


INTEGRATED PUBLIC SECURITY SERVICE CENTERS IN MATO GROSSO DO SUL: A PROPOSAL FOR SERVITIZATION

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ABSTRACT

The work proposes an analysis of the concept of servitization and its application in the public sector, specifically in the area of public security. The objective is to demonstrate the potential benefits of the implementation of Integrated Public Security Service Centers in Mato Grosso do Sul, applying the concept of servitization and the philosophy of Community Policing. The research uses a qualitative approach and describes the attributions of public security agencies in the State, presents a theoretical foundation on Community Police and servitization, and exposes examples of integrated service in public security in other states of Brazil and in Mato Grosso do Sul itself. The expected result is the proposal to implement a new model of public security service provision in the State.

Keywords: Public Security. Servitization. Community Police.

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INTRODUCTION

Public security is a duty of the State and a right of all, according to article 144 of the Federal Constitution/1988. This responsibility aims to preserve public order, the integrity of people and heritage, always based on the values of citizenship and human rights.

To this end, express principles governing public administration must be adopted, as established in article 37, *caput* of the same Constitution.

In this step, the National Public Security Plan (PNSP 2021-2030) recommends the Management of the Integrated Public Security Policy as one of the final chains of the Ministry of Justice and Public Security. This management aims to deliver the "Protection and Security of Society" through their respective processes.

In the private sphere, the concept of servitization has been gaining prominence, which consists of the transformation of a company that manufactures products into a company that offers solutions, integrating goods and services. This strategy has become common in the market, bringing innovation through private institutions.

However, even with the existence of legal evidence on the practice of governance in public administration through the integration of bodies, institutions and services, in general terms, it is possible to say that the concept of servitization is still not effectively applied in the public sector.

On the other hand, it is possible to observe examples of the provision of various services in an integrated manner by the State, such as the case of FÁCIL, in Mato Grosso do Sul, which provides services related to electricity, water and sewage, issuance of ID, among others.

In this context, the research aims to investigate the potential benefits of the implementation of Integrated Public Security Service Centers in the State of Mato Grosso do Sul, using the concept of servitization. The objective is to bring greater effectiveness in the provision of essential public security service to society, optimizing existing resources and promoting innovation in the service delivery model.

The specific objectives include describing the attributions of the public security agencies linked to the State Secretariat of Justice and Public Security of Mato Grosso do Sul, suggesting the creation of Integrated Public Security Service Centers in the State and exposing the potential benefits that society can obtain with these measures, based on the premise of servitization in the provision of public service and the philosophy of Community Policing, whose concept will be based on the theoretical foundation.

The importance of this research lies in the fact that public security forces represent the intervention of the State in sensitive moments of people's lives, such as criminal



occurrences, accidents and disasters. However, the compartmentalized and complementary structure of these forces can hinder the flow of information and the population's access to services.

From this perspective, servitization, which is an anglicism derived from the English word *servitization*, has been shown to be beneficial in the private sector, providing greater access to products and services, since it aims to deliver solutions to the customer/user.

According to Vandermerwe and Rada (1988, p.314): servitization is "the innovation of the organization's capabilities and processes to create better mutual value through a shift from the sale of products to the sale of Product Service Systems". However, this approach is not yet applied in the state provision of public security, given the differences in competence and attributions of the bodies responsible for these services, as well as the fact that these institutions have different administrative and organizational structures, since they were created separately, to carry out specific activities, even if complementary, as determined in the constitutional text.

Thus, the proposal to implement the Integrated Public Security Service Centers seeks to mitigate the difficulties of access and receipt of services by the population, improve the performance of institutions and optimize information flows. To support this proposal, theoretical concepts related to servitization, public administration and public security will be explored, in addition to presenting practical examples of integrated service in public security in other states of the Federation.

The methodology adopted in the research is qualitative, with a description of the attributions of public security agencies, theoretical foundations on Community Police and servitization, presentation of case studies and document analysis.

