

Walden University

College of Social and Behavioral Sciences

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Walden University
2019

Abstract

Sustainable Development Economy: Macroeconomic Policy and Microeconomic

Impact of Public Private Partnerships

by

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MBA, University of Dallas, Texas, 2014

BS, Helwan University, 1994

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

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Abstract

The impact of public private partnership (PPP) on Dallas, Texas economic development activities is debated through many forms of academic studies. The purpose of this study was to bridge the research gap in PPP impact on sustainable economic development from the perspectives of PPP practitioners. The central research question focused on the PPP executives' perspective on the evaluation of PPP programs within a 5-year period (2005 – 2010) in Dallas, Texas. The theoretical framework of this study was based on the policy feedback theory. A qualitative case study design was the case study approach and purposeful sampling interviews were the data collection tool; 7 participants agreed to participate in the study and provided data and information through participating in the interview. The participants were representative of the total population with 2 participants from the public sector, 2 participants from the for-profit private sector, 2 participants from nonprofit community development organizations, and 1 member from city council. A comparison to secondary data was performed to ensure reliability and protect against bias. Research findings provided indicators to PPP's successful design, lessons learned, and PPP executives' and policy makers' evaluation standards as well as suggestions for improvement. The social impact of this study on governance and a clearer understanding of PPP provides insights on the best use of public resources attempting to increase government performance efficiency.

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Dedication

I dedicate this effort to my parents and my family, to thank them with humbly dedicating my hard work fruit to them, for all the support they provided me and for their belief that they planted in me, that is, education is the most important asset that humanity can confidently rely on to prosper...

Acknowledgments

It is my honor and pleasure to have reached this page where I can acknowledge the efforts and support of the wonderful people that supported this study and my humble efforts to accomplish many years of hard work and research and to arrive to this research study conclusion.

I thank my mentor and first believer in this research and in my ability to accomplish this dissertation for his continuous, genuine, and sincere support and encouragement. I will forever remain grateful.

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Chapter 1: Introduction to the Study

Many national, state, and local governments have been on the path of designing and implementing sustainable economic policies prior to the recent 2015 United Nations Resolution for the Global Sustainable Development Goals. These efforts to foster sustainable economic development have resulted in some local governments success stories. To reach an effective global sustainable development economy, public administrators would have to learn from, and build on, the local successful sustainable development economic policies. The city of Dallas, Texas formulated a successful macroeconomic policy that employed public private partnership (PPP) and community and nonprofit organizations inclusion as policy instrument. The Dallas macroeconomic policy led to observable positive microeconomic impact that is notably representing a model for sustainable economic development. Studying such successful policies should take place to explore and identify the elements of success and examine its applicability on the global level. This qualitative case study helps in determining whether the outcome of Dallas, Texas policies could be dependable and replicable globally at state and regional levels. The impact of PPP's with nonprofit organizations as part of private efforts in support of public cause is not reflected in recent academic research. The determination of the PPP impact is addressed through exploring the microeconomic outcome resulted from macroeconomic policy PPP implementation. The research gap in understanding the economic impact of PPP inclusion in macroeconomic policy planning is represented by the lack of literature

addressing the issue of PPP broad concept applications, and recommendation of PPP scholars.

Background of the Study

The issue of PPP in public policy and administration has been addressed over the years from many perspectives and within few theoretical and conceptual frameworks. Available theoretical framework that has been offered by scholarly research, both from qualitative research and quantitative research perspectives, focused majorly on two lines. One line was the administrative context, and another was the resources management context. This study factored in the existing perspectives while exploring the impact of PPP on sustainable economic development. One case of public policy design and application through public administration involvement represents the focus of this research, to sample the way PPP programs are designed and implemented, as well as their impact on city economic development progress. The case of choice is the city of Dallas, Texas. The Dallas, Texas PPP initiative took place between the years 2005 and 2015 while the major planning and implementation action of PPP programs is observed to have taken place between the years 2005 and 2010 (citation). The results of the Dallas, Texas PPP initiative are observed to have occurred between the years 2010 and 2015. Counting on the observation of the city of Dallas economic landscape, the year 2005 marked the initiation of several public and private initiatives that were formulated and elaborated and launched over few years to follow. The year 2010 marked Dallas' emergence on the economic progress map nationwide, the notions that led me to confidently address the period be-

tween 2005 and 2010, so I could investigate what happened during this period and its impact on the general progress of economic development that started in or prior to the year 2010 until 2015.

