

Research on the Optimization Path of Community Grid Management from the Perspective of Digital Governance: Take X Street in W City as an Example

Jin Deng^{1,*}

¹*School of Finance and Public Administration, Anhui University of Finance and Economics, Bengbu, China*

**Corresponding author*

Abstract: *It is an important goal of the current social governance reform to open up the last 100 meters of grassroots governance and promote the quality and efficiency of grassroots management. As a microstructure in social governance, it is very important to open up the context of community governance. Grid management provides basic support for solving the problem of community governance. Therefore, this paper takes X street in W city as the research object, based on field investigation, finds out the construction achievements of X street in the general grid management, and also finds three problems in it, and proposes to change the function and change the management to the service.*

Keywords: *Community governance; Grid management of all subjects; Community Grid Services*

1. Raise of problem

The grassroots level is the foundation for the operation of a country, and the optimization of the grassroots governance structure is an important foundation. In the Fifth Plenary Session of the 19th Central Committee of the Communist Party of China, it was clearly proposed to establish a grid-based government service platform to improve the level of information support and provide users with more refined services. The general grid is the "nerve ending" of urban management, the basic support for solving the dilemma of urban management, and an important means to improve the level of urban management and the quality of life of urban residents. The all-branch grid is a new exploration of systemic reform, which highlights the "one network" and takes "one network operation and global coverage" as the core, which is an important innovative measure to promote social governance to intelligence, informatization, refinement, refinement and refinement.

The concept of "grid" first comes from an information technology in the field of the Internet, which refers to a management method that divides urban and rural communities into several grids according to a certain method, and then carries out all-round and refined management of each grid. Its core idea is to use modern information technology and scientific and technological means to collect the opinions of the masses and quickly grasp their needs so as to provide them with high-quality public services. With the proposal of the Third Plenary Session of the 18th Central Committee of the Communist Party of China, from "social management" to "social governance", the governance of "grid" has attracted more and more attention. At present, the research on grid management in the domestic academic circles is mainly carried out from three levels: connotation analysis, problem discussion, and optimization path. Jing (2013) pointed out that the embedding of information technology in social management has given birth to a grid management model [1]. R.X. Zhu. (2014) proposed a "government-centered" model of "community governance", which is a phased exploration of "community governance" [2]. On this basis, this paper conducts research from both technical and social levels. Based on the logic of technical governance, this paper focuses on how to improve the efficiency of grid management through information technology. From the perspective of the social logic of administration, it focuses more on how to improve administrative efficiency. Scholars such as Tian (2012) and Mao (2018) have proposed that "grid" governance puts "control" and "stability" in the first place [3], with the main purpose of building a harmonious society, which helps to maintain stability and extends the tentacles of power to the grassroots level [4]. Since the emergence of the new crown epidemic, the research on epidemic prevention and control based on grid governance + big data has achieved vigorous development, highlighting the great advantages of grid management in integrating authority and cohesion of social

forces in public health emergencies, and giving full play to the social mobilization role of grid management.

In recent years, the establishment of a professional general grid team is the only way for many community grid management reforms and transformations. It is of great significance to improve the efficiency of urban management, stabilize the social order at the grassroots level, and reduce management costs, but there are still many problems such as weak service awareness, serious management and control ideas, and obstruction of residents' autonomy. How to evaluate the performance appraisal of grid management, how to link the grid management platform, and how to sink the focus of governance need to be clarified urgently.

2. Case introduction and analysis

2.1 Case selection

The case materials in this article are mainly derived from the author's participation in a week-long social practice survey of X Street in W City in September 2022. In the process of research, the author's team mainly obtained first-hand fieldwork data through questionnaires and in-depth interviews. The in-depth interviews included grid chiefs, grid workers, social workers and community residents in some communities of X Street in W City, aiming to understand and discover the current situation of grid management in X Street communities.

Since 2012, X sub-district of W city has carried out the pilot work of community grid management, and has achieved good results. Its initial function was to resolve contradictions and disputes. With the deepening of grid management, its application fields and application fields are also constantly expanding. At present, the collection of basic information has been completed, the collection of social conditions and public opinions, the investigation of potential safety hazards, the resolution of contradictions and disputes, the management of special groups, the creation of civilized cities, the agency of public services, and the promotion of policies and regulations. The coronavirus broke out in early 2020. In the prevention and control of novel coronavirus pneumonia, grid management has given full play to its powerful role and greatly improved the accuracy of community epidemic prevention work.

