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RESEARCH ARTICLE

Policy Analysis of Subscription Parking on Public Roadside After the Issuance of Medan Mayor Regulation Number 26 of 2024

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Abstract: The purpose of this study is to understand the policy analysis of subscription parking on public roadside after the issuance of Medan Mayor Regulation Number 26 of 2024. The research method used a qualitative method by conducting direct observation, conducting interviews, and collecting data in the form of documents, and library research or data obtained from other sources, such as books and news media. The implementation of subscription parking services in Medan City can be indicated as a trial policy and a symptom of public service failure. This indicates that the organization of subscription parking service providers has not been able to coordinate well, the obligations and responsibilities of service providers have not been able to be implemented properly, the rights of users of subscription parking services have not been able to be fulfilled in their entirety, the perception and response of users to subscription parking services are not satisfactory.

Keywords: Policy Analysis, Public Roadside, Medan Mayor Regulation

1. INTRODUCTION

Public sector innovation is the creation and implementation of new processes, products, services, and delivery methods that significantly enhance effectiveness, efficiency, and quality (Albury, 2005). Meanwhile, innovation in government primarily focuses on public services, it can also extend to processes, planning, policies, and other activities (Sudrajat & Andhika, 2021). The main purpose of public sector innovation in public services is to improve the quality of services (Kim & Whang, 2018; Mostepaniuk, 2020). This establishment necessitates of public the service standard, which serves as benchmark for providing quality services. When the government provide services that are in accordance with the prevalent conditions and problems of a community, the resulting innovations can successfully achieve the goals expected by the community (Durman et al., 2021)vv. The benefits of public sector innovation are reflected in the government's increasing efforts to accelerate improvements and enhance the quality of public services within agencies and organizations governmental (Durman et al., 2021).

The implementation of public policy is a process in which rules and program designs in public policies are applied to the community (Andrews et al., 2022; Korenik & Wegrzyn, 2020). Policy implementation occupies a position as a crucial process as to whether the objectives in public policies are achieved or not (Mueller, 2020; Tubadji et al., 2023). As the main organization, the local government in implementing public policies that prepares all forms of



programs, activities, and decisions plays a major role in the success of policy implementation to achieve policy objectives for autonomous regions (Nurachman, 2023).

One form of public policy implementation is the implementation of managing Local Revenue (PAD). This is local revenue collected based on laws and regulations. PAD aims to provide authority to regional governments to finance the implementation of regional autonomy in accordance with regional potential as a manifestation of decentralization (Nurachman, 2023; Syahputra et al., 2023).

Thus, the Medan City Government maximizes local revenue from various sectors, one of which is regional levies through parking. It is a state or condition of a vehicle not moving that is left by its driver to carry out a certain temporary business. Therefore, with the large number of vehicles, the provision of parking land by the regional government will be one of the potentials to increase Local Revenue. In order to improve services to the community in the parking sector, as well as to support the safety, security, order, and smoothness of road traffic, one of the implementations of traffic supervision and control activities, as well as to optimize the use of outside/inside road space and support local revenue from the implementation of parking in the region, it needs to be carried out in a planned and integrated manner (Nurachman, 2023).

The subscription parking policy in Medan City is one of the implementations of broad, real, and responsible autonomy as referred to in Medan Mayor Regulation Number 26 of 2024 concerning Guidelines for the Implementation of Subscription Parking Services on Public Roadsides. The subscription parking policy in Medan City is an effort by the regional government to explore and develop regional potential in order to obtain funds in connection with the implementation of government duties and regional development. The implementation of the subscription parking policy in Medan City is a form of regional government policy to achieve several goals related to smooth road traffic and efforts to increase Local Revenue (PAD). The implementation of this policy cannot be separated from the regional authority in managing regional finances, regional order, city spatial planning, and in general is an effort by the Medan City government to improve the welfare of its people.

