Enhancing Urban Community Management: Challenges, Innovations, and Strategies for Improved Governance and Participation

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Abstract:

The process of urbanization is rapidly advancing, with urban infrastructure and management services continually improving. Effective urban community management significantly influences economic, social, and political development and has yielded notable successes. Nonetheless, several challenges persist, including unclear delineation of street community functions, a heavily administrative approach to community management, limited public participation, and inadequate development of community administration teams. This paper begins by examining the current state of urban community management and its significance for social development. Through investigation, data collection, and analysis, it identifies existing issues in the management and operation of urban community service mechanisms, enhancing community governance laws and regulations, developing an internet service platform, and leveraging the leadership of grassroots party organizations. These suggestions aim to provide a valuable reference for the effective management of urban communities.

Keywords:

Community management; Administrative management; Management system; Management policy.

1. Introduction

The types of communities can be divided into different forms according to different criteria. Among them, according to the size of the population in the community, cultural development model and other factors, the community is divided into rural communities and urban communities [1]. Urban community has the following characteristics: First, it has a high density of population, including local population and floating population. Because of the diversity of population, there is diversity of culture, so there is heterogeneity of production activities. Second, the organizational structure is complex. Due to the diversity of demands, different organizations have been set up in urban communities, with different scales, more or less numbers and different internal structures. Third, interpersonal relationships in urban communities are complex. With the continuous advancement of urbanization, the role of the community is also highlighted incisively and vividly. Streets, communities and villages in cities are the most basic communities where urban residents live in China. In the community, residents spontaneously participate in elections, elect representatives to form organizations, and help solve various difficulties encountered in daily life in the community by obtaining public opinions. This process is community management. Nowadays, local governments pay more and more attention to communities. Urban community, as the most basic organization, directly connected with people's life, plays an important role in the management of local government and the maintenance of social stability.

2. Present Situation of Urban Community Management

In 1986, the concept of community service was put forward for the first time in China. In 1989, the

State Council issued a document to encourage the whole country to carry out community service activities, so that more than 80% of the cities in China generally carried out community service activities, and established community management service institutions based on the mature theories of community management services abroad and the characteristics of their own countries, thus serving the community residents. With the continuous development of community management services, the Chinese government and scholars put forward the concept of community construction by studying foreign emerging theories and their own adaptability to community management services. Nowadays, our country has made some achievements in community management and service through continuous exploration and improvement. However, due to the late start, compared with other developed countries, Chinastill has a certain gap. In particular, because of the unbalanced economic development in China, community management modes with different characteristics are formed. At present, the implementation of urban communities in China is mainly "two-level government"-the municipal government is responsible for supporting and guiding the urban communities in terms of system, laws and regulations, while the district-level government is a subordinate institution of the municipal government, which issues and supervises the community management work and "three-level management"-that is, three-level affairs management of city, county and sub-district offices. Sub-district office, as a dispatched institution in China, has jurisdiction over the community directly, which has played a positive role in China's urban construction. The "four-level network"-that is, the community management system of city, district, sub-district office and community residents' Committee-emphasizes the government's leading role in community management while shifting the focus of government power to sub- district office [2]. Therefore, there is a certain contradiction between the management of local government and the needs of community residents, among which the obvious contradiction is the administrative leadership of local government. This is the key to the contradiction in community management, which has hindered the development and operation mechanism of urban community construction in China.

After the 18th National Congress of the Communist Party of China, the CPC Central Committee with General Secretary Xi Jinping as the core paid close attention to the construction of grass- roots party organizations, and the new community management system was widely established with party building as the core and community mass autonomous organizations as the mainstay. By the end of 2018, the number of communities in China has increased to more than 100,000, which increasingly shows the importance of communities to local residents. At the same time, the core role of grassroots party organizations in communities has been effectively brought into play, and civil organizations and other volunteer teams are connected with each other under the gradually improved community administration mode. With the improvement of China's development level and the deepening of the concept of governing the country according to law, great changes have taken place in the structure of community administrators, especially the absorption of a group of high-quality talents, which makes the management develop better. Democracy and convenience have become the main goals pursued by the community. These changes are important progress in the development of urban community management in China, and add indelible strength to urban construction in China. However, there are still some problems in China's current urban communities, such as the strong administrative color of the community management system, the vague positioning of street community functions, and thelow degree of people's participation.