As a technical and technological product, it is expected to present a proposal for the implementation of a new model of public security service provision, based on the creation of the Integrated Public Security Service Centers in the state of Mato Grosso do Sul, applying the concept of servitization and following the philosophy of Community Police.

INTEGRATED PUBLIC SECURITY SERVICE CENTERS: A PROPOSAL FOR SERVITIZATION

This is a proposal for the implementation of a new model for offering public security services to Mato Grosso do Sul society through the creation and implementation of Integrated Public Security Service Centers, based on the concept of servitization, under the philosophy of community policing (FERREIRA, 1995, p.56).



In practice, it is proposed the creation of units to serve the population focused on public security, with the objective of uniting in one place human and material resources of the Civil Police, the Military Police, the Military Fire Department, the Criminal Police, the Forensics and Socio-educational Assistance, in order to operationalize these forces to act in an integrated manner, within the limits of its attributions, so that the delivery of public security by the State to the people is complete.

It so happens that today the provision of public security services through their linked bodies takes place in a compartmentalized manner, in which, in close synthesis, the Military Police and the Military Fire Brigade exercise the part of preventing crimes, fires, accidents, disasters and pre-hospital aid, the Civil Police exercises the part of repression of crimes that were not possible to prevent, In this case, the Forensic Investigation also acts within the scope of investigations, the Criminal Police and the Socio-Educational Assistance Agents start to act in the criminal part, exercising custody, internment and rehabilitation of criminals/minor offenders, respectively.

So, for example, if a citizen seeks the Military Police requesting support to verify a robbery situation, in which the alleged perpetrator is found in the act, by legal procedure, he is referred to a civil police station on duty, where the Military Police Occurrence Report will be drawn up, listing all the facts, objects and people involved for the delivery of the occurrence to the police authority, Civil Police Delegate on duty, who, together with his team of civil police officers, will receive the occurrence of the PM and draw up the respective hearings, Occurrence Report, Seizure Notice and Arrest Notice in Flagrante, duly grounded in the legal form, according to arts. 4 to 28 of the Code of Criminal Procedure, Decree-Law No. 3,689/1941 and in the light of article 144, CF/1988.

From this, any forensic examinations will be carried out elsewhere by the Forensic servers and then the alleged perpetrator of the fact is detained in the jail of the police station until he is transferred to a unit of the Penitentiary System, after a custody hearing. If the alleged offender is a minor, he must be received by the socio-educational agents in the Educational Internment Unit (UNEI), in accordance with arts. 90, 108 and 112 of the Statute of the Child and Adolescent, Law No. 8,069, of July 13, 1990.

If there are injuries, the Military Fire Department will also be activated, which will provide aid to possible victims, carrying out outpatient and/or pre-hospital referrals, depending on the situation.

This time, it is observed in the case in question the use of many material and human resources and many displacements, generating inconvenience to the servers, victims, witnesses and perpetrators involved, as well as adding expenses that could be suppressed



if the service occurred in a complementary and unified way, in the same place, and in less time, freeing up the teams involved more quickly to be able to provide new services.

In fact, it should be noted that the estimated average cost for the construction of a public security unit, whether it is the Civil Police, Military Police, Military Fire Department, Forensics, etc., considering a total area of 970 (nine hundred and seventy) m² is around R\$ 5,500,000.00³ (five million and five hundred thousand reais), a resource that would be better invested if it contemplated a unified service unit, since it would not be necessary to multiply this amount in the construction of a unit for each public security force.

Therefore, it is understood that the implementation of the integrated public security service from the creation of integrated centers, operating in shifts of 24 hours a day, could provide an improvement in the delivery of Public Security by the government to the citizen, reducing costs and making it more effective, efficient and effective.

In this vein, according to Façanha and Marinho (2001, p.2):

In current use, effectiveness refers to the ability to promote intended results; efficiency would denote competence to produce results with minimal expenditure of resources and efforts; and efficacy, in turn, refers to controlled conditions and desired results.

