Implementation of Parking Levy Policy on The Main Street of The Holy City (Case Study at the Kudus Regency Transportation Office)

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KEYWORDS	ABSTRACT
Implementation; Retribution; Parkingon Public Roads	This study aims to evaluate the implementation of the parking fee policy on public roads in Kudus city and to identify the factors inhibiting its successful execution. The study uses a qualitative research approach and applies Merilee S. Grindle's theory, which focuses on two indicators: policy content and the context of implementation. Data were collected through interviews with key stakeholders, including local government officials, parking attendants, and the public. The findings reveal that the policy's implementation is facing significant challenges, primarily due to the persistence of illegal parking practices and the involvement of unauthorized parking attendants in the city. These issues have undermined the intended outcomes of the parking fee policy, preventing it from achieving its full potential in regulating traffic and generating revenue for public services. The study also highlights factors such as inadequate enforcement mechanisms, insufficient public awareness, and limited coordination between local authorities and enforcement agencies. Based on these findings, it is recommended that the local government strengthen law enforcement, improve public education on the benefits of the policy, and increase collaboration with stakeholders to ensure more effective implementation of the parking fee policy. The research contributes to the understanding of urban policy challenges in managing public resources and offers practical insights for local governments seeking to implement similar policies in urban areas.

Introduction

Indonesia is an archipelagic country in which there are various tribes and cultures (Rizal & Baharun, 2022). With such a large area and a large population, it is certainly very difficult for the government to regulate its people who are spread across various regions (Rizal & Baharun, 2022; Western, 2023). Therefore, when the new order government began, the Indonesian state adhered to a centralistic system of government which was expected to be able to overcome various national problems (Metera, 2021).

Along with the development of the times, the centralistic system that used to be implemented in Indonesia has given rise to various problems, such as: regulations made by the central government and applicable to all regions in Indonesia that make it not in accordance with the conditions of each region. So that in dealing with every problem the government cannot quickly and appropriately, the government is also considered less responsive and fast in making policies related to the household of a region.

Seeing these various problems, based on the decree of the MPRS No. XXI/MPRS/1966 concerning the granting of the widest autonomy to the regions, and the decree of the MPR No. XV/MPR/1998 concerning the implementation of regional autonomy, regulation, distribution, and equitable use of national resources, as well as the balance of central and regional finances within the framework of the Unitary State of the Republic of Indonesia (NKRI), the current government has granted autonomy to the regions and it is outlined in Law No. 32/2004 on local government and Law No.33/2004 on financial balance between the central and regional governments.

Regional autonomy is the authority of a region to regulate and manage its own household or region. Autonomous regions have the authority to make their regional policies to provide services or improve even better services to the community. Regional autonomy will run well if it has support from the community such as collection with various sources of Regional Original Revenue (PAD).

In relation to regional autonomy, one of the main challenges that must be considered by the Kudus city government is how to understand all the potentials that it has to be developed for the welfare of the community by making various existing potentials as the foundation for it. So to increase Regional Original Revenue (PAD), one of the efforts made by the Kudus City Government is to optimize regional potential in the parking sector which is considered quite significant in contributing to Regional Original Revenue (PAD). (Afandi, 2022)

Kudus City Regional Regulation Number 2 of 2014 concerning Regional Levy in the Transportation Sector. Levy in the Transportation Sector of regional regulations are classified into:
a. The general service levy consists of:
   1. Levy for parking services on public roadsides.
   2. Motor vehicle testing levy.
b. The business service levy consists of:
   1. Terminal levy.
   2. Special parking space levy.
c. Certain licensing levies, route permit levies.

The Transportation Department manages public parking spaces as public facilities for parking and is coordinated by someone who has collaborated with the Transportation Department and conducted a work contract with the Kudus City Transportation Agency in accordance with predetermined points. Kudus City Regional Regulation Number 2 of 2014 concerning Service Parking Levy in the Transportation Sector which regulates the amount of parking levy on the side of public roads in Kudus City can be seen in table 1.

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Table 1. Public Roadside Parking Levy Rates

Vehicle Type	RatesParking location (class I)	Parking Rates (class II)
Trucks with Couplings	Rp.10,000	IDR 5,000
Trucks, Buses, Large/heavy	IDR 6,000	Rp.4,000
Trukmini	IDR 5,000	Rp.3,000
Pickup, Passenger Car, Mini bus	Rp.3,000	Rp.2.000
Motorcycles and 3-wheeled motor vehicles (three)	Rp.2.000	IDR 1,000

Source: Kudus City Regional Regulation Number 2 of 2014 concerning Regional Levy in the Transportation Sector.

