

***STRATEGIC PLANNING OF SPATIAL PLANNING AND ZONING
REGULATIONS OF SERANG DISTRICT AND CIPOCOK JAYA DISTRICT,
SERANG CITY, BANTEN PROVINCE***

Ipah Ema Jumiati, Ardian Havidani, Suwaib Amiruddin, Ayuning Budiati

**ipah.ema@untirta.ac.id, 7775210016@untirta.ac.id, suwaib_a@yahoo.com,
avoekomara@gmail.com**

Abstract

The article discusses the rapid development of Kota Serang, which is characterized by the rapid use of land and space. The increasing number of residents, coupled with the need for housing and supporting facilities, has led to an increase in land use activities. However, this has also caused problems, such as: Increased pressure on land use, leading to changes in the way land is used. Decreased land availability for agricultural and water sectors, leading to an imbalance in the needs of local residents. Conversion of green open spaces, conservation areas, and agricultural areas to residential areas, causing spatial imbalance and environmental problems such as air pollution, flooding, landslides, and fires. Inconsistency in the implementation of the Regional Spatial Planning, which does not align with the planned plan. To address these problems, the government of Kota Serang needs to clearly define the city's development orientation and integrate it into spatial planning and regional policies. This includes: Clearly defining goals and responsibilities for each program, Clarifying the tasks of each institution in implementing spatial planning policies, Establishing a mechanism for monitoring and control, Providing sanctions for non-compliance. The study uses a qualitative approach to achieve a more in-depth understanding of the issues.

Key words: Strategic Planning, Spatial, Zonation

Introduction

The text states that Kota Serang has already prepared a Detailed Regional Spatial Plan for Kecamatan Serang and Kecamatan Cipocok Jaya, along with zoning regulations based on the Regional Regulation of Kota Serang Number 9 Year 2014 concerning the Detailed Regional Spatial Plan and Zoning Regulations for Kecamatan Serang and Cipocok Jaya from 2013 to 2033.

However, the four other districts, namely Kecamatan Curug, Kecamatan Taktakan, Kecamatan Kasemen, and Kecamatan Walantaka, do not have a regional detailed spatial plan.

The Regional detailed Planning for Kecamatan Serang and Cipocok Jaya plans to structure the service activities of Kota Serang as a City Service Center, which includes the central area of Kota Serang, specifically Kecamatan Serang and Cipocok Jaya, with the center located in Kelurahan Serang. The primary functions of the city center are government, education, trade, services, and secondary functions such as housing, dry land agriculture, and tourism.

The hierarchy of the city center aims to create a sense of order in the space. Each city center is expected to be a location where various facilities are concentrated, playing a role as a factor that binds each sub-city center. Sub-city centers are expected to meet the needs of residents in carrying out social and economic activities.

The placement of locations and their service areas will lead to efficiency and effectiveness in the pattern of service provision, which ultimately leads to efficient land use.

The Detailed Spatial Plan for Serang Subdistrict and Cipocok Jaya Subdistrict consists of a Spatial Pattern Plan and a Public Facility Network Plan. The Spatial Pattern Plan for Serang Subdistrict and Cipocok Jaya Subdistrict, which covers an area of approximately 6,151 hectares, consists of:

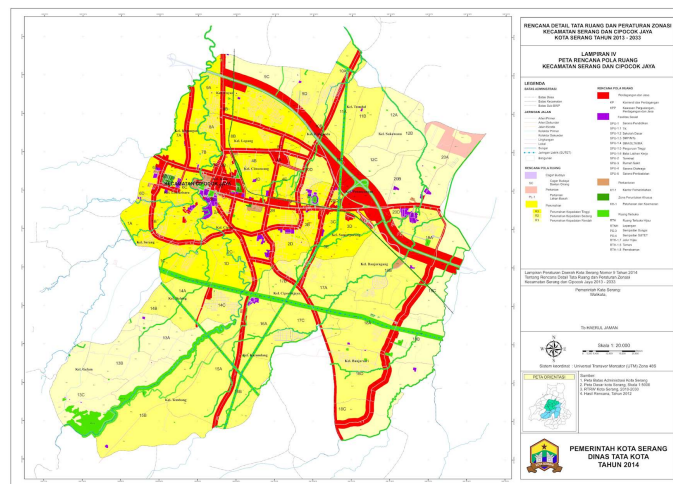
- a. A protected zone plan covering an area of approximately 266 hectares, or 4.33% of the total area.
- b. A productive zone plan covering an area of approximately 5,885 hectares, or 95.67% of the total area.

