

# Research on Problems and Countermeasures of operation and management of Qingcheng Post in Hohhot

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**Abstract:** The public health environment is the scale of urban civilization and the footnotes of national development. China's "toilet revolution" is still vigorously moving forward, and the object of revolution has expanded from private housing to public domain. This paper selects Qingcheng Post in Hohhot as the research object, from the perspective of public management, using the new public service theory and other discipline theory, using the method of investigation and literature research, investigates and analyzes the current situation of operation and management of Qingcheng Post, and then puts forward feasible suggestions and innovative development ideas.

**Key words:** Hohhot City; Qingcheng Post; Countermeasures

"Toilet revolution" refers to a measure to transform toilets in developing countries. Public health environment is an important symbol to measure the degree of urban civilization. Improving the sanitary condition of toilets is directly related to people's health and environmental conditions. In April 2015, general secretary Xi Jinping made important instructions on the "toilet revolution", emphasizing that the "toilet revolution" is a pragmatic move to improve the quality of tourism. In this context, the Hohhot municipal government attaches great importance to the construction and transformation of public toilets. In 2017, according to the arrangement of the municipal Party Committee and the municipal government, Hohhot comprehensively carried out the "toilet revolution" and set up 3067 Qingcheng Posts (public toilets). In densely populated communities and residential areas, as well as areas prone to urination and drowning, Qingcheng Posts will be added according to the demand, so as to ensure the "full coverage" of public toilet service of Qingcheng Posts within every 500 meters of the built-up area, and form a comprehensive public health system with reasonable layout and perfect functions, so as to completely meet the needs of the masses. Because Hohhot is translated as "Green City(Qingcheng)" in Mongolian, so it was named as "Qingcheng Post". Qingcheng Post is different from ordinary toilets. It is a new multi-functional public product integrating toilet, rest station, service station and other functions.

## 1. Current situation of operation and management of Qingcheng Posts in Hohhot

In the past, there were only 767 public toilets in the urban area of Hohhot, and all of them were dry latrines. As a city with a permanent population of more than 3 million people, there was a phenomenon that "due to poor construction, and ordinary people began to drown before they went to the toilets, resulting in stench overflowing", which had a serious impact on the urban public health environment. By the end of 2018, there will be more than 4000 public toilets available in Hohhot (1200 will be expanded in 2018), with an investment of 1.673 billion yuan. Today, modern water toilets and Qingcheng Posts with different styles have replaced the old dry latrines as the routine configuration of public toilets. The sanitary environment and hardware facilities inside and outside the toilets have undergone earth shaking changes, except for the "five-star hotel" toilets. In addition to being applauded, humanized toilets for the elderly, the weak, the disabled and the third sex also appeared one after another. Citizens can accurately locate the nearby Qingcheng Posts by using the "Handheld Qingcheng app", which ensures intelligent management with information technology and provides

great convenience for citizens. Qingcheng Posts combines the local culture and modern architectural style to form the urbanization symbol with Inner Mongolia characteristics. Local governments lead the development of local public culture by planning, organizing, supervising, coordinating and controlling the public products in the region. As the main body of management, Qingcheng Posts management center has been established by the Municipal Bureau of urban administration and law enforcement. The implementation plan of public toilet operation and management in Hohhot has been formulated and issued. The division of responsibilities of the management department has been clarified. The management mode, operation standard, business operation and management of Qingcheng Posts service functional area, daily management of environmental protection mobile public toilets and opening of public toilets need to be improved. The long-term management mechanism has been established in the aspects of demand, fund subsidy, supervision and assessment.

The new public service theory emphasizes that the function of the government is to serve, not to steer. As a livelihood project, the government has built Qingcheng Posts into a "heart connecting station" between the municipal government and the citizens through unified deployment and careful planning. The first core function of Qingcheng Posts is free toilet. In addition, convenient service, business operation, leisure and entertainment functions are also designed and developed according to the geographical location and flow of people of Qingcheng Posts. The government, enterprises and the public participate together, and the "three in one" joint maintenance strategy fully embodies the new concept of "toilet revolution". Qingcheng Posts is operated and managed in the mode of commercial toilet. Some public toilets are used free of charge. Part of the remaining space is used as public welfare facilities to provide rest for sanitation workers and tourists. The other part is used as commercial property for external lease operation. The construction cost and operation and maintenance cost of the post station are supplemented by rental income and advertising income. For the non public toilets of Qingcheng Posts, at present, it mainly forms various businesses in the form of inviting public bidding and renting, among which the scope of business is clearly limited to convenient service. The object of government service is all citizens. The commercial part of Qingcheng Posts is rented out. On the one hand, it reduces the pressure of government public service, makes public service better, reduces financial expenditure, and optimizes the supply system of public goods; on the other hand, it promotes the construction of convenient service through commercial development, which is convenient for the masses.

