



Parking fees collection on public roadsides

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Abstract

Parking on the edge of public roads is a unique phenomenon that contains contradictions: on the one hand, it hinders road traffic; on the other hand, it is commonly used by road users due to the lack of dedicated parking facilities outside public road spaces. Given the descriptions of the conditions above, policy implementation is considered important to facilitate services and ensure strict parking control on district roads in Ponorogo Regency, thereby contributing to increasing regional income. This study aims to: Describe and analyze how the implementation of the policy on Guidelines for the Implementation of Parking Fee Collection on the Edge of Public Roads in Ponorogo Regency, as well as describe and analyze what factors support and hinder the implementation of the policy on Guidelines for the Implementation of Parking Fee Collection on the Edge of Public Roads in Ponorogo Regency. The research method applied is qualitative, with descriptive qualitative analysis techniques. Based on the research results, it was concluded that the fact that there were minimal negative cases of service performance and increased parking fees on public roadsides in the 2020-2024 period in Ponorogo Regency was influenced by the performance of policy implementers who implemented a combination of structural-functional and formal-non-formal communication proactively and consistently; effective and efficient resource management; disposition of personnel placement based on a merit system and a proportional incentive system; and the implementation of SOPs in strategic activities combined with a work team system. Supporting factors from within include: a strong organizational value system, command system, and esprit de corps; external factors include: information technology support and synergy with transportation partners.

Keywords: Policy implementation, retribution collection, parking on public roads

Introduction

The government as the authority holder of traffic management in public road spaces, responded to conditions like this by issuing several parking regulation policy products, including: Decree of the Minister of Transportation Number KM 66 of 1993 concerning Parking Facilities for the Public, Decree of the Minister of Transportation Number KM 4 of 1994 concerning Procedures for Parking Motor Vehicles on the Road, and Decree of the Director General of Land Transportation Number: 272/HK.105/DRJD/96 concerning Technical Guidelines for Parking Implementation. Parking facilities can be provided at the edge of public roads, including district/city roads, and on village roads, with their locations determined by the Regent/Mayor.

The Ponorogo Regency Government has established Ponorogo Regent Regulation Number 94 of 2016^[26] concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roads, as a policy solution that regulates 5 core matters in the implementation of parking retribution collection on public roads in Ponorogo Regency, including: registration and data collection of parking retribution objects; recruitment of parking attendants; service and collection of parking retribution; deposit of money from parking retribution collection; and coaching and supervision of parking retribution collection performance. Policy implementation is based on Ponorogo Regent Regulation Number 94 of 2016^[26], which sets out Guidelines for the Implementation of Parking Retribution Collection on Public Roads in Ponorogo Regency.

The purpose of this study is to describe and analyze the implementation of policies based on Ponorogo Regent Regulation Number 94 of 2016^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public

Roadsides in Ponorogo Regency. Describe and analyze the factors that support and hinder the implementation of policies based on Ponorogo Regent Regulation Number 94 of 2016^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides in Ponorogo Regency.

The expected benefits of this research include contributions to the results of a policy implementation study based on Ponorogo Regent Regulation number 94 of 2016^[26], concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roadsides, which can serve as a reference for other similar research studies. For the Ponorogo Regency Government, especially the Ponorogo Regency Transportation Agency: to add material for thought and input in the form of the results of writing a policy implementation study based on Ponorogo Regent Regulation Number 94 of 2016^[26] concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roadsides, which can be used as a reference in formulating effective strategies for implementing related policies.

Literature Review

Usman (2002)^[40] defines implementation as an activity, action, or the existence of a system mechanism. Implementation is not just an activity; it is a planned activity to achieve its objectives. Implementation does not occur spontaneously; instead, it involves a series of processes, from technical planning to what is planned to be executed, through to completion. Implementation requires resources to execute the plan. Setiawan (2004)^[31] argues that implementation is an expansion of activities that mutually adjust the interaction process between objectives and actions to achieve them and requires an implementing network, in

this case, an effective bureaucracy. Based on the experts' opinions above, implementation is a planned activity carried out in accordance with specific normative references to achieve objectives.