The Public Facility Network Plan for Serang Subdistrict and Cipocok Jaya Subdistrict consists of:

- a. A transportation network development plan
- b. An energy/power network development plan

- c. A telecommunications network development plan
- d. A drinking water network development plan
- e. A drainage network development plan
- f. A wastewater network development plan
- g. A plan for developing other public facilities

Picture 1
Spatial Planning Map
Serang Municipality and Cipocok Jaya Regency
Year 2013-2033



(Source: General Affairs and City Planning Offices of
Serang City, 2023)

****Detailed Spatial Plan for Serang Sub-district and Cipocok Jaya Sub-district****

- * The plan consists of a spatial pattern plan and infrastructure network plan.
- * The spatial pattern plan covers an area of approximately 6,151 hectares.
- * The plan includes:
 - + 266 hectares (4.33%) of protected zone
 - + 5,885 hectares (95.67%) of cultivation zone
- * Infrastructure network plan includes:
 - + Transportation networks

- + Energy and electricity networks
- + Telecommunications networks
- + Water supply networks
- + Drainage networks
- + Sewage networks
- + Other infrastructure networks

The plan is dominated by residential areas (high-density, medium-density, and low-density) and commercial/service areas along roads. The plan aims to provide a comprehensive framework for development, balancing residential, commercial, and infrastructure needs.

It can be observed that:

* There are discrepancies between the actual conditions on the ground and the Spatial Pattern Plan. Specifically, there are:

- + Buildings standing on the boundary of High-Tension Air Power Lines (SUTET)

- + Residential areas standing on the boundary of rivers

- + Buildings standing on the boundary of railway tracks

- + Decreased areas of water absorption, which is not in line with the Spatial Pattern Plan

* These discrepancies are caused by:

- + Inadequate implementation of spatial control and management due to limited personnel

- + The lack of alignment between the Detailed Spatial Plan (Rencana Detail Tata Ruang) and the Revised Regional Spatial Plan (Rencana Tata Ruang Wilayah) of Kota Serang, which has been revised since 2011

- + The lack of integration between the Rencana Detail Tata Ruang and the new regulations, such as the Copyright Law (Undang-undang Cipta Kerja), which requires a more integrated and online-based approach to spatial planning

- + Unregulated land use by residents who have built buildings in protected zones, such as riverbanks and greenbelt areas

* The existence of these discrepancies indicates a lack of harmonization between the Spatial Pattern Plan and the actual conditions on the ground, which is likely to have an impact on the quality of life and environmental sustainability of the area.

Overall, the study highlights the importance of ensuring that spatial planning is aligned with actual conditions on the ground and that regulations are in place to ensure sustainable development.

Research Method

The research method used in this study is qualitative research. Qualitative research is a method for exploring and understanding the meanings that individuals or groups of people consider to arise from social or human problems. This qualitative research process involves important efforts such as asking questions, collecting specific data from participants, analyzing data inductively from specific themes to general themes, and interpreting the meaning of the data.

The final report of the research has a flexible structure or framework. Anyone involved in this form of research must apply an inductive research approach, focusing on individual meanings, and translating the complexity of a problem (Creswell, 2021: 4-5).

In this study, the researcher uses qualitative research methodology to explore and understand the meanings that individuals or groups of people consider to arise from social or human problems. The researcher will ask questions, collect data from participants, analyze the data inductively, and interpret the meaning of the data. The report of the research will have a flexible structure or framework.

Analysis

The importance of strategic planning in organizations, particularly in non-profit organizations. You're citing various authors and sources to support your argument.