According to the theory of public goods, social goods are divided into public goods and private goods. Samuelson pointed out that public goods refer to goods that can benefit every member of the whole society regardless of whether individuals are willing to buy them or not. Adam Smith emphasizes in his *The Wealth of Nations* that the government has the function of supplying national defense, public security and infrastructure. He thinks that except the government, it is very difficult for any other main body of public goods to provide Qingcheng Posts. As a symbolic public product of Hohhot, it is non competitive, non exclusive and indivisible, so that every citizen can enjoy the convenient toilet clothes fairly. It's our business. At present, our city has initially realized the management mode of "one person, one toilet" in main roads and prosperous areas, and "one person, two toilets" in other sections. All Qingcheng Posts implement all-weather and uninterrupted cleaning and cleaning according to the standard of "four clean and six none" in public toilets, and insist on daily killing, equipped with bait station, fly cage, fly curtain and other vector biological control facilities to maintain the safety. The post station is clean and hygienic. The law enforcement officers of the Supervision Brigade of Qingcheng post station management center have repeatedly conducted special inspections on the operation, management and service of Qingcheng Posts in key areas and main streets under the jurisdiction of Huimin District, Xincheng District, Saihan District, Yuquan District and Ruyi development district. During an inspection in January 2019, it was found that most of Qingcheng Posts did not introduce business formats, and some Qingcheng Posts failed to open normally due to infrastructure problems. Some Qingcheng Posts experienced water pipe freezing, incomplete facilities and ground collapse. During an inspection in May 2019, it was found that the gates of many Qingcheng Posts transformed from the sales department were tightly locked, and the functions of the post stations were also closed. Some post stations were often without water and electricity, which made the public unable to use them normally. During the inspection in September 2019, it was found that the rules and regulations of some stations were not on the wall, baby

care rooms were lack of signs, and a few Qingcheng Posts were having unqualified sanitation.

## **2. Problems in operation and management of Qingcheng Posts in Hohhot**

### **2.1 The joint mechanism of operation and management is imperfect**

The commercial part of Qingcheng Posts is not fully utilized, so it is unable to give full play to the basic role of market mechanism in resource allocation. In the process of "central and local" affairs, local governments at all levels play a positive role or undertake corresponding responsibilities, including infrastructure construction function, social life security function and social public utilities development function. The public goods provided by the government often rely on a wider range of market division. In order to make them have higher quality, the market should play a better role. Due to the lack of investment, social organizations can not be fully mobilized to participate in the supply and production of public services. Most of the investment in the city is large, and the large-scale Qingcheng Posts (commercial part) is still idle<sup>[1]</sup>. Most of the "partial, far and poor" large-area post have been ignored for a long time. At the same time of high-quality construction, only to maximize its operational potential, let the government, enterprises and the public fully participate, can we ensure the long-term development of Qingcheng Post Project. Because Qingcheng Posts belongs to the project of benefiting the people, the internal business type is limited to "convenient service", so many investors are rejected. At the same time, in some "remote areas", such as the second ring road and the two sides of the expressway, the passenger flow of Qingcheng Posts is small, the investment risk is high, and the investors are not optimistic about the future development of the area.

In the process of attracting investment for the commercial part of Qingcheng post station, the publicity work is insufficient. Hohhot City publicizes more about the toilet and leisure functions of the post stations, but less about attracting investment. As a result, the commercial part of many post stations has been idle for many years, without forming a commercial atmosphere, occupying the public space, and not playing the role of commercial toilet maintenance and management

### **2.2 The internal infrastructure of the post station is imperfect**

The internal infrastructure of Qingcheng Posts is lack, and the public service attribute can not be brought into full play. Public service involves three basic objects: service provider, service itself and service beneficiary. Due to the particularity of public services, service providers can unilaterally and actively provide services when conditions permit. From the perspective of service supply and demand, there are two subjects, but from the perspective of interest relationship, they are consistent. As a modern public product with multiple functions, the biggest feature of Qingcheng Posts is the organic combination of toilet function with reading room, rest room, clinic and other functions. Through unstructured interview, the author learned that the toilet function of Qingcheng Posts in the urban area is basically put into use, but many Qingcheng Posts are lack of infrastructure, which leads to the long-term failure of the ancillary service function of the post station<sup>[2]</sup>. The medical equipment in the clinic is not complete, and there is no professional doctor; the vending machine is vacant for a long time, and there is no maintenance; the supermarket locks the door for a long time, so it is unable to provide convenient service; some large Qingcheng Posts are divided into one or two floors, and the rest room door on the second floor is locked, so it is not allowed to use. The imperfect infrastructure leads to the mismatch between supply and demand of convenient service function of Qingcheng Posts.

### **2.3 The internal infrastructure of the post station was damaged**

The sense of civic responsibility is weak. According to the constitution, socialist public property is sacred and inviolable. It is an obligation of citizens to take good care of public property. Every citizen has the responsibility to fight against the destruction of public property. After field investigation, the author found that many vending machines of Qingcheng Posts have been damaged by human beings and no one has repaired them; some hand sanitizer and toilet paper of Qingcheng Posts have been taken by people for many times; what's more, they broke the doors and windows of Qingcheng Posts and maliciously damaged the indoor facilities. The moral quality of citizens reflects the spiritual state

of a nation and affects the rise and fall of a nation's cause. Buchanan mentioned in the debate on democracy - financial system and individual choice: any commodity or service that a collective or association decides to provide through a collective organization for any reason will be defined as a public commodity or service. For the sake of self-interest, public goods can not achieve its original intention, which will reduce the efficiency of public service and damage the public interest.