Public services experience contextual dynamics in response to global developments that correlate with the dynamics of community life at the regional, national, and international levels. Public services were initially perceived as government-organized activities, whether in the form of goods or services. Dwiyanto (2012) ^[7] stated that whatever the government does is public service. Such an opinion was understandable at the time because the government was only concerned with providing public goods or services that, according to political agreements and moral considerations, were deemed important to its citizens. The government emerged as the holder of political and administrative power, dominating all public service activities in the era known as the Old Public Administration.

Gomies (2011) ^[11] defines local revenue as income earned through business activities conducted within the region. Oktaviana (2017) ^[24] defines local revenue as the management and utilization of resources by exploring potential sources within the region itself. Anggoro (2017) argues that local revenue is regional income derived from the utilization of local resources, the implementation of government affairs, and the provision of services to the local community.

Munawir (1985) defines retribution as a compulsory contribution to the government and as a form of direct benefit. This coercion is economic in nature, as anyone who does not receive any direct service/reward from the government is not subject to retribution. The characteristics of regional retribution are that the regional government collects it, that economic coercion is used to collect it, that there is a direct benefit, and that it is imposed on every person/body that uses state-provided services.

Parking on the side of a public road is the provision of parking services on public roads designated as district roads, city roads, or village roads, with roadside parking facilities. Referring to the Decree of the Director General of Land Transportation Number: 272/HK. Under 105/DRJD/96 concerning Technical Guidelines for the Provision of Parking Facilities, parking spaces on the roadside are considered parking facilities. Parking facilities are locations designated as non-temporary stopping places for vehicles to carry out activities for a specific period of time. Parking facilities provide a place for vehicles to rest and support the smooth flow of traffic.

According to Law Number 1 of 2022 concerning Financial Relations Between the Central Government and Regional Governments, tax collection is a series of activities, starting from collecting data on tax or levy subjects and objects, determining the amount of tax or levy owed, to collecting tax or levy from taxpayers or levy payers, and monitoring its payment. This definition is identical to Law Number 28 of 2009 ^[39] concerning Regional Taxes and Regional Levies.

Research Method

1. Research Design

The research design used in this study was qualitative. According to Moleong (2007), qualitative research aims to understand phenomena in society in depth, detail, and holistically.

2. Research Focus

The focus of the research is on the implementation of policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roads.

3. Research Informants

The informants in this research were the Head of the Ponorogo Regency Transportation Service, the Secretary of the Ponorogo Regency Transportation Service, the Head of the Traffic Division of the Ponorogo Regency Transportation Service, the Treasurer of Receipts at the Ponorogo Regency Transportation Service, and 2 Traffic Division Staff members of the Ponorogo Regency Transportation Service.

4. Research Location

This research is located at the parking point in front of Toko Emas Candra on Jalan HOS Cokroaminoto, where the area of Jalan HOS Cokroaminoto and the parking point in front of Paseban Agung on Jalan Aloon-aloon Utara and Aloon-aloon Timur. The focus of the research is on the supporting and inhibiting factors in implementing the policies outlined in Ponorogo Regent Regulation Number 94 of 2016 ^[26], concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roads.

5. Data Types and Sources

In qualitative research, data is descriptive and focuses more on in-depth understanding than generalizations. Therefore, the data presented is divided into several types, including interviews, written materials, observations, and visualizations. The data sources used are both primary and secondary.

6. Data collection technique

Data collection techniques in this study include observation, interviews, and documentation.

7. Data Analysis Techniques

In this study, the author used general steps in data analysis according to Moleong (2010), namely data collection, data reduction, data presentation, drawing conclusions and verification, and data interpretation.

Results & Discussion

Result

Communication transmission at the leadership level carried out by the Head of the Ponorogo Regency Transportation Agency has the characteristics of broader and more general communication targets; communication channels/media include all channels/media controlled or accessible by the Agency; communication intensity is scheduled formally periodically and at crucial incidental moments; communication interactions are more dominantly formal in nature; and communication partners are structured and differentiated into 2 leaders of the Ponorogo Regency Government Regional Apparatus Organization and leaders of the Ponorogo Regency Transportation Agency's transportation partner ranks.

