



# Research on Optimization of Community Grid Management Path from the Perspective of Collaborative Governance Take D Town of Dongying City as an Example

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**Abstract.** With the improvement of social and economic level and the development of urbanization, the function of the community has been continuously improved, and the community has become the last kilometer for the government to contact the masses. At present, China has formed a grid management community model which includes the cooperation of communities, communities and buildings. However, with the arrival of the epidemic in COVID-19, community tasks have intensified, and there have also been some difficulties and challenges in community grid construction. In this paper, through interviews, we understand the community grid management in D Town, Dongying City, and investigate the current situation of urban community grid management, so as to point out the current development dilemma of urban community grid management and put forward corresponding countermeasures and suggestions.

**Keywords:** Urban community · Grid management · Collaborative governance

## 1 Introduction

After 2000, the term ‘grid based’ was first proposed in the district based grid based security patrol mechanism of Shanghai Public Security. Scholars such as Zheng Shiyuan (2005) [1] believe that grid management is achieved by setting up grid divisions through computer technology, ultimately achieving the goal of integrating resources and improving management efficiency. Li Shijie (2016) [2] believes that grid management divides price management objects into grid units, in order to maximize the efficiency of information exchange and communication between different grids. Community grid management is the introduction of grid management concepts into communities. Wang Yuting, Wu Na, et al. (2021) [3] proposed that grid management is due to the separation of power and responsibility, unclear responsibility subjects, and problems such as talent shortage, material shortage, inaccurate data collection, and insufficient fast and effective data transmission. Ye Lan (2016) [4] first applied collaborative governance to community grid management, believing that the performance of community grid management depends on the synergy between the government and social entities in handling social

management service affairs. Wang Anqi, Tang Changhai, et al. (2021) [5] utilized the “reflective construction” logic in the theory of collaborative advantage to analyze the dilemma mechanism of community grid collaborative governance. There are some shortcomings in the current research, so it is necessary to study grid management from the perspective of collaborative governance.

## **2 The Survey Method**

Based on the central community of D town, this paper conducted unstructured interviews with community workers and residents in the central community of D town. By visiting six community workers in the central community, we can understand their work content, working methods, salary, working years, etc., and understand the development process and development dilemma of community grid construction in D town. At the same time, by stratified sampling, 10 residents were randomly selected from 6 communities in the central community to understand their satisfaction, participation, needs and suggestions for the community.

## **3 The Current Situation of Community Grid Management in D Town**

### **3.1 A Reasonable Grid Model, Multi-party Cooperation and Collaborative Governance**

In 2019, D Town was divided into 168 full-factor grids, realizing the management mode of “multi-network integration, one specialty and multiple functions, and patrol connection”. The “1+1+N” working mode is adopted, and based on collaborative governance, the grid leader takes the lead in coordination, the full-time grid staff implements it, and the public security bureau and comprehensive law enforcement units cooperate to build a grid event closed-loop management system. At present, there are 143 grid workers in the town, who are mainly responsible for collecting basic information, collecting social conditions and public opinions, managing key personnel, investigating and resolving contradictions, publicizing policies and regulations and implementing other matters assigned by street party working committees and offices.

### **3.2 Carry Out Regular Training and Innovate the 3 + 3 Working Methods**

Town D regularly carries out training for community workers and clarifies its responsibilities. The community provides all-round, all-weather and all-coverage integrated services to community residents. From the perspective of collaborative governance, we should integrate all forces within the jurisdiction and take the residents’ needs as the ultimate goal, so that “opening the last mile to serve residents” can become a reality, not a big talk or empty talk.