### **3. Suggestions on the development of Qingcheng Posts in Hohhot**

#### **3.1 Improve the joint mechanism of operation and management**

Strengthen cooperation and development with enterprises. Once the government gets the privilege of supply, it does not need to face the market competition, and the relevant personnel of the enterprise will lose the talent incentive<sup>[3]</sup>. After investigation, we found that most of the citizens are not familiar with the convenient service function of Qingcheng Posts. The local government should expand the scope of investment promotion and cooperate with enterprises with strength and scale to promote the service function of Qingcheng Posts. For example, we should introduce some famous chain supermarket brands from other provinces, improve the rental price adjustment mechanism, appropriately reduce the rental threshold, launch the government subsidy mechanism and flexible rental mode of a complete set of post stations, and drive the "partial, far and poor" points with the Posts in the central region, so that the Posts can "have commercial to be sustained".

Strengthen publicity, combined with Internet technology online and offline to promote investment. We should publicize the modern media such as TV, newspapers and other traditional media, such as WeChat, micro-blog and visit the communities, schools, shopping malls, scenic spots, TikTok, and so on.

#### **3.2 Improve the government management connection mechanism**

According to local conditions, all government departments cooperate with each other to jointly introduce investment promotion measures. Some post stations on the second ring road have low flow of people and high cost of living, so it is relatively more difficult to find investors. However, they are convenient office space for some administrative units, such as traffic police, urban management and environmental sanitation workers, which can be used as their work and rest places. At the same time, they can promote the "integration and multi-function" of post stations, and bring government services into the service category of Qingcheng Posts.

The leasing policy of Qingcheng Posts and the relevant policies of innovation and entrepreneurship in the city support each other and develop together. Some remote Posts can be used as offices for entrepreneurs to rent. Without destroying the basic structure of the post stations, the leasing mode can be adjusted to provide opportunities for entrepreneurs who lack funds in the city. Innovation and entrepreneurship can be promoted and urban economic development will be promoted.

#### **3.3 Improve the protection mechanism of public goods**

We should raise the awareness of citizen protection. Qingcheng Post is an urban scenic line with ethnic regional characteristics. Most of its walls are made of wooden structure. Compared with the concrete wall, the wooden wall is more likely to cause fire. There is more centralized commercial property management<sup>[4]</sup>. The distribution of Qingcheng Posts is more scattered. The maintenance costs of its circuit, drainage and infrastructure are relatively high, and the management process is more complicated. In the process, we should strengthen the supervision of the Post, start from the fire control, urban management, urban sanitation and other departments, require the users of the commercial part of the Post to reasonably use and maintain the Post, plan to specify long-term development strategies and guidelines, and provide long-term service to the general public.

Improve the Post management system. Improve the use of Qingcheng Post, leasing regulations, develop clear post management rules, perfect rules and regulations to regulate the behavior of the public, so that the post becomes a highly scientific, institutionalized and standardized public product..

### 3.4 Establish a new idea of sharing and co-management development

Qingcheng Post has unique advantages in water, electricity, heating and location. Under the background of Internet plus era, only by following the development of modern technology can it move towards the future. The 19th National Congress of the Communist Party of China proposed that the sharing economy conforms to the new development concept of "innovation, coordination, green, opening and sharing", and is also a key to solve the "new contradiction". At present, China's shared laundry, shared fitness, unmanned supermarket, unmanned restaurant and other new services have been normalized. The integration of shared co management development mode and traditional industries and other real economy will generate new momentum to promote social development. Qingcheng Post can try to develop the sharing economy with the most advanced network science and technology while combining the development of regional characteristics of its own nationality, so that all people can have more sense of gain in the process of co construction and sharing development, and move steadily towards the direction of common prosperity<sup>[5]</sup>.

Through the innovation of business model and business model, we should take a new business development route. The global economic crisis in 2008 gave birth to a new technological revolution represented by the Internet of Things. Urban development increasingly needs information resources as an important factor of production to promote economic transformation and upgrading. As the infrastructure of the city, Qingcheng Post can upgrade its industry on the basis of traditional convenient services and Internet. Upgrade the original medical service station to online medical service, expand the service scope and service path; upgrade the original offline physical convenience supermarket to online distribution community service station, facilitate the use of the public and promote the competitiveness of the convenience store and ordinary convenience store; transform the original traditional bathroom into the self-service bath room of Qingcheng Post; make Qingcheng Post become the wisdom The new product of urban development, into the life of the masses bit by bit.

## 4. Conclusion

The development of toilet environment has different significance in different times. Compared with before and after the toilet revolution, the public health of Hohhot has undergone earth shaking changes. Qingcheng Post is standing at a new historical starting point and plays an important role in public health and public services. As the civilization window of the city, Qingcheng Post improves the public health and promotes the development of regional tourism. China's toilet revolution is still "development in progress", from the city to the countryside, from quantity to quality, from ordinary to wisdom, a post station era integrating modern technology, management and service is just like the appointment.

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