At present, the whole country is making efforts to strengthen grass-roots construction, and community management services are becoming more and more diversified. According to relevant data and field investigation, taking Anyang City as an example, the construction and management of Wenyuan Community in Tiexi Road, Yindu District, Anyang City has achieved remarkable results. The management mode of "unity of community neighborhood committees, mutual entertainment of public facilities" and "three discussions and two open agendas" has been established. A series of systems, such as the establishment of community comprehensive convenience service center and online network governance platform, and the establishment of hearings, residents' symposiums, councils, etc., have given full play to the primary work attitude with community party organizations as the core and serving the people as the purpose. Comprehensively implement the idea of administration according to law, and implement democratic decision-making

and democratic management. In order to listen to and collect public opinion, we should carry out the system of party member responsibility and leadership, let every unemployed party member play his role in every community and even every unit building, collect the life problems encountered by residents, and hold regular theme party day activities every month to gather public opinion. The party branch secretary led the community managers to solve them one by one. Not only that, but also by increasing the community public fitness facilities to carry out "national fitness" activities to improve people's participation and living satisfaction, thus solving the problems of unused fitness places and placement; Especially during the epidemic spreading period, the prevention and control work was actively carried out, which achieved the efficient cooperation between residents and community workers, played an important role in ensuring the health of residents and preventing the spread of the epidemic.

3. Problems in Urban Community Management

Although the listed case communities have well-positioned management objectives and services, showing a good trend of pluralistic governance of management subjects, and each subject can participate in community management through certain channels, affecting the decision-making of public affairs, there are still some problems in the functional orientation, management system and management team of urban community management.

3.1. Fuzzy positioning of management functions

In community management, community committees are closely related to residents' lives, ranging from the collection of water and electricity charges to various administrative examinations and approvals, and situations such as "when an official says something, the residents run their legs" occur from time to time, and the adverse effects are becoming more and more severe. First, community committees shoulder some examination and approval powers that originally belonged to street offices. Residents directly look for street offices underunknown circumstances, which leads to the need for street offices to communicate with community committees under their jurisdiction, which leads to the wrong path of residents in many cases. At present, economic construction has become the main goal of street offices, but the public service function can be seen. Second, the shadow of street offices can be seen everywhere in community management. Sub-district offices, as the superior departments of community committees, have direct decision-making power over the management of communities, while cities and districts, as the superior departments of sub-district offices, are often tired of coping with various tasks issued by their superiors, and at the same time need to be notified to reach the communities under their jurisdiction. Over time, when street offices undertake huge workload, they often transfer some functions to the community committees under their jurisdiction, which leads to the community's own autonomous management functions that can not be realized centrally, and thus shrink day by day. For example, from the staff of Happiness garden club, Tiexi Road, we know that there are five staff members in the community, of which two staff members deal with labor and employment, convenience services, social security, civil assistance, etc., while three staff members belonging to community neighborhood committees have to undertake work related to higher-level government, such as community epidemic prevention, home for party members, education and publicity, etc. The dominance of the government weakened the autonomy of the community and trapped the hands and feet of community workers. Vaguely interlacing the functions of street offices makes the community which is independent and serves the public lose its unique advantages.

3.2. The community management system has a strong administrative color China's Constitution clearly stipulates that village-level and urban community neighborhood committees belong to the autonomous system, which is an important embodiment and requirement of our socialist people's democratic dictatorship. However, in fact, since the founding of New China, residents' autonomy in urban community management in China is often formalized. For example, in the economic construction of the community, street offices often play a major role in attracting investment, development and construction, and often play a matchmaking role, while residents only sign and cooperate, and even many residents do not know any decision, and residents' autonomy is in vain. According to the 2018 election

in Wenyuan Community, Yindu District, Anyang City, the sub-district office sent people to guide the election. The party organization was elected first and then the neighborhood Committee was elected. A relatively fixed party member was found from the party organization to conduct neighborhood Committee election instead of all residents. This also has a new influence on the autonomy of the masses, and the work of the party and administrative affairs are the main forms of autonomy, such as residents' congresses and residents' councils, which are often become a mere formality due to the lack of residents' representation [3]. Although the government management mechanism in our country has been continuously improved, the government color is still strong in community management, and the community committees also undertake excessive administrative affairs in daily life, and have no spare time and energy to combine the self-management and self-education of community residents.