To this end, procedurally, it is necessary to establish a Working Group (WG) within the scope of the State Secretariat of Justice and Public Security – Sejustp/MS, with representatives of the institutions involved (Military Police, Civil Police, Military Fire Department, General Coordination of Forensics, Criminal Police and Superintendence of Socio-Educational Assistance, in order to carry out the necessary alignment studies for the operationalization of the integrated centers, in order to unite in a cohesive way the inherent perspectives of each of these bodies and establish the guidelines for their unified functioning.

From this, it is suggested to indicate a place or region for the implementation of the pilot project of the Integrated Public Security Service Center (CAISP/MS) in its testing and adjustment phase, until a degree of excellence is obtained that gives rise to the institution of the others throughout the state, in order of priority, from technical studies and necessary statistical data.

³ Source: CORRÊA, Fábio Alex, 2024. Informative Report of the Coordination of Projects and Maintenance of the State Secretariat of Justice and Public Security of Mato Grosso do Sul - COORDPROJ/SEJUSP/MS. (ATTACHED)



COMPETENCIES OF THE PUBLIC SECURITY ORGANS LINKED TO THE STATE SECRETARIAT OF JUSTICE AND PUBLIC SECURITY OF MATO GROSSO DO SUL AND THE SERVICE TO THE POPULATION

Public security is a crucial issue for social development and the guarantee of human rights in any society. In the State of Mato Grosso do Sul, the State Secretariat of Justice and Public Security (SEJUSP) is responsible, under the prism of article 20 of Law No. 6,035, of December 26, 2022, for coordinating and integrating the actions of the Civil and Military Police, the Military Fire Department, the Criminal Police, Socio-Educational Assistance, and Forensic Expertise. with the aim of ensuring public order and the safety of the population.

In this context, chapter III of the Constitution of the Federative Republic of Brazil of 1988 brings in its article 144. that public security, a duty of the State, a right and responsibility of all, is exercised for the preservation of public order and the safety of people and property, through the following bodies: I - federal police; II - federal highway police; III - federal railway police; IV - civil police; V – military police and military fire brigades. VI – federal, state and district criminal police.

Its constitutional attributions are provided for in paragraphs 4, 5 and 5-A of the aforementioned legal provision, as described below:

Paragraph 4 - The civil police, headed by career police officers, are responsible, except for the competence of the Union, with the functions of judicial police and the investigation of criminal offenses, except for military ones.

Paragraph 5 - The military police are responsible for the ostensive police and the preservation of public order; The Military Fire Departments, in addition to the attributions defined by law, are responsible for carrying out Civil Defense activities.

Paragraph 5-A - The criminal police, linked to the administrative body of the penal system of the federative unit to which they belong, are responsible for the security of penal establishments. (Text given by Constitutional Amendment No. 104, of 2019)

The Superintendence of Socio-Educational Assistance established by Decree No. 12,710, of February 9, 2009, restructured by Decree No. 13,042, of September 13, 2010, subordinated to the Secretary of State for Justice and Public Security, aims to promote socio-education in the State of Mato Grosso do Sul, through articulation with the Rights Guarantee System and sectoral bodies of public and social policies, and the execution of judicial measures of deprivation and restriction of liberty, being its responsibility to safeguard, assist and monitor adolescents in compliance with socio-educational measures of internment and semi-liberty and those who are in provisional internment, in accordance with laws, norms, recommendations at the national and state levels, as well as the International Treaties to which Brazil is a signatory.



THE APPLICABILITY OF THE COMMUNITY POLICING PHILOSOPHY IN THE CONCEPT OF SERVITIZATION AND ITS EFFECTIVENESS WITH REGARD TO THE STRATEGIC MANAGEMENT OF THE ADMINISTRATION

Public security is one of the pillars of a cohesive and fair society. In this context, the philosophy of community policing, which emerged from the so-called oriental police school, more specifically in Japan (1870), and emphasizes the actions of public security agencies oriented to service to the community, as opposed to the so-called Anglo-Saxon (Western) police school, more oriented towards law enforcement and criminal prosecution, emerges as an innovative alternative for the management of public security. seeking to strengthen ties between the community and the security forces.

