

The perspective of implementing a program of urban mobility in a municipality of São Paulo structured in modern business management techniques

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Abstract. This study presents an integrated view of the proposals of the government plans and strategies in urban mobility, participating in an election for the Mayor of a municipality in São Paulo. As people are disenchanted due to the complaints and inconsistencies of political and management models, there is the opportunity to implement an integrated management model, using the Open Government Partnerships and Lean Practices, structured in Network Operations with concepts intersectionality, decentralization and participation, including the actions necessary to conduct this pre-election process, integrating the government plans and strategies, if it succeeds in the election. Using action research methodology, literature surveys, interviewing techniques and qualitative research, structured the concept of City dimensions, including urban mobility, integrating the technology, communications and databases by entering the citizens in the city with structures management and government, transparent, ethical, participatory and innovative.

Keywords: Urban Mobility, Open Government Partnership, Lean Practices, Government Plans, Network Operations

1 Introduction

This Brazilian situation has been marked by a series of political crises, economic and social and led to the perception that the democratic political system is far from consolidation.

Successive waves of accusations of corruption in public agencies and private organizations, with the participation of leaders and public and private leaders reflect the results of the economy, bringing instabilities of various kinds, as well as insecurity, the general pessimism that has raged and inadequate structure management without commitment to the longings, promises and needs of the population.

Due to the disenchantment, the citizen is visibly upset, worried, disgusted, saddened by the misuse of resources, concerned about impunity and inconsistency of policy and management model, although today in reversal processes due to bodies acting audit, inspection, law and police.

Also understands that need to participate in a differentiated model, structured in ethical, moral and professional management standards.

Thus arises the opportunity to establish an integrated management model with strategic, managerial and operational focus, using the practices of open government partnerships based on the principles of transparency, honesty, respect, accountability, citizen participation, urban mobility, technology and innovation to understand the actions necessary to conduct a pre-election process, integrated into the government, if it succeeds in the election.

2 Bibliographic Review

The development of a model that can understand the whole political process and management must be based on the consolidated strategies, including human resources, technologies and processes, scaled to the needs of the population that lives in the city and specified by a government plans, highlighting the ways in which to manage the resources to meet the demands.

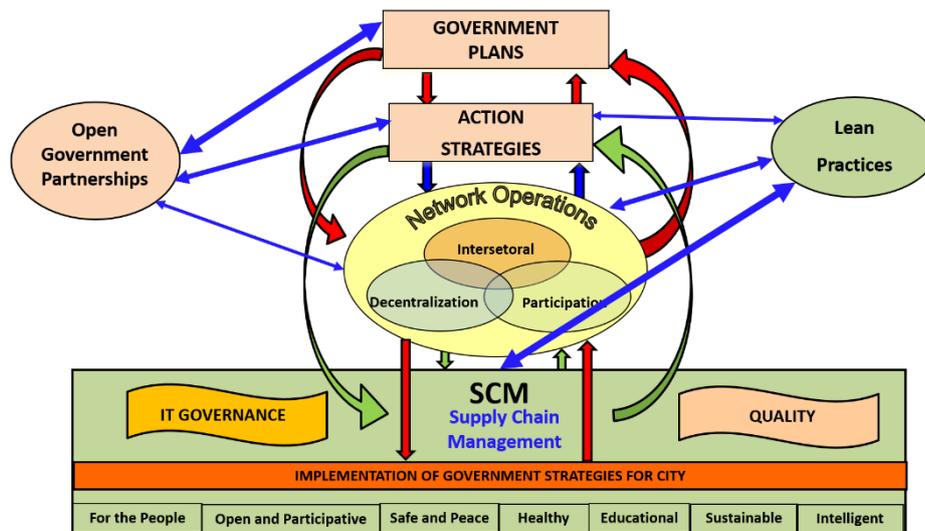
The proposed model Fig. 1, adapted from [1] provides that the government plans must be reconciled with the action strategies for services to citizens through the network operations, developed in intersectoral criteria, decentralization and participation.

In this structure alignment of strategies, open government partnerships related to the transparent management model that makes interact society in the preparation of plans and strategies and track the actions defined with the subsequent validation of the costs incurred, directly interfering with implementation of activities, keeping in weekly meetings, the position of schedules, showing the dates critical to achieving the goals.

The functionality of network operations, as defined by [2], is presented as more permeable to citizen participation, with really effective integrated solutions, as they address issues considering their dimensions, which generate more sustainable results in the medium and long term, making it efficient, they reduce the structural and administrative costs.

The operational functionality occurs in network operations, through the seven City dimensions, and; "For the People", "Open and Participative", "Safe and Peace", "healthy", "Education", "Sustainable" and "intelligent".

These dimensions meet the various departments, matrix and in accordance with its specific features and processes involved, which are strategic, tactical or operational, integrated and managed by the Supply Chain Management - SCM, which make the requirements included in government plans they can be realized.