3.3. Residents have a low sense of participation

Community neighborhood committees include women's homes, children's homes, libraries, chess and card rooms, etc. However, in community management, residents' participation is basically passive, and most residents are unwilling to take the initiative to participate in community activities, even under the premise of door-to-door notification. With the in-depth development of community construction, although people are actively involved in community operation and exposed to multiple information, they understand that community activities are all part of their own rights, and they have the right to enjoy the services provided by the community and put forward suggestions on the problems existing in community management. However, most people in community management have nothing to do with community management, and their expectations are not high. Therefore, indepth community building, we should also fully consider the inner expectations of the people. According to the questionnaire data, about 90% of people have not participated in community activities. In addition, the notices and materials issued by the community on the first floor of each building are rarely viewed by residents, so the asymmetry of information also leads to two low phenomena. First, the construction of spiritual civilization in the community, the policy and notice are not smooth, and the publicity rate is low; Second, there are few people who know the spiritual civilization activities in the community, and the residents' participation is low.

3.4. The construction level of community administration team is low

At present, China is in a period of social transformation, with the economy changing from highspeed growth to high-quality growth, the market developing vigorously, and new problems emerging one after another, which has put a great test on the ability of managers. Administrators are no longer faced with the unchanging old routine, but the workload is increasing under the new situation. The civilized construction of law enforcement and the related study of laws and regulations have put forward new tests for community management. Community managers need to be constantly strengthened in dealing with emergencies, knowledge and skills, and the new situation and new problems they face are another major challenge for staff. High-quality talents are scarce in community management work in prefecture-level and county-level cities, and it is difficult to undertake increasingly heavy tasks with the existing staffing, resulting in the decline and delay of work quality. Thus, the community administrators show low efficiency and poor effect on the object.

At the micro level, the individual ability of community managers needs to be improved. Community management is faced with the most common people, and its quality is uneven, which is a special test of people's work, and its own quality directly determines the effect of the work. Some community workers are not well educated, not professional, not familiar with the laws and relevant regulations, and improper mediation, which leads to dissatisfaction of the parties, which will not only seriously affect the image of community neighborhood committees, but also cause negative consequences of social fairness and justice not being upheld [4].

4. Analysis of the Causes of Problems in Urban Community Management

These problems in community management are not accidental, but gradually formed after a long

period of accumulation, which leads to various problems. The main causes are in the administrative system, community operation propaganda, laws and regulations, and the inability of community party organizations to play the core leading role.

4.1. The reasons of community management system

4.1.1. Backward system

With the development of our country, the system of streets and community neighborhood committees has not changed greatly, and it is still the same as the original management mode. However, with the rapid population growth and large-scale urban population mobility in China, the management scale has also changed. Before the reform and opening up, the average size of streets in large and medium-sized cities was less than 20,000, and the management scale of residents' committees was about 70. The establishment of jurisdiction areas was mainly based on the domicile, and the management members were relatively fixed. However, with China's reform and opening up and the continuous development of national productive forces, the scale of cities has expanded rapidly. Now, the average size of streets in first-tier and second-tier cities has reached about 80,000, and the average number of residents' committees has reached about 2,000. Especially in developed areas, the urban population is exploding, the construction of oldurban areas and the development of commercial real estate have led to an increasing phenomenon of mixed urban villages and migrant workers, and the street offices and communities face the complex environment with inadequate management.

4.1.2. Community management lacks early warning mechanism

With the development of China's economy, the continuous improvement of various national systems, the increasing upsurge of China's education, the continuous improvement of residents' selfquality, and the diversification of community public opinion expression, the traditional feedback methods such as writing letters are seriously lagging behind, resulting in the masses' status as masters in community construction not being fully brought into play, especially the contradictory events and mass incidents of the masses suddenly appeared in the community, especially the problems such as private building, petitioning and reporting. Due to the lack of early warning mechanism in community management, weak mediation ability, and insufficient strength in maintaining stability at the grass-roots level, it is difficult to prevent and eliminate social contradictions from the source.