According to MUNIZ and ZACCHI (2005), this philosophy had its first drafts in Brazil in the 1980s, in Rio de Janeiro/RJ, having as one of its precursors the Military Police Colonel Carlos Magno Nazareth Cerqueira, gradually spreading to the other Federative Units, gaining strength with the creation of the National Public Security Fund, in the 2000s.

Thus, the philosophy of community policing emerges as a counterpoint to the traditional model of policing, which was characterized by repression and the distance between the police and the community (FERNANDES, 1994, p. 10). The model in question proposes a paradigm shift, focusing on crime prevention and building a relationship of trust between the community and public security forces.

In line with Trojanowicz and Bucqueroux (1994), its guiding principles are basically related to proximity, which deals with the physical and symbolic approximation between the police and the community; prevention, which deals with the emphasis on crime prophylaxis through proactive and educational actions; partnership, which is linked to building a relationship of trust and collaboration between the police and the community; responsibility, with regard to the sharing of responsibility for public safety between the police, the community and the government, and transparency, with regard to transparent and supervised actions by the community.

With regard to servitization, there is a management model that seeks to transform the public administration into a provider of services to the population. This model systematically implies orientation for citizens, focusing on their needs and expectations, quality of services provided, according to the concepts of quality, effectiveness, efficiency and effectiveness in management, with the optimization of public resources and the search for sustainability, transparency and *accountability*, a term of English origin that refers to accountability that, in a broader understanding of the concept, is used with the meaning of transparency, control, responsibility, in actions and accountability to the population and,



finally, social participation, stimulating the involvement of civil society in public management.

According to Bracker (1980), strategic management is related to the application of business strategy concepts directly in the organization, through analysis of the internal and external environments, with the objective of achieving the success of the organization through established goals, aiming at improvements in all aspects and thus enabling the improvement of the ability to deal with future uncertainties, in order to anticipate its actions on a preventive basis. Furthermore, strategic management in the public sector, according to Nogueira (2015):

They have to establish priorities, relate to the environment, learn about the social scenario, diagnose their limitations, explore their strengths, develop culturally and educationally, "lead" negotiation, obtain resources and spend them efficiently, and plan their future and that of society itself.

Thus, in obedience to the constitutional principles of public administration present in article 37 of the CF/1988 (legality, impersonality, morality, publicity and efficiency), the governance policy in the public administration of Brazil was implemented, especially with regard to the efficiency of acts, as of Decree No. 9,203, of November 22, 2017. From this perspective, the term "governance" (and the act of "governing") refers mainly to the processes that make it possible to establish organized rules and promote joint actions in the public sphere (CHHOTRAY; STOKER, 2009), considering its administrative, political, economic, social, environmental, and legal structure, among others, whose basic principles include transparency, equity, compliance with laws, accountability and ethical conduct, with a view to an efficient, effective and effective State.

Thus, it is observed that the philosophy of community policing and the concept of servitization converge in several aspects, since both approaches place the citizen at the center of public security management and deal with prevention, with the purpose of achieving better results. They promote social participation and defend the transparency of actions and accountability to the population, demonstrating that, together, such approaches can become effective tools in the strategic management of public security.

EXAMPLES OF GOOD PRACTICES IN THE INTEGRATION OF PUBLIC SECURITY SERVICES THAT OCCUR IN MATO GROSSO DO SUL AND OTHER STATES OF THE FEDERATION

As already discussed in the previous lines, it is possible to infer that the meeting, or integration of services for the benefit of the end customer is a market trend, which has been



increasingly explored in the private context. In the scope of public administration, although on a smaller scale, it is no different, so that some examples of good practices of this nature in public security can be collected in some states of the Federation.

