1 The CONCESSIONAIRE will be responsible for hiring Survey Institute and SUPPORT AGENT FOR MONITORING to carry out the activities described in this ANNEX. The said contracting shall observe the following procedures:

- 8.1.1 Submitting a list by the CONCESSIONAIRE to the GRANTING AUTHORITY, indicating three (3) Survey Institutes and three (3) SUPPORT AGENTS FOR MONITORING, all of whom are proven qualified and of proven reputation, up to sixty (60) days before the deadline for beginning of measurement;
- 8.1.2 The GRANTING AUTHORITY will, within fifteen (15) days from the date of presentation of the indication mentioned in the previous item, select the Survey Institute and the SUPPORT AGENT FOR MONITORING.
 - 8.1.2.1 In the event that the GRANTING AUTHORITY finds that any of the nominees has integrity, impartiality and / or doubtful technical qualification, it may reasonably request the preparation of a new list by the CONCESSIONAIRE.
 - 8.1.2.2 In the case provided for in the previous sub-item, the CONCESSIONAIRE will have a period of ten (10) days to restate new indications to the GRANTING AUTHORITY.
- 8.1.3 Negotiation and contracting, by the CONCESSIONAIRE, the Survey Institute and the SUPPORT AGENT FOR MONITORING selected by the GRANTING AUTHORITY, within twenty (20) days before the deadline foreseen for the beginning of the verification.
- 8.2 Qualification of the SUPPORT AGENT FOR MONITORING: a company or group of companies with experience in project management, process organization, business analysis and / or management of performance indicators.
- 8.3 Qualification of the satisfaction survey agent: company or group of companies with experience in elaboration of methodology, approach and implementation of surveys.
- 8.4 The contracting shall follow the rules of private law applicable in accordance with the attributions, as well as the deadlines and obligations foreseen in this ANNEX.
- 8.5 If there is a need to perform satisfaction surveys in certain events for the calculation of the PF without a contracted survey institute, such events will be considered equal to 0 in the calculation of the Final Grade of the User Satisfaction Survey (NFPS), until one survey institute to be hired.
- 8.6 If there is a need to carry out surveys for the calculation of the PF without there being a SUPPORT AGENT FOR MONITORING contracted due to the hypothesis mentioned in sub-item 10.5, the GRANTING AUTHORITY shall carry out the necessary surveys until there is a designation of a SUPPORT AGENT FOR MONITORING, the CONCESSIONAIRE shall reimburse the GRANTING AUTHORITY any additional cost arising exclusively from such survey (s).
- 8.7 If the finding that the CONCESSIONAIRE acted in bad faith in the preparation of the lists referred to in sub-item 8.1.1, the penalties provided for in the CONTRACT.

- 8.8 If there is a non-compliance with deadlines for sending information to the GRANTING AUTHORITY, or any other rule of the CONTRACT and its ANNEXES, or the performance of inspections at a frequency lower than the stipulated minimum, GRANTING AUTHORITY may request the CONCESSIONAIRE to hire a new support agent for monitoring.
- 8.9 The hiring of the SUPPORT AGENT FOR MONITORING does not prevent the GRANTING AUTHORITY to perform the evaluation of the PERFORMANCE FACTOR = PF (Portuguese acronym: PF) or any surveys for its own account. In this case, the measurements of the GROUNDING POWER will prevail over those of the SUPPORT AGENT FOR MONITORING, with the necessary technical grounds.
- 8.10 The absence of an inspection report, whether due to failure of the support agent for monitoring or due to its non-contracting due to the CONCESSIONAIRE, and in case the GRANTING AUTHORITY has not performed on its own the inspection, the grade of the Performance Evaluation Grade by the Granting Authority (Portuguese acronym: NAD) considered will be 0 (zero).
- 8.11 If there is a need to carry out surveys for the calculation of the Final Grade of the Performance Indicators (Portuguese acronym: NFID) in the absence of hiring the SUPPORT AGENT FOR MONITORING and because of the GRANTING AUTHORITY, the grade considered for such surveys will be one (1).
- 8.12 The work of the support agent for monitoring and the survey institute will be divided in two stages, according to the other rules of this ANNEX:
- 8.12.1 Stage I: carried out before the beginning of its operation, will consist of the drawing up of the processes and procedures for measurement of the CONCESSIONAIRE data and the research methodology, in the standardization of the reports to be delivered and in the definition of the official communication forms together with the GRANTING AUTHORITY and the CONCESSIONAIRE. Based on this initial diagnosis, it will be possible to develop suggestions for improvement in the procedures by the CONCESSIONAIRE itself and by the GRANTING AUTHORITY; and
- 8.12.2 Stage II: consists of measuring the indicators, data collection, and satisfaction surveys during the CONCESSION operation. It is also expected to improve the diagnosis elaborated in Stage I, based on the empirically verified procedures, according to approved by the GRANTING AUTHORITY.