Implementation of the Subscription Parking Policy on Ahmad Yani Street by the Medan City Transportation Department

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Abstract. *The subscription parking policy implemented by the Medan City Transportation Agency aims to regulate illegal parking, reduce traffic congestion, and increase Local Revenue (PAD). This study evaluates the implementation of the policy using a qualitative descriptive approach. Based on Edward III's theory, communication, resources, disposition, and bureaucratic structure are analyzed as key elements of policy implementation. The results of the study indicate that socialization through social media and community involvement have been quite effective. However, obstacles such as inadequate infrastructure and community resistance are still significant obstacles. This program has shown a positive impact on parking management, although further optimization is still needed in several aspects.*

Keywords: *Policy Implementation, Subscription Parking, Medan City*

INTRODUCTION

The rapid growth of the economic, social, and infrastructure sectors in Medan City as one of the largest metropolitan cities in Indonesia has increased public mobility and the number of motorized vehicles. As a result, strategic areas such as Jalan Ahmad Yani often face various transportation problems, including traffic congestion, lack of adequate parking areas, and high rates of illegal parking. As the main route connecting various activity centers, this condition hinders the smooth mobility of people and economic activities in the area (Kadarisman et al., 2015).

To overcome these problems, the Medan City Transportation Agency launched a subscription parking policy regulated through Medan Mayor Regulation No. 26 of 2024. This policy aims to regulate the use of parking lots, reduce illegal parking, increase local revenue (PAD), and create smooth traffic (Lase et al., 2024). This system allows people to pay parking fees annually, with more structured and professional parking management (Lianzah, 2017).

However, the implementation of this policy is not without challenges. These challenges include the lack of effective socialization, limited infrastructure, community resistance to changes in the system, and the need for better coordination between related agencies (Maharani et al., 2024). The success of implementing this policy depends on the effectiveness of communication, availability of resources, commitment of implementers, and a supportive bureaucratic structure (Alfiah et al., 2024).

This study focuses on the evaluation of the implementation of the subscription parking policy on Jalan Ahmad Yani. The aim is to identify supporting and inhibiting factors, evaluate the

implementation of the policy, and provide strategic recommendations to improve the effectiveness of the policy. The results of this study are expected to provide a positive contribution to the development of transportation policies, both in Medan City and other areas facing similar problems.

METHODS

The research method used by the author in this study is a descriptive method with qualitative analysis. Qualitative research requires an informant in the form of a description and requires more meaning behind the description of the data. Through descriptive qualitative research, researchers intend to describe events or phenomena according to what happens in the field, and the data produced is in the form of written or spoken words from people and observed behavior related to the Implementation of the Subscription Parking Program Policy in Medan City. According to (Moleong, 2006) a qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Qualitative research focuses on social phenomena. giving voice to the feelings and perceptions of the participants under study. Align with research from Utama & Suryani (2023), knowledge is generated from social settings and that understanding social knowledge is a legitimate scientific process. To obtain data from the field, researchers used several data collection methods according to the type of research carried out with four methods, namely literature study, observation, interviews, and documentation. The key informants consisted of three parties, namely the Head of Section 1, parking attendants, and the community who used subscription parking stickers.

RESULTS AND DISCUSSION

Implementation of Subscription Parking Program Policy

This study analyzes four policy implementation variables based on the George C. Edwards III model:

Communication

Effectiveness of Socialization

The Medan City Transportation Agency uses social media, print media, and electronic media to convey the subscription parking policy. In addition, socialization is also carried out in schools.

Inter-Stakeholder Coordination

There is good communication between the Department of Transportation, police and parking service providers in controlling illegal parking (Febriyanto & Kismartini, 2017).

Public Response

Most of the people have understood this policy through massive socialization. However, resistance still appears in some users who are not used to it (Amalo, 2024).

Resource

Human Resources

Parking attendants receive training to understand the subscription parking mechanism (Hardian, 2013).

Infrastruktur

Parking sticker purchase locations are provided in strategic locations such as Transportation Offices, terminals, public service malls, and other points (Febrina, 2020).

Budget

The availability of funds to support this program is quite adequate, supported by parking rates that have been regulated in Medan Mayor Regulation No. 26 of 2024: 1) Rp 90 thousand/year for motorbikes; 2) Rp 130 thousand/year for private cars; 3) Rp 168 thousand/year for trucks or buses.