From the results of intensive observations in the field, the author found the fact that the implementation of communication by policy implementers based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning

Guidelines for the Implementation of Parking Fee Collection on Public Roads from the clarity indicator is very dominantly influenced by the style and communication skills of the person/individual, not the formal job held. The implementer's formal educational background influences the person's/individual's communication skills, the implementer's flying hours or work experience, and the implementer's social environment.

The research results indicate that the implementation of the roadside parking fee collection policy in Ponorogo Regency, as stipulated in Ponorogo Regent Regulation Number 94 of 2016 ^[26], has seen significant performance improvements. Empirical data demonstrates an increase in parking fee payments during the 2020 ^[13]–2024 period, as well as a decrease in negative service performance cases. This indicates that the policy has been implemented more consistently by operational implementers.

In implementing the policy based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides, researchers attempted to objectively analyze field observations on the consistency of implementers in communicating with related parties and the public at large. Consistency in communication significantly influences the success of policy implementation. This consistency indicator is seen from the consistency of messages, verbal and non-verbal consistency, consistency of objectives, and consistency of responses and feedback from policy implementers as policy communicators in the process of communicating policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides.

From a communication perspective, the research revealed that policy implementers employed a communication pattern that combined formal and informal mechanisms. Policy information was disseminated through organizational structures, coordination meetings, and direct communication between superiors, field officers, and parking attendants. This communication pattern contributed to officers' increased understanding of retribution collection procedures, payment obligations, and the service standards they must adhere to in their daily duties.

The implementation of the policy based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roads, one of the parameters to measure the level of performance in achieving the goal of satisfactory service to users of parking services on public roads and increasing local revenue, is seen from the support or support of resources in the form of a budget. The influence of this budget support is observed in budget availability, budget allocation, and the budget's use.

In terms of resources, the research results indicate that the Ponorogo Regency Transportation Agency optimizes available human resources through routine coaching, periodic supervision, and strengthening field control functions. The availability of administrative support facilities and oversight instruments is deemed sufficient to support policy implementation. This relatively effective resource management has resulted in increased discipline among parking officers, particularly in fulfilling their obligation to pay fees in accordance with regulations.

Facilities in the implementation of policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roadsides refer to the facilities and infrastructure provided by the Ponorogo Regency Government, whose management is the authority of the Ponorogo Regency Transportation Agency, for the purposes of implementing the duties and functions of the Ponorogo Regency Transportation Agency in matters of organizing parking on public roadsides in Ponorogo Regency. Based on the author's findings from interviews with informants, the facilities managed by the Ponorogo Regency Transportation Agency are.

In terms of disposition, the study found that most policy implementers exhibited a positive attitude toward policy implementation. This was reflected in their level of compliance with regulations, willingness to carry out tasks according to procedures, and acceptance of the merit-based personnel placement system and proportional incentives. This favorable disposition of implementers correlated with a decrease in irregularities in parking fee collection in the field.

A bureaucracy with integrity and professionalism, reflecting the core values of Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, is an ideal bureaucratic figure that can strengthen the Disposition factor in implementing policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides. Such a bureaucratic figure does not suddenly appear, like a miracle of natural grace. However, it must go through a process from the appointment/recruitment stage to the forging of experience in the real world of work, with all the dynamics of challenges and obstacles, as well as the spotlight of assessments from various parties.

In terms of bureaucratic structure, research indicates that clear standard operating procedures (SOPs) and a structured division of tasks facilitate coordination among work units. Implementing a team-based work system supports effective oversight and expedites the resolution of operational issues in the field. With a relatively straightforward and coordinated bureaucratic structure, the policy implementation process can proceed without significant administrative obstacles.

Supporting factors both from internal and external organizations of the Ponorogo Regency Transportation Agency are in nature to strengthen the positive impact of the 4 main factors that influence the implementation of policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides, namely communication factors, resource factors, disposition factors and bureaucratic structure factors of policy implementers based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides. Regarding internal supporting factors, there are organizational leadership support, support for the organization's fundamental values, and support for the organization's special symbols. In contrast, external supporting factors include information technology support, support for the LLAJ Forum, and support for LLAJ work partners.