The benefits of strategic planning, such as:

1. Anticipating potential changes and challenges in the future
2. Helping organizations maintain alignment with their environment
3. Providing tools for future thinking, goal-setting, and decision-making
4. Facilitating effective communication and performance measurement

Non-profit organizations face complex challenges, which require the application of strategic theories to manage their organizations effectively.

Furthermore, Korten (cited in Salusu, 2016) states that government and non-profit organizations must make strategic decisions to achieve their goals. Additionally, Bryson (2014) states that strategic planning can help organizations handle unexpected changes, such as those experienced by many countries in recent years.

Lastly, Mercer (cited in Salusu, 2016) who proposes six key elements of an effective strategic plan:

"Scanning the environment that includes SWOT analysis. Accurate identification of internal and external environments will influence strategic decision-making regarding the direction to be taken and actions to be taken in order to innovate within the managed institution. Scanning the external and internal environment can monitor changes within the institution, allowing for the identification of strengths, weaknesses, opportunities, and threats within the institution through the SWOT analysis approach."

In this text, the author is highlighting the importance of scanning the internal and external environment of an institution to identify its strengths, weaknesses, opportunities, and threats. This is done through a SWOT analysis, which is a widely used strategic planning tool that helps organizations identify their internal and external factors that can impact their success. The author is emphasizing the importance of accurate identification of these factors to inform strategic decision-making and innovation within the institution.

2. The statement is:

"Organizational mission statement is a preliminary statement about the organization's mission. The purpose of an organization is communicated through vision and mission statements. The repeated articulation of positive vision and mission statements is the key to unifying the organization and motivating members to remain enthusiastic and motivated in their work. Mission is a statement that is formed to clarify the responsibilities and measurable targets that an organization can achieve. On the other hand, vision plays a role in describing the organization's goals or aspirations. The vision statement is required by an organization because it provides a positive forward-looking perspective. The vision describes the organization's long-term plans in an inspiring and achievable manner."

The key components of a strategic planning process. Here is a breakdown:

1. ****Strategies****: Establish a set of strategies that outline what needs to be done to achieve the organization's mission.
2. ****Objectives****: Identify specific goals and objectives for each strategy.
3. ****Tactics and Operational Plans****: Develop short-term tactics and operational plans to achieve the objectives.
4. ****Monitoring and Control****: Establish a system to monitor and control the implementation of the strategies, including evaluation and feedback mechanisms.

In other words, the process involves:

1. Defining the organization's vision and mission.
2. Developing strategies to achieve the mission.
3. Identifying specific objectives for each strategy.
4. Creating short-term plans to achieve those objectives.
5. Monitoring and controlling the implementation of those plans to ensure they are on track and making adjustments as needed.

By following this process, organizations can ensure they are working towards their goals and making progress towards achieving their mission.

SWOT analysis is a strategic planning tool that helps organizations identify their internal strengths and weaknesses (S and W) and external opportunities and threats (O and T). By analyzing these four quadrants, organizations can gain a better understanding of their position in various aspects, set priorities for their strategies and programs, and create a roadmap for implementation.

The benefits of SWOT analysis include:

1. Identifying internal strengths and weaknesses to inform strategic decisions.
2. Identifying external opportunities and threats to inform strategic decisions.
3. Developing a comprehensive understanding of the organization's situation in relation to its stakeholders.
4. Enabling the development of a vision for the future.

By combining an understanding of external factors with an assessment of internal strengths and weaknesses, organizations can develop a more informed vision for the future. This is in line with the concept of strategic planning, which involves identifying the organization's goals, objectives, and strategies to achieve them.

As SWOT analysis can be particularly useful in planning for urban development and spatial planning, as it allows organizations to consider the complex interplay between internal and external factors that affect their operations and decision-making processes.

Overall, SWOT analysis is a powerful tool for organizations looking to make informed decisions about their future direction and strategy.

Strategic Planning of Spatial Serang City

SWOT analysis

A SWOT analysis conducted in a research to determine realistic business goals that align with the company's current situation. The analysis aims to identify:

- * Strengths
- * Weaknesses
- * Opportunities
- * Threats

The outcome of the analysis will help decision-makers develop strategies based on the collected information.

