

A Strategy To Optimize Parking Levies In Malang City

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Abstract— Research on the strategic planning established by the Transportation Department of Malang City in optimizing the regional revenue from parking levies is based on the number of parking lots that can be optimized and unsynchronized strategies that have been made by the Department of Transportation compared to the actual condition at field. Less optimal revenue from parking levies is also due to unbalanced parking charge collection set by the Transportation Agency. This paper engaged a type of descriptive research with a qualitative approach and the SWOT approach as its data analysis. SWOT Analysis can be a favorable help in formulating a strategic recommendation which can be used by the Transportation Agency to optimize team work among the officials in the Transportation Agency of Malang City, specifically for parking space administrative in order to increase regional revenue from parking sector, improve Human Resource and organizational system in parking sector, let alone the enforcement of a regulation on the parking which is aimed at reducing fraud committed fraud by parking attendant and preventing a bad parking service.

Keyword : *Parking Levies, Strategic Planning, Strategy.*

I. INTRODUCTION

In the current era of regional autonomy, regions are given greater authority to regulate and manage their own households. According to Kaho (2003) to regulate and take care of domestic affairs, the area requires sum of funds or money. Without sufficient funds, each region will hardly carry out their duties and obligations to its domestic affairs. Local governments are given flexibility in raising funds through various efforts to increase its regional own-source revenue. This flexibility can get the government to serve better its society, facilitate the society to evaluate the transparency of funds usage by government, the funds of which are sourced from Regional Budget (Fadhat, 2019).

Regional Governments seek to optimize the sources of income that are considered to be crucial for their regions in for the purpose of financing the administration of Regional Governments and regional development, therefore, the regional autonomy can result in a real, dynamic, harmonious, and accountable impacts pursuant to the applicable laws and regulations. To address the increasing need for funds for autonomous areas, autonomous areas must focus on efforts to maximize its regional taxes and levies.

Parking levies appear to be one of revenue contributor, which value is increasing along the time in Malang. Nowadays, it is estimated more than 230.000 and more than 70,000 cars making their way in Malang. Assuming the

population of Malang City is around 800,000 people, it means that every two people have one vehicle (Zainuddin, 2012). Along the time, a high mobility of people in Malang City, and the lack of comfort of public transportation in Malang City have changed people preference in using personal vehicle to get their business done. With the increase in the number of motorized vehicles, the parking sector is one of the potential objects to be explored and developed, so the Department of Transportation can increase its target on parking levies. Excellent parking service coupled with well-managed parking levies can surely double the regional revenue sourced from parking levies.

The Transportation Agency must arrange a strategy to increase parking levies. The strategy established by the Transportation Agency on its book “2014 – 2018 Strategic Planning” states that: a Strategies to develop safe and orderly parking services may include: an improved coordination with related institutions/ officials in the management of parking”. The strategy has indeed boosted the Transportation Department's revenue sourced from parking levies. However, the saying “no rose without thorn” can be found at field, the transportation agency has to pose some difficulties, making the effort in increasing retributions becomes less optimum. These constraints lead to an inconsistency in the established strategy and the actual condition at field. Then, it is necessary to formulate a new strategy to solve the problem through a strategic planning process initiated by Bryson (2018). This novel strategy, which was previously formulated under the strategic planning process, can further be used in the arrangement of Strategic Planning document of the Transportation Agency for the period of 2019 to 2024.

II. STRATEGIC PLANNING

According to Hax and Majluf in Ugboro et al (2010) strategic planning is a process adopted by an organization to determine and establish a strategy for the purpose of achieving a long-run goals while from time to time considering the relevant internal and external environment variables. In addition, Berry and Wechsler (1995) describe Strategic Planning as an integrated process in the organization and future directions in relations with the internal environment and external stakeholder requests, discuss the formulation of strategy, analysis of organizational strengths and trends, involvement of organizational stakeholders, implementation strategic actions, and strategic management. Michael Allison (2005) argues that strategic planning emphasizes the importance of

making decisions that place the organization to successfully respond to environmental changes. Bryson and Einsweiler (1987) discuss strategic planning using stakeholder concepts to select various issues related to the selection of parties involved in the strategic planning process.

In the application of strategic planning, Bryson and Einsweiler (1987) suggest 8 processes which can be used in the strategic planning. Those eight processes are initiating and agreeing on a strategic planning process, identifying the organization's mandate, studying the organization's mission and values, assessing the external environment; opportunities and threats, assessing the internal environment; strengths and weaknesses, identifying a strategic issue which is faced by the organization; formulating a strategy in order to manage the issue itself, and creating an effective organization's vision for the near future. Yet, this study only employed the fourth, fifth, and eighth stage during the strategic planning process. Only those three processes which were employed as the remainders would only best fit in private sector than in the public sector.