It is undeniable that every policy of legislation issued by the government has two different sides, namely positive and negative impacts, both for the government and for the public or society (Rahmadiansyah & Jamal, 2021; Syahputra et al., 2023). Moreover, the policy is related to the parking levy collection policy. For the people of Medan City in general, of course, this subscription parking levy collection policy is very burdensome because the community is charged twice, namely the tax fee for motor vehicles and the levy fee for subscription parking. However, on the other hand, this subscription parking policy can generate quite large revenues from the levy sector. This subscription parking system policy is one of the efforts made by the Medan City government to increase and improve local revenue, which will later also be enjoyed by the entire community in the form of public services and development in Medan City.

Based on some of the descriptions above, research the purpose of this study is to understand the policy analysis of subscription parking on public roadside after the issuance of Medan Mayor Regulation Number 26 of 2024. Therefore, the author focuses more on analyzing the problem, namely how are the subscription parking services available in Medan City and how is the implementation of the subscription parking policy in supporting local revenue.

2. Literature Review

2.1. Local Revenue

Mardiasmo (2018) stated that local revenue is local revenue from the regional tax sector, regional levies, results of regionally owned companies, results of management of separated regional assets, and other legitimate local revenue. In order to increase local revenue, regional governments are prohibited from establishing regional regulations on income that cause a

high-cost economy and establishing regional regulations on income that hinder population mobility, traffic of goods, and services between regions, and import/export activities (Ahmad et al., 2021; Aldy Purnomo et al., 2023; Arintoko & Bawono, 2021). Meanwhile, Abdullah (2017) explains that local revenue groups are divided into several income groups, namely local taxes, regional retribution, the results of processing separated regional assets, other legitimate regional revenue (PAD) (Ahmad et al., 2021).

According to Marihot (2016), regional retribution is a regional levy as payment for services or granting of certain permits specifically provided and/or granted by the regional government for the benefit of individuals or bodies. Services are activities of the regional government in the form of businesses and services that cause goods, facilities, or other benefits to be enjoyed by individuals or bodies. Thus, if someone wants to enjoy the services provided by the regional government, he must pay the levy set in accordance with the applicable provisions (HARKENI & Syaputra, 2022; Sakti et al., 2020). These regional levies not only serve as a means of revenue generation for local governments but also help ensure that public services are utilized efficiently and equitably by those who benefit from them directly (Sakti et al., 2020; Suhendar et al., 2022; Suprihati et al., 2018).

Regional levies according to Medan City Regional Regulation Number 1 of 2024 concerning regional taxes and regional levies, Regional Levy hereinafter referred to as Levy is a Regional levy as payment for services or granting of certain permits specifically provided and/or granted by the Regional Government for the benefit of individuals or bodies that can be classified into 3 (three), namely public service fees are the fees for services provided or rendered by the regional government for the purposes of public interest and benefit and can be enjoyed by individuals or bodies. Business service fees, services provided by local governments by adhering to commercial principles because basically they can also be provided by the private sector. Certain licensing fees are fees for certain activities of the regional government in the context of granting permits to individuals or bodies intended for the development, regulation, control and supervision of space utilization activities. The use of natural resources, goods, infrastructure, facilities or certain facilities to protect public interests and maintain environmental sustainability.

2.2. Subscription Parking Fee

This subscription parking policy is one of the tools to increase Local Revenue from parking fees. According to Medan Mayor Regulation Number 26 of 2024 concerning Guidelines for the Implementation of Subscription Parking Services on Public Roadsides. Article 1 paragraph (10) "Parking fees on public roadsides are levies as payment for parking services on public roads. Article 1 paragraph (14) also mentions that subscription parking is the collection of parking fees with a predetermined amount of money for a period of 1 (one) year. Subscription parking is considered an optimal breakthrough because it is paid once a year so that the rates issued will be in accordance with those that have been determined.