The fact that happened in the field is that there are still parking attendants who ask not to comply with the parking rates that have been set. As reported by detikSumut on October 13, 2022, the parking attendant who was next to the Grand City Hall (Aston) precisely opposite Merdeka Walk, the parking attendant asked for a rate of IDR 5,000 per car. If you look at the Kudusom City Regional Regulation No. 2 of 2014, the parking fee per car is only Rp3,000. A female parking attendant named Marliana Sihotang said that she had a deposit (Aldi, 2024).

Based on the table above, parking rates have been stipulated in Regional Regulation Number 2 of 2014 concerning Regional Levy in the Transportation Sector. That two-wheeled vehicles for class I will be charged IDR 2,000 while for class II will be charged IDR 1,000, as well as four-wheeled private vehicles (cars) class I of IDR 3,000 and class II of IDR 2,000. The current traffic jams are caused by the increasing density of vehicles in Kudus City so that it will require more parking spaces in accordance with the current parking lot capacity in Kudus City. The following is the number of motor vehicles from 2018-2020 in the holy city.

Table 2. Number of Motor Vehicles in Kudus City in 2018-2020

Vehicle Type	2018	2019	2020
Passenger Cars	13.361	20.831	42.397
Bus Cars	421	435	879
Freight Cars	5.489	7.363	12.474
BikeMotorcycle	151.372	177.495	232.529
Sum	**170.325**	**206.124**	**298.287**

Based on the table above from 2018-2020, there has been an increase in the number of vehicles in Kudus City. A significant amount of increase each year in motorcycle vehicles compared to other vehicles. From the increase in vehicles every year, it can be seen that there are many parking spaces needed to accommodate stopped vehicles in Kudus City. With the increase in the number of vehicles, it can be an increase in Regional Original Revenue (PAD), especially in parking levies.

The parking sector is a potential source of revenue for local governments to explore in an effort to boost Regional Original Revenue (PAD). The increase in vehicles every year, as many vehicles from outside Kota Kudus enter Kota Kudus, makes it how important it is for local governments to regulate the parking sector. If one area does not provide a parking lot, of course

there will be chaos because people will park their vehicles arbitrarily, maybe even on the road, which will later cause traffic jams. The fact that the vehicle does not always move at some point will inevitably stop. So, vehicles that stop for a moment will need land for parking. Then the existence of land, especially in urban areas, is very limited.

Currently, the Kudus City Government, especially the Mayor and the Transportation Office, are implementing E-Parking. E-Parking is an online parking payment. However, with the implementation of the online payment method, the Transportation Department still provides parking attendants to discipline motorized vehicles that want to park.

According to research from Hamidun Batubara (2019), Marwan Lubis, Muhammad Husni Malik Hasibuan (2022)/ Journal of Civil Engineering stated that the results of the study show that not all roads can be used as parking spaces on the road body, the willingness to pay from parking users in Kudus City is still relatively low, Regional Original Revenue (PAD) from parking levies on the road body can be achieved with the establishment of a clear Parking Space Unit (SRP). The difference in this study is to find out the implementation of the parking levy policy on public roads and the inhibiting factors that occur to the parking levy.

From the above presentation, the author is interested in raising the title "Implementation of Parking Levy Policy on the Side of Public Roads in Kudus City" Case Study at the Kudus City Transportation Office located on the Kudus City Protocol road, Central Java.

Previous studies on parking fee policies in urban areas have focused on the effectiveness of parking management strategies and their role in boosting regional revenues. For instance, Batubara et al. (2019) highlighted that implementing a clear Parking Space Unit (SRP) can help increase parking levy revenue in Kudus City, despite challenges such as low willingness to pay from parking users. Moreover, Lubis & Hasibuan (2019) explored the impact of E-Parking in reducing traffic congestion and enhancing the efficiency of parking payments in cities. However, most of these studies have focused on the technical aspects of parking management and the financial implications, with little attention to the broader socio-economic factors that influence policy implementation at the local level.