The 3 + 3 grid work method is mainly used in the community grid construction in D town. First, three ways are adopted to tap the power of grid assistance. Make full use of grid post stations to build an exchange platform for grid deliberation and

consultation and residents' reflection of their demands. Take the initiative to contact community neighborhood committees, industry committees and other organizations to study and discuss key issues and adjust family and neighborhood conflicts and disputes. Folk experts and enthusiastic residents with special skills in the mining grid set up volunteer service teams to provide warm-hearted services. The second is to use three ways to understand the grid situation. Adhere to the double patrol every day, and make a detailed registration and report on the basic family information, potential safety hazards, contradictions and disputes in the grid. Communicate with residents through WeChat and telephone to understand the social conditions and public opinion in the network. The patrol mode of "AB + X" was adopted, and the two people cooperated to patrol, and at the same time actively contacted members of the "two committees", community policing, property management and other grid forces to participate.

## **4 The Development Dilemma of Urban Community Grid Management**

### **4.1 The Government's Enforcement is not Enough, and Some Residents' Needs Are Difficult to Meet**

First of all, some grass-roots governments have the problem of abusing their powers and taking care of many matters, which makes it impossible for communities to exercise their right to autonomy effectively. Secondly, some grass-roots governments are lazy, lazy, inactive and slow, which causes governance failure. In addition, most of the community governance funds come from the government financial allocation, and there are loopholes in the management and use of funds, which leads to the fact that the community governance funds are far from the actual demand.

### **4.2 Residents' Recognition is not High, and Some Work is Difficult to Carry Out**

Due to the influence of traditional ideas, some community residents are unfamiliar with community governance, have insufficient enthusiasm for participation, and do not cooperate with the information survey of community workers. Because the community grid management has not established clear laws and policies in China, some residents think that as long as they don't break the law, they will ignore it, which becomes an obstacle in the community grid management.

### **4.3 The Information Sharing is not Perfect, and the Investigation is One-Sided**

The construction of big data service platforms in some community networks is not perfect enough, and it is difficult to effectively play the role of digital governance. For people with disabilities and other key concerns, community workers need to visit and investigate, and some residents are unwilling to accept the investigation because of sensitive information, so there are inevitably some confusion and loopholes in information collection.

## **5 Urban Community Grid Management Optimization Countermeasures**

### **5.1 To Enhance the Effectiveness of Grass-Roots Government, Really Do Practical Things for Residents**

First of all, we should strengthen the leading role of grass-roots governments, refine the rights and responsibilities of grass-roots governments, comprehensively guide community governance, coordinate various parties to ensure the accurate transmission and implementation of information, and conduct regular inspections of communities. Finally, optimizing the allocation of all kinds of essential resources needed for development can make the community allocate resources more reasonable and more accurate.

### **5.2 Guide Residents to Participate in Governance and Enhance Community Responsibility**

The community should actively explore a new model of residents' self-management, and actively create a grass-roots governance pattern in which all parties build, govern and share, so as to enhance residents' participation. For example, set up public welfare posts, carry out publicity activities to encourage everyone to sign up, publicize the concept of democratic autonomy, and stimulate the people's sense of ownership. Carry out relevant knowledge training for residents who are willing, help residents master the content, form and process of participating in community governance, and improve their professional ability to participate. Set up a community opinion mailbox to encourage residents to actively advise through the mailbox. Provide a variety of community activities such as convenience or culture to stimulate the enthusiasm of the masses to participate. So as to guide the people to directly participate in grassroots public affairs and public welfare undertakings and improve the level of grassroots democratic autonomy.

### **5.3 Improve the Data System and Accelerate the Modernization of Governance**

Society should improve the governance system of big data networks, build multi-party collaborative big data and cloud computing platforms as soon as possible, and achieve effective integration of data sharing, Analyze residents' daily activities and preferences, and provide personalized services. Strengthen network security management, improve security technology level, prevent hacker attacks, and pay attention to protecting personal information of residents.

## **6 Conclusion**

The grid management of community is the result of co-operation and multi-governance among community workers, community grid workers, residential property workers, district heads and building heads. Through professional working methods, community workers strengthen the understanding between communities and residents, and enhance the interaction between resident.

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