1. Strengths

It seems like you're talking about the strength of an organization, which is identified as a goal to know what strengths an organization has in order to continue and maintain its business process. By knowing the strengths of an organization, it can be preserved and even increased as a competitive advantage.

From this research, we found that the strength of RTRW (Regional Transportation and Regional Development) planning in Kota Serang is:

The key elements of a regulatory framework that addresses common labor issues and land management. The four points highlight the importance of:

1. A regulatory framework that governs labor and land management.
2. A commitment from stakeholders to optimize the use of land and resources.
3. A commitment from officials and construction services to improve regional infrastructure.
4. A commitment to resolve land-related issues at the structural level.

Overall, the text emphasizes the need for a comprehensive regulatory framework that addresses various aspects of labor and land management, as well as commitments from stakeholders to improve the utilization of space and infrastructure.

2. Weaknesses

Based on the context, it seems that you are trying to identify the weaknesses or limitations of the Regional Traffic and Roadway (RTRW) planning in Kota Serang. Here are some potential weaknesses that may be identified:

1. ****Lack of stakeholder engagement****: RTRW planning may not have involved all stakeholders, including local communities, businesses, and government agencies, which can lead to inadequate representation of their needs and concerns.

2. ****Inadequate data collection****: The planning process may not have collected sufficient data on traffic patterns, road conditions, and other relevant factors, which can result in inaccurate predictions and poor decision-making.

3. ****Limited consideration of environmental impact****: The RTRW planning may not have taken into account the potential environmental impacts of new roads and transportation infrastructure, such as air pollution, noise pollution, and habitat destruction.

4. ****Inadequate consideration of social and economic impacts****: The planning process may not have considered the social and economic impacts of new roads and transportation infrastructure on local communities, such as displacement of residents, loss of livelihoods, and changes in land use.

5. ****Insufficient budget allocation****: The planning process may not have allocated sufficient budget for the implementation of the RTRW plan, which can result in inadequate funding for critical projects and infrastructure.

6. ****Lack of monitoring and evaluation****: The RTRW planning process may not have included a comprehensive monitoring and evaluation system to track progress, identify issues, and make adjustments to the plan.

7. ****Inadequate consideration of alternative modes of transportation****: The planning process may not have considered alternative modes of transportation, such as public transportation, walking, and cycling, which can lead to a focus on car-centric infrastructure.

8. ****Limited involvement of local experts****: The planning process may not have involved local experts and professionals who have knowledge of the local context, which can lead to a lack of understanding of local needs and constraints.

9. ****Inadequate consideration of long-term sustainability****: The planning process may not have considered the long-term sustainability of the RTRW plan, including issues such as maintenance, repair, and adaptation to changing conditions.

10. ****Lack of transparency and accountability****: The planning process may not have been transparent or accountable, which can lead to a lack of trust among stakeholders and a failure to achieve the intended goals.

By identifying these weaknesses, Kota Serang can take steps to address them and improve the RTRW planning process to better meet the needs of its citizens and stakeholders.

It seems like you're listing some challenges or obstacles related to urban planning and infrastructure development.

* "The regulation (Perda) or (Perwali) that governs building techniques and the environment is not yet available."

* "The infrastructure and facilities for space management and land management are not yet sufficient."

* "The performance of human resources in the field of Public Works and Urban Planning is not yet optimal."

* "The technology information system is not yet adequate."

These challenges may be hindering the effective implementation of urban planning and infrastructure development projects.

2. Opportunities

The opportunities faced by Kota Serang in planning its Regional Spatial Plan and identifying potential strategies to capitalize on these opportunities.

The two opportunities are:

1. ****Strong desire from stakeholders for spatial suitability****: This means that there is a strong willingness among stakeholders to ensure that the use of space in Kota Serang is suitable and efficient. This could be an opportunity to develop more sustainable and organized urban planning, with a focus on preserving green spaces, promoting public transportation, and reducing congestion.