The novelty of this study lies in its comprehensive examination of the specific implementation challenges faced by the Kudus City government in the context of the parking levy policy. Unlike previous studies, this research delves into the operational barriers such as illegal parking, insufficient enforcement, and the public's lack of understanding of the regulations. Additionally, the study also analyzes how these challenges affect the overall effectiveness of the policy in increasing Regional Original Revenue (PAD) and providing better public services. This research provides unique insights into the local governance and policy execution process, particularly in terms of the socio-political and economic dynamics within Kudus City.

This study aims to find out the implementation of the parking levy policy on the side of the public road in the city of Kudus and to find out what are the factors that hinder the implementation of the parking levy policy on the side of the public road in the city of Kudus. As for some of the benefits of this research, namely this research is expected to be a contribution of thought in the form of scientific works and become a comparison of future research for the Faculty of Social and Political Sciences, Public Administration Study Program, Kudus Area University, this research is expected to be useful for implementing the policy of parking levy on public roadsides in accordance with Regional Regulations or applicable laws, This research is expected to be an addition to science in scientific thinking and the ability to write scientifically by studying theory and this research is

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expected to be a consideration because there will be an increase in parking services by the Kudus City Transportation Agency

Research Method

The type of research used in this study is descriptive research with a qualitative approach. The qualitative research approach is to collect data and information through research informants by means of observation, interviews, surveys and documentation. So with this study, the researcher is trying to provide an overview of the implementation of the parking levy policy on the side of public roads in the city of Kudus which is expected to have a clear picture of the problem of the implementation of the parking levy policy in the city of Kudus.

The location of the research is an object or place for research. This research was carried out at the Kudus City Transportation Office, precisely on Protocol Street, Kudus City, Central Java. The reason the researcher chose the location was to see the Implementation of the Parking Levy Policy on the Side of the Public Road in Kudus City. In addition, to get information in solving problem formulations and getting the right solutions by using the theory used by the researcher in this study. This research is about the implementation of the parking levy policy on the side of public roads in the city of Kudus (case study of the Kudus city transportation office).

Data Source

This research requires data sources that can assist researchers in collecting information on various types of data that can be collected as follows:

a. Data primer

The primary data in this study includes all information obtained directly from informants. An informant is a person or group who can provide information to answer questions in research.

b. Data seconds

Secondary data is data obtained indirectly from the object of research, including several sources, namely literature studies or books, reports, journals related to research on the implementation of parking levy policies on the side of public roads in the city of Kudus.

Research informants are individuals or agencies that can provide information. The key informants in this study are the parking section of the Kudus City Transportation Office, the main informants in this study are parking attendants on the side of public roads in Kudus City amounting to 3 people, and the additional informants in this study are as many as 3 people who use parking on the side of public roads.

Data Collection Techniques

In qualitative research, there are three main techniques in data collection, namely observation, interviews, and documentation. To increase high confidence in the results of research conducted by researchers. The data collection techniques used in this study are:

1. Observation.
   In this case, the researcher went directly to the Kudus city transportation office and went directly to the parking lot on the side of public roads on several roads in the city of Kudus.
2. Interview
   In this case, the researcher asked several questions to the head of the parking section at the Kudus City Transportation Office, the parking attendant located on the public road of the city of Kudus, and several people who use parking on the side of the public road of the city of Kudus.
3. Documentation.

It is a process or activity in providing documents as accurate evidence obtained through various sources of information. The documentation in this study is such as photos of parking conditions in Kudus City and photos of interviews with information sources.

Data Analysis Techniques

The activities in analyzing the data are:

1. Data Collection

Data collection is searching, recording, and collecting everything objectively and as it is in accordance with the results of observations and interviews in the field, namely data recording and various forms of data in the field.

2. Reduction

Data reduction is data obtained in the field and then written in detail. Then after collecting the report data, the main things are selected, summarized and focused on important things and determined a theme or pattern so that it can provide a clear picture.

3. Data Presentation

After reducing the data, the next step is to present the data. In qualitative research, data presentation can be done in the form of tables, graphs, flowcharts, pictograms and the like. Through the presentation of this data, the data can be organized, arranged in a relationship pattern, so that it will be easy to understand.

4. Drawing Conclusions and Verification

In this technique, then the researcher must look for meanings, patterns, relationships, similarities, things that often arise and then conclude.

The conclusions drawn in this study are related to the implementation of the parking levy policy on the side of public roads in the city of Kudus and what factors can be obstacles to the implementation of the parking levy policy on the side of public roads in the city of Kudus.

