

Community Chief Steward System Embedded in Urban Social Governance: Practical Logic and Mechanisms

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Abstract: Urban governance has a large area and an unevenly distributed population, so it is necessary to have very adaptable micro-institutional carriers. The Community Chief Steward System is a type of governance that integrates institutional attributes with active capabilities; thus, it has an internal logic that can be observed in the hierarchical development of cognition, structure and function, as well as in the restructuring of the polycentric network, and also embodies the grassroots practical path of socialist core values. It is a kind of self-organising network operation mode that spreads trust through reputation pledges, responds quickly to all kinds of feedback signals, promotes the cultivation of civic consciousness, and fosters a sense of public spirit. Ecological Adaptation is to reduce the intensity of governance in accordance with carrying capacity, reduce friction among departments, and create a virtuous cycle of institutional health and social capital. First of all, there is an internal chain of embedding urban governance.

Keywords: Community Chief Steward System, embedded logic, operation mechanism, institutional resilience, social capital

Introduction

Communities are the basic units of urban governance; they are very diverse and have all sorts of forms of self-organisation, uneven distribution of resources, etc., and cannot be easily covered by traditional structural arrangements. The Community Chief Steward System is a small unit that combines an institutional carrier with an action subject, and it can carry out the integrated functions of rule adaptation, resource mobilisation and conflict pre-processing, as well as cultivate grassroots public spirit and the concept of the rule of law. Most of the previous studies have only examined the general structure and have paid little attention to the mechanism, underlying process, tension adjustment and dynamic calibration. We will use the three-step gradual method of embedded logic, operational mechanism and ecological adaptation in this paper to study the conditions for structural adaptation and effective transformation laws of the system.

1. Embedded Logic and Structural Adaptation of the Community Chief Steward System

1.1 Institutional Attributes and Functional Position of the Role of Community Chief Steward

The position of Community Chief Steward is that of a general coordinator for community work, and it is also a type of governance unit that can operate independently and is accountable. Institutional attributes refer to the fact that they are in the current normative system of the community and that mobilisation of external institutional resources has created an organised interface. The reason this post has been published is that the public has shown more confidence in the authorities, and some official institutions have also endorsed it; it is not due to any single reason. The Head Steward will be responsible for the work of value education and spreading the core ideas and good moral qualities of the people. The Chief Steward shall be responsible for the combined functions of information conversion, rule interpretation and interest aggregation, and the scope of his authority will be determined by the density of community social capital and the flexibility of institutional rules.

The goal of the above system is to address the problems in the micro-responses of traditional governance. The Head Steward is responsible for many matters and leads the people to achieve their

common goals. The first three goals are to achieve the functions of resource identification, conflict presupposition and consensus refinement; that is, to know how many resources we have in relation to external resources and to build a buffer before a conflict occurs. The above functions will adjust their weights according to the circumstances of the community and keep up with changes in the institution^[1].

1.2 Embedded Tensions and Adaptation Paths in the Field of Urban Governance

The area of urban governance is relatively large, there are many different levels and uneven distribution in governance, and there are numerous implementation problems for the Community Chief Steward System. The main reason for this conflict is that the institutions are the same, but the communities are different; thus, the rules are not the same. Another type of tension is the dislocation between the logic of allocation for action resources and the self-generating logic of the community; that is to say, the former favours explicit indicators, and the latter is based on implicit relationships and trust capital. If it is not well done, there will be a double bind for the role of the Chief Steward: "failure of embedding" or "suspension of implementation". Under the leadership of ideological and political education, the adaptation process should be done properly, and resistance to institutional introduction can be reduced by building value consensus.

The two directions of the path should be structural flexibility and process reversibility. Structural flexibility refers to the existence of many parameters in the design of a system; for example, on the one hand, a mapping relationship can be established between the scope of authority and the response frequency of the Chief Steward, and on the other hand, community size can be mapped with the rate of population mobility. The ability of the process to be reversed or changed to avoid being locked in is called reversibility. There will be many levels of delegated authority and responsibility, community-based consultation and calibration procedures will be established, dynamic adjustment points for embedding density will be set up to reduce the friction between institutional normativity and community heterogeneity, and the general framework of urban governance will not be disturbed.