According to the principle of "centralized management and nearby service", a total of 181 conventional grids are divided into 12 communities in the jurisdiction, every 300 households, of which 142 are conventional grids and 39 are dedicated grids. The general grid refers to the village and community as the unit, with 300 households as the unit, and the community with complex social security situation or the village with conditions is 200 households. Exclusive grid refers to the grid that is internally partitioned according to the work content of commercial business districts, schools, hospitals, enterprises and institutions. By the end of 2021, there were 113 people, 26 social workers, and 12 community policing service stations in X Street. There are a total of 28 grid directors, all of whom are community secretaries and police officers. Through third-party intermediaries, X Street has recruited a total of 163 full-time staff, including 158 full-time staff and 5 part-time staff. Each grid has a full-time grid staff member who obeys the deployment of the community secretary and police station staff. Within the scope of their own capabilities, grid support personnel should form a group with grid chiefs and grid administrators to carry out "group" services.

In March this year, District W issued the "Implementation Opinions on the Implementation of the Management of the Grid Service of the Whole Branch", which clarified the requirements and requirements of the management of the community grid service, and formulated corresponding measures on this basis. In order to better integrate the resources and strength of the grassroots grid, improve the standardization, specialization and refinement level of grid management in Area W, and improve the level of grassroots governance, this document puts forward new requirements for the composition of grid personnel and the integration of grid and departments. In terms of grid staffing, it is planned to build a grid governance team with grid leaders and grid auxiliary personnel as the main body, and on this basis, explore a "double grid" governance model with "community directors" and "police officers" as the main body. At the same time, multiple grids composed of law enforcement, environmental protection, urban management and other departments are integrated into a comprehensive network, and docked with the "comprehensive management center" platform. With the support of the linkage mechanism, the comprehensive grid is connected with the street comprehensive management center, mainly through civil air defense, physical defense, and technical defense to

achieve the purpose of comprehensive management. For example, personnel patrols, standing guards, electronic anti-theft alarms, etc., are used to resolve contradictions and disputes, maintain stability, and serve the people.

2.2 Case description

2.2.1 Strengthen talent team building

By the end of 2021, X Street has held 32 special training courses, 51 general training courses, and opened 10 "Grid Administrator Lecture Halls" to provide guidance to 163 grid personnel. X Street continued to improve the four-tier structure of "Street Party Working Committee, Neighborhood Committee, Party Committee, Grid Party Organization, and Community Party Organization", and strengthened the management and management of grid personnel. The first is to formulate the "Measures for the Service Management of Grid Staff", which clearly regulates the job responsibilities, work requirements, work processes, evaluation methods, and training systems of grid staff, and improves the daily work of grid staff, and improves the system of regular leave and business training, which lays a solid foundation for the realization of grid work. Second, it is necessary to increase the training of the professional quality of community grid personnel. Full-time network administrators have been set up in each community, and they have been trained in professional quality, legal knowledge and anti-fraud, so as to expand their professional quality in an all-round way and improve their service to the people. In order to improve the overall quality of grid personnel, X Street has conducted a series of trainings in various grassroots units. In the interview, a grid staff said: "At the beginning of the work, I felt very unfamiliar, I did not know how to solve the conflict between neighbors, after daily training, I found that dealing with residents, resolving disputes, these seemingly ordinary small things, are technical, through the community held a variety of training courses, let me solve a lot of problems, also to my work is also very helpful." (20220916 Gridder XWW)

2.2.2 Standardized operation process

X Street pays attention to the standardization of the community work process, and realizes the standardization and scientificity of community work. First, it is necessary to scientifically divide the grid. After conducting a large number of investigations and researches, after conducting a detailed investigation of the area, population and public security situation of each area in the jurisdiction, the most basic grid units were divided according to the "streets, alleys, buildings, and units", and the elements such as people, places, things, things, and organizations in the jurisdiction were classified and integrated, and unified code management was carried out. In addition, X Street also carried out a series of grid mapping work to achieve full coverage of the real scene. The second is to standardize the processing process. Grid management personnel take the initiative to accept, report, and "six-step closed-loop" handling procedures for grid affairs, which greatly improves the success rate of responses. The so-called "six-step closed-loop" refers to "discovering problems, reporting problems, establishing case files, assigning tasks, feedback results, and closing and archiving". Among them, the comprehensive management of street social security has played a great role in promoting the "six-step closed-loop" process. Neighborhood social organizations are to conduct a preliminary investigation of the case, handle the problems that can be handled, and for those that cannot be handled, the social security management system designates the relevant departments to handle them, or report to the district comprehensive public security management center.