Results and Discussions

Public Policy

Based on the daily practice of public administration and having to do with the relationship between the state and the people, it seems that the dimension of public order has been neglected from the public attention. It must be understood that the essence of the existence of the state is public order. Public policy is an actual or concrete form of the process by which the state unites with its people. Public policy can also be said to be a regulation made for the benefit of the people.

Carl Friedrich (1969) in Agustino (2019) who said that a policy is a series of actions of activities proposed by a person, group or government in a certain environment where there are difficulties (obstacles) where the policy is proposed to be useful in overcoming to achieve the intended goal. The policy is part of the activity, Friedrich added that the policy is related to the completion of several goals or objectives. Although the intent or purpose of government is not always easy to see, the idea that policy involves purposeful behavior is an important part of the definition of policy. However, the policy must show what is actually being done rather than what is proposed in the activities of a problem.

James Anderson (1964) in Nuryanti Mustari (2015) provides an understanding of the definition of public policy, in his book "public policy making" as follows, a series of activities that have a certain purpose or purpose that is followed and carried out by an actor related to a problem or something that needs attention. This concept of policy focuses on what is actually done rather than what is proposed or enforced, and this is what distinguishes policy from a decision that is a choice among several alternatives.

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David Easton (1965) stated that public policy is a political decision developed by government agencies and officials. Therefore a special characteristic of public policy is that political decisions are formulated as authorities in the political system, namely the senior heads of the highest heads, the executive, the legislature, the judges, administrators, advisors, the kings and so on. Easton said that those who are in authority in the political system in order to formulate public policy are those who are involved in the day-to-day political system and have responsibility for a particular issue where at some point they are asked to make decisions that are later accepted and binding on most members of society for a certain period of time.

Based on the above definitions, according to experts, it can be concluded as follows:
1. That in general, public policy is shown in actions that have a certain purpose or purpose rather than behavior.
2. Public policy contains patterns of activities carried out by government officials.
3. Public policy is what the government actually does.
4. Public policy can be both positive and negative.

a. Stages of Public Policy

The process of making public policy is a complex process because it involves many processes and variables that must be studied. Therefore, some political experts who are interested in studying public policy in the process of drafting public policy divide it into several stages. The several stages of public order in Abdoellah (Abdoellah, 2016) are as follows:

1. Preparation of the Agenda.
   At this stage, the preparation of the agenda is a process that interprets what is called a public problem and interprets what is actually a priority need of the community.
2. Policy Formulation.
   At this stage, issues that have been included in the policy agenda are then discussed further by policymakers to determine policies that will run or take place in a country or region.
3. Policy Adoption
   At this stage, it has the legitimate purpose of authorizing the basic process of government.
4. Policy Implementation
   At this stage, what the government does is to determine and establish public policies and at this stage as a step to implement public policies that apply in the community.
5. Policy Evaluation.
   At this stage, a policy assessment is carried out which includes the substance, implementation and impact caused to the community from the implementation of the public policy.

Policy Implementation

Implementation is briefly stated as "application" (execution) means providing the means for the service to have a practical effect, presenting the means necessary to achieve something, influence or produce something. Policy implementation is a series of activities after policy formulation. Policies formulated without implementation are useless, therefore politics in the public sphere plays an important role in policy implementation.

Subarsono (2011) stated that implementation is an activity related to the completion of a job through the use of tools to obtain the desired results. Implementation that has meaning as activities

related to the completion or activity of a policy to achieve the policy that has been made. Policy implementation is an important stage in realizing a policy that has been made.

Cleaves Waloyo (2007) stated that policy implementation is considered as a process of administrative and political action. Then according to Wibawa Tahir (2014) the purpose of policy implementation is to set the direction so that political policy objectives can be realized as a result of government activities. The whole process of setting new policies can begin when the objectives and objectives that were originally general have been detailed, the program has been designed and a certain amount of funds have been allocated to realize these goals and objectives.

a. Policy Implementation Model According to Merille S.Grindle Model

The policy implementation process is not only related to the behavior of the administrators responsible for implementing the program and communicating with target groups, but also involves a network of political, economic, and social forces that can directly or indirectly influence. The implementation of the program, the behavior of all parties and which ultimately affects political goals both negative and positive.