Azam (2015) examined PPP in ASEAN countries and the role of investment climate whereas he addressed PPP from a regional perspective to examine the interrelations of investment climate. Dossett (2015) presented an important perspective on governance and accountability and how it affects PPP success and progress. Davis and Friske, (2015) addressed a specific case form trade and logistics point of view. Kitsos (2015) focused on the legal implications of PPP programs operations. Kahyaogullari (2015) provided an intelligent observational comparison framed in a case study to address public private partnership different aspects between developed and developing nations. Karpenko and Shyshova (2015) addressed PPP from the perspectives of one of the two major traditional frameworks, that is, resources utilization. While the study presented the financial aspect of PPP and its role in funding public budgets, it still touched on the second major traditional framework of administrative grounds. Kim (2015) provided insights on market forces affecting the financial comparative advantage of PPP. While the researcher focused on the medical equipment field, the research article still could be used to understand the mechanisms that affect PPP applications. Kenneth and Nobuhiko (2015) addressed the practicality of PPP costs and the impact of this aspect on the partnership success. Kulai (2015) focused on the state level cooperation through PPP to boost the economic power of each other. Mouraviev and Kakabadse (2015) addressed PPP form policy formulation

perspective focused on PPP as an effective policy instrument. Sharma and Bindal (2014) provided an overall look at the PPP domain and how it functions from various perspective looking at the dynamics and nature of the policy programs formulation. Solodovnic, (2015) presented a perspective on PPP programs' financial implications as related to economic aspects. Solodovnic could be viewed as one of the few researchers that explored economic aspects of PPP, though not from an economic impact perspective which was my focus. Turhani (2015) provided a case study qualitative research approach that used collected data to investigate governance adequacy and its impact on PPP performance. Solodovnic (2015) stated that

Analysis of definitions of the PPP proposed in modern scientific works and laws and regulations of different countries of the world demonstrates the existence of two interconnected approaches to understanding of the essence of the phenomenon. ... The state, as a representative of society and the power, ensures meeting society's needs for public goods, support of the state powers and functions, and development of new socially meaningful functions which arise within the context of globalization. (In the Dallas case, both the state and its power has contributed to establishing confidence for investors or the private sector to contribute extensively in the economic growth of the city revitalization. The observations of the Dallas economic progress coinciding with the formulation, launch, and implementation of PPP revealed the coordination between the government and the private sector to the extent that the end result was sustainable growth in

both the private projects supported by the government and the direct partnerships within which the government had contractual arrangements with the private sector. Conceptually, it could be inferred that the city of Dallas followed a combined strategy in inducing economic growth that included old school government economic stimulus plans within the emerging PPP frame. Kim (2015) stated that “at the conceptual level, social finance techniques offer a unique performance and incentive-based method in which the relevant stakeholders to one or more particular social assistance projects are several actors unified as one cohesive unit, which represents a new type of performance-based PPP”. The city of Dallas, Texas PPP landscape includes several innovative ventures and initiatives that provided for social inclusion in the macroeconomic policy decision, in addition to community involvement in PPP implementation. The Dallas, Texas case represents a suitable occurrence that was worth investigating where the case offers valuable perspectives on the modern or innovative PPP applications, policy program formulation, and performance evaluation insights. My study’s scope was to explore perspectives on PPP formulation and evaluation within the PPP executives’ community. The relatively intensive research that was performed on PPP led to a variety of outcomes representing inconsistent conclusions. Some of the earlier studies led to interpretations that PPP represents a solution for economic problems and scarcity of government resources (Turhani, 2015). The researcher also provided a slightly opposite inference within the same study leading to the notion that there might be

no evidence for a uniform standard for design or implementation of PPP activities.

This dissertation study intended to bridge the gap in academic research on PPP broad concept while focusing on its application and evaluation of its economic impact (Berkshire, 2016).

Problem Statement

Scholarly research studies have addressed the impact of Public private partnerships (PPP) on the progress of some cities' economic activities and community development. However, it could be inferred from Emirullah and Azam (2015) that further research is needed for more observations to compensate for the limited data or insufficient samples of previous studies. Investigating the impact of PPP on the economy, though addressed by many scholars, may require the understanding of the standards/basis upon which PPP is formulated and evaluated. Friske and Davis (2013) described their study limitations as basis for further research that would use secondary data, surveys and interviews, in addition to economic references to test causality if applicable. Despite the efforts of previous researchers to address PPP evaluation in their studies, the problem is that there is no evidence provided of unified PPP formulation and evaluation standard, definition, or impact. I addressed the matter by exploring PPP executives' perspectives via their participation in the research