2. ****Strong desire from the community to improve public infrastructure****: This suggests that the community is eager to see improvements in public infrastructure, such as roads, public transportation, healthcare facilities, and education institutions. This could be an opportunity to invest in upgrading existing infrastructure, building new ones, and providing better services to the community.

To capitalize on these opportunities, Kota Serang could consider the following strategies:

* Conduct a comprehensive spatial analysis to identify areas that require more efficient use of space and develop strategies to optimize land use.

* Engage with stakeholders and the community to gather feedback and input on the development of public infrastructure.

* Develop a long-term plan for upgrading public infrastructure, prioritizing areas that require the most attention.

- * Explore innovative financing mechanisms and partnerships to support the development of public infrastructure.

- * Consider implementing sustainable urban planning practices, such as green spaces, pedestrian-friendly areas, and public transportation systems.

By identifying these opportunities and developing strategies to capitalize on them, Kota Serang can create a more sustainable, efficient, and livable city for its residents.

3. Threats

The challenges that an organization may face in achieving its goals and sustaining its business continuity. Specifically, you've identified three threats that can be identified and mitigated:

1. ****Low public awareness of the importance of spatial planning****: Many people may not understand the significance of having a well-planned spatial layout, which can lead to inefficient use of resources and potential conflicts.

2. ****Public perception of complex land administration****: Some people may view the process of land administration as too complicated and time-consuming, which can lead to frustration and lack of compliance.

3. ****Ineffective construction service development****: The construction industry may not be developing effectively, leading to potential issues with building quality, safety, and timely completion.

To mitigate these threats, organizations may need to take proactive steps such as:

- * Conducting public awareness campaigns to educate people about the importance of spatial planning and the benefits of a well-planned layout.

- * Simplifying land administration procedures to make them more accessible and efficient.

* Developing effective construction services by providing training to contractors, improving quality control, and ensuring timely completion of projects.

By identifying and addressing these threats, organizations can minimize the risks and ensure their sustainability in the long run.

4. IFAS dan EFAS analysis

Table 1
Internal Factor Analysis

No	Description	Weight	Score	Total
Strengths				
1	The availability of regulation on general affairs and land	0,3	5	1,5
2	The availability of leaders commitment on land used	0,2	2	0,4
3	Leaders commitment and consultant of construction to improve local infrastructure	0,2	4	0,8
4	The availability of structural commitment on solving land constraints	0,3	3	0,9
	TOTAL	100%		3,6
Weaknesses				
1	there is lack of regulation and policy on technical on buildings and land	0,3	2	0,6
2	Lack of infrastructure on land and spatial management	0,2	3	0,6
3	lack of human resource performance on general affairs and spatial management	0,3	2	0,6
4	Lack of Information technology	0,2	3	0,6
		1		2,4
	FINAL SCORE			1,2

The internal factors with the highest weight score are strength, with a total score of 1.5. This means that the strength of the internal factors related to the availability of regulations governing general development and land issues plays a very important role.

From the weakness side, the overall score of all factors is the same, which is 0.6. This means that all four weakness factors have equal importance. This shows that all four weakness factors have an equal contribution to the performance or outcome expected."

Table 2
Eksternal Factor Analysis

No	Description	Weight	Score	Total
Opportunities				
1	Strong willingness from leaders on space usage suitability	0,5	3	1,5
2	Strong willingness from people to improve infrastructure	0,5	2	1`
	TOTAL	1		2,5
Threats				
1	Low of people awareness towards land and spatial planning	0.3	3	0,9
2	People perception on land administration resolution difficulties	0,3	3	0,9
3	Lack of effectiveness construction work	0,4	4	1,6
		1		3.4
	FINAL SCORE			0,9

External factors using a table, specifically looking at the largest opportunity factor and the highest threat. According to the analysis, the largest opportunity factor is the strong desire of stakeholders for compatibility with the use of space, which has a total score of 1.5.

On the other hand, the highest threat is the potential ineffectiveness of construction service training, which also has a total score of 1.6. It's interesting to see how these external factors can impact the project or organization.