In Mato Grosso do Sul, through Decree No. 11,048, of December 27, 2002, amended by Decree No. 11,564, of March 22, 2004, the Integrated Security Operations Center (CIOPS) was created, headquartered in Campo Grande-MS, responsible for promoting the integration of public security institutions in the State of Mato Grosso do Sul, with the purpose of providing the necessary means for the operation of the Operations Centers of the security agencies, in order to receive and process the response to urgent and emergency calls, through the emergency telephones 190 (PM) and 193 (CBM), as well as other agencies and institutions involved in public security and civil defense actions, with the competence to gather, process and organize statistical information on attendances and occurrence records, with a view to optimizing resources aimed at fighting crime.

Another example of integrated action by the state's public security agencies is the General Coordination of Air Policing (CGPA/SEJUSP), created by State Decree No. 12,584, of July 17, 2008, as an Integrated Public Security Unit, made up of career civil servants from the Military Police, Civil Police, Military Fire Brigade and statutory employees designated by the Secretary of State. for the purpose of planning and executing air operations for public security, civil defense, transport of authorities and air support to other bodies, under the terms of arts. 1 and 2 of the aforementioned text of the law.

In the State of Rondônia-RO, from Decree No. 11,964, of January 2, 2006, the Integrated Public Security Unit (UNISP) was created, bringing together the performance of the Civil Police, Military Police and Military Fire Department, with daytime service and single record of occurrences.

Also, it is necessary to consign a pilot project of the State of Pará-PA, materialized with the installation of the so-called Integrated Public Security Unit (UISP),⁴ through a cooperation agreement between the State Government, through the Secretariat of Public Security and Social Defense (Segup), with the mining company Vale, aiming at improving the infrastructure for the performance of security agents, as well as effective public security actions for the population of the region, specifically in the São Félix nucleus, integrating the Military Police, the Civil Police, the Military Fire Department and the Scientific Police in a complex of four buildings.

⁴Source: Civil Police of the State of Pará: From Brazil, Sentinela do Norte. *Marabá receives a new Integrated Public Security Unit, which will benefit more than 70 thousand people*. Published on 28 Apr. 2022. Available at: <https://www.pc.pa.gov.br/noticia/102> > Accessed on: 22 Jan 2024.



DIALOGUE WITH STAKEHOLDERS

Despite presenting an innovative project regarding the implementation of a new model of public service provision, it is imperative to promote dialogue with *stakeholders*⁵, a term created by philosopher and professor of management Robert Edward Freeman in 1983 in an internal memorandum at the Stanford Research Institute, which can be understood as "interested persons", or "actors involved" in a given project or process, in order to verify the sustainability of the proposal through actors who have *know-how* in working together between institutions, and the possibility of its validation in the phenomenal world.

To this end, three civil servants with extensive experience in the subject and who hold senior management positions in bodies of integrated action in the Public Security of the State of Mato Grosso do Sul were invited to the dialogue, they are the Colonel of the Military Fire Department Danilo Santos Moreira Leite, General Director of the Integrated Security Operations Center - CIOPS, Military Police Colonel Edimilson de Oliveira Ribeiro, Coordinator of the Coordination of Integrated Operations and Interagency Cooperation – COPI and Interim Coordinator of the Integrated Command and Control Center – CICC, and Police Chief Tiago Macedo dos Santos, Superintendent of Public Security – SSP/SEJUSP, in order to consign to this work a little of their experience in the integrated performance of public security, present them with the above-mentioned project and verify the opinion of these professionals on the subject.

Thus, the following questions were met with the guest actors:

1. Tell us a little about your experience in public security, especially in integrated action with other security forces and what is your perception of this integration in public security;
2. Regarding the project presented, I would like to check your opinion on the subject, including on:
3. If there is feasibility of implementing Integrated Public Security Service Centers in Mato Grosso do Sul; (Yes/No/Justify).