2.2.3 Perfect working mechanism

Up to now, the grid staff has collected the information of 65,357 households and 132856 people in X street, which has further improved the basic information, and achieved a clear base and a clear situation, which is the basic premise for the establishment of grid management. After the implementation of community grid management, X Street has gradually established a working pattern of "longitudinal and longitudinal, horizontal extension, longitudinal multi-layer, one-layer multi-storey, and one-layer multi-storey". By the end of 2021, 83,021 users had downloaded the government app in the X Street community, and 87,853 users had joined the anti-fraud center's WeChat. In the grid-based community, 100% of the prevention and prevention of telecom fraud publicity has been carried out, and 49,054 "Voluntary Prevention and Stay Away from Illegal Fundraising Commitment" have been signed.

3. Management effectiveness and existing problems

3.1 Management effectiveness

3.1.1 Grid service with high coverage

In terms of grid service supply, in accordance with the principle of "responsibility to the person, guarantee to the building, and covering every household", X Street decomposes the various affairs of the community into each grid unit one by one, and implements the grid management mode of "responsibility to the person and the building to the building", so that the coverage of community grid services has been effectively improved. Since the implementation of the all-branch grid, according to the public service supply data of Area W, the coverage of the grid service has gradually expanded, and has now reached 96%. At present, the focus of the work of the grid personnel is to collect basic information and visit homes, install anti-fraud apps, and report emergencies. For example, the installation coverage rate of anti-fraud apps has reached 80%, and the rest are elderly people and children who do not have smartphones. In addition, the household visit rate of grid personnel has reached 97%, and the grid personnel are familiar with the family situation of most residents in the area under their jurisdiction and can care about the needs of residents in a timely manner. Third, in terms of incident reporting rate, 92% of grid members complete more than 4 incident reports per month. In 2021, a total of 1,982 valid incidents were reported and handled by community workers, including 293 conflicts and disputes, 782 public security problems, and 703 hidden risks. The grid service coverage rate is high, which effectively plays the role of grid in resolving contradictions.

3.1.2 Convenient and fast grid management

The X street grid management platform with "district-street-community-grid" as the unit is a grid management platform with "district-street-community-grid" as the unit. Grid workers must go to the front line every day to conduct inspections to understand the social situation and understand their needs. Through the mobile APP, the interests of the masses can be reflected and coordinated in a timely manner, making grid management more convenient. Under the guidance of the goal of "small things do not go out of the grid, big things do not go out of the community", the community grid management can basically achieve the goal of "no gaps, no blind spots in management, no omissions in services, no hidden dangers in safety, and harmony and guarantee". Taking daily inspections as an example, when visiting the community, the members of the building chief grid can find problems at the first time and deal with them in a timely manner, which helps to improve the "forward-looking" ability to grasp and resolve conflicts. Grid managers can report problems to the community policing comprehensive management center in advance, and the community can make judgments in a timely manner. Taking household visits as an example, because of understanding public opinion, grid staff can provide targeted services to special groups such as empty nesters, subsistence allowances, and the elderly, to improve the accuracy of services. In addition, the street has also established an information disclosure system, and the information of the grid management personnel and the person in charge of the grid is posted on the wall to facilitate residents' feedback. The community also organizes face-to-face communication activities for residents from time to time, answers residents' questions on the spot, and coordinates and solves the difficult problems encountered by residents.

3.1.3 High satisfaction with grid service

Through the questionnaire survey, we found that the residents of the X Street community were very satisfied with the community grid management work. 79% of the residents are satisfied with the work attitude of the grid staff, they believe that the grid staff can grasp the basic situation of the community residents, take the initiative to greet them when they meet, and try their best to solve the problems raised by the residents. In terms of work efficiency, 72% of residents are satisfied with their work efficiency, and they believe that they can basically meet all the requirements and solve problems in a timely manner. During the interview, it was found that most of the residents did a good job in the installation of anti-fraud APP, epidemic prevention policy publicity, epidemic prevention and control management and other grid services, and affirmed their role in community management.