6. Quadrant Matrix

A quadrant matrix to determine the position of a strategic step by applying one of the four options: Progresif, Stabilitas, Diversifikasi, or Survival.

The matrix is based on the calculation of IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary). The IFAS and EFAS scores are used to determine the position of the strategy in the quadrant.

Here's an example of how the matrix might look:

Quadrant Matrix**

High IFAS (Strengths) | Low IFAS (Weaknesses)

High EFAS (Opportunities) | Progresif (High growth potential) | Diversifikasi (Diversification to mitigate weaknesses) |

Low EFAS (Threats) | Stabilitas (Consolidation and stability) | Survival (Focus on survival and mitigation of threats) |

In this matrix:

* High IFAS (Strengths) indicates a strong internal position, while Low IFAS (Weaknesses) indicates a weak internal position.

* High EFAS (Opportunities) indicates a favorable external environment, while Low EFAS (Threats) indicates an unfavorable external environment.

* The four options for strategic steps are:

+ Progresif: Apply strengths to capitalize on opportunities.

+ Stabilitas: Consolidate and stabilize the organization to mitigate threats.

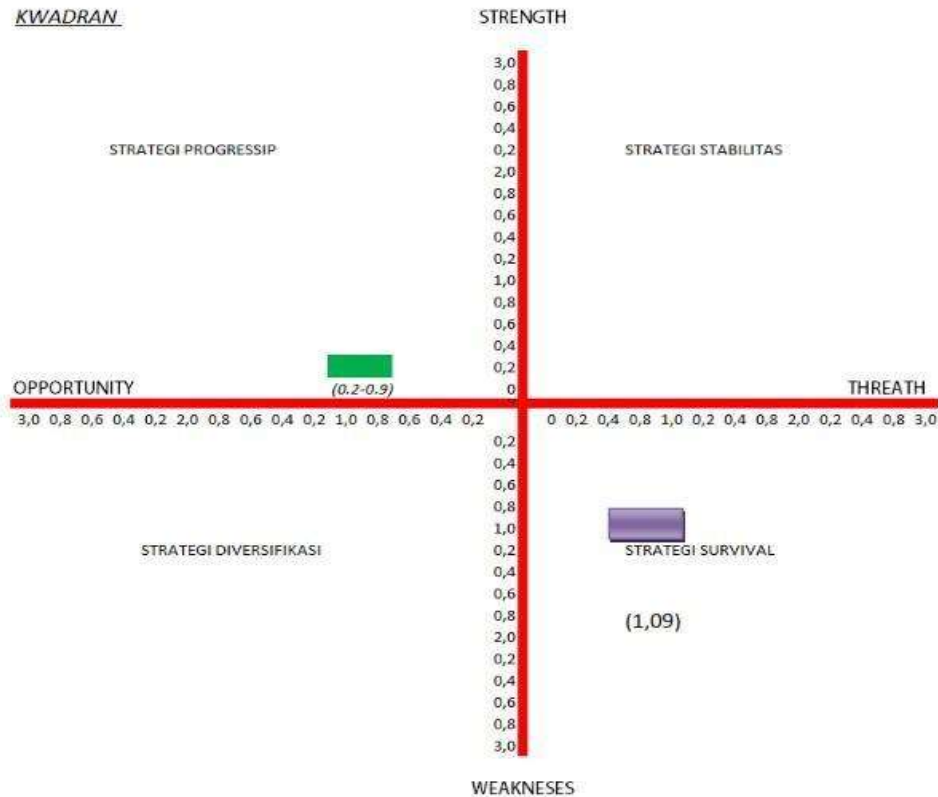
+ Diversifikasi: Diversify and adapt to mitigate weaknesses and opportunities.

+ Survival: Focus on survival and mitigation of threats.

Please note that this is just an example, and the actual matrix may vary depending on your specific organization and context.

