

Full Course Title: Secretaria Municipal de Conservação e Serviços Públicos do Rio de Janeiro (SECONSERVA): Implementing Efficiency Measures in Management of the City of Rio de Janeiro Street and Sidewalk Construction (Analysing and Improving the Licensing Process for Operating Concessions)

Course Title for Registration System: SECONSERVA Concessions Management

Course Number: SIPAU9000.049

Faculty Advisor: Judith Pincus

Columbia Email Address:

Meeting Date/sTimes: Tuesdays 6:10pm-8:00pm

Location: 409 IAB

Office Hours: By appointment

Credits: 3

Course Overview:

Brief description of client: The Secretaria was created in 2010 to centralize and organize services that are rendered in the city of Rio. As a new agency, the Secretaria undertakes responsibilities that were not being met in other agencies. Among its responsibilities include maintenance and conservation of urban infrastructure including parks, squares, public lighting, sanitation, sidewalk maintenance.

Summary of project (one paragraph): With Rio's presence on the international stage increasing as the host of the 2016 Summer Olympics the SECONSERVA is focused on improving the condition of the city's infrastructure. They are seeking guidance in managing the operating concessions they oversee that construct/do work in the city infrastructure, particularly on the streets and sidewalks. These concessions, known as "concessionarias", include more than 20 companies, that provide services such as lighting, gas, telephone, that operate under a license or concession. Among the problems the SECONSERVA is looking to address is that "concessionarias" start building when they do not have a permit to do so and often they leave holes in the street or sidewalk. The SECONSERVA is seeking recommendations for new mechanisms for them to effectively manage the "concessionarias" and the construction process to preserve and improve their built environment. In addition to learning about Rio de Janeiro's concession companies and licensing processes, this Capstone will focus on licensing/concessions, performance measurement and benchmarking related to construction and quality of the built infrastructure in the urban environment, and financial incentives and disincentives. Team members will interview experts in Rio, as well as other large urban areas, including in New York City, as well as undertake research and analysis to identify best practices that may be transferable to meet the SECONSERVA's needs.

Deliverables to client:

The final product for the client is expected to include actionable recommendations for improving Rio's capacity to carry out the management of the "concessionarias" to improve the condition of the cityscape.

Special skills/knowledge needed by team members:

There should be at least one (preferably two) student(s) on the team who speak/read Portuguese. This will make reading documents and conversations with government and concession officials more time efficient by not requiring a translator. Experience with quantitative skills, process design, benchmarking and/or experience in government is a plus.

Dates for meetings with client, if already scheduled:

Tentative meeting dates with the client include:

Initial meeting: January 27, 2012

Midterm Briefing: March 23, 2012

Final Briefing: April 27, 2012

Field component

Team member will likely have the opportunity to meet with and interview individuals in government and/or utilities officials involved in similar processes in New York City.

Student selection:

All eligible students may apply for up to five workshops through a special online application process in October. Assignment of students will be coordinated by the Office of Academic Affairs, and relevant faculty will be consulted about team membership for their workshop(s).

Grading (students receive an individual grade):

Grades for the workshop will be based on the following criteria:

Quality of individual written work (10%)

Quality of participation in class, peer review (20%)

Feedback from the client (20%)

Overall professionalism, including timeliness, ability to work with team, etc. (20%)

Quality of team's final report and briefing (30%)

Readings: To be determined; readings on Rio, licensing and concessions, and/or benchmarking will likely be identified and made available at the library, through Courseworks and/or in a course reading pack at the IAB copy center prior to the start of the course.

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[y.html](#)

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