1.3 Hierarchical Progression and Spatial Rearrangement Mechanisms of Institutional Embeddedness

The three stages of institutional embeddedness are cognition, structure and function. At the level of cognitive embedding, institutional concepts and rules need to be assimilated as common knowledge by the community through repeated interaction, and the Chief Steward can achieve this by making low-threshold contact and frequent informal communication with residents to embed values such as integrity and friendliness in daily life. The Degree of structural embeddedness for the Chief Steward System will be established at the meeting place of the current community organisation and decision-making, institutionalised information-sharing channels will be set up with homeowners' associations, and liaison systems will be organised at the building level. At the level of functional embedding, which is the most basic, the system has been integrated into the daily life of the community and has gradually become an organic part of the community's self-governance^[2].

The way Space is organised is a change in the distribution of power, flow of information and resources in different areas of the government's territory. The old structure of the urban governance space was radial, and the administrative unit was at the centre; now that the Chief Steward System has been introduced, a polycentric network topology with a small radius has begun to appear. Chief Stewards are the links that reduce the distance for communication among all parties and change how vertical resource allocation is carried out from the top down. Spatial Restructuring can also be seen in the descent and convergence of the decision-making nodes; some high-level coordination functions have been decomposed and moved to the Chief Steward nodes. Add a new node network above the existing one to improve the response speed and adaptability of the whole governance area to local issues.

2. Operational Mechanism and Coupling Path of the Community Chief Steward System

2.1 Nested Synergy of the Chief Steward System and Community Self-Organising Networks

Most of the community self-organising networks are informal in nature, based on neighbourhood trust, shared interests or common risk prevention, and do not need to be organised by the Community Chief Steward System; rather, nested means have been established at various levels of interaction in

these networks. The general form of nested synergy is that both roles are recognised and rules are integrated; that is to say, the Chief Steward is considered to be both an institutional agent and a member of the self-organising network, so the Chief Steward can mobilise institutional resources in the network on the one hand and feed back the social norms produced by the network into the institutional system on the other. The two identities reduce the division between the system and self-organised networks, and there are no external rules for the internal order. In the process of synergy, the Chief Steward should embody the spirit of collectivism and the tradition of mutual assistance in the actual contractual rules, thus combining the spontaneous order of the self-organising network with the goal orientation of institutional design to form a joint force.

The Depth of Nesting is determined by the degree of closure of the community self-organising network and the embedding density of the Chief Steward. In an open network, the Chief Steward System will probably be in a weak-intervention mode and only provide information and a light guide to allow the network to develop naturally. In a very closed network with strict internal regulations, nested synergy can be achieved through node substitution or functional superposition; that is to say, the important links of the original networks can be added to the subordinate positions of the Chief Steward System. To promote cooperation, it is necessary that the two types of structures have complementary functions in areas such as resource collection, information verification and conflict prevention; they should not be merely combined or made subordinate to one another.

2.2 Trust Transmission and Multilateral Cooperation Mechanisms for Resource Mobilisation

The main bottleneck in the effort to raise funds for the Community Chief Steward System is not a lack of money, but rather a lack of trust among the owners of the resources and the people who need them. The Goal of the trust transmission mechanism is to achieve cross-group trust transfer, and at the top of this structure is the Chief Steward; the three types of paths are reputation pledge, behavioural traceability and default exposure cost. Based on the relational capital that has been built in the community, the Chief Steward takes the abstract credibility of the resource party introduced from outside and turns it into an actual sense of trust for the community; at the same time, they convey the will of the community participants to meet their commitments to the resource providers and thus build a two-way bridge of trust. The extent of the construction of integrity in ideological and political education is also related to this process; that is to say, institutionalised incentives for trustworthiness and restrictions on untrustworthiness can be employed to cultivate a sense of moral self-discipline among the community.

Multilateral integration refers to the joint use of all kinds of resources at the community level, such as material resources, information resources, skills, time, etc. The Chief Steward System will set a set of matching rules based on the complementarity and substitution elasticity of resources, and it will not accumulate a stock of resources. For example, the idle area can be used to have residents with some skills form a "site-lecturer" exchange team and thus save on external funds. At the same time, there will be a redistribution of transaction costs; that is to say, the Chief Steward will bear the coordination costs of resource discovery, matching verification and performance supervision, thus reducing the direct negotiation burden on all parties. Given that the cost structure is relatively low now, we can promote resource sharing; in the past, it was difficult to do due to a lack of trust or high coordination costs^[3].