III. METHOD

This was a descriptive research employing a qualitative approach. Bogdan and Taylor in Moleong (2012) said that qualitative methods are research procedures that produce descriptive data in the form of written or oral words from people and observable behavior. This approach is directed at the background and the individual holistically (intact). So, in this case, it is not permissible to isolate individuals or organizations into variables or hypotheses, but need to view them as something of a whole. The research itself focuses on any matters considered to be the limitation under this study, not to mention to facilitate the determination of data which will be required in one research activity. This research focused on the strategy taken by the Transportation Agency in Malang City in its endeavor to optimize the regional revenue which is sourced from the parking levies, in addition to the strategic planning initiated by the Agency and recommended strategy by which formulation is based on SWOT analysis. The process of collecting data sources in this research must be carried out in a relevant manner so that the discussion in the study is in accordance with the objectives to be achieved. Sugiyono (2009) distinguishes data collection techniques into four categories, namely observation, interview, documentation, and a combination of the three (triangulation) (Nurmandi & Purnomo, 2011).

This study used a semistructured method or technique by making a list of questions as a basic reference, and let the questions flow along with the answers and information provided by the informants, accordingly, the researcher can reveal the research issues openly and the interviewee can properly provide the expected answers and show his/ her opinion. The key informants engaged as the samples in this study were Retired Head of Planning Division, Head of Monitoring and Training Division, Head of Retribution Collection, and ten parking attendants from 5 districts (Klojen District, Lowokwaru District, Sukun District,

Kedung Kandang District, and Blimbing District) in Malang City.

IV. RESULT

The Department of Transportation had been working hard to establish a Strategic Planning. The Strategic Planning outlined the undertakings of the Transportation Agency for the next five years. The Transportation Agency's Strategic Planning was valid from 2014 to 2018. This Strategic Planning was established with the purpose of anticipating possible adverse events that may happen in the future. The Strategic Planning prepared by the Transportation Agency comprises of seven chapters, such as the introduction, description of service of the Transportation Agency, strategic issues based on tasks and functions, organization's vision, mission and objectives and goals of its strategies and policies, programme and activity plan, performance indicators, target groups and indicative funding, indicators of Regional Work Units that refer to the goals and objectives of the Regional Medium Term Development Plan, and closing. Of those seven chapters contain all the measured to be taken by the Transportation Agency for the next five years, along with the annual budget planning.

To provide recommendations for new strategies for the Department of Transportation in Malang City, the strategic planning process used by Bryson (2018) was used. This study only used three strategic planning processes proposed by Bryson. The three processes are assessing the external environment (opportunities and threats), assessing the internal environment (strengths and weaknesses), and formulating strategies to manage the issue.

The first stage that would be carried out in this research was to assess the external and internal environment. According to Preffer and Salancik in Bryson (2018) actually, the "internal" factor is a factor that is controlled by the organization itself and the "external" factor is a factor that cannot be controlled by an organization. Rangkuti (2003) said that the performance of a company or organization can be determined based on a combination of internal and external factors. With the identification of the internal and external environment, the Department of Transportation can find out what are the advantages, disadvantages, opportunities, and threats contained in the implementation of parking fees in the city of Malang. After identifying the internal and external environment, a SWOT matrix must take place in order to produce the next stage which was to formulate a strategy to deal with issues for the Department of Transportation, especially in the Field of Parking.

From the results of research that had been done, the researchers had successfully revealed the opportunities and threats served by the external environment. According to Bryson (2018) the planning team must explore the environment outside the organization to identify opportunities and threats faced by the organization. The following are opportunities that can be used to optimize parking fees by the Department of Transportation, namely

the development of buildings in the city of Malang, the more attractive and good recreational parks in Malang, the price of fuel oil is declining, public transportation does not reach all lanes in the city of Malang, and Malang City as a student city. In addition to the opportunity there is a threat that can hinder the optimization of parking fees by the Transportation Agency, the threat is the presence of other parties asking for money, repeated usage of parking card, an uncertain season, objection from the business owners for the increase of parking charge into Rp. 2000, poor service from the parking attendants.

In the preparation of this strategic planning, we cannot see only from the external environment, but the internal environment of an organization in this study is the Department of transportation. This internal environment identification can later be used by the Transportation Department to fix the existing weaknesses and maintain the strengths that have been compiled by the author. The strength that is owned and can be maintained by the Department of Transportation in Malang City is the Regulation No. 3 of 2015 on the Business Service Levies, Regional Regulation of Malang City No. 4 of 2009 on the Management of Parking Spaces, good relations between Transportation Department officers and parking attendants, number of available parking areas, and good team work at

the Transportation Agency. While the weaknesses posed by the Department of Transportation are the lack of adequate Human Resources, overlapping authority, the absence of benchmarks / characteristics in setting parking storans, the existence of dishonest sculptures, and the lack of attributes for parking attendants due to insufficient budget.