3.2 Problems

3.2.1 The lag in responding to residents' demands

The core content of grid management is to serve community residents. However, in practice, some problems have arisen, that is, the demands of community residents cannot be responded to in a timely

manner and cannot be resolved within the specified time limit. First, community workers are indifferent and selective about problems, focusing only on conflicts between residents, ignoring residents' demands and wishes. Some grid personnel are not good at actively serving the community residents, and are indifferent to the problems related to their own interests, and often only try to solve some larger problems. At the same time, they are more enthusiastic about educating and criticizing the lives of others. The second is that it does not achieve full coverage of grid services. The fuzzy community boundaries have become "unsupervised", resulting in the lack of grid management, and there are no corresponding grid personnel to respond to the demands of community residents within the jurisdiction. "We live in the middle of the W and H districts, both sides don't care about our business, everyone is shirking the responsibility, pushing the responsibility to others, we don't know what to do, take us here, we have a mountain of garbage here, waste things piled up together, not only affect our living environment, but also have a certain safety risk. We didn't report it once or twice, but no one paid attention to it, so it was dismissed." (20220911 resident CXX) In addition, when there is an emergency, there will be a situation where no one answers the phone, and the relevant departments pass the buck to each other. As a result, the demands of residents in some places cannot be responded to, and timely help cannot be received, thus reducing the impression of the grassroots government.

3.2.2 Lack of enthusiasm of residents to participate

The active participation of community residents is an important prerequisite for the sound operation of the community. Residents' active participation in community building is not only conducive to the promotion of community democracy, but also conducive to the implementation of public policies. On this basis, a grid management model centered on community residents was proposed. But in real life, the residents of X Street do not have a high level of awareness and participation in gridding. First, the awareness of community residents on grid management is not high; According to the results of the questionnaire survey, only 26% of the community residents said that they knew very much about grid management, while 28% of the residents said that they did not know much about grid management. In the interview, many people were unclear about the policies and operating mechanisms of grid management. Second, the enthusiasm of community residents for community governance work is not high; During the interviews, most of the residents who participated in the grid management were highly educated, and they had a clear understanding of their right to participate. However, most residents are indifferent to community grid management. Third, the trust of community residents in the grid personnel is not high; During the interview, a resident said, "Our community is quite large, and I am busy with work, so I can't find the grid managers in charge of the area for anything, let alone go to them, so we don't have a good impression of some grid managers." (20220913 resident DXW) In addition, taking the situation of grid staff visiting homes as an example, in the process of collecting the personal data of residents in the jurisdiction, the personal data of residents, such as ID card numbers, mobile phone numbers, etc., are often involved. However, because community workers often have "non-cooperation" and "distrust" in their work, this is mainly because they are afraid that network workers will leak their private information driven by their own interests.

3.2.3 Information platform construction is insufficient

Digitally empowered community governance can realize process reengineering, function reconstruction, and rule reconstruction, and building an integrated smart platform is an effective way to realize digital empowerment in grassroots governance. Through the investigation of X street, we found that the degree of informatization of the street is not high, and the construction of the information platform is relatively backward. First, the hardware, software, and equipment of the information platform are relatively backward; In grid management, because of its layer-by-layer transmission mechanism, it needs to be fast and efficient information flow guarantee, when there is an emergency, the event can be quickly transmitted to the target location through the network, to achieve the purpose of communication and communication. X Street is also equipped with traditional computers, and its network system is relatively backward, and some computers often crash. During the interview, a staff member said, "We also have a computer in the community, but it is old and it will take some time to get it up and running." (20220927 Grid Operator ZS) such a configuration can only solve some simple work needs, and the massive information processing needs can not be well met, and many cells do not have special network cables, and the transmission speed of information can not catch up. If it cannot meet the needs of users, the grid service cannot work normally. Second, the design of the software development platform is not perfect. At present, the construction of the X Street Community Comprehensive Management Information Platform is mainly focused on the mobile APP, and the application of the mobile comprehensive management platform is only a formality. The software has a single function, the system development is not perfect, and it is inconvenient to convey and convey

information. In some communities, grid management only collects data and inputs it into the computer, mostly relying on manual comparison, which increases the workload and sometimes delays the work.