Picture 2 Quadrant Matrix

Regulation availability on general affairs and land (1.5)	There is good commitment on leaders on solving land problems (0.9)
Strong willingness on land usage (1.5)	Low of people awareness of land planning suitability (0.9)
Strong People willingness to improve public infrastructure (1)	
Lack of infrastructure 0.6)	



7. SWOT Analysis

Applying the SWOT analysis results to formulate a strategy using the quadrants. For those who may not be familiar, the SWOT analysis is a strategic planning technique that identifies:

****Strengths** (S):** internal advantages that an organization can leverage

****Weaknesses** (W):** internal disadvantages that an organization needs to improve

****Opportunities** (O):** external factors that can benefit an organization

****Threats** (T):** external factors that can harm an organization

The quadrants are often used to categorize the SWOT analysis results as follows:

****Quadrant 1: Strengths-Opportunities (SO)**:** These are the best possible scenarios where an organization's strengths can be leveraged to take advantage of external opportunities.

****Quadrant 2: Strengths-Threats (ST)**:** These are situations where an organization's strengths can help mitigate or overcome external threats.

****Quadrant 3: Weaknesses-Opportunities (WO)**:** These are situations where an organization's weaknesses can be improved or addressed to take advantage of external opportunities.

****Quadrant 4: Weaknesses-Threats (WT)**:** These are the worst possible scenarios where an organization's weaknesses can be exploited by external threats.

By analyzing the SWOT matrix and identifying the strengths, weaknesses, opportunities, and threats, organizations can develop strategies to:

1. Build on strengths and opportunities (SO quadrant)
2. Mitigate weaknesses and threats (ST quadrant)
3. Improve weaknesses and capitalize on opportunities (WO quadrant)
4. Address weaknesses and avoid threats (WT quadrant)

By applying these strategies, organizations can increase their chances of success and competitiveness in their respective markets.

Table 4

SWOT Matrix Analysis

	Strengths	Weaknesses
	1. Regulation framework availability on general affairs and land	1. Lack of regulation and policy that arrange land and environment
SWOT Matrix	2. The improvement of leaders on land usage	2. Lack of infrastructure of spatial and land
	3. Good commitment of local leaders on construction services	3. Lack of Optimum human resource performance
	4. Good commitment on solving land problem	4. Unavailability of information system
Opportunities	S-O Strategy	W-O Strategy
1. Willingness of leaders on land usage optimally	S,1,2,4-O,1 Strong land management comprehensively and sustainable	W,2,3,4-O,1 The implementation on land usage qualifiedly with comprehensive land system
2. improving public infrastructure willingness	S,3-O,2 improving public infrastructure at local level	W,1,3,4-O,2 the implementation of government building and public facility with accurate information system,
Threats	S-T Strategy	W-T Strategy

1. Low of People awareness towards land planning	S,2-T,1 The optimum management on spatial land based on land planning	W,1,2,3,4-T,1 The use of Information Technology on spatial land
2. Miss perception of people on land administration obstacles	S,1,4-T,2 collaborations on land problem solutions	W,2,3,4-T,2 Effective land public service based on lan regulation
3. Ineffective construction management	S,3-T,3 More managing construction aspect	W,1,3,4-T,3 Improving discipline and creativity of human resources on local infrastructure

8. Strategy of SWOT Implementation

A list of strategies and their corresponding recommendations for each quadrant, specifically:

1. S-O :

(1) strengthening comprehensive and sustainable land planning and management, and (2) strengthening the realization of meeting regional infrastructure needs. The text provides a detailed breakdown of each point, highlighting the importance of a holistic approach to land planning and management, as well as meeting the infrastructure needs of a specific region or community.

2. S-T :

****Optimizing Coordination with Stakeholders****

- * Ensure effective use of space by coordinating with stakeholders (government agencies, local communities, and private companies)

- * Encourage open communication and sharing of information to prevent misunderstandings and conflicts

- * Identify and address potential issues early to prevent delays or complications

****Implementing Synergies among Stakeholders****

- * Collaborate with stakeholders to address land-related issues (land use conflicts, infrastructure development, environmental concerns)

- * Encourage joint problem-solving and decision-making to find mutually beneficial solutions

- * Foster trust and cooperation among stakeholders

****Optimizing Construction Service Management****

- * Ensure construction services are managed by qualified professionals with expertise in their fields
- * Provide training and development opportunities to keep professionals up-to-date
- * Implement quality control measures to ensure projects meet standards and specifications

Overall, optimizing coordination, implementing synergies, and optimizing construction service management can lead to effective and efficient implementation of the spatial plan and timely resolution of land-related issues.