Disposition (Attitude of the Executor)

Parking officers show high commitment to implementing the policy, with good understanding through socialization and direction from the Transportation Agency (Kasiami, 2022). The community has begun to show acceptance of the policy, although it still requires a sustainable approach to eliminate resistance (Widyaningrum & Hamidi, 2024).

Struktur Birokrasi

According to Ilato & Mozin (2020), clear SOPs support smooth implementation of policies. Coordination between related agencies, such as the Transportation Agency, police, and local governments, is going well to support the implementation of regulations.

Supporting and Inhibiting Factors

Supporting Factors

Regulatory Support: Clear rules through Regional Regulation No. 1 of 2024 and Medan Mayor Regulation No. 26 of 2024. Adequate Infrastructure: Availability of parking sticker purchase locations and use of technology for retribution management. Stakeholder Commitment: Cooperation between local governments, parking attendants, and the community.

Inhibiting Factors

Initial Resistance

People who are not yet accustomed to the subscription system show resistance at the beginning of the implementation (Markus, 1983). Socialization Constraints: Socialization has not fully reached all levels of society in Medan, especially those who are not active in using social media.

Policy Effectiveness

The subscription parking program provides a significant solution to the problem of illegal parking and congestion (Ivana & Ridwan, 2023), especially on Jalan Ahmad Yani, which is a strategic area in Medan. With this policy, the use of parking lots has become more orderly, which has an impact on increasing community mobility and economic activity (Soesilowati, 2008).

Analysis Based on the Edwards III Model

Communication: Socialization through social media is considered effective, but more direct approaches are needed, such as door-to-door or discussion forums with the community (Suryana, 2021). Resources: Infrastructure is adequate, but periodic evaluations are needed to ensure that all facilities are functioning optimally. Disposition: The commitment of the implementers is seen to be good, but monitoring of implementers in the field is needed to consistently implement the rules. Bureaucratic Structure: Coordination between agencies has been running well, but more intensive supervision of illegal parking attendants is needed (Maharani & Wardana, 2024).

Policy Impact

Congestion Reduction: Illegal parking practices have begun to decrease, so that traffic flow has become smoother. PAD Increase: This policy is expected to make a significant contribution to Regional Original Income through more transparent and accountable parking retribution management (Rahayu et al., 2023).

Recommendations for Improvement

Socialization Improvement: (1) Expand the reach of socialization to people who are not active on social media through a direct approach; (2) Use campaigns through community events or citizen forums. Intensive Supervision: (1) Conduct periodic evaluations of policy implementation to ensure compliance by all parties; (2) Increase supervision of illegal parking by involving the police and the community. Infrastructure Development: Add parking sticker purchase locations in areas closer to the community. Improve comfortable and safe parking facilities.

CONCLUSION

The conclusion of this study shows that the implementation of the subscription parking program policy by the Medan City Transportation Agency on Ahmad Yani Street is a strategic step in overcoming the problem of illegal parking, improving traffic order, and optimizing Regional Original Income (PAD). This policy is designed with a systematic approach involving four main aspects: communication, resources, disposition, and bureaucratic structure, in accordance with the George C. Edwards III implementation model. The Transportation Agency has carried out fairly good communication through various social, print, and electronic media, as well as conducting direct socialization to the community and related parties. However, there is still resistance from several community groups who do not fully understand the benefits of this policy. The available resources, both human resources and infrastructure, have supported the implementation of the policy, although the distribution of facilities such as parking sticker purchase locations needs to be improved. The commitment of the implementing parties, such as parking officers and government officials, shows full support for the success of this policy. The bureaucratic structure implemented, with clear regulations through Regional Regulation No. 1 of 2024 and Mayor Regulation No. 26 of 2024, has helped create more organized and accountable management. However, the implementation of this policy still faces several challenges, such as initial resistance from the community and the lack of socialization that reaches all levels of the Medan City population. In addition, supervision of implementation in the field still requires attention to ensure policy consistency. Overall, this policy has had a positive impact in reducing congestion, improving the quality of parking management, and increasing regional retribution revenues. To ensure the sustainability of the policy's success, it is necessary to increase socialization, periodic evaluation, and improvement of supporting infrastructure, as well as actively involve the community in providing input. Thus, this subscription parking program can be a model for successful transportation management in other strategic areas in Medan City.

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