4. Cause analysis

4.1 The concept of grid management has not yet been formed

The main reason behind the untimely response to residents' demands is the lack of the service concept of grid management, which can be seen from the following three aspects.

First, the grid management and control thinking is serious. The change in the thinking of some community managers from management to service is not in place. The service concept of the grassroots government is not deep, and the transformation of the relationship between government and society and the relationship between the government and the people is not in place. In terms of the relationship between the government and society, the previous "big government and small society" was a "unitary" model led by the government. On the other hand, the government has greater administrative power and coercive power, implements top-down control over the community, and the degree of community autonomy is not high, and it also undertakes more administrative work, becoming an appendage of the grassroots government, and there is a risk of "involution".

Second, the boundaries of departmental responsibilities are not clear. The problem response mechanism in community grid management sometimes involves multiple departments and requires the cooperation of multiple departments to solve them. In practice, however, the list of responsibilities of some departments is not clear, which can lead to mutual shirking of responsibilities between departments. The quantity and quality of the completion of accidents by the relevant functional joint disposal agencies have not been included in a comprehensive evaluation system, and there is a lack of corresponding supervision mechanisms at both the horizontal and vertical levels, and there is a problem of inconsistent powers and responsibilities.

Third, the problem of generalization of grid management is prominent, and grid personnel are responsible for a large number of administrative work, which squeezes out the time to provide services to residents. Due to the deployment of the street in epidemic prevention and control, vaccination, and population census, the work of the community grid is heavy and stressful, which leads to the lack of community grid work. At the beginning of the establishment of the grid management model, there was no specific affairs that should be managed by the grid management, and the scope and list of matters were not clarified, which directly led to the grid having been generalized to the point that it could solve any problems. The focus of the grid on the complex administrative tasks of the community has led them to deviate from their original purpose of serving the residents and affairs of the community, rather than the community cadres.

4.2 The participation mechanism of community residents is not perfect

Compared with the past, community grid management should pay more attention to the interaction and participation of the public, especially in the current process of transformation from "grid management" to "grid governance", community residents should actively participate in management and decision-making, and give full play to their subjective initiative. However, the survey found that the participation mechanism of community residents in the grid management of X street was not perfect, resulting in low participation awareness, narrow participation channels and poor interaction.

First, community managers have not yet established the concept of involving residents; The original intention of its emergence is to expand the scope of grassroots governance, broaden the scope of governance, and finally realize the resolution of residents' problems on the front line, so as to maintain social stability. For this reason, in the initial stage, grid management is endowed with a strong administrative character, while ignoring the vitality of community autonomy.

Second, the channels for community participation are not smooth; At present, the local government of X Street does not do a good job of providing community residents to participate in community activities, and more often publishes some top-down administrative matters or contractual work to residents, and residents' spontaneous requests are often not recognized and accepted by the government. In some cases, the legitimate economic rights and interests of community residents or other rights are often regarded by the local government as an unstable factor, which affects the construction of the society, thus greatly reducing their enthusiasm and enthusiasm. In addition, in the community, there are

only a few more capable people, and they are also very enthusiastic. Most of the general population is passive, their willingness to participate is low, and some are indifferent to it, or even turn a blind eye to their work.

4.3 The construction of the information platform is not in place

Creating an "intelligent + grid" community management model is a new form of community management. The construction of smart cities and smart communities is the trend of the times and an urgent task. In order to enter a new level, grid management must be plugged into the wings of information technology and enhance the empowerment of science and technology. The reason for the lag in the construction of the information platform of X street is mainly the lack of investment in the construction of the information platform, which is mainly reflected in two aspects:

First, local government departments and community managers have insufficient understanding of the importance of informatization construction, resulting in insufficient investment in informatization construction. The local government department believes that the trivial affairs in the community can be solved by relying only on the strength of the grid members, and the community affairs can be solved by artificially investigating potential safety hazards, rectifying the fire environment, and inspecting the community environment. Big data and intelligent platform is a decoration in the community, and it also needs grid personnel to learn and master relevant knowledge, which has a high precipitation cost, and the operation and maintenance cost of data platform or information equipment is often high. At present, in terms of community informatization construction, the government has not invested special funds, which makes it difficult for some communities to move forward in informatization construction, and there is not enough funds to support the construction of community grid management.