2.3. Public Policy

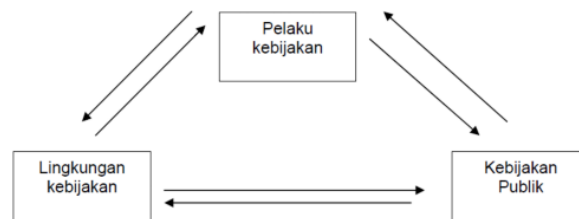
Policy is a purposive course of action followed by an actor or set of actors in dealing with a problem or a matter of concern" (a series of actions that have a specific purpose that are followed and implemented by an actor or group of actors in order to solve a particular problem) (Amarasinghe et al., 2023; Grimm & Bock, 2022). Regarding the limitations of public policy, namely an action that leads to a goal proposed by an individual, group or government in a particular environment in relation to the existence of certain obstacles while seeking opportunities to achieve goals or realize desired targets (Hossin et al., 2023; John, 2018).

The description above can be concluded that public policy is a series of actions that have a specific purpose, oriented towards the public interest (society), and aims to overcome problems, fulfill the desires, and demands of all members of society. The policy also contains all government actions both those carried out and those not carried out by the government.

The success of a policy is highly dependent on the support of factors that influence the policy process (Budiati, 2019).

In order to understand the existence of existing public policies, there are many factors that influence the success of the policy. In essence, public policy is in a system, where policies are made including reciprocal relationships between three elements, namely public policy, policy actors, and policy environments. The following is a three-element scheme as described by William (1998)

Gambar 1.
Tiga elemen sistem kebijakan publik



Sumber: W. Dunn (2003:44)

Figure 1. three elements of the public policy system

It appears that policy is a series of interrelated choices made by government officials and formulated into various problems (issues) that arise, while policy actors are individuals or groups of individuals with the roles that can be influenced and influence policy. From this opinion, it can be identified that the policy mechanism indicates the influence between policy actors, the policy itself, and the policy environment. As a result, there are interrelated variables that form a link between public policy and the expected achievement in policy implementation.

3. Research Method and Materials

The research method used a qualitative method by conducting direct observation, conducting interviews, and collecting data in the form of documents, and library research or data obtained from other sources, such as books and news media (Sugiyono, 2020). In this study, the main object of research is the Medan City Transportation Agency, namely "Analysis of Subscription Parking Policies on Public Roadsides After the Issuance of Medan Mayor Regulation No. 26 of 2024". Sugiyono (2019) states that qualitative research methods can be interpreted as research methods based on post-positivism philosophy, used to research natural object conditions (as opposed to experiments) where the researchers are key instruments, and data collection techniques were carried out by triangulation (combination), data analysis of inductive/qualitative, and qualitative research results emphasizing the meaning rather than generalization.

4. Results and Discussion

Based on the research process, data can be obtained between the theories used from various indicators and dimensions of Edward III's theory of public policy, that the theory and conditions in the field after the researcher conducted observations and interviews in the field on the research object are described as follows:

4.1. Communication

There are three parts in the communication process, namely, first, transmission or dissemination of information from policy makers to all interested parties, both related agencies that work together and the community as policy targets. Second, clarity regarding the implementation of public policies must be conveyed properly so that the people know clearly and definitely about what the benefits and objectives are of implementing subscription parking. Third, consistency is intended so that the delivery of information regarding subscription parking comes from the same and trusted source so that the information obtained by the community is the same as what should be conveyed.

4.2. Resource

Policy implementation is the main factor in the success of the subscription parking policy in Medan City. Starting from humans, budget, equipment, to authority are needed in implementing the policy so that it can be implemented properly. The implementation of subscription parking in Medan City has encountered obstacles in terms of resources, starting from inadequate human resources, insufficient budget, which has an impact on the lack of provision of facilities and infrastructure, to authority that has not been running properly.

4.3. Disposition

The attitude of the implementers in the field is also one of the determinants of the success of the implementation of the subscription parking fee policy in Medan City. Employing people with high dedication to responsibility is one way to avoid deviations in the field. This is evidenced by the lack of public awareness to follow the subscription parking due to parking attendants who continue to collect parking fees after the public follows the subscription parking. In addition, incentives are required to encourage enthusiasm for implementing the policy because people tend to do work that can benefit themselves.