Respectively, Danilo Santos Moreira Leite declared to be "Colonel of the Military Fire Department of Mato Grosso do Sul, in the corporation for 26 years. From 2004 to 2015 he had the opportunity to work at the Integrated Security Operations Center (CIOPS), having returned to CIOPS in October 2023 to assume the role of Director-General." He asserted that "the CIOPS is an agency that is the result of a policy of integration of public security

⁵ Source: Encyclopedia Meanings. Available at: <https://www.significados.com.br/stakeholder/#:~:text=Stakeholders%20significa%20p%C3%BAblico%20estrat%C3%A9gico%20e,%2C%20projeto%2C%20empresa%20ou%20neg%C3%B3cio.>> Accessed on: 29 Jun 2024.



agencies, concentrating the receipt of emergency calls 190, for the Military Police, and 193, for the Military Fire Department." He explained that "the response to these calls results in the registration of occurrences, which are automatically distributed to dispatch terminals, taking into account the location of the occurrence and the forces that must be activated. At this point, the integration of the Civil Police also occurs, which becomes aware of the crimes recorded, informing the police stations, as well as providing for the activation of forensic teams. The CIOPS generated agility in the service, since the operations centers of the security forces were separate and there was no integration of information, as well as resulting in savings, as the operations centers of the forces, integrated in the CIOPS, share the same physical space and the same structure."

Regarding the project presented, he said: "I understand that yes, the integration of services is very valid, and should be planned from the perspective of the service user. In the case of public security, I understand that services can be integrated with the issuance of an ID, a request for an inspection by the Military Fire Department, a request for a Police Operating and Control Permit is up to DEOPS, and the like."

As for the benefits, he concluded that "it is the citizen's satisfaction with the service provided by public security, as it is the reason for the existence of public agencies. It is expected that this satisfaction will result from the agility in the service and the fact of finding several services in one place, in addition, obviously, to having their needs met."

Subsequently, Edimilson de Oliveira Ribeiro, exposed that he is "Colonel PM of the Paid Reserve, but that he continues to work in a commissioned position at the State Secretariat of Justice and Public Security (SEJUSP-MS), in the same position and function that he held in active service. Since November 2015, I have assumed the role of Executive Secretary of the then Integrated Border Management Office (GGI-FRON) at SEJUSP. This Border Office had its legal framework in 2011 when the Strategic Border Plan was instituted and brought with it the ENAFRON Program (National Strategy for Public Security at the Borders), which provided strong investments in the years 2011 to 2013 on the borders of Mato Grosso do Sul. The mission of this office was precisely to foster integration at the state level between federal, state, and municipal public security forces, with integrated operations to confront and combat cross-border and/or transnational crimes on the borders with neighboring countries (Bolivia and Paraguay). From the legal framework of the Strategic Border Plan, inspections in the border strips were intensified, and 4 border poles were created in Mato Grosso do Sul, covering the municipalities: Corumbá, Ponta Porã (in 2011), Naviraí and Jardim (in 2012). In these centers, the 44 municipalities of the border



strip were distributed, where constant operations were carried out as part of a task force to combat organized crime on the borders."

He described that: "from 2015 to 2023 I remained in the Executive Secretariat of this Office, but over the years, its actions, scope and attributions have been expanded, and in 2017, after the Integrated Border Protection Program (PIIF) was instituted – Federal Decree No. 8,903/2016, in the state we started, in addition to border missions, to also carry out integrated actions on the borders with the states neighboring Mato Grosso do Sul. For this reason, in March 2017, through Decree 14,682/2017, in the administrative reform of SEJUSP, the name in the SEJUSP organizational chart was changed to Office of Integrated Management of Borders and Borders (GGI-FRON-DIV). In 2023, Decree No. 16,193, of May 18, 2023, reorganized the basic structure of the State Secretariat of Justice and Public Security – SEJUSP and restructured the SEJUSP organizational chart again, this time creating the Coordination of Integrated Operations and Interagency Cooperation (COPI), with the Executive Secretariat of the Office of Integrated Border and Border Management (GGI-FRON-DIV) being in accordance with item "VI" of Article 28 of Decree No.