Second, due to the imperfect management of the platform, the sharing level of information resources is not high, and the grid linkage mechanism is difficult to play effectively. At present, a large amount of data at the district level, streets, and communities is still scattered, which leads to problems such as information islands, data dispersion, docking failures, and incompatibility. Information cannot be transmitted in a timely and efficient manner, which restricts the effectiveness of community grid management, and cannot allow linkage between departments at multiple levels, thus affecting the efficiency of emergency response.

5. Suggestions

5.1 Change functions and change management to service

In the discussion of community grid management, one of the points that is often mentioned is that grid management focuses on control, but its service function is insufficient. Most local governments have established a "grid" that is regulatory. The grid management platform mainly integrates the forces of public security, urban management, stability maintenance, and health, and performs corresponding regulatory functions such as social security, stability maintenance, and urban management. But in fact, from the perspective of government administrative functions, management and service are two sides of the same coin. Management is the means and process of service, and service is the purpose and direction of management. Grassroots grid management has the natural advantage of being close to and serving the grassroots people. Through reasonable system deployment, grid management can realize the effective extension of government management and service functions in the grassroots society, improve the level of public service supply at the grassroots level, serve the people's livelihood to a certain extent, and improve the level of social work at the grassroots level.

5.1.1 Establish the concept of service and improve the concept of service

Traditional community governance has a control mentality, a strong administrative color, and the ultimate goal is to maintain stability[5]. Under this model, the grassroots government lacks responsibility to the community citizens, ignores the needs of residents, and does not take the maximization of public interests as its own goal, which leads to the interests between the people and the grassroots government cannot be well reflected, and their own needs cannot be effectively expressed, which is not conducive to the integration of interests. In today's transition from the industrial era to the post-industrial era, the return of public value is increasingly valued. The concept of service-oriented government is gradually deeply rooted in the hearts of the people, and the traditional community management model should be transformed into a model of public service, and the

governance model should also be transformed from a single-center governance model with the government as the main body to a multi-subject co-governance model. Government departments should change from passive to active, from administrative to service-oriented. Therefore, how to enhance its service functions has become a development trend in the future. On this basis, a new grid governance model of "resource sharing", "efficiency improvement, and service sharing" is proposed. This requires the grassroots government to actively cultivate social capital, pay attention to the needs and demands of residents, and build a community community that is jointly governed with residents on this basis. At the same time, it is necessary to clarify the terms of reference of grid management, clearly divide the responsibilities of various entities such as sub-district offices, property management companies, and grid staff, and clarify their respective responsibilities and authority, so as to respond to the needs of community residents in a timely manner. Grid workers should establish a core awareness of serving residents, understand residents' expectations, needs and ideas, and help residents solve difficulties.

5.1.2 Clarify the division of labor and improve work efficiency

City W can clarify the scope of responsibilities and rights through the division of the list and improve the efficiency of disposal. The law enforcement model of "comprehensive law enforcement + community service management" adopted by the Comprehensive Administrative Law Enforcement Bureau of Nanhu District, Jiaxing City, Zhejiang Province is worthy of learning and reference for W City. Combined with the mechanism of "comprehensive law enforcement + conflict resolution", it solves the difficult problems that are difficult to solve well by relying solely on legal means, and does our best to make "conflicts not handed over, but resolved within the community", and contribute to the governance of grassroots society. Its specific management model is to develop a detailed list of functions to delineate the scope of responsibility, including the delineation of the list of law enforcement and the list of services. City W should also learn from this experience and make a detailed list of responsibilities of the relevant joint functional departments of grid management to avoid the problem of passing the buck. Among them, the "law enforcement list" stipulates the matters that fall within the scope of comprehensive law enforcement functions, including illegal construction in residential areas, dog management, and destruction of urban greenery; The "service list" clearly does not fall within the scope of comprehensive law enforcement functions, but can be coordinated and disposed of, including issues such as indiscriminate stalls, indiscriminate stacking, and occupation of public parking space resources within the community. At the same time, responsibilities are clarified through the "two lists", and with the help of a big data integration platform, all parties are coordinated to achieve precise governance.