In addition to internal organizational factors, the research identified external factors influencing policy implementation, including unpredictable weather, low public awareness of parking regulations, and informal practices between officers and parking users. While these factors did not halt policy implementation, they presented challenges that required ongoing monitoring and adjustments to implementation strategies.

Next is the policy implementer, based on Ponorogo Regent Regulation Number 94 of 2016^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadside, at the middle management level, in this case, the Secretary of the Service and the Head of the Traffic and Infrastructure Division of the Ponorogo Regency Transportation Service. The Secretary of the Ponorogo Regency Transportation Service is included in the Administrator echelon 3. A position level, while the Head of the Traffic and Infrastructure Division of the Ponorogo Regency Transportation Service is an Administrator at echelon 3. B position level. The Secretary of the Service and the Head of the Traffic and Infrastructure Division of the Ponorogo Regency Transportation Service are appointed using a regular/routine mutation pattern based on a merit system, taking into account performance and competency data, and are supported by DUK data.

Overall, the research findings confirm that the integration of communication, resource management, implementer disposition, bureaucratic structure, and external environmental conditions influences the implementation of the roadside parking fee collection policy in Ponorogo Regency. These empirical findings provide an important basis for further analysis in the discussion section of this scientific article.

The success of the central and regional governments must also be supported by businesses and individuals that operate transportation services, as well as by users of those services. In this case, especially related to the implementation of policies based on Ponorogo Regent Regulation Number 94 of 2016^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roads, Wahyudi agrees that there are supporting and inhibiting factors both internally and externally within the Ponorogo Regency Transportation Agency that influence the achievement of policy objectives.

Discussion

The results of the study indicate that the implementation of the roadside parking levy collection policy in Ponorogo Regency has been generally effective, as reflected in the increase in levy payments and the minimal service complaints during the 2020^[13]–2024 period. This finding reinforces the central assumption in George C. Edwards III's model: the success of policy implementation is primarily determined by the synergy among communication, resources, implementer disposition, and bureaucratic structure. In this context, the policy, as regulated by Ponorogo Regent Regulation Number 94 of 2016^[26], is not only understood as a normative document but has also been operationalized by implementers in the field.

From a communication perspective, the study found that policy implementers developed a structural-functional communication pattern that encompassed both formal and informal elements. This communication pattern enabled

more flexible, adaptive policy transmission within and between organizational units, as well as between parking attendants and external stakeholders. Consistent, deliberation-based communication intensity was proven to minimize information distortion and increase compliance with retribution payment regulations. These findings reinforce the view that communication that is not only instructive but also dialogic is a crucial prerequisite for effective public policy implementation.

In terms of resources, research shows that policy implementation effectiveness is determined not only by the adequacy of personnel but also by the quality of resource management. The Ponorogo Regency Transportation Agency applies the principles of professionalism, proportionality, and consolidation in managing parking officers, including through routine coaching and strengthening the supervisory function. This relatively effective resource management directly improves retribution collection performance while simultaneously reducing the potential for regional revenue leakage. Thus, resources serve as a lever in achieving policy objectives.

The implementer's disposition or attitude plays a strategic role in determining the success of a policy. Research has found that merit-based personnel placement and the implementation of a proportional incentive system foster officer commitment and responsibility in carrying out their duties. This positive disposition is reflected in increased compliance with work agreements and a decrease in irregularities in retribution collection. These findings confirm that good policies require implementers who not only understand the rules but also demonstrate the willingness to implement them consistently.

In terms of bureaucratic structure, research results indicate that standardizing standard operating procedures (SOPs) and implementing a team-based work system can clarify the flow of responsibilities and strengthen coordination between work units. A relatively straightforward and streamlined bureaucratic structure is a supporting factor for smooth policy implementation, particularly in strategic activities such as parking supervision and regulation. This aligns with the view that an adaptive and coordinated bureaucratic structure can reduce policy fragmentation at the implementation level.