4.4. Bureaucratic Structure

Standard Operating Procedures (SOP) show what should and should not be implemented by policy implementers in running subscription parking in Medan City. Clear distribution of authority and tasks can streamline the implementation of the policy so that it can run smoothly and quickly in handling if there are problems that hinder the implementation of the policy.

From the overall analysis, it can be explained about how the reality of the subscription parking policy is running in Medan City. The following are the results of the Subscription Parking Policy Analysis after the issuance of Medan Mayor Regulation No. 26 of 2024:

Table 1. How Subscription Parking Policy Works

Dimensions	Indicator	Ideal Conditions	Conditions on the ground
Communication	Transmission	Public policies are communicated to all interested parties.	The delivery of information has not been 100% conveyed to all residents of Medan City.
	Clarity	All parties clearly understand the intent, purpose, targets, and benefits of public policy.	On average, Medan City residents who live far from the city center do not understand the intent, purpose, targets, and benefits of the subscription parking fee policy.
		Stakeholders realize what needs to be prepared and implemented to make public policies a success.	In this case, the Transportation Agency requires every vehicle to use a barcode sticker from the Medan City Government.
	Consistency	Information regarding the policy is delivered by one party and is given a time span for the socialization and implementation of the Regulation.	The delivery of the subscription parking policy was conveyed by the Medan City Transportation Agency via social media and going to the field and the regulation came into effect on the date of enactment.
Information conveyed to all interested parties can be understood well.		In this case, the Transportation Agency, One-Stop Administration System/Samsat, and Local Revenue Office/Dispensa do not have an MOU as a form of cooperation agreement between stakeholders.	

Resource	Man	The number of existing human resources is sufficient to implement the program. The existing public policies and human resources meet the qualification standards to implement these policies.	It is uncertain whether supervisors and parking attendants who were registered before the new regulation was issued will automatically become regular supervisors and parking attendants.
	Budget	There is a special allocation of funds for public policy programs.	It is not known for sure whether there is a special allocation of funds for the implementation of the subscription parking policy.
	Equipment	Support for public policy program infrastructure.	Lack of supporting infrastructure is an obstacle to the implementation of subscription parking policies in Medan City.
	Authority	Granting authority to execute.	It is not known for sure whether the authority to implement this is supervised by the Transportation Agency or directly by parking attendants in the field.
Disposition	Bureaucratic Appointment	Policy implementation is carried out by people who have responsibility for the interests of the community.	Not all policy implementers have responsibility towards the interests of the community, there are still many policy implementers who violate existing regulations.
		Policy implementation fully supported by all interested party.	There is no MOU or cooperation between Dishub, Samsat, and Dispenda regarding the subscription parking policy in Medan City.
	Intensive	There is provision of incentives by policy makers to encourage good policy implementation.	It is not yet known for sure, but the mayor regulation stipulates that in the distribution of parking stickers, a fee of 10% of the amount of subscription parking fees on public roadsides can be given.
Bureaucratic Structure	Standard Operating Procedure (SOP)	There is clarity regarding internal demands of the course policies to achieve success.	The public is not aware with the SOP regarding the subscription parking policy.
	Fragmentation	The success of implementing policy programs through communication and coordination between related agencies.	Lack of coordination with related agencies results in uneven distribution of tasks and responsibilities among stakeholders.
		Policy implementation cooperation between relevant agencies	There has been no cooperation between the transportation agency, Samsat, and Dispenda regarding subscription parking.