5.2 Increase the enthusiasm of the masses to participate and strengthen community autonomy

In the current social governance, we must adhere to the people-oriented and people-oriented. From the perspective of refinement, that is, the needs of residents are placed at the forefront of public service provision, with "common" as the element and "common" as the logic, and attracting citizens to participate in community governance. In order to achieve common development from "unity" to "pluralism", it is necessary to put "citizens" on an "equal" footing, strengthen "community autonomy", and increase the stock of "social capital". In their work, grid personnel should not only focus on their own small matter reporting rate, and cannot make serving the needs of residents a top priority. It is necessary to persist in taking party building as the guide, do a good job in the practice of mass line education, increase enthusiasm for doing practical things for the people, give full respect to the opinions and suggestions put forward by residents, and consciously protect their own rights and interests. It is necessary to improve the participation, sense of gain, and satisfaction of the masses, so as to make it a community where "everyone has a share, everyone participates, and everyone participates".

5.2.1 Adhere to the guidance of party building and widely absorb the participation of residents

In the process of community building, attention should be paid to strengthening the participation of community residents and giving full play to the main role of community residents. Combined with the actual situation of Xiahuayuan District of Zhangjiakou City, a new grid governance model combining "party building + talent + science and technology" was proposed, and good results were achieved in practice. At the same time, on the basis of the smart community management platform, the resources of the community and other departments are integrated, so that multiple departments of grassroots management can be connected with each other, and a public safety service platform can be established that can combine face recognition, vehicle management, traffic management and other functions. The practice of W City can be referred to, first, under the leadership of the party organization, using the power of party members, to organize some party members to participate in community governance. For

example, community consultation activities represented by "Party and Mass Council", "Council of Councils", "Bench Meetings" and "Senado" have built a "consultation platform" for the community. Second, it is necessary to formulate a relevant coordination and discussion mechanism, with "no trivial matter in people's livelihood work" as the core, and give full play to the enthusiasm and initiative of the broad masses of party members and the masses, and all issues related to the welfare of community residents should be paid attention to, which are worthy of discussion and consultation. Third, it is necessary to combine the local resource endowment and the needs of the masses to continue to carry out the work of "four social associations" in depth. In the process of community governance, it is necessary to make full use of the strength of social groups to solve the "micro problems" among residents in the way of "joint consultation, joint construction, and sharing", to improve the community's ability for democracy and consultation.

5.2.2 Expand the scope of services and promote the growth of social capital

In order to improve the level of participation of community residents, it is necessary to enhance the community's service awareness, expand the scope of services, and increase the community's social capital stock [6]. All issues involving the interests of community residents are the first priority in community work. First, it is necessary to strengthen the awareness of active service and active service of grassroots governments, community workers, grid chiefs and grid chiefs, and actively serve the community. It is necessary to actively provide information to community residents, establish equal communication channels, and change the way of passively waiting for residents to ask questions. Second, it is necessary to integrate the existing community resources and broaden the scope of their services, so that the content and form of the services cannot remain unchanged, and they must be adjusted according to the actual situation. Innovate community service methods so that residents can benefit from social welfare and livelihood security. With the purpose of providing public services, creating a safe community, and creating a beautiful community, we provide convenience in social undertakings such as employment, health, welfare, and assistance that involve the direct interests of residents, and do the best for everything that residents think and need. It is necessary to further deepen the "people-oriented" service concept to better meet the diverse needs of residents.

5.3 Strengthen the construction of informatization and build a smart community

Smart governance is a new form of modern social governance. In recent years, the practice of introducing digital governance into grid management has emerged one after another. According to its own reality, on the basis of learning from the experience and lessons of advanced foreign cities, W city should increase the investment of funds, integrate the information of grid management, promote the construction of a unified command system for the whole city, and strive to create a smart community, so that the role of big data in overall coordination, resource allocation, and research and judgment decision-making can be maximized [7], so as to build a new model of grid management with "integrated linkage".