According to Bryson (2018) a SWOT analysis will also help the planning team prepare an effective strategy. Based on the identification of the internal environment and external environment that have been found in the field, the next stage will be generated by the SWOT matrix to provide alternative strategies that can be implemented by the Transportation Department. Allison (2005) suggested that a SWOT analysis can make a number of important dynamics that influence organizational strategic choices become more visible and real. Based on the combination of strengths, weaknesses, opportunities, and threats, organization will be able to formulate a recommendation about any endeavours which should be considered by the organisation. With the SWOT analysis, the author's research results can later be used as a consideration in the preparation of strategies in the subsequent year and can be used in optimizing maximum parking fees in Malang. The SWOT analysis matrix that has been formulated by the author are as follows:

Internal factors Eksternal Factors	STRENGTHS 1. Regional Regulation of Malang City Number 3 of 2015 on the Business Service Levies 2. Regional Regulation of Malang City Number 4 of 2009 on the Management of Parking Space 3. Good relations between Transportation Service officers and parking attendants 4. Number of available parking areas 5. Good team work at the Department of Transportation	WEAKNESSES 1. Lack of adequate Human Resources at the Department of Transportation 2. Overlapping authority 3. There is no benchmark / characteristic in determining parking space 4. The existence of dishonest parking attendants 5. Lack of attributes for parking attendants because of insufficient budget
Opportunities 1. Development of buildings in Malang City 2. The more attractive and good the recreational park in Malang City 3. The decreased price of fuel oil 4. Public transportation does not serve all routes in Malang City 5. Malang as a student city	STRATEGY SO Optimizing team collaboration between Malang City Transportation Agency officers, especially parking areas to increase parking sector revenues (S3, S4, S5 VS O1, O2, O3, O4, O5)	STRATEGY WO Improving Human Resources and institutional systems in parking (W1, W2 VS O1, O2, O3, O4, O5)
TREATHS 1. There is another party who asks for money 2. Parking tickets are used repeatedly 3. Erratic season 4. Business owners refuse the parking rates to be increased to Rp. 2000, 5. Parking attendants provide poor service	STRATEGY ST Uphold regulations on parking implementation to reduce fraud committed by parking attendants (S1, S2 VS T1, T2, T3, T4, T5)	STRATEGY WT Minimizing poor parking services (W1, W2, W3 VS T4, T5)

Fig. 1. SWOT Analysis Diagram

Based on the SWOT analysis matrix results above, a strategy can be drawn up which can later be used in assisting the Transportation Agency to optimize revenue sourced from the parking levies and develop strategies for the future, namely as follows:

Strategy SO: Optimizing team collaboration between Malang City Transportation Agency staff, especially parking, to increase parking sector revenue

The purpose of this strategy is to arrange activities that are about improving good familiarity or team work between officers of the Transportation Office. The way that this strategy can work properly is to hold a meeting every month to convey the things that have been achieved and what are the obstacles faced in carrying out the parking tasks. With this meeting, it is expected that the parking section can solve the problems together with mutual help between the sections in the parking sector. The implementation of this strategy is expected to be carried out by the Parking Sector periodically and continue to get maximum results.

Strategy WO: Improve Human Resources and institutional systems in the parking sector

This strategy is used with the aim of improving the quality and quality of Human Resources owned by the Transportation Agency, especially in the Parking area so that employees will have good quality in carrying out their work and are able to think innovatively in handling any problems including how to optimize parking sector revenues. The following are ways that can be done, namely by coordinating with various parking related agencies, both within and outside the scope of Malang City Regional Government such as parking attendants and Malang City Sector Police. This coordination is very necessary in the context of the smooth implementation of the tasks of the Parking Sector and assigning personnel of the Malang City Transportation Office especially parking personnel to take part in education and technical training related to the implementation of daily tasks in optimizing parking fees.

Strategy ST: Enforce regulations on parking implementation to reduce fraud committed by parking attendants

The purpose of this strategy is to improve the enforcement of parking regulations in Malang in various ways. The enforcement of this regulation is done so that the revenue sourced from levies from the parking sector can be optimal, because the existence of this strategy can reduce the number of fraud committed by Parking attendants on the Department of Transportation. The following are ways to implement the above strategy, namely by conducting an evaluation of the existing legal provisions on the parking sector, conducting a mediation with parties (such as RT / RW and kelurahan) who request quota for parking attendants. Actually, the one eligible to receive and collect the parking levies is the Transportation Agency, not the parking attendants. If the parties do not want to mediate, the Department of Transportation must

immediately report it to the Government of Malang to immediately be followed up, conduct direct supervision of the parking attendants every two days and perform it continuously, and provide strict sanctions against parking attendants who violate the regulations.

Strategy WT: Minimizing unfavorable parking services

In the implementation of parking services, certainly not all parking spots do service well. This strategy is made so that the Transportation Agency and Parking Guards can improve services in the parking sector so that the revenue they provide can be more optimal. A poor services served by the Parking Attendants can reduce their income, which in turn will also reduce their retribution paid to the officials. The role of the Transportation Agency as the parking coordinator is very important. The following are methods that can be used by the Department of Transportation and Parking Attendants to improve services, namely to carry out monitoring and evaluation of existing parking policies, the Department of Transportation disseminates information on good parking services to parking attendants periodically and continuously, and do not hire new parking attendants at existing locations.

V. CONCLUSION

Based on the strategic planning process using the SWOT analysis above, the Transportation Agency can formulate four strategies which will boost the revenue sourced from the parking levies. The four strategies are optimizing team collaboration between Malang City Transportation Agency officers, especially parking sector to increase parking sector revenues, improving Human Resources and institutional systems in the field parking, enforcing regulations on parking in order to reduce fraud committed by parking attendants, and minimising poor parking services.

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