Source: Data processed by the author, 2024

In the policy implementation stage, of course, there are also several obstacles that come from various factors and will hinder the implementation of the policy. A policy will not run optimally if the obstacles are left without any action to improve. The following researchers discuss the conditions in the field and recommendations to be a solution in an effort to improve the implementation of the subscription parking policy in Medan City:

Table 2. Problems and Solutions

Dimensions	Indicator	Conditions on the ground	Recommendation (Solution)
Communication	Transmission	The delivery of information has not been 100% conveyed to all residents of Medan City.	Conduct massive and continuous socialization until all Medan City residents know about the subscription parking policy.
	Clarity	There are still many Medan City residents who live far from the city center who do not understand the intent, purpose, targets, and benefits of the subscription parking fee policy.	The socialization carried out was not only verbally but also conducted non-verbally, such as making banners or flyers that can be read repeatedly.
	Consistency	In this case, the Transportation Agency, Samsat, and Dispenda do not have an MOU as a form of cooperation agreement between stakeholders.	Further studies and cooperation are needed between the transportation agency, Samsat and Dispenda in implementing the subscription parking policy.

Resource	Man	The quality and quantity of policy implementers do not meet the requirements.	The increase in the number of supervisory human resources must be adjusted to the number of existing points to make supervision more effective and prohibit illegal parking attendants.
	Budget	It is not known for certain whether there is a special allocation of funds for the implementation of the subscription parking policy.	Improvement of financial management system aims to optimize revenue.
	Equipment	Lack of infrastructure support is an obstacle to the success of the subscription parking policy in Medan City.	Fulfillment of the procurement of special facilities and infrastructure for subscription parking, such as parking signs, subscription stickers, helmet storage places, and parking attendant equipment or identification.
	Authority	The granting of authority by the Department of Transportation has not been implemented properly.	Granting authority to Samsat parties to be able to collect levies subscription parking centered in Medan City Samsat, integrated with annual vehicle tax.
Disposition	Bureaucratic Appointment	There are still many policy implementers who are not responsible for their duties.	Consistent guidance and supervision to avoid abuse of policy rules.
	Intensive	It is not known for sure, but the Mayor's Regulation stipulates that in the distribution of parking stickers, a fee of 10% of the amount of subscription parking fees on public roadsides can be given.	Must strictly select parking attendants who will implement the subscription parking policy and explain in detail related to the rights they receive and their obligations in implementing the subscription parking policy.
Bureaucratic Structure	Standard Operating Procedure (SOP)	The public is not aware with the SOP regarding the subscription parking policy.	Preparation and distribution of SOPs to policy implementers in physical form so that implementers in the field can clearly understand the contents of the SOP and can be published briefly to the public.
	Fragmentation	There has been no cooperation between the transportation agency, Samsat, Dispenda regarding subscription parking.	Handing over the task of collecting subscription parking fees at Samsat is the responsibility of Samsat employees to ensure effective implementation of the policy.

5. Conclusion

The implementation of subscription parking services in Medan City can be indicated as a trial policy and a symptom of public service failure. This indicates that the organization of subscription parking service providers has not been able to coordinate well, the obligations and responsibilities of service providers have not been able to be implemented properly, the rights of users of subscription parking services have not been able to be fulfilled in their entirety, the perception and response of users to subscription parking services are not satisfactory. The purpose of implementing subscription parking services has been oriented towards increasing Local Revenue/PAD and has not been able to achieve the goals expected by the community. Factors that caused the failure of subscription parking fees were the lack of optimal cooperation between various stakeholders, the dissemination of information that had not reached 100% of the target. Besides, there were still unscrupulous subscription parking attendants who collected parking fees, less than optimal supervisory human resources, a less than optimal supervision system, inadequate facilities and infrastructure, miss-oriented, as well as the inclusion of subscription parking into the Kesamsatan application. As for the implementation of subscription parking services that were considered to have failed, there were strategy-based efforts and system-based efforts to minimize the causes of the failure to achieve the parking levy target. Strategic efforts include fostering and improving human resources, improving facilities and infrastructure, and also fulfilling the completeness of parking attendants. Meanwhile, the system-based efforts include improving regulations, increasing the monitoring system for parking attendants specifically for

subscription parking, simplifying the public complaint system, and involving subscription parking in the transportation or Kesamsatan application.

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