Fonte: Milreu (2015) – Adaptado de Milreu (2011)

Fig. 1. Strategies in Public Organizations

2.1 Government plans and strategies for action

According to [3], the practice of planning in the municipalities aims to correct administrative distortions, facilitate municipal management, change undesirable conditions for the local community, remove institutional obstacles and ensure the viability of strategic proposals, objectives to be achieved and actions to be worked, and in fact, one of the classic functions of essential scientific management to the municipal manager.

Anticipating and planning means has the purpose of eliminating unforeseen future, as defined by [4], "is to understand how joint consideration of the present situation and the vision of the future influences decisions in this for the achievement of certain objectives in the future."

For the construction of government plans, as well as the operationalization of the shares, the municipal manager, according to Constitutional Principles and through administrative activity, must be in accordance with the basic principles of public administration, according to [5] defines the rules for continuous compliance and mandatory

for good administrator, which are: legality, morality, impersonality or purpose, advertising, efficiency, reasonableness, proportionality, legal defense, contradictory, security, legal certainty, motivation and supremacy of the public interest.

The foundation of an organization, are composed of four elements: vision, mission, principles and values, cited by [6] Vision, which is a clear mental model of a state or highly desirable situation, a reality possible future; Mission, the reason for the existence of the organization; Principles, behavioral issues that the organization is not willing to change, whatever happens and values, virtues, qualities the organization that represents the acquired skills.

From government strategies, the components of the municipal structure are made possible in terms of departments, resources, processes, people, management models, skills and competencies, which effectively will contribute to its direction.

2.2 Open Government Partnership and Lean Practices

In the structure for Open Government Partnership, the availability of data from government is fundamental to increase the levels of transparency, respect and responsibility of public officials related to increased public health policy.

For [7] the availability of government data open allows information to be used in the manner and the convenience of the parties concerned in such a way that they can be mixed and matched to deliver more value to the data and says that the goal of data provision governmental opened is overcome the existing limitations for users of public service information can easily find, access, understand and use the public data according to their interests and conveniences.

For [8], open data mean the provision of information on the internet so that they can be used by third parties and formed a network between the government and society, because only in this way will it be possible that the promises about the possibilities of the use of open data is effectively meet, because it is necessary to generate and maintain an environment where the actors (or intermediaries) may interact.

Lean practices emphasized in work involving the cross-functional teams that [9] reinforce the importance by the multiplicity of knowledge and experience associated in troubleshooting solutions for achieving ambitious designed by organizations and their leaders.

2.3 Network Operations

A network is formed because its members need to deploy solutions to address shared challenges, taking advantage of opportunities and once formed, their growth will depend on how meet the needs of participants who share decision-making, design and implement strategies.

Until a few decades ago, the term networks, according to [10], was classified to designate a chain of similar services, subordinates in general a larger organization, which exercised management centralized and hierarchical manner.

Today, however, the reality is more complex that requires a broader and more global look, including situations that do not overcome the partial and fragmented view of the

problems, which according to [11] needs a new network model with more horizontal relations that requires provision for a socio-educational joint that opens to welcome the participation of various sectoral public policies and drop service boundaries that act alone, including the participation of society, community and family.

2.4 Urban Mobility

Mobility, according to [12] is an attribute associated with people and goods and correspond to different responses by individuals and economic agents to their shifting needs, considering the dimensions of urban space and the complexity of the activities in it, which can be pedestrians, cyclists, public transport users and motorists who use their direct effort (displacement walk) or resort to means of transport, motorized or not.

Some variables may involve the understanding of the concepts of urban mobility in the development of policies reflected in its implementation, as the individual's income, age, gender, ability to use various means of transportation, among others, affect the forecast demand and consequent optimization of the entire flow, which means that not only think of the displacement or the need to come and go.

3 Methodology

This study, derived from part of an ongoing research report aims to design and implement a performance model for the pre-campaign with a view to the majority election for the Mayor of a city located in the Greater São Paulo.

All methodological assumptions that are being used include the nature of literature, given the structured model [1], whose actions in the Network Operations are applied in a participatory and interactive way.

The definition of purposes: Vision, Mission, Principles and Values, the researcher, structured in action research methodology, interacting with the participating groups and performed for the Campaign and Government, in an integrated and continuous process.

To identify the government plans items, the methodological procedure was bibliographical survey of secondary data relating to urban mobility plans carried out in some cities already practicing and having good approximate profile.

Other research, with primary data in depth, was conducted through individual interviews with residents of various segments of society.

4 Results

For the beginning of the project, the researcher interacts with the group in building the Purposes of the pre-election period, considering the concepts of:

- Vision: Building together the Winner Project;
- Mission: Communicating with clarity and sincerity, coherent and consistent proposals to improve the lives of people,
- Principles: Ethics, Respect, Credibility, Transparency and Sustainability.