To succeed in studying the implementation of public policies better, it is necessary to know the variables and factors that affect them. Therefore, a policy model is needed to facilitate the understanding of the concept of policy implementation. Many models can be used to analyze policy implementation. However, the researcher chose the policy implementation model according to Merilee S. Grindle (1980).

The success of implementation according to Merilee S. Grindle (1980) in Subarsono (2011) is influenced by two major variables, namely the content of policy and the context of implementation. These variables include: the extent to which the interests of the target group or target group are contained in the content of the policy, the type of benefits received by the target group, the extent of the desired change from a policy, whether the location of a program is appropriate, whether a policy has mentioned the implementer in detail, and whether a program is supported by adequate resources.

Wibawa (1994) stated that the Grindle (1980) model is determined by the content of the policy and the context of its implementation. The basic idea is that after the policy is transformed, then the policy implementation is carried out. Success is determined by the degree of implementability of the policy.

The content of the policy includes the following:
1. Interests are affected.
2. Benefit type.
3. the degree of change desired.
4. Location.
5. Program implementation.
6. Resources involved.

Meanwhile, the context of the simple menation is as follows:
1. The powers, interests, and strategies of the actors involved.
2. Characteristics of the ruling institution.
3. Obedience is acceptable.

The uniqueness of Grindle's (1980) model lies in its comprehensive understanding of the policy context, especially with regard to implementers, implementation recipients, and the potential conflict arena among implementation actors, as well as the conditions of implementation resources (Kadji, 2015).

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Regional Autonomy

Regional autonomy in Indonesia leads to the rights, authority, and responsibilities of autonomous regions to regulate and manage their own government affairs and the interests of the local community according to laws and regulations. The purpose of this local government is to develop the region and its internal content. The purpose of its implementation is to improve the welfare of the people in the area. The existence of regional autonomy allows for the development of a region well.

Based on Law Number 32 of 2004 concerning Regional Government, regional autonomy is: "The rights, authority and obligations of autonomous regions to regulate and manage their own government affairs and the interests of local communities in accordance with laws and regulations". Autonomous regions according to Law Number 32 of 2004 concerning Local Government, are: "A legal community unit that has territorial boundaries that has the authority to regulate and manage government affairs and the interests of the local community according to its own initiative based on the aspirations of the community in the system of the Unitary State of the Republic of Indonesia (NKRI)". (Fauzi, 2019).

Regional autonomy is the authority or freedom for the regions in regulating their own household affairs. For example, in determining or making a policy. Because the policies in each region are certainly different, the central government gives the authority to each region to take care of its own region while still being based on the regulations that have been set.

a. Objectives of Regional Autonomy

The purpose of regional autonomy is to improve services to the community, to develop community life based on democracy, to realize social justice at all levels of society, for regional equity, to maintain harmonious and good relations, to build good relations between regions, to maintain the integrity of the Unitary State of the Republic of Indonesia (NKRI), to encourage community empowerment, to promote community initiative and creativity, as well as increasing the role of the community and developing the role and function of the DPRD.

The purpose of regional autonomy according to Law Number 32 of 2004 is that regional autonomy is directed to accelerate the realization of community welfare through improving services, empowerment and community participation, as well as increasing regional competitiveness by paying attention to the principles of democracy, equity, justice, privilege and specificity of a region in the system of the Unitary State of the Republic of Indonesia (NKRI). (Daulay, 2019)

Based on Law Number 32 of 2004, some of the goals of regional autonomy are:

1. **Improving public services.**
   With regional autonomy, it is hoped that services to the community can be maximum and optimal. So that the community can feel the services in the region and the community feels cared for by the government.
2. **Improving the well-being of the community**
   Improving the welfare of the community is one of them by having good, friendly, responsive and fast government services in an area.
3. **Increasing regional competitiveness**
   Exploring the best potential of the region to show or show the diversity and uniqueness of its own region.

b. Regional Autonomy Goals

The goal of regional autonomy is the results that the regions want to achieve because they have been given the right and authority to manage the region or their own households. Because if the area has been given the right and authority to regulate its own area, the central government is sure that the area can stand on its own and better know the needs of the community and its own region.

The target of regional autonomy according to Anggoro, et al. (2017) is a level II region that is more aware of the feelings, aspirations, potentials, and problems faced by the community. So that level II regions can control and provide services that are more needed by the community and can accept or listen to the aspirations of the community. Because level II regions have been given authority over their own autonomous regions to regulate and manage their own households or regions. Therefore, autonomous regions are trusted by the central government to regulate and manage their own regions properly.

c. PrinciplesGranting Regional Autonomy

The principle of broad autonomy means that power is given to the regions. The power is used to regulate and manage the household of his own region. The central government provides opportunities for the regions to organize their own government. However, it still has to comply with the rule of law. In addition to giving power to the regions, the regions will also be given authority. Where the area that is given the trust to take care of its own area must be responsible for what has been done or applied in the area.

Based on Law Number 32 of 2004, the principles for granting regional autonomy are as follows:

1. Broadest, real, and responsible autonomy
   As broadly as possible, it means that the regions are given the authority to manage and regulate all government affairs outside those that are the affairs of the central government as stipulated in the Law, namely the fields of foreign policy, defense and security, justice, national fiscal, monetary and religion.
2. The implementation of autonomy is oriented towards improving the welfare of the people, ensuring harmonious relations between regions and ensuring harmonious relations between regions and governments.

Regional Original Revenue (PAD)

Regional Original Revenue (PAD) is income from sources located in a particular area, which is collected under current law. Regional Original Revenue (PAD) aims to empower local governments to finance the implementation of regional autonomy in accordance with regional potential as a manifestation of decentralization. It consists of tax revenues, regional levies, SOEs, and other revenues calculated in thousands of rupiah per year. Regional original revenue (PAD) as a source of regional income reflects the level of regional independence. The higher the local original revenue (PAD) shows that the region is able to implement fiscal decentralization and the dependence on the central government is reduced.

Regional Original Revenue (PAD) is one of the sources of financing regional development in fact it is not enough to contribute to regional growth, this requires local governments to explore and increase regional revenue, especially sources of Regional Original Revenue (PAD). Regional Original Revenue (PAD) is regional revenue sourced from regional tax revenues, regional levy results, separated regional wealth management results, and other legitimate regional original revenues, which aims to provide flexibility to the regions in exploring funding in the

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implementation of regional autonomy as a realization of the principle of decentralization (Batubara Lubis, M., & Hasibuan, M. H. M., 2019).

a. Sources of Regional Original Revenue (PAD)

Sources of local original revenue (PAD) are all regional rights that are recognized as additional regional revenue itself. From this source of local original income (PAD), it can be useful to build the autonomous region. The sources of Regional Original Revenue (PAD) according to Law Number 33 of 2004 are:

1. Regional Original Revenue (PAD) which consists of:

   a) The result of regional taxes is regional levies according to regulations set by the regions for their household financing as a political legal entity. Regional taxes are levies carried out by local governments, the proceeds of which are used for public expenditure whose compensation is not directly given, while the implementation can be enforced.

   b) The result of the regional levy is a levy that has legally become a regional levy as payment for use or because it allows services or because it obtains services for work, business or belonging to the local government concerned. Regional levies have characteristics, namely the implementation is economical, there are direct rewards even though they must meet formal and material requirements, but there are alternatives to whether or not to pay, it is a levy that is not prominent, in certain cases the regional levy is a refund of costs that have been incurred by the regional government to meet the demands of community members.

   c) The results of Regional Wealth Management that are separated are for areas that have Regionally Owned Enterprises (BUMD) such as the Regional Drinking Water Agency (PDAM), Regional Development Bank (BPD), sub-district credit agencies, markets, entertainment/recreation venues, villas, pesanggrahan, and others, the profits are income for the region concerned. The results of regional wealth management that are separated include the profit share and the sale of regionally owned shares.

   d) Other legitimate regional revenues are revenues that are not included in the types of regional taxes, regional levies, and official revenues. Other legitimate regional businesses have an opening nature for local governments to carry out activities that produce good in the form of materials in these activities aimed at supporting, expanding or establishing a regional policy in a certain field.

Parking Levy

A levy or regional levy is a regional levy that is useful for paying for certain services or permits issued by the local government for personal or commercial purposes. Regional taxes and levies are a source of income for the regions that play an important role in financing regional development. In addition, both are mandatory for the community to fulfill them.

Regional levies are payments for certain services or permits provided by the local government for personal or corporate interests. The parking levy is a component that forms the Regional Original Income (PAD) which is quite important, from the parking levy it is expected to encourage an increase in the total Regional Original Income (PAD). So what is expected from the levy is the compliance of the community in providing the levy to officers. (Setiaji, Santoso 2016)

Muhammad Djafar Saidi (2014) in his book, according to Munawir, a levy is a contribution to the government that can be forced and can be directly appointed in reverse. So the levy is a levy by the levy official to the mandatory levy which is coercive and forced to be collected. Levy is

different from tax, because tax is a mandatory levy paid by the people to the state that will be used for the benefit of the government and the general public. It is different with the levy which is a component to support the Regional Original Revenue (PAD). Taxes are one of the sources of government funds for development.

a. Parking Levy on Public Roadsides

The parking levy on public roads is a levy on parking services or parking lots for people who have used parking lots on the side of public roads. Some regions have made parking policies on the side of public roads to make it easier for the community and increase regional income. Public street parking is also one of the alternatives for stop vehicles that are guarded by parking attendants who have been sent by the local government, namely the transportation office.

The public roadside parking levy is a levy collected by the local government as payment for parking spaces or services located on the side of the road. The levy for parking on public roadsides is included in the Regional Original Revenue (PAD). The levy for parking on the side of public roads is a levy for people who stop their vehicles for a long period of time (parking their vehicles). The existence of parking rates makes people more selective to use the type of vehicle in traveling. Because people who use four-wheeled motor vehicles will think about the availability of parking spaces rather than people who bring two-wheeled motor vehicles. (Afandi, 2022)

b. Subject and Object of Parking Levy

The subject of this parking levy is the community who gives parking levy to the parking attendant and then deposited it to the transportation and transportation agency which will later be included in the local original revenue (PAD). While the object is a place used to rest the vehicle if someone wants to go somewhere, and the object here is the parking lot on the side of a public road.

Based on the subject of parking levy in Daulay (2019), it is an individual or group that receives and obtains parking services in parking lots, both special parking lots and parking on public roadsides.

The subject of the parking levy is a person or group who uses a parking lot called a consumer. Meanwhile, the object of the parking levy is the provision of parking lots or the provision of parking services on the side of public roads.

The provision of parking spaces on the side of public roads, which means that the right and left shoulders of the road are used as parking lots by government regulations supervised by the transportation department and guarded by parking attendants or parking officers who have received training and use attributes that are characteristic of parking and obey standard operating procedures (SOPs) in work. So it is hoped that the government will really think about parking lots on the side of public roads so as not to interfere with traffic.

Parking

Parking is included in public spaces that already exist. Individuals or groups usually head to their destination and after arriving the vehicle is left by its owner or parked for a while. So that there is a failure to provide adequate parking space in accordance with the expected and permitted demand, then it can cause traffic obstacles, such as traffic jams. In general, the increase in the number of vehicles leads to an increase in demand for parking spaces.

The Director General of Land Transportation (1996) stated that parking is a temporary immobilized state of a vehicle, while stopping is a vehicle that does not move temporarily with the driver not leaving the vehicle. Parking is a necessity for vehicle owners and want their vehicles to park in a safe place, where the place is easy to reach. One of these facilities is parking on the road.

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Thus, to design a parking area on the road, there are two options, namely, parallel and angular parking patterns.

Syaiful (2013) stated that the definition of parking is a temporary immobilized state of a vehicle, because it is abandoned by the driver. Included in the definition of parking is any vehicle that stops in certain places, whether it is marked with traffic signs or not, and is not solely for the purpose of raising or dropping off people. So parking is still needed for public spaces or has become a public service that must remain.

Parking is a state of immobility in a vehicle. A parking lot is a place used to put four-wheeled or two-wheeled vehicles that will be temporarily abandoned by their owners. The purpose of a parking lot is to help smooth traffic or traffic order and to rest the means of transportation left or entrusted by the owner.

a. Parking Requirements

The need for parking spaces is to reduce traffic congestion. The higher the number of vehicle levels in an area or region, the more demand for parking lots or parking spaces will increase. So the local government must prepare land for people to park their vehicles to be left behind and guaranteed safety. Then people will feel safe and comfortable leaving or leaving their vehicles.

The Director General of Land Transportation (1996) stated that the need for parking spaces for vehicles, both private vehicles, public passenger transportation, motorcycles, and trucks is very important. These needs are very different and depend on the shape and characteristics of each with the design and location of the parking. In addition to disrupting the smooth flow of traffic, parking activities on the side of the road will also reduce road capacity and increase congestion can also cause accidents. (Setiaji, Santoso, 2019)

The standard in meeting parking needs is enough land to accommodate the volume of existing vehicles. Such as parking on the side of a public road that will require the side of the road to accommodate stopped vehicles. Shortages in the provision of parking spaces can cause congestion and cause transportation problems. With the level of vehicles increasing every year, it is certain that the need for parking spaces will definitely increase.

Based on the existence of parking on public roadsides, the government has ensured the width of the road and roadside sections that will be used as parking lots so as not to cause traffic congestion and are coordinated by parking attendants who have been determined by the transportation agency. Parking attendants are also a parking necessity that will order and secure the parking area. Parking attendants who will receive payment from parking lot users.

b. TypesParking

The Director General of Land Transportation (1996) stated that parking is divided into several groups, as follows:

1) On Street Parking is a parking state that uses both shoulders of the road as a place for motorized vehicles to park.
2) Off Street Parking

It is a place that is specially made as a parking lot, for example a mall that is required to make a special parking lot for its visitors.

The Director General of Land Transportation (1996) stated that to design a parking lot, several important criteria must be considered, namely: safety and smooth traffic, environmental sustainability, land use plan and convenience for users. The existence of this design is for the good of the order of an area so that it looks orderly and the community becomes comfortable with public

spaces provided or regulated by the government. So that it can reduce traffic congestion that often occurs on the road (Jocunda, Purnomo, 2014).

Based on the types of parking, parking according to its status is as follows:

1) Public Parking, public parking can use land such as a field, on the side of the road whose maintenance is carried out by the government.
2) Special Parking, special parking usually uses its own land that is not managed by the government but managed by individuals or business entities.
3) Temporary parking emergency parking that is often visited usually uses land such as fields, roads, and own land managed by local governments, individuals or business entities.
4) Parking Parks are built with parking building standards that are facilitated by parking needs managed by the government of a region.
5) Parking Lot
    A place that is in the form of a building and is used for parking lots managed by a third party or local government that has obtained government permits.

c. Parking Controls

Parking control is a control that needs to be done, because without control there will be irregularities in the layout of the city/region. Parking control aims to reduce the level of congestion in an area and make people orderly in putting or leaving their vehicles. In addition, parking control is closely related to the supervisor or parking lot guard.

Hobbs (1995) stated that parking control on and off the road is important to control traffic so that congestion, pollution, and noise can be suppressed, and will also improve environmental standards and the quality of movement of pedestrians and cyclists. Parking characteristics need to be known to plan a parking lot. Some of the characteristics of parking according to Hobbs (1995), are divided into six, namely:

1) Parking accumulation, parking accumulation is the number of vehicles parked on the spot according to the type and purpose of the trip.
2) Parking duration, parking duration is the time of a vehicle that has been parked for a long time or not.
3) Parking volume, volume Parking   Is   condition of place   Parking   that can accommodate the number of vehicles.
4) Parking change, parking change is a specific period for parked vehicles.
5) Parking index, parking index is the user of parking space.
6) Parking capacity, capacity   Parking   Is   banyaknya   vehicle that   can be accommodated in a parking lot.

Conclusion

This research on the implementation of the parking levy policy on the public roads in Kudus City reveals several key findings. The implementation process, based on Merilee S. Grindle's framework, has shown significant gaps in achieving the expected policy success indicators. Specifically, issues remain with the policy content, particularly the benefits offered, the degree of expected change, and the resources involved. Additionally, while some aspects of the context of implementation have been successful, the other factors, such as coordination and the alignment of strategies, have not been fully addressed. Factors such as illegal parking and the lack of proper identification and tickets issued by parking attendants hinder the effectiveness of the policy.

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To improve the implementation of this policy, the study suggests that the Kudus City Government and the Transportation Office prioritize better socialization and enforcement. This includes ensuring that parking attendants follow the required standards, such as using proper identification, and increasing public awareness about parking regulations. Moreover, it is essential to expand public transportation options to reduce reliance on private vehicles, which will help ease parking demand. Regular surprise inspections and strict enforcement of parking regulations will further help improve compliance and prevent illegal parking. For future research, it would be beneficial to conduct a comparative study of parking management policies in other cities to assess the effectiveness of similar regulations. Additionally, a deeper exploration of the socio-economic impact of parking levies on local businesses and residents would provide valuable insights into how parking policies can be optimized for both revenue generation and public convenience.

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