2.3 Feedback Loops and Dynamic Calibration Models in Institutional Implementation

The first operating risk of the Community Chief Steward System is the accumulation of deviations in the implementation of institutions, and simple end-point correction is usually slow and costly. To build the feedback loop, collection points for signals need to be set up in the front-end, middle-tier and back-end. The first goal of the front-end Collection is to spread the community's acceptance of institutional rules and all kinds of resistance. The second is to determine the extent of deviation in the Chief Steward's implementation behaviour from institutional norms, and finally, the back-end will be used to close the gap between institutional results and desired outcomes. The three kinds of signals are combined with weights to form a total feedback term, and thus the noise in any one of the terms is eliminated. There should be a review stage for the feedback loop of ideological and political education to determine how much the sense of social responsibility among residents has been enhanced and what changes have occurred in their enthusiasm for participating in public affairs.

A dynamic calibration model is not a fixed adjustment of institutions, but rather has a mapping function for the feedback signal and the institutional parameter. The Head Steward can set the scope of

their power, the approval threshold for resource allocation, how much information to disclose, and how seriously violations will be dealt with. In line with the principle of minimal intervention, only those parameters that will significantly affect the performance of the institution will be adjusted in the calibration; other parameters will be left relatively unchanged so that the institution can continue to operate normally. A damper has been added to the model to prevent oscillation caused by high feedback sensitivity; if the deviation signal is within the preset tolerance range, the current parameters will not be changed, but if it exceeds this range, a phase adjustment of the parameters will be carried out. Given the changes in the circumstances of the community, the Design will be reversible and traceable, and the basic structure of the Community Chief Steward System will remain unchanged.

3. Ecological Adaptation and Effectiveness Transformation of the Community Chief Steward System

3.1 Matching Logic of Governance Density and Institutional Carrying Capacity

The first is a general index of how often information spreads, the strength of relationships among individuals in a unit of community space, and the implementation ability of collective action; the second is the maximum level of governance burden that can be effectively managed by the Community Chief Steward System without becoming excessive. The correlation logic of the two forms is the first index of judgment for the ecological adaptability of the Community Chief Steward System. If the governance density is lower than the institutional carrying capacity, then the Chief Steward System will have idle resources and be functionally redundant; that is to say, there will be unused information channels and inefficient use of mediation nodes. At the same time, if the governance density repeatedly reaches or exceeds the upper limit of the carrying capacity, it will show signs of overload, such as a slow response speed, omission of signals, and a drop in decision quality. Separate the governance density spectra of all the different types of communities and determine the starting conditions for carrying capacity allocation. High-mobility communities are good at spreading information but have a low level of relational density; old communities are close-knit and have strong ties, but the speed of information update in them is slow; the demand structure for carrying capacity in these two types of environments is fundamentally different^[4].

Optimisation of the matching relationship does not need to be a fixed equality of governance density and carrying capacity; rather, it is a flexible index. With the change in the level of community governance, various resources for the Community Chief Steward System will be dynamically adjusted, such as the number of appointed Chief Stewards, the scope of their powers and the speed at which information is processed. Specific Paths are graded responses that allocate resources based on the urgency and severity of problems, and they can also predict density; leading indicators are calculated, such as the mobility rate of the community's population and the distribution of complaint types, to foresee changes in governance density and adjust institutional configuration parameters early on. The two kinds of failures in the matching logic are not institutional rigidity and overload, so the structural stability of the Community Chief Steward System in the operating environment will be maintained. Propose the idea of a carrying capacity reserve coefficient, and according to the daily situation, keep a certain proportion of flexible redundancy to cope with sudden increases in density and thus enhance the adaptability of the matching mechanism.

3.2 Mediation and Boundary Dredging Mechanisms of the Chief Steward in Cross-Domain Affairs

Cross-domain problems are not the problems of any single community, so to deal with them, cooperation among various communities and other relevant functional units is required. The main reason is that the structure of the affairs does not align with the division of governance by units. The problem of the Community Chief Steward System for handling such issues is twofold: First, the general scope of the authority of Chief Stewards is limited to the community, and there is a lack of institutional support for cross-domain operation. Second, there are various rules and asymmetries in the trust among the communities, so coordination costs are high. The Goal of mediation is to move the Head of Household's office from the old location in Community A to a temporary place for cross-community movement and to establish temporary extended authority through horizontal arrangements or joint authorisation of Heads of Household. Cross-domain mediation should also have an early rule for attribution of matters so that there is no delay in responding to the window for initial classification due to ambiguity. At this time, the Chief Steward should be fair and just in all his dealings, consider the interests and wishes of all the communities, and not favour any particular person.