16,193/2023 to have the activities of his competence coordinated by the COPI, and this PM Officer was appointed holder of the COPI portfolio, accumulating a function also with the Executive Secretariat of the GGI-FRON-DIV, where I remain exercising my functions in said portfolio until the present date. In addition, in these almost 8 and a half years at the head of integrated operations in the state, I can assure you that integration is the way to strengthen institutions, as the union and the sum of efforts provides a state presence with a greater scope of actions to combat organized crime for a longer period of time on the ground. Since then, this integration has provided a greater approximation that goes from the leaders of the institutions to the personnel who perform the missions at the end of the line, becoming a facilitating instrument and exchange of information and experiences between managers and operators who work in this confrontation."

As for the implementation of Integrated Public Security Service Centers, he argued: "I see it as a very interesting proposal, because it would be a place where all institutions would work together within their competencies and attributions, as is already the case today in the Casa da Mulher Brasileira, where Public Security Institutions and Assistance Agencies act in an integrated way in the same place, aiming to give speed and better support to women victims of domestic and family violence, where there she feels supported and safe when denouncing her aggressor partner. In practice, I understood that it would be a place where the institutions would work together: Military Police, Civil Police, Fire Departments, Forensics, Criminal Police and Socio-educational Assistance, in a 24-hour



service, with the registration of a single bulletin, where they would certainly have more speed in the proper referrals and the resources between the institutions would be better optimized, therefore fully feasible to seek this integration and sum of efforts in favor of public security in the state."

Regarding the benefits, he mentioned: "in my view, they would be quite interesting, as they would provide agility in the processing of the occurrences generated; enhancement of the resources employed and rework with the creation of a single bulletin; greater approximation on the part of public security operators acting in a joint and integrated manner in public security as a whole; would stimulate the approximation of the various sectors of public security, with the exchange of information and greater confidence of its members in a single environment of measures related to the field of public security and citizen security in this provision of service of the institutions."

Tiago Macedo dos Santos, Police Chief and Superintendent of Public Security, stated: "I have been working in the Justice system for twenty years, of which fourteen as a public security professional. I understand that integration between security forces is fundamental. Each institution plays a role, according to constitutional and legal attributions. Integration allows the exercise of these attributions to complement each other, strengthening the response to society, expanding the capacity for crime prevention and repression."

In addition, he argued: "public security institutions must act in this synergy and integration, respecting constitutional and legal attributions, as the result of the integrated action passes through the sieve of Justice, allowing the delivery of the jurisdictional provision. Thus, joint action from the activation of an occurrence, at crime scenes, in intelligence actions and in the search and arrest of criminals, allows the entire public security system to activate the criminal prosecution system, which will naturally result in the activation of the Criminal Justice, through a criminal action. Therefore, the result of integrated action allows the realization of Criminal Justice, bringing security and peace to society, because when public security institutions join forces, there is prevention, criminal repression and the realization of criminal justice."

Regarding the feasibility of the project, he argued: "it is possible, but it should be noted that each public security institution has different and complementary attributions and their performance must be guided within the strict constitutional and legal limits, because the product of the public security service inevitably results in a subsequent service, which is Criminal Justice, which confronts aspects of legality and constitutionality to promote a criminal conviction."



Objectively speaking, this integration must be studied within the legal and constitutional limits and within the margin of complementarity that exists and allows this integrated action. For example, the Integrated Security Operations Centers and the Integrated Command and Control Centers are mentioned, where the security forces act jointly and each one acts within its area of attribution. This is already a strong factor of integration and allows the joint action of the Military Police, the Civil Police (including its Forensic body), the Military Fire Brigade and when within the scope of the CICC, joint action with other bodies, such as the Army, Navy, Air Force, Federal Police, Federal Highway Police, Intelligence Agencies, Municipalities (SAMU, SEMADUR, other municipal bodies), Public Schools (as occurred in the case of the attacks on schools).