Purpose of the Study

The purpose of this study was to investigate public private partnership (PPP) executives' perspectives on PPP impact on sustainable economic development and the eval-

uation elements of PPP activities. The study may serve many beneficiaries like the academic research community and public policy makers. Button and Daito (2014) provided an example of research gaps on PPP and PPP performance from the perspective of its functionality. My qualitative study used a case study approach to explore the Dallas, Texas case and investigate PPP executives' perspectives on PPP subject matter activities between 2005 and 2010. Interviewing was the prime data collection tool where participants were public sector economic development and PPP executives, in addition to private sector PPP executives. With this study, I intended to bridge the research gap in PPP research literature addressing impact of PPPs on sustainable economic development. Exploring PPP impact from the perspectives of its policy makers and implementers intends to provide valuable information for future research initiatives in public policy and administration.

Research Questions

The following central research question and subquestion were addressed in the study:

RQ: How do Public Private Partnership (PPP) executives in the City of Dallas, Texas perceive PPP impact on sustainable economic development during the period from 2005 to 2010?

SQ: What evaluation elements do Public Private Partnership (PPP) executives in the City of Dallas, Texas use to evaluate PPP impact on sustainable economic development during the period from 2005 to 2010?

Theoretical Foundation

The theoretical framework of this qualitative study was based on policy feedback theory. According to Sabatier and Weible (2014), policy feedback theory provides depth in studying policy process and enables researchers to test innovative policy analysis understandings. Policy feedback theory has been used since the last quarter of the 20th century “in the writings of several historical institutionalist scholars (Hall 1986; Steinmo, Thelen, At later stages or academic research, scholars used the feedback theory in studies with “multiple forms of inquiry encompassing attention to several major dynamics and engagement among diverse approaches to political science research” According to Sabatier and Weible (2014) there are four areas in policy feedback: citizenship, form of governance, power of groups, and political agendas.

Policy feedback theory was used due to its wide scope of assessing policy and policy instruments impact on the welfare of citizens and stakeholders of the society. This theoretical framework, in addition to the guidance of existing literature, utilized theoretical frameworks and conceptual treatments for the substance of this dissertation theoretical and conceptual frameworks. It is imperative that multiple theoretical bases be used to be able to frame the research inquiry about the broad public private partnership (PPP) concept.

Public private partnership (PPP) is a policy matter due to its relevance to macro-economic policy level planning and its association with microeconomic level implementation. Being so, PPP represents part of the policy agendas that makes the policy agendas

and problem definition inquiry relevant to this dissertation. “Policies created at earlier points affect, going forward, how social problems are understood, [...] the construction of target populations, groups at which policies are aimed, often affects the alternatives policymakers consider legitimate in future evaluations of policy programs” (Schneider & Ingram, 1993 as cited in Sabatier & Weible, 2014). My focus for this study was to examine PPP policy success or impact on social and economic problems in Dallas, Texas ,per the perspectives of PPP practitioners and stakeholders. More details on policy feedback theory and its conceptual application in this study are outlined in Chapter 2.

Conceptual Framework

The primary theoretical framework for my dissertation study was the policy feedback theory. Through the investigation, practitioners were viewed as stakeholders in the PPP policy implementation and outcome. The investigated subject matter is an economic development policy matter that is designed on the macroeconomic level and implemented on the microeconomic level. The outcome delivered as a result of this policy tool utilization, being PPP, is the economic added value and sustainable growth of the city of Dallas, Texas.

In addition to the theoretical framework, the study also benefited from the successful usage of other theoretical basis presented and used in previous studies: the stakeholder theory and value for money (VfM) (see Mouraviev & Kakabadse, 2015) and policy paradigm (see Mouraviev & Kakabadse, 2014). These conceptual frameworks were

selected to help alleviate the theoretical uncertainty on macroeconomic or microeconomic levels in the context of PPP(see Solodovnic, 2015).

Drawing on the theoretical framework of policy feedback theory and the conceptualization of policy paradigm theory, stakeholders' theory, and VfM theory, I counted on the collective basis of concepts for its inquiry. The selected theories and concepts used by previous researchers in different Public Private Partnership (PPP) analytical contexts were suitable for use in my study. The scope of this dissertation study focused on PPP practitioners' perceptions on PPP impact on sustainable economic development in Dallas, Texas between 2005 and 2010.