5.3.1 Increase capital investment to build an intelligent platform

To ensure the smooth progress of grid management informatization, it is necessary to increase investment. First, government departments should pay more attention to informatization construction in terms of ideology, make full use of big data, and enhance the ability of community governance. At present, the construction of smart community is an inevitable trend, with big data and cloud computing as the core of information technology can play a great role in 24-hour monitoring, full tracking, all-round information linkage and other fields, in space, practice and resource allocation for the grid management work to provide support, improve the accuracy and scientificity of community management, and real-time research and judgment, to provide support for the decision-making of the decision-making department, to provide timely information transmission for contradiction investigation and dispute resolution. Second, all departments should establish a special grid management informatization construction fund, and on this basis, further expand the investment in grid management informatization. In terms of hardware, the government should expand funding sources, increase investment, and build an intelligent and professional grid platform; The intelligent grid platform can not only monitor the community environment in real time, find potential safety hazards, and start the danger warning and response mechanism in the shortest possible time, but also connect with the needs of residents and expand the demands of residents. In terms of software, some community grid management system software specially used in Shunyi District and Dongcheng District of Beijing has a certain reference value in W City. The software integrates a number of functions, scientifically divides the main body of grid management, and also has the role of connecting and dividing responsibilities

between many subjects, which can effectively promote the linkage and information sharing of the main body, and can also prevent multiple subjects from shirking their responsibilities to each other. The software can provide strong technical support for future grid management. The city should carry out a comprehensive clean-up of the old and old facilities and facilities, purchase new equipment, establish a new system, prepare for future work, and provide necessary technical support for future work and life. In terms of software maintenance, network engineers should be introduced to ensure the smooth operation and maintenance of the information platform and improve its operation accuracy.

5.3.2 Deepen the linkage mechanism and improve the response speed

By constructing a sound information coordination and connection mechanism, it can provide a strong organizational guarantee for the informatization construction of grid management in China [8]. Links to information ensure timely response and feedback in the event of a problem. In the vertical direction, it is necessary to focus on how to open up the vertical grid management network. In particular, the information uploaded by the community is relatively complete in the district. Communities, on the other hand, are more complex and smaller, making access to information between streets and communities relatively closed. To this end, we should focus on how to establish an information sharing mechanism among the three levels of grid of streets and communities to prevent the emergence of "information silos". As far as the work released by the government is concerned, the district-level grid should send information to the community third-level grid in a timely manner to avoid information distortion and affect the efficiency of emergency response. On the horizontal grid, there is an urgent need to improve the linkage mechanism of multiple departments and multiple subjects, establish a linkage team, clarify the responsibilities of the department, and on this basis, establish a collaborative linkage mechanism of multiple departments through the intelligent information platform, so that multiple departments can respond together, so as to improve the efficiency of response. For example, Tangjia Village, Changzhou City, Jiangsu Province, has adopted the management method of "vertical downward and point-to-area", established a grid-based community governance linkage center, and on this basis, put forward a new idea of "point-to-area, point-to-area". On this basis, a linkage disposal team with property management, resident representatives and party members as the main members has been established, and a three-dimensional linkage mechanism has been established with multiple departments such as urban management, fire protection, public security, and municipal supervision bureaus, to clarify work responsibilities and smooth information feedback channels. The third is to use mobile phone APP and smart information platform to connect the information exchange system between grid personnel and community residents, so as to ensure that they can feedback problems to them in the first time, and at the same time ensure that they can solve problems for them in a timely and efficient manner, and establish mutual trust between them and them on the basis of them and them. At the same time, a sound feedback mechanism for community governance information should be established to enhance the satisfaction of community residents with community governance.

6. Conclusion

Community grid management plays an important role in the stability of grassroots governance, especially in the maintenance of grassroots order, and the original intention of local governments to carry out grid management is to extend its power to the very end and solve the needs of the masses and the problems encountered in the micro space. In the process of promoting grid management in the future, it is necessary to be people-oriented, combine points and areas, systematize and standardize management, avoid falling into the trap of "all-round grid", and enhance community autonomy and residents' autonomy. While the function of public service supply is sinking to the grassroots level, it is necessary to promote the suspension of functional, personnel, financial, power and other resources to the sinking, so as to achieve equal power and responsibility, financial power and administrative power. The transformation of W city from grid management to grid governance is a good beginning of its transformation from management to service, and further moving towards the "all-branch grid" is the embodiment of its grid governance to further standardize, scientific, systematic and refined configuration. To gradually turn to good governance, it is necessary to fully tap the needs of the people, fully protect the rights of all parties involved in the society, and the integration and policy implementation of the general grid are also the focus of community governance in the next step.

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