4.2. The reasons for the operation of community management

4.2.1. Less services are provided

At present, the community service in cities is not as perfect as that in foreign countries, because the community construction in our country started late and the regional differences are great, and the street offices pay more attention to the administration when delegating the community power, so that the community can assist the street offices to complete the tasks assigned by the higher authorities, which leads to the simple convenience that community service provides to the masses, and it is not uncommon for urban homeless people. It affects not only the city appearance but also the local government management, and the community welfare system is not perfect. Only the local government can solve these problems, but homeless people often wander in various communities, so the community also needs to participate in helping the government to improve and perfect the community's relief social welfare services. In addition, because the streets and neighborhood committees are not in close contact with ordinary citizens, even all kinds of ideological propaganda are only carried out among individual party members, lacking community service centers and service outlets.

4.2.2. Poor participation of community residents

At present, the focus of community work is still to provide services based on residents' needs, so as to improve residents' awareness of the community and enable more residents to participate in community construction. However, according to the survey, 95% of the residents in the community do not participate in community activities. Only some representatives who participated were forced to act as participants, and for the election of community neighborhood committees, although there are

explicit provisions in the law, the representative system election was implemented, and many community organizations elected residents' representatives arbitrarily, and the election became a formality, and the elector became a default, and even the residents who lived for many years did not know who and how the leaders of community committees were born, and so on, lacking the sense of mass identity [5]. As a result, residents have a low sense of existence in the community, only know the neighborhood offices but not the role of community neighborhood committees, so they lack interest in the activities, publicity and elections organized by community neighborhood committees. Due to the lack of residents' participation, it is difficult to carry out various volunteer service activities in communities and non-governmental organizations.

4.3. The legal system is imperfect and lacks effective supervision

Perfecting the interpretation of supporting laws and perfecting supporting laws and regulations can effectively guarantee and improve work efficiency. At present, there are still some shortcomings in the national laws and regulations on community management. Community workers are faced with many laws and regulations, covering a wide range. Apart from the Constitution, Administrative Law and Marriage Law, they also need to grasp the meaning of comprehensive management of community public security. Many complicated legalprovisions make community managers feel at a loss in actual operation, while administrative laws and regulations are lagging behind. Secondly, many community authorities are dictatorial, and their subordinate staff can only obey the arrangement of leaders, without democracy and lack of supervision. Although community committees accept internal and external supervision in many aspects and establish a comprehensive supervision system, the supervisory subjects have not divided clear supervision responsibilities, and in fact, they have not fulfilled their responsibilities to people, which is manifested in the weakening, emptiness and vacancy of supervision [6]. It is obviously insufficient to pursue the responsibility for violating administrative actions, which will lead to the delay in obtaining the comprehensive sanctions for those responsible for administrative violations. In addition, the occlusion of government information is also one of the reasons leading to the authoritarian dictatorship of community leaders. Although the disclosure of government information has been solidified into the management mechanism of departments and units as an assessment system, there are still some units that selectively disclose information in actual implementation, failing to meet the requirements of administrative norms according to law, mishandling some socially sensitive information, and not publishing information related to the interests of the people in time, resulting in various supervisory subjects failing to play a good supervisory role. For example, in public services, the community plays an important role. However, in the construction of public facilities, due to years of disrepair or several renovations, the funds are not publicized, the expenses are not clear, and the government affairs are not open. The decisions made are often only made by the community leaders. The use of asset costs is just to find some party members' representatives to sign, and the product quality is not guaranteed, so that the people don't know the truth. In recent years, legal problems caused by public fitness equipment problems have become commonplace. Community organizations are the main responsible persons in this case.

4.4. Community organizations are weak

Self-exploration is difficult to adapt, and the role of co-construction needs to be strengthened. Our government is making great efforts to reform the grass-roots level of reducing governmentpower and decentralizing power. It is not uncommon for community workers to "lead a word, but lose their legs below". Moreover, the workload is heavy and the tasks are heavy, and the low wages are the true portrayal of community workers. However, the team of community workers is small and weak. There are no more than 5 workers recruited by the government in each community, and there are few professionals, so it is difficult to adapt to the advanced community development model by oneself. In addition, in the process of community construction, there is a lack of support from the units within its jurisdiction, and some units stationed in the community. Many personnel in the supporting units are indifferent to their identity in the community because they still need to deal with their own affairs, and lack the awareness of "staying in the community, caring for the community", as well as the subjective consciousness and sense of responsibility,

which leads to the fact that the supporting units will only participate in the annual assessment and fail to show the superiority of this system. At the same time, the community residents' volunteer service spirit is insufficient, lacking the support of non-governmental organizations and autonomous organizations in the society. Although there is a resident volunteer service post, no one really understands and cares about it, resulting in this position not playing its due role and the residents' needs not being met.