It should be noted that due to the constitutional and legal attributions of each institution, this integration could not overcome these limits, under penalty of unconstitutional and legal action and compromise of the application of criminal justice, which inevitably works with the product of the public security service. Thus, integration depends on a strong exchange of information, on the existence of integrated protocols, respecting the institutional attributions, which were designed in the Constitution and follow a pattern specific to the structure of the Brazilian State, with historical, cultural and local reality aspects."

Regarding the benefits, he concluded: "the integration of security agencies is something that has been promoted for more than two decades and in this period it has advanced more and more. Currently in Mato Grosso do Sul, for example, there are the examples brought in the previous lines as instruments of integration. What can be seen is that there are numerous advances, very positive results. Still in this perspective, there is a pioneer in Mato Grosso do Sul, an integrated service within SEJUSP between the Military Police and the Civil Police, as is the case of the DOF and DEFRON, police agencies that act together, respecting the attributions of each institution, preventing and repressing border crimes in the State. The results are absolutely positive. Both bodies operate in the same headquarters. Therefore, integration is an essential tool and these experiences mentioned above demonstrate this.

FINAL CONSIDERATIONS

Based on the concepts and principles addressed, under the aegis of governance in public administration, it is possible to see that the creation and implementation of the Integrated Public Security Service Centers by the State Secretariat of Justice and Public Security (SEJUSP/MS), can bring numerous benefits to the citizens of Mato Grosso do Sul,



especially because it will bring the public closer to the agents responsible for law enforcement and will provide a qualitative and quantitative improvement in the deliveries from the State to the population.

The article presented the proposal for the creation and implementation of the Integrated Public Security Service Centers in Mato Grosso do Sul, as well as the probable benefits of their implementation.

The characterized description of the public security forces operating in the State, in the form of the Federal Constitution of 1988, as well as their legal attributions and operation, was brought to the fore.

It dealt with the definition of strategic management, making a contribution of the philosophy of community policing, tracing a relationship with the concept of servitization, especially with regard to the benefits that can be obtained with its introduction, by means of a suggested change.

Some examples of good practices in the integration of public security services that occur in Mato Grosso do Sul and other states of the Federation were demonstrated, indicating, in theory, the feasibility in carrying out the project.

In the dialogues with the *stakeholders*, it was clear in the conciseness and coherence found between the statements that "[...]the integration of services is very valid, and must be planned from the perspective of the service user" (Col. Danilo), "[...]they would certainly have more speed in the proper referrals and the resources between the institutions would be better optimized, therefore fully feasible to seek this integration and sum of efforts in favor of public security in the State." (Col. Edimilson) and "[...]The integration of security agencies is something that has been promoted for more than two decades and in this period it has advanced more and more.", "[...]It is an essential tool". (Dr. Tiago).

Nevertheless, it is stated that "[...] integration depends on a strong exchange of information, on the existence of integrated protocols, respecting the institutional attributions, which were designed in the Constitution and follow a pattern specific to the structure of the Brazilian State, with historical, cultural and local reality aspects." (Dr. Tiago).

Finally, it was possible to observe the existence of a movement towards making products and services increasingly accessible to the population with the integration of services in unique locations, which has been strengthening and gaining more and more space within the private sector and public administration, in order to foster governance, with a view to strategic management, making the public service more accessible, efficient, effective and effective.



In this vein, it is inferred that the creation of Integrated Public Security Service Centers in Mato Grosso do Sul (CAISP/MS), meets the desires of the community and the actors responsible for public security in the State, as well as the aforementioned trend of integration of services as an offer of solutions to the target public, under the bias of the concept of servitization, aligning itself with the philosophy of community policing that raises the approximation of security institutions with the population, in order to promote awareness, education and partnership, finding feasibility in its implementation.



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