3. W-O :

- * Space Planning
- * Spatial Planning and Management
- * Implementing an integrated land management system for accurate and reliable information
- * Planning and designing buildings, infrastructure, and public facilities that meet community needs
- * Ensuring sustainable and efficient use of resources

4. W-T :

- * Spatial Planning with Information Technology to control the use of space
- * Implementing effective and fast land service systems to enforce land regulations
- * Increasing competition, discipline, and creativity among HR in meeting regional infrastructure needs

Conclusion

Based on the research results, it can be concluded that Kota Serang is consistent with the Serang City Spatial Planning Area Plan, which basically serves as a spatial framework in the city's strategic planning and development programs. The strategic spatial planning model in Kota Serang was formed based on the Regulation of the Province of Banten No. 6 of 2011 on the Serang City Spatial Planning Area Plan 2010-2030, which refers to the Long-Term Development Vision of Kota Serang, namely "Being Ahead as a Center for Education, Services, and Trade, Towards SMART Kota Serang 2025". The purpose of this vision is for Kota Serang to be ahead as a center for education, services, and trade, which means being a city that has a competitive advantage compared to other cities or regencies, particularly in the fields of education, services, and trade.

The competitive advantage in education is focused on higher education and pesantren (Islamic boarding schools). The competitive advantage in services is focused on tourism, maritime (ports), government, and banking. The competitive advantage in trade is focused on regional trade (inter-regional).

Strategic planning helps organizations produce effective plans. Strategy is also related to human resources. Human resources, although the contents of the policy have been clearly communicated and consistent, if the implementors lack resources to implement it, then implementation will not be effective. These resources can take the form of human resources, such as implementor competence and financial resources.

Communication is essential for successful policy implementation. It requires implementors to know what needs to be done. Where the goal and target of the policy must be transmitted to the target group, so as to reduce implementation distortion.

The units involved in implementing the regulation on spatial planning area plan in Kota Serang have carried out their respective tasks and functions; BAPPEDA with macro planning, Dinas Tata Ruang responsible for providing

recommendations and physical space permits (building construction), and related institutions (such as KOPERINDAG issuing permits).

Finally, the strategic planning of spatial planning area plan and zoning regulations in Kecamatan Serang and Kecamatan Cipocok Jaya Kota Serang Province of Banten still needs to be improved based on multi-helix collaboration and spatial land use technology (TI) information.

Suggestions

1. **Concrete planning**: The city government needs to clearly define the city's orientation for development and integrate it into spatial planning and zoning policies.
2. **Clear goals and responsibilities**: This includes specifying the objectives and responsibilities of each institution in implementing spatial planning and zoning policies, as well as establishing mechanisms for monitoring and evaluation.
3. **Masyarakat involvement**: The government should encourage public participation in the policy-making process, particularly through collaboration with community organizations and media outlets.
4. **Policy evaluation**: The government should conduct regular evaluations of the effectiveness of spatial planning and zoning policies, considering both their processes and impacts.
5. **Effective regulations**: The city should establish clear regulations for land use and zoning, utilizing technology such as Aplikasi Land on Android phones to make them more accessible and efficient.
6. **Collaboration and knowledge sharing**: The city should foster collaboration between various stakeholders, including academics, media, and community groups, to promote better understanding and implementation of spatial planning and zoning policies.
7. **Festival for spatial planning and zoning regulation**: The city should organize a festival or event to promote awareness and understanding of spatial planning and

zoning regulations, as well as to facilitate knowledge sharing and collaboration among stakeholders.

Overall, the key takeaway is that the city of Serang needs to prioritize concrete planning, public participation, and effective regulation to ensure sustainable urban development.

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