4.5. The construction of community party organizations is slack

In the construction of community party organizations, some community leaders can't correct their work attitude and improve the organizational atmosphere when their superiors strictly grasp the construction of party organizations. First, their ideology is degraded, which means that the secretary of the community party branch can't understand that the country pays great attention to the construction of grass-roots party organizations, and he doesn't correctly realize the importance of organizational construction. There is bureaucracy in dealing with work and hedonism in himself, which can't achieve correct leadership system for the development of party organizations, resulting in the construction of community party organizations can't be carried out normally, the management of party members is chaotic, and the whole party organization is full of unhealthy trends. Second, the actual work is lazy, which means that the leaders of grass-roots party organizations evade problems, hide facts and evade work in the process of building grass-roots party organizations. Grass-roots party organizations have no cohesion, and it is difficult to improve community organization. For the tasks assigned by the higher-level party organizations, they can't be completed seriously, and there is a phenomenon such as fraud. There is no source of innovation in the work practice, and there is no idea in the process of building grass-roots party organizations. Courteously but without sincerity, ancient Chinese literature search practise fraud. In the new era of learning Xi Jinping's new mind and keeping in mind the mission of the series, some community party organizations are trying to deal with the higher Party organizations, fraud and not taking seriously [7]. Third, the work assessment is perfunctory. When the higher-level organization appoints a special person to assess the personal work, the members of the community party group talk about human feelings and cover up the facts, turning the assessment mechanism into a mere formality, and even the phenomenon that the members of the party group only know their names but not others still exists, so they can't really bring into play the functions of checking for leaks and filling gaps and pursuing accountability of the assessment mechanism.

5. Countermeasures and Suggestions on Strengthening Urban Community Management

Through the above analysis of the existing problems and causes in urban community management, we realize that some reform measures must be taken in order to truly play the role of the community. Only by eradicating these historical problems can we achieve certain efficiency and serve the people better. Therefore, we put forward the following suggestions.

5.1. Improve the self-quality of community workers

First, strengthen the study of ideological and political theory. The times are the mother of thought, and practice is the source of theory. We must persistently arm our minds with Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era. We should strengthen our ideals and beliefs, solve the "master switch" problem of world outlook, outlook on life and values, and carry out the ideological concept of seeking happiness for the people and rejuvenation for the nation, especially educate administrators on the concept of power and honor and disgrace, and maintain the purity of the whole team [8]. Strengthen the construction party spirit, so that community workers can remember Do not forget your initiative mind and mission and serve the people wholeheartedly. Second, strengthen the construction of professional ethics, establish a good image, hold regular seminars on job responsibilities, sum up and correct the problems in personal work forms and working conditions, cultivate their consciousness of performing their duties according to law, and establish the concept of "being honest and serving the people wholeheartedly". In addition, community leaders should do a good job of job segmentation, clarify their respective functions,

avoid confusion and disorder of cross-functional actions, enhance responsibility awareness and legal awareness, and strictly implement various job responsibilities and system regulations, which can strengthen the responsibility and execution of leaders in charge and thus enhance the overall work efficiency.

5.2. Build an "online" integrated service platform

In the 21st century, with the rapid development of the Internet and the advent of China's 5G era, mobile communication covers the whole of China, and our life is increasingly inseparable from mobile phones. The penetration rate of mobile phones in the whole country is as high as 70%. With the continuous improvement and establishment of government portals and the continuous reform of decentralization and decentralization, doing things online has become a popular way for the masses, which is convenient for the masses and improves the government's efficiency. Therefore, in community management, an "online" intelligent service platform should also be built along with the development of the times, which integrates daily community management, information collection and feedback, intelligent home management, etc. This will not only facilitate residents to handle affairs, but also free a lot of time for community workers, and enable them to deal with the problems feedback by residents efficiently. Smart home management can clearly reflect the residents' situation in this community, provide better and faster services for different families, and meet the needs of different people by daily management involving convenience services and living expenses. Information collection can better understand public opinion and facilitate residents' better requirements for life and living comfort. At the same time, we set up WeChat public account, use new media and other application software to publish various activities in the community, and improve the publicity rate, so that residents can know the dynamics of the community and the latest convenience policy without leaving home. Compared with the traditional publicity method, this kind of publicity can save time and cost. Therefore, building a new online service platform innovation management mode from traditional management to modern information management mode can better play the role of community management.