To address this inquiry, I relied on the stakeholder conceptualization to understand people role and impact on PPP design and performance. I also relied on policy paradigm conceptualization to understand PPP in macroeconomic and microeconomic policy frames. I needed to include VfM conceptual understandings in PPP context, to address the monetization and evaluation of PPP policy frameworks. My study's primary theoretical framework was policy feedback theory with its ultimate conceptualization of policy assessment streams. VfM is pointed as the performance evaluation framework for PPP where it was found to have a better performance in comparison to traditional procurement applying VfM approach (Demirag & Khadaroo, 2009). Using VfM understandings in evaluating PPP provided depth to the study inquiry.

Nature of the Study

In my qualitative study, I explored actual case facts through case study approach that investigated Dallas, Texas PPP activities during the period from 2005 to 2010. Case study research approach enabled me to study actual case facts from the sources where the case took place. I used interviewing as the primary data collection tool, while other sources of data were used for triangulation to ensure against bias and increase dependability. I explored the specific case through a qualitative case study approach of the Dallas, Texas PPP programs within a given period. Patton (2015) stated that “Designs are inevitably constrained by limited resources, time, and the complexities of the real world that do not yield easily to our design parameters. But thoughtful designs are also laden with the energy of potential. Feed on that energy” The balance between resources and research rationale led to the determination of the case study approach for a qualitative research study that addressed the case of the city of Dallas, Texas impact of PPP on its economic development. In qualitative research, journaling, observation, and interviewing are all data collection methods that depend on the researcher’s skills. Janesick (2011) stated that “one’s self-awareness is enriched and sharpened by the process of reflective journaling” In the Dallas case study, my observations played a role in establishing the research interest and rationale. I primarily used interviews for data collection, guided by personal experiences and frame of reference about the subject matter, while I applied strict measures to avoid bias. The total population in this case study was relatively limited as the sample was drawn from the PPP executives’ conceptual definition. In this case

study, participants were stakeholders in the PPP policy programs formulation and implementation. Whether government officials of economic development units, city council, and mayor's office or private investors, and community leaders and members, participants possessing information on PPP programs were instrumental to this research study.

Data collection was done through formal interviewing techniques, following procedures of acknowledgement and disclosure of the interview process, validating data interpretations with interviewees, and sharing research finding with participants. Multiple sources for data collection were considered by using secondary data from public records and census data. I established data coding and used NVivo qualitative analysis software program to automate data analysis.

Definitions

Public private partnership (PPP): PPP refers to any and all public economic or administrative activities that use the private sector resources - whether technical, logistic, or financial - to collaborate on performing public sector targeted projects.

Assumptions

Assumptions in this study revolved around the interpretations of PPP's broad concept and the scope of macroeconomic policy stakeholders as community members affected by the microeconomic outcome of policy programs. Previous literature addressing PPP from different perspectives and for different purposes shared one main notion that the PPP concept is broader than any single study perspective where PPP applications are as broad as the economic sectors and policy choices. This notion became the primary as-

sumption for my study. To understand the PPP broad concept in more depth, while at the same time of focusing the study on a single PPP aspect, I focused on assessing the single issue of PPP economic impact as its inquiry. This inquiry assumed that understanding PPP impact on economic growth could define the correlation between macroeconomic PPP policy and its microeconomic relevant outcome. Selecting the Dallas, Texas case and the case study approach was due to the rich experience of PPP innovative applications that was reflected by Dallas, Texas economic progress noticed in recent years.

The inclusion of PPP executives that do not hold official PPP labeled employment titles as stakeholders affected by, and affecting, macroeconomic PPP policy and its outcomes on the microeconomic level expands the perception exploration breadth. This expansion of the PPP practitioners base was found essential in addressing the PPP broad concept to fill in the research gap. The challenge of the limited number of total populations represented by official PPP title holders' executives was resolved through extending PPP executives' concept to include PPP stakeholders. The assumption of stakeholders' relevance to the perceptions inquiry expanded the preview of PPP impact to exceed the limits of official executives to include PPP policy makers, implementers, and voters.

Scope and Delimitations

Research studies on PPP arrived at several conclusions depending on the context of research inquiry but almost all the researchers followed one line of recommendation. This thematic line of recommendation revolved around the fact that the PPP concept is a broad concept. The broad applications of PPP, in addition to the use of PPP's different

forms and sometimes the confusion of PPP concepts with other procurement models, contributed to the prevalence of the thematic recommendation.

In this study, I addressed the broad concept of PPP through focusing on the use of PPP as a policy instrument through exploring the perception of policy makers, implementers, and contributors. The notion that PPP is applied, irrