

## Policy Implementation of City Park Utilization in Malang City

### (Study of Malang Mayor Regulation No. 90 of 2004 Concerning Utilization of City Park)

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#### Abstract

The provision of services to the community is the main obligation for the Government through the service delivery process, is to act as a catalyst that accelerates the process in accordance with procedures. Policy as a series of actions / activities proposed by a person, group or government in a particular environment where there are obstacles (difficulties) and opportunities for implementing the proposed policy in order to achieve certain goals. The research used in this study is descriptive research with a qualitative approach. The focus of this research was taken based on the policy implementation model proposed by the Model George C. Edward III. 4 (four) variables that influence policy implementation, namely communication, resources, disposition, and bureaucratic structure. The results of the study show that the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization in the Housing and Settlement Areas of Malang City Parks has not been running optimally. This is seen from the uneven distribution of information regarding recommendations for the use of the park to the people of Malang City. In addition, there is still a lack of facilities and infrastructure in delivering information regarding permits to use the park. There are still deficiencies in the variables resulting in the implementation of the policy has not been successful. So that improvements are still needed in each system.

**Kata kunci :** *Implementation, Policy, City Park.*

#### Introduction

For a country that is based on law or regulations in each of its governments, its citizens are subject to the rules of the country. The law created guarantees and protects the rights of its citizens, both in the civil and political fields and in the social, economic and cultural fields. To protect the rights of every citizen, the government must serve citizens' rights properly so that a prosperous country can be developed.

Providing services to the public is a major obligation for the government. The role of the government in the service delivery process is act as a catalyst that speeds up the process according to what it should be. By playing a service as a catalyst, of course, it will become the foundation of government

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organizations in providing the best service to the community. Therefore, the service provided by the government as a service provider to the community is very much determined by the performance of the services provided. The extent to which services provided to the community can be affordable, easy, fast and efficient both in terms of time and financing.

Based on the Decree of the Minister of Administrative Reform No. 63 of 2003, the definition of public services is; all forms of services carried out by government agencies in the center, in the regions, and in the environment of State-Owned Enterprises or Regional-Owned Enterprises in the form of new services or services, both in the context of efforts to fulfill the needs of the community and in the implementation of statutory regulations. The same thing is stated in Chapter 1 Article 1 (1) of Law Number 25 of 2009, what is meant by public service is an activity or series of activities in the framework of fulfilling service needs in accordance with the laws and regulations for every citizen and population of goods, services, and or administrative services provided by public service providers.

The Regional Government in Indonesia is the organizer of regional government according to the principle of autonomy and the task of formation with the principle of autonomy as broad as possible in the system and principles of the 1945 Constitution. Region is the Governor, Regent or Mayor and Regional Apparatus as elements of the regional administration. The Unitary State of the Republic of Indonesia (NKRI) is divided into provincial regions (indonesia.go.id, August 23, 2017)

The province is divided into regencies and urban areas. Each province, regency and city area has local government regulated by law. Governors, Regents and Mayors respectively as Heads of Provincial, Regional Government Districts and City Regions are democratically elected. The regional government runs autonomy to the fullest extent, except for government affairs which by law are determined as Central Government affairs based on Law Number 9 of 2015 which is an update of Law Number 23 of 2014 concerning Regional Government.

The city as a gathering place for residents is rapidly developing because it has a special attraction for the majority of the population. The

development of the city requires the provision of facilities that are quite expensive where most are dominated by physical development such as the construction of high-rise buildings, highway bridges and so on and override environmental aspects because physical development is more economical. At present the Malang City Government is carrying out the addition of a public space (open space / city park), which is representative in Trunojoyo Park, Kunang-Kunang Park, Sigha Merjosari Park, Merbabu Family Park and Malang City Square. Aside from being an open space to support the balance of the park development it can also be used as one of the entertainment or recreation suggestions for the Malang City (radarmalang.id, June 22, 2017).

Mayor of Malang City Decree Number 90 of 2004 is one of the regulations issued by the City Government of Malang in general aims to regulate, foster, control, as well as to oversee the making of a comprehensive recommendation system in the city of Malang, including also arranging the making of city park recommendations, so with the existence of this regional regulation it is expected to be able to improve the implementation of a recommendation system in order to improve the quality of service making recommendations for utilization of the park.

However, in the realization of the achievement of these objectives as described in the previous chapter apparently still encountered some obstacles, so the researcher proposed the formulation of the problem, namely how the implementation of Malang City Mayor's Decree Number 90 of 2004 in making recommendations for utilization of city parks in Malang City. Therefore, in reviewing the implementation of Malang City Mayor's Decree Number 90 of 2004 which describes the Procedure for Permitting Park Utilization in the City of Malang, the researcher will normatively refer to academic demands with various theories used as a reference in the process.

## **Literature Review**

### **Public Policy**

According to Federick's policy as quoted by Agustino (2006: 7) defines policy as a series of actions / activities proposed by a person, group or

government in a particular environment where there are obstacles (difficulties) and opportunities for implementing the proposed policy in order to achieve certain goals. This opinion also shows that policy ideas involving behaviors that have intentions and goals are an important part of the definition of policy, because after all policies must show what is actually done rather than what is proposed in some activities on a problem.

Anderson as quoted by Islamy (2009: 17) reveals that policy is "a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern" (A series of actions that have specific objectives followed and implemented by an actor or group of perpetrators to solve a particular problem). Based on the opinions of the various experts mentioned above, it can be concluded that the policy is essentially an action taken by a person, a group or government in which there is an element of decision in the form of selection efforts between various alternatives that exist to achieve certain goals and objectives.

Whereas what is meant by the public include: General, Community and State. So the public here is defined as the audience of many who are in a region (State), who have the rights and obligations. So explicitly it can be said that what is meant by public policy is the policy made by the government for the public interest. There are many definitions of public policy. Most experts provide an understanding of public policy in relation to the decision or decree of the government to carry out an action that is considered to have a good impact on the lives of its citizens. In fact, in a broader sense, policy is often interpreted as what the government chooses to do.

Eyestone as quoted by Agustino (2006: 6) defines public policy as "the relationship between government units and their environment". Many people assume that the definition is still too broad to understand, because what is meant by public policy can cover many things.

Anderson, as edited by Winarno (2007: 20-21) provides a definition of public policy as policies developed by government agencies and officials, where the implications of the policy are:

- 1) Public policy always has a specific purpose or has goal-oriented actions;
- 2) Public policy containing government actions;
- 3) Public policy is what is really done by the government, so it is not what is still intended to be done;
- 4) The public policy that is taken can be positive in the sense that it is a government action regarding any particular problem, or is negative in the sense that it is a government decision not to do something;
- 5) Government policies at least in a positive sense based on binding and compelling regulations

In addition, policy can also be seen as a system. If policy is seen as a system, then the policy has its constituent elements. According to Dye in Dunn (2003: 110) there are three policy elements that make up the policy system. Dye describes the three elements of the policy as public policy, stakeholders / policy stakeholders, and policy environment. From the definition according to (Faturahman, 2017) a policy is formulated by involving various stakeholders who are often called stakeholders. In the involvement of the policy, it becomes a domain that is very smelling of power to influence each other and put pressure on each party. So that the policy is defined as an action that leads to the objectives proposed by a person, group or government in a particular environment in connection with the existence of certain obstacles while looking for various opportunities to achieve certain goals.

### **Public Policy Implementation**

According to Patton and Sawicki (1993) that implementation is related to various activities that are directed to realize the program, where in this position the executive regulates ways to organize, interpret and implement policies that have been selected. So that by organizing, an executive is able to manage effectively and efficiently resources, units and techniques that can support the implementation of the program, as well as interpreting the plans that have been made, and instructions that can be followed easily for the realization of the program implemented.

So the implementation stage is an event that relates to what happens after a law is established by giving authority to a policy by forming a clear and measurable output. Thus the task of policy implementation as a link that allows policy objectives to achieve results through government activities and programs. (Tangkilisan, 2003: 9)

Jones (1984) analyzes the problem of policy implementation based on the conception of functional activities. Jones (1984) proposes several dimensions and implementation of government regarding programs that have been ratified, then determines implementation, also discusses the actors involved, focusing on the bureaucracy which is the executor institution. Conclusions can be drawn from implementation is a dynamic process that involves a continuous effort to find what will and can be done. Thus implementation regulates activities that lead to the placement of a program into the desired policy objectives based on democratic values. One of the elements is responsiveness. This responsiveness can increase the effectiveness of public policy (more responsive) by paying attention to pluralism, creativity and justice in public services (Faturahman, 2018a).

### **Public Policy Implementation George C. Edward III**

Furthermore, George C. Edward III in Subarsono (2005) proposes several 4 (four) variables that influence policy implementation, namely communication, resources, disposition, and bureaucratic structure. The four variables are interconnected with each other.

- 1) Communication. The success of policy implementation requires that the implementor know what to do. What has become the policy objectives and targets must be transmitted to the target group (target group) so as to reduce implementation distortions. If the goals and objectives of a policy are not clear or even not known at all by the target group, then there is a possibility of resistance from the target group.
- 2) Resources. Although the contents of the policy have been communicated clearly and consistently, but if the implementor lacks the resources to implement, implementation will not be effective. These resources can be in the form of human resources, namely the competence of the implementor, and financial resources. Resources are important factors for

policy implementation to be effective. Without resources, policies only stay on paper into documents

- 3) Disposition. Disposition is the character and characteristics possessed by the implementor, such as commitment, honesty, democratic nature. If the implementor has a good disposition, then he can carry out policies as well as what is desired by policy makers, then the policy implementation process also becomes effective.
- 4) Bureaucratic Structure. The organizational structure in charge of implementing policies has a significant influence on policy implementation. One of the important structural aspects of any organization is the existence of standard operating procedures (standard operating procedures or SOPs). SOPs become guidelines for every implementor in acting. Organizational structures that are too long will tend to weaken supervision and lead to red-tape, namely complicated and kompleks bureaucratic procedures. This in turn causes organizational activities to be inflexible.

### **Research Methods**

The research used in this study is descriptive research with a qualitative approach. The use of descriptive research is used because researchers try to photograph events that occur, researchers do not give treatment or manipulation, but describe a condition as it is.

The type of data in this study are primary and secondary while the data source comes from informants, events and documents (Malang Mayor Regulation No. 90 of 2004 concerning Recommendation of City Parks in Malang City and Standard Operating Procedures (SOP) for Park Use). Data collection techniques use observation, interviews and documentation. Analysis of the data used is descriptive research with a qualitative approach, Miles, Huberman and Saldana (2014: 14) suggest that there are three forms of analysis, namely: data conditional, data presentation, drawing conclusions and verification.

## **Results and Discussion**

### **1. Implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendation of City Park Utilization in Malang City**

The following discussion is the result of research related to the Implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendation of City Park Utilization in Malang City, by adjusting it to the theories that are in the literature of the implementation model of George C. Edward III. The discussion related to these results is as follows:

#### **a. Communication**

Implementation will be effective if policy measures and goals are understood by individuals responsible for achieving policy objectives. Clarity in the size and objectives of the policy thus need to be properly communicated with the implementers. Consistency or uniformity of the basic measures and objectives need to be communicated so that the implementer knows exactly the size and the purpose of the policy. Communication in the organization is a process which is very complex and complicated. Besides that different sources of information will also give birth to different interpretations. For the implementation to be effective, who is responsible for carrying out a decision must know whether they can do it. Indeed the implementation of the policy must be accepted by all implementers and must understand clearly and accurately the aims and objectives of the policy. If the policy enforcers are confused about what they will do and if forced to do so they will not get optimal results. Insufficient communication to the implementers seriously affects policy implementation. In the discussion about the results in the communication factors that occurred in the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning the Recommendation of City Park Utilization. The researcher will also describe it into 3 (three) indicators.

##### **1) Transmission**

The process of submitting information on Malang Mayor Regulation No. 90 of 2004 concerning the Recommendation of City Parks is carried out by the Government to the implementing agency of the policy and then forwarded to the community, this is



done so that the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations on City Park Utilization can be transformed correctly in each education unit level. Submission of information is carried out during weekly meetings. Submission of information is carried out by holding weekly meetings and clear explanations to all park staff as implementing Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization.

After attending a weekly meeting, the park officials are tasked with explaining back to the community so that the community can understand the core changes to the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization.

From the presentation of the data with the informant stating that the transmission is done by holding weekly meetings, it is considered appropriate, weekly meetings conducted by the Malang City Housing and Settlements Agency for Gardening on the Mayor's Regulation No. 90 of 2004 concerning the Recommendation of City Parks to park officials. meeting activities. Then the transmission that occurs in accordance with the expression of George C. Edward III, which states that public policy is not only conveyed to policy implementers, but also delivered to policy target groups and other interested parties, both directly and indirectly towards the policy and with good delivery. . The researchers concluded that the transmission indicator on the Malang Mayor Regulation No. 90 of 2004 concerning the Recommendation of City Park Utilization in the Housing and Settlement of Malang City Office went well, because the information submitted by the Housing and Settlement Area of Malang City was right on target. An indication of this is that the people of Malang city already know about the Mayor's Regulation

No. 90 of 2004 concerning the Recommendation of City Parks in the City of Malang.

## 2) Clarity

It can be seen that the clarity of the Implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for Utilization of City Parks is good, this is because the policy targets are aware of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization. This happened because the implementor had conducted counseling in the form of meetings, which had been done so far. This direct submission is considered to be the correct way of doing socialization that is given directly to the target or target object so that with the direct notification by the Housing and Settlement Area of Malang City for the Gardening Area that has been held, park officials can directly ask what which they still do not understand about the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization.

This is in accordance with George C. Edward III's argument that if policies can be implemented as desired, then the implementation guidelines must not only be accepted by policy implementers, but also that policy communication must be clear to policy objectives. Researchers concluded that the clarity indicator on the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendation of City Parks in the Department of Housing and Settlement Areas of Malang City Parks in Malang City had not run optimally, this was evident from the indirect method of socialization so the delivery of information has not really been conveyed by all the people. So even though the community already knows about the recommendations for using this park, there are still many people who do not fully understand. Bearing in mind the implementation of Malang Mayor Regulation

No. 90 of 2004 concerning Recommendations for City Park Utilization in Malang City, it is considered to require a relatively long time so that the target or target Malang Mayor Regulation No. 90 of 2004 Regarding Recommendations for Utilization of City Parks can be truly conveyed.

3) Consistent

Based on data related to the consistency of communication in the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for Utilization of City Parks, researchers observed that it could be said to be not good because there are many communities that are still unclear. This happened to the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations Utilization of City Parks caused confusion for the implementing community in the field. The conditions that occur have not been in accordance with the expression of George C. Edward III which states that the implementation of effective policies, the commands must be consistent and clear (to be implemented or carried out).

**b. Resources**

In the discussion about the results in the resource factors contained in the implementation of Malang Mayor Regulation No. 90 of 2004 concerning the Recommendation of City Parks in the Housing and Settlement Areas of Malang City in the City of Malang, the researchers will also describe in 2 (two) indicators in the resource factor. The two indicators include:

1) *Human Resources*

Policy implementation will not succeed without the support of sufficient quality and quantity of human resources. The quality of human resources is related to skills, dedication, professionalism, and competence in their fields, while the quantity related to the amount of human resources is enough to cover the entire target group. Human resources are very influential on successful implementation, because without reliable human resources the implementation of the policy will

run slowly. Therefore, the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization in the City of Malang requires sufficient resources and is able to master in their fields in implementing the policy. Human resources (staff) referred to in the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization are all employees including park officials of the Housing and Settlement Areas of Malang City Parks who are implementing policies. Based on the explanation above, it can be concluded that resources are an important factor for the implementation of good policies in which implementation must also have adequate and mature readiness, starting from the readiness in terms of qualifications, competence and also being prepared in terms of understanding and paradigm (mindset) against the policy.

2) *Non- Human Resources*

Implementation orders tend to be ineffective if in the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization, lack of supporting resources, one of the important sources is facilities or infrastructure such as an explanation of the chart flow using banners or SOP itself explained on the Website and displayed or displayed in the Office of Housing and Settlement Areas of Malang City. Infrastructure facilities are one of the important things in ensuring the quality of service for the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization. Therefore infrastructure advice must be properly prepared when it will be used. Based on the results of the study, it is known that the facilities and infrastructure in the implementation process of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization in Malang City have not been fulfilled properly. Based on the explanation above, service infrastructure is one of the important things in ensuring the quality of service for the implementation of the

Malang Mayor Regulation No. 90 of 2004 concerning the Recommendation of City Park Utilization. Therefore the infrastructure must be properly prepared when it will be used. In this case the implementation of Malang Mayor Regulation No. 90 of 2004.

**c. Disposition**

One factor that influences policy implementation is the attitude of the implementor. Behavioral trends or characteristics of policy implementers play an important role in realizing the implementation of policies that are in line with the goals or objectives. Important characters that must be possessed by policy implementers such as honesty and high commitment. Based on the results of the research data can be observed from the statement of the informant stating that the attitude of implementation in the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning the Recommendation of City Park Utilization in the City of Malang is quite good. Based on the above, the researchers conclude that if the implementers behave well towards a certain policy, in this case it means there is support, most likely they implement the policy as desired by the policy maker.

Similarly, if the behavior or perspectives of the implementers are different from those of decision makers, the process of implementing a policy becomes increasingly difficult. But when a policy is implemented, there must be careful planning of policy makers and must seriously address the problems that become obstacles to the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization. Because of the implications that will occur in the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for the Use of City Parks in the future if it is left unchecked, it will become a tradition of implementing officials that are not good and cause public distrust of policy implementers.

**d. Bureaucratic Structure**

The implementation of a policy will work well if there is a standard operating procedure as a guide to the implementation of policies that have

been made to run systematically. Implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization in the Malang City Housing and Settlement Service Area for Gardening, has been regulated in basic work procedures or Standard Operational Procedure (SOP).

From the results of the study it can be seen that in the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendation of City Parks in the Department of Housing and Settlements of Malang City Gardening, basic procedures for implementation, basic work procedures or standard operating procedures (SOP ) is needed in the implementation of a policy. Basic work procedures are procedures or standards that are used as a reference in the implementation of a policy, with the existence of basic work procedures, the implementation of the policy can be in accordance with the predetermined plan. This is in accordance with what was stated by George C. Edward III who said that by using SOPs the implementers can take advantage of the available time and uniform the actions of officials within the organization. Broadly speaking, the desired hope is the realization of better service in the city of Malang. Based on the informant's explanation, this can be done by using standard operating procedures in the form of technical guidelines for the implementation of the policy so that it understands and understands the standard operating procedures (SOP).

That way it can be concluded that the SOP in the Mayor's Regulation Malang No. 90 of 2004 Concerning the Recommendation of City Parks in the Department of Housing and Settlements of Malang City This Gardening Area is quite good seen from the aspect of SOP which contains the duties and responsibilities of each Malang Mayor's Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization. This means that with the complete SOP on the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization in the city of Malang, the bureaucratic structure is available from the highest level, namely the province to the lowest level, namely the region. The availability of this institution makes each of the appointed institutions have their respective duties

and authority in implementing the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for Utilization of City Parks. Because with the clarity of tasks and workload of each agency makes it easy for other agencies in carrying out their tasks and the actions of officials in the organization to be consistent.

## **2. Supporting and inhibiting factors for the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization**

The implementation process of Malang Mayor Regulation Number 90 of 2004 Concerning Recommendations for City Parks in the Housing and Settlement Areas of Malang City has several supporting and inhibiting factors that influence the course of a policy.

### **a. Communication**

Supporting factors in communication are by organizing weekly meetings with park officials consistently. Which will be delivered by the park officials to the community. In addition, consistency in carrying out this weekly meeting is also a supporting factor in implementing Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization.

As for the inhibiting factor in communication, namely the delivery of information carried out indirectly, so that there are still many people who do not understand about this regulation. Information should be delivered directly so that it is right on target.

### **b. Resources**

Resource factors have a supporting factor are some employees who are competent in their fields. But there are also officers who have not been able to understand the contents of the weekly meetings. This will certainly be an obstacle to the implementation of the Malang Mayor Regulation Number 90 of 2004 concerning Recommendations for City Park Utilization. In addition, the lack of facilities and infrastructure in the implementation of the Malang Mayor Regulation Number 90 of 2004 concerning Recommendations for

Utilization of City Parks is also a barrier. The facilities and infrastructure in question are like an explanation of the chart flow using banners or SOP itself explained on the Website and displayed or displayed in the office of the Housing and Settlement of Malang City.

**c. Disposition**

The effectiveness of the implementation of this policy is supported by the good attitude of the implementers so that it can accelerate the issuance of recommendations for the use of parks. This is certainly a contributing factor in the implementation of Malang Mayor Regulation Number 90 of 2004 concerning Recommendations for City Park Utilization. On the other hand, there are still many people who do not understand this policy causing the issuance of recommendations for the use of the park to be slow. This is due to the lack of information and public understanding of the Malang Mayor Regulation Number 90 of 2004 concerning Recommendations for City Park Utilization. So often people have to come more than once due to lack of documents. This will certainly hamper the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization.

**d. Bureaucratic Structure**

Supporting factors for the implementation of the Malang Mayor Regulation Number 90 of 2004 Concerning Recommendations for the Use of City Parks in the bureaucratic structure are Standard Operational Procedures (SOPs). SOPs for utilization recommendations are made so that the implementation of the policy does not deviate from policy objectives and targets. The SOP itself serves to reduce or avoid mistakes, failures and doubts of implementers. But researchers also saw that there was still a lack of coordination in the delivery of SOPs from officers to the community through leadership that was able to reach targets. This is certainly an obstacle to policy implementation. Because with the clarity of coordination through the command in the leadership (Faturahman, 2018b) as the executor of the activity provides convenience in working on tasks and actions in the organization to be consistent.



## Conclusion and Recommendation

Based on the results of the research that has been described, it can be concluded that the Implementation of Malang Mayor Regulation No. 90 of 2004 Regarding the Recommendation of City Park Utilization in the Department of Housing and Settlement Areas of Malang City The Gardening Area as follows:

### 1. Communication

The indicators that are in communication, namely:

- a. In the transmission indicator, the implementation of the 2013 Curriculum policy in the provision of information has been carried out in the form of a weekly meeting on the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization. However, the implementation has not fully run optimally. This is seen from the uneven distribution of information regarding recommendations for the use of the park to the people of Malang City.
- b. In the clarity indicator, the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization of information has been going well, which is done indirectly against the target or target object in the form of a weekly.
- c. In a consistent indicator, the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for Utilization of City Parks goes consistently. This is evidenced by the holding of weekly meetings with park officials.

### 2. Resources

The available indicators are as follows:

- a. In the indicator of Human Resources (staff), the implementation of the Malang Mayor Regulation No. 90 of 2004 Concerning the Recommendation of City Park Utilization there are still some officers in the meeting who do not understand the contents of the SOP. Whereas in this case the officer must be prepared carefully in an effort to provide information and understanding to the public so that the Malang Mayor Regulation No. 90 of 2004 concerning the Recommendation of City Park Utilization can be run properly.

- b. In the indicator of non-human resources (infrastructure facilities), in the implementation of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization in the Department of Housing and Settlements of Malang City has not been fulfilled properly. Because because there is still a lack of information about the permit to use the park. On the website of the Department of Housing and Settlements in Malang City, they only explained about SOP.

### 3. Disposition

In the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization in the Housing and Settlement Areas of Malang City is quite good. Policy implementers in this case are always ready and responsible for implementing the Malang Mayor Regulation No. 90 of 2004 concerning the Recommended Park City Utilization as expected in accordance with the instructions from the center. The attitude of the executor of the activity is required to be able to cooperate well between relevant agencies, this is because the existing system can run systematically or in accordance with the rules of the Malang Mayor Regulation No. 90 of 2004 concerning Recommendations for City Park Utilization.

### 4. Bureaucratic Structure

In the indicator of Standard Operating Procedure (SOP) in the implementation of Malang Mayor Regulation No. 90 of 2004 concerning Recommendation of City Parks in the Housing and Settlement Areas of Malang City in Malang, this has been running well in terms of SOPs in the form of technical guidelines that have been understood and carried out details of duties and responsibilities by the relevant Office.

Based on the conclusion above, the researcher gives the following recommendations:

1. It is expected that in the delivery of information regarding recommendations for the use of the park it should be improved. For example by providing more adequate facilities and infrastructure so that policies are implemented on target

2. It is expected to be able to socialize the park staff or park staff to better understand the contents of the SOP recommendations for the use of the park, so that it can convey to the community clearly.
3. It is expected to be able to maintain SOP recommendations for utilization of the park so that the issuance of recommendations for the use of parks for people who want to use the park can be faster and easier.

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