5.3. Perfecting laws and regulations of community management and strengthening supervision mechanism

Since the 18th National Congress of the Communist Party of China, our country has followed administration according to law and ruled the country according to law. The perfection of community laws and regulations system plays an important role in community management. First of all, the country should revise the Organic Law of Urban Residents Committee in time, which has only been revised once since 1989 in December 2018. With the development of China's economy and the passage of time, some definition clauses have been seriously lagging behind. Therefore, it is necessary to formulate legal clauses needed in community management in the new era to redefine certain rules, so that community neighborhood committees can manage communities [9]. In addition, municipalities and district governments should also formulate management measures suitable for the development and governance of urban communities in their own cities and districts, and form a relatively complete system with local characteristics. At the same time, we should pay attention to perfecting the informal institutional norms of community management, enhancing residents' participation, building spiritual civilization and improving active governance attitude, so as to provide vitality and development vitality for community management. Second, strengthen supervision at different levels. The higher authorities assess the work of the lower authorities. In the specific operation, a supervision team can be set up in the community to give full play to the advantages of the combination of superior supervision and internal supervision, so as to put an end to the unhealthy tendency of community members to be lazy in their work, and to take human feelings in the assessment.

5.4. Give play to the leading role of grass-roots party organizations

Community, as a bridge between the broad masses of the people and the government, is the fighting bastion of our party at the grass-roots level. Governing the country is based on the foundation. Therefore, community party committees should be strengthened and the core role led by community party organizations should be highlighted. General Secretary Xi Jinping emphasized in the report of

the 19 th National Congress of the Communist Party of China that "improving organizational strength and highlighting political functions", building "grass-roots party organizations into a strong fighting fortress to publicize the party's ideas, implement the party's decisions, lead grassroots governance, unite and mobilize the masses, and promote reform and development", strengthen the construction of leaders of grassroots party organizations, expand the coverage of grassroots party organizations, and concentrate on creating a number of grassroots service-oriented party building demonstration sites that can be seen, heard, learned and replicated, from point to area [10]. Therefore, in the process of community management, we need to deepen the party organization construction, thoroughly implement the spirit of the internship general secretary's series of speeches, practice the "three strictness and three realities", resolutely oppose the "four winds", and actively organize the community party branch to carry out the theme party day work in accordance with the unifieddeployment of the study and education work for party members in street offices. Through the democratic discussion day, learning party constitution and rules, focusing on learning, sending students to their homes, studying and discussing, etc., we will promote the implementation of study and implementation, and make grassroots party organizations become the "backbone" of uniting and leading party members and the masses. Party members and comrades actively strive to be the leading geese, and Do not forget your initiative mind, bearing in mind the mission, actively set an example and strive to be model pacesetters [11]. At the same time, community services, community neighborhood committees and property management are led by community party organizations to promote community construction and strengthen community management capabilities.

6. Summary

Urban community management has a great influence on China's economic, social and political development, and has been highly valued by the state. Although many achievements have been made in community governance in China, there are still various problems left over from history. In the process of promoting urbanization, community management is still an urgent problem to be solved. Strengthening and innovating community management is the urgent need to realize our modernization, and it is also the urgent need to improve the level of urban management and better serve the masses. Therefore, we should adhere to the people's livelihood-oriented, promote human, financial, material and other resources to sink into the community, integrate network resources, realize the construction of community website portal, and unblock public opinion information channels. Relying on new technologies such as the Internet, we will promote the "wireless city" and improve the efficiency of community management services. At the same time, give full play to the demonstration and leading role of community party members, further extend the tentacles of party building work, Do not forget your initiative mind, and keep in mind the mission to solve problems for the masses. This is a process that requires us to work together with one heart and one mind, and needs constant innovation and improvement. The future of the community will be more convenient for people's lives and play an important role in promoting the harmonious development of society.

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