- Values: Commitment, Alertness, Discipline, Determination and Flexibility.

Further, the Government intents were developed:

- Vision: To be, in all dimensions, the best city in Brazil, to meet, work and live;
- Mission: To establish sustainable public policies and manage networks for Integral Human Development Promotion;
- Principles: Ethics, Integrity, Peace Culture, Transparency and Sustainability.
- Values: Social Participation, Responsibility, Cooperation, Excellence and Gentleness.

Considering the administrative structure, whose national law defines as Secretariats which aims area order, regardless of the intersectoral approach, which is fundamental to provide a dynamic in social, cultural and economic relationships.

Thus, three groups were defined:

- Group of Political Advice an Legal;
- Group General Service;
- Group Specific Service.

In the first group are part areas of Media, Government, Legal Affairs and General of the City Attorney.

In the second group, the areas of Planning and Management, Finance and Budget, Personnel Management, General Accounting and Information Technology.

Finally, the areas of Infrastructure, Environment, Health, Education and Culture, Public Security, Assistance and Social Inclusion, Transport and Urban Mobility and Sports and Tourism.

To provide the dynamic interrelationships of these departments, the dimensions were created, structured matrix form, to allow relationships between them, to conform full citizen service, making it served to the fullest.

These dimensions make up the Planning shafts and allows you to view the interrelationships between departments through the process and in particular the object of study, was related to urban mobility.

In research with primary and secondary data, thirteen items were identified:

1. To approve the Municipal Integrated Urban Mobility Plan, based on diagnostic studies of traffic engineering;
2. Create the Municipal System Mobility by bicycle, with sharing stations, ring cycle, bike paths, bike lanes along the lines of models of international benchmarks (UNICEF standard);
3. Implement the Brazilian Manual of Horizontal and Vertical Traffic Signs, according with current technical standards;
4. Conduct in the surroundings of all units, the Municipal Program of School Areas signaling, according with current technical standards;
5. Install at strategic points of the new city Parklets Sustainable and Digital, in various settings to improve the quality of life of citizens;

6. Rearrange the schedules and bus lines, updating their routes to improve service quality and reduce the expected ranges of users;
7. Regulation in the municipality for implementation of Bus and Taxis Affordable and Sustainable (hybrid models) in amounts comfortable for users;
8. Regulation of the times for the traffic of heavy trucks and on the noise levels allowed within the territory of the city, according to the technical standards currently in force in the country;
9. Equipping the city with new coach and new points Taxi points marked with tactile floors, LED lighting with photovoltaic power;
10. Restructure all Rotary Parking System in town (Blue Zone);
11. Deploy CHIPS and permanent location of GPS on all the cars, vehicles and vehicles in public service delivery by the municipality;
12. Implement a more open streets to residents for public and recreational use on weekends with supervised activities;
13. Implement the Municipal Program of Urban Signs (install on every corner green plates with street name, neighborhood, zip code and property number range).

5 Conclusions

Guidelines to structure the Strategic Actions, from the government plans were developed without taking into account the priorities that will be subject to specific participatory meetings after the election, if it succeeds in the election process.

Thus, the formation of groups with people with qualified profiles on integrity, transparency and honesty will help to adjust the controls of the public of the city budget, developing cross mechanisms and information with reliable systems, allocating resources to priority areas, such to return to the citizen in the form of good service.

The pursuit of integration of the various segments to structure urban mobility using enterprise systems with digital systems and high performance processes, makes efficient and productive as it bases its decisions on evidence, researched data and information in measurable timelines and metrics, demonstrable performance indicators, providing improve the quality of life.

Therefore, plan and build relationships with the community, seeking aspirations, concerns, alternative ways of implementing actions, makes the process interactive, providing direct effects on those who benefit from urban mobility.

A city, using all this learning, as a powerful tool for social transformation, promotes a climate of collective learning and inserts the Citizen in the urban mobility model, intentionally and permanently, to the fullest extent of its territory, exercising ideas and resources educational promoters of a new society, establishing a new culture.

Structuring the municipality focused on the common good, thus strengthening a strong cohesion of culture in society, allowing people to rediscover new meaning to live in communion and engaged in a civic process.

A city that has vision, mission and clear principles and values and defined, built in a democratic and participatory manner so that there is confidence, enthusiasm, commitment and creativity.

A city able to articulate intersectoral partnerships and build strategic alliances mutually beneficial between the spheres of government and companies that want to invest in a safe environment to build a place that receives empathetic to the needs of citizens, whose citizens may have relationships that generate mutual goodwill and can carry out their life projects.

Therefore, structure the Future City demonstrating with practical and effective action, care for future generations and the sustainability of the planet, laying the foundation for a better world and that everyone can develop their social responsibility and their awareness of the value and the importance of serving all, always a detached, compassionate and ethical and where they can deliver to the world, their gifts and talents in order to either enjoy a full and happy life.

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