The purpose of boundary dredging is to organise and reconstruct the three kinds of boundaries: administrative boundaries, information boundaries, and responsibility boundaries. Administrative boundaries are the division lines of the jurisdictions of different communities, and dredging methods include establishing a Chief Steward joint meeting system and rapid referral channels for cross-domain issues. The boundary of the information is the closure of the internal information system of each community, and selective sharing can be achieved by means of information bridging from the Chief Steward. The boundary of responsibility is a problem of shirking due to an unclear division of tasks among different people, and it can be solved by in advance signing an accountability matrix for cross-domain affairs and post-hoc allocation rules. Boundary dredging is not to eliminate the boundaries but to reduce the friction coefficient at the boundaries in the continuous flow of affairs. The mechanism will be able to cover the functions of cross-domain affairs and will not need to change the current division of governance units. Set trigger thresholds and escalation paths for cross-domain affairs; that is to say, if the frequency or seriousness of such problems exceeds the set limit, the joint mediation mode will be automatically triggered to reduce the cost of regular coordination and improve the speed of response in exceptional cases.

3.3 Institutional Resilience and the Reproduction Path of Community Social Capital

Institutional resilience is the capacity of the Community Chief Steward System to operate normally and recover from all kinds of internal and external shocks, such as major changes in the structure of the population, disruption of resource supply, disasters, etc.; its measurement indicators include the proportion of operation, recovery time, adaptability to reconstruction, and so on. The origin of institutional resilience is not strong reinforcement of the structure of mechanical systems, as it is in the case of disturbance resistance, but rather the co-constitutive relationship created between the system and community social capital. Social capital is the entire network of trust, norms and information channels in a community, and it can help to reduce the demand for absorption and repair services from institutions. In the event of a crisis, social capital can take over some of the functions of institutions to buy time for the Chief Steward to make changes^[5]. Strong support for the resilience of institutions carrying out ideological and political education comes from the internalisation of public spirit and a consensus on values in the community; these "soft" factors are difficult to regulate by means of strict rules.

All Channels for the reproduction of community social capital continue to support the stability of institutions. Reproduction will not decrease the existing social capital, but will aim to achieve a net-increase effect in the operation of institutions for social capital. A Chief Steward System can reduce the uncertainty in the cooperation of community members by providing verifiable fulfillment of reciprocal obligations, building a public reputation, and incurring a low cost of violation; thus, it can promote the development of long-term trust. A time-bank-style mutual-aid point system will be established, intergenerational skill-sharing contracts will be signed, and small-scale rapid-arbitration rules will be put in place to reduce the continuous erosion of social capital due to unresolved disputes. The above ways can help achieve the function goals of the Community Chief Steward System in each transaction and promote the reinvestment of social capital at the same time. More importantly, the Chief Steward System should aim to cultivate a sense of civic duty among the residents and promote altruism and a sense of responsibility for the rules in daily life. Therefore, a positive feedback loop has been formed among institutional resilience and the reproduction of social capital; resilience has created a good environment for reproduction, and in turn, reproduction has provided callable relational resources for resilience. One can also study the speed and extent of the reproduction of social capital as early indicators of institutional resilience; if the reproduction rate is continuously lower than the depletion rate, then it can be seen that the system will likely face a decline in resilience^[6].

Conclusion

At various times, the structure of the community chief steward system has been gradually introduced in different areas of urban governance, and its operation is based on the three mechanisms of nested synergy, trust transmission and dynamic calibration; finally, ecological adaptation has been achieved, and effective improvements have been made in terms of governance density, cross-domain boundary dredging and maintenance of institutional resilience. Based on the construction of the full analytical chain for embedded conditions, operating processes and ecological constraints in this study, it has been determined that the Community Chief Steward System is not a fixed set of rules but a dynamic system that is mutually constituted with community social capital and has self-regulating

ability. The combination of ideological and political education in this system can be seen from how closely it is connected with value guidance, moral education and public spirit education, as well as governance mechanisms; thus, this system is both effective and necessary. In the future, it will be known which different adaptation parameters of the Chief Steward System are suitable for various types of communities (e.g., high-mobility communities, old communities and new commercial housing communities), and quantitative measurement methods for the threshold of institutional resilience can also be developed. At the same time, another problem that is worth studying is the synergy mechanism of the Chief Steward System and digital platforms, that is, the substitution and supplementation relationship of information channels and trust transmission in virtual spaces.

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