The study also identified external inhibiting factors, including unpredictable weather conditions, low public awareness, collusion between officers and parking users, and claims to parking spaces by specific business interests. These factors can reduce the policy's effectiveness if not systematically addressed. The study's findings underscore the importance of strengthening cross-sector coordination and synergy with external stakeholders to ensure the sustainability of policy implementation and prevent regional losses.

This discussion demonstrates that the successful implementation of the roadside parking fee collection policy in Ponorogo Regency is the result of a dynamic interaction between internal organizational factors and the external environment. These findings not only enrich academic discourse on public policy implementation at the regional level but also provide practical implications for local governments in designing more effective and sustainable strategies to increase Regional Own Source Revenue (PAD).

Conclusion

The policy implementer, based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides in Ponorogo Regency, applies a combination of structural-functional and formal-non-formal communication proactively and consistently, namely by upholding the commitment to regulations and products resulting from stakeholders' deliberations. The policy implementer, based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides in Ponorogo Regency, manages resources effectively and efficiently, emphasizing professionalism, proportionality, and the consolidation and synergy of resource carrying capacity.

The policy implementer, based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides in Ponorogo Regency, applies a merit-based and proportional incentive system for personnel placement. The policy implementer, based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides in Ponorogo Regency, streamlines the bureaucratic structure by standardizing SOPs, especially for strategic activities, and combines this with work orchestration through a work team system.

Internal factors supporting the implementation of policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides in Ponorogo Regency include: support for an organizational value system with specific, essential authority; the establishment of a command system; and the spirit of professional groups. External factors include: support for information technology and synergy with transportation partners. Internal factors inhibiting implementation include miscommunication, inadequate resources, unstable bureaucratic integrity, and miscoordination. In contrast, external factors include economic vulnerability, political intervention, climate anomalies, public apathy towards regulations, and resistance from external policy implementer groups.

After the conclusion can be drawn from the discussion of the research results, the suggestions that the author can convey are that the policy implementer based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on the Side of Public Roads in Ponorogo Regency should increase responsiveness and consistency in combining structural-functional and formal-non-formal communication patterns by upholding the commitment of integrity to regulatory norms and products resulting from deliberations of the interested parties, in addition to building a digital ecosystem by combining the advantages of information technology, special transportation technology, and artificial intelligence in order to upgrade the effectiveness and efficiency of communication.

Policy implementers based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roads in Ponorogo Regency to improve resource management more effectively and efficiently, strengthen the principles of professionalism, proportionality, and consolidation and synergy of resource support capacity, in

addition to building a digital ecosystem by combining the advantages of information technology, special transportation technology, and artificial intelligence in order to upgrade the effectiveness and efficiency of resources.

The policy implementer based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roadsides in Ponorogo Regency to make the disposition of personnel placement based on a merit system and proportional incentive system more effective, in addition to building a digital ecosystem by combining the advantages of information technology, special transportation technology, and artificial intelligence in order to upgrade the effectiveness and efficiency of disposition.

Policy implementers based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roads in Ponorogo Regency to make the bureaucratic structure more effective through standardizing SOPs, especially for strategic activities, and combined with work orchestration using a work team system, in addition to building a digital ecosystem by combining the advantages of information technology, special transportation technology, and artificial intelligence in order to upgrade the effectiveness and efficiency of the bureaucratic structure.

Supporting factors, both internal and external, must be utilized and encouraged to support efficient budget management, ensuring more productive and effective outputs and outcomes. Spending on activities that are merely oriented towards formality activities, unmeasured routine activities, spontaneous activities that are not accountable, and other budget management patterns that are not responsive to the effectiveness of achieving objectives in implementing policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Retribution Collection on Public Roads in Ponorogo Regency must be rationalized by upholding the principles of transparency and accountability. It is necessary to expand public involvement, especially by leveraging information technology. This is an effort to build collective awareness of the urgency of implementing policies based on Ponorogo Regent Regulation Number 94 of 2016 ^[26] concerning Guidelines for the Implementation of Parking Fee Collection on Public Roads in Ponorogo Regency in order to realize essential public services related to the needs of mobility, accessibility, and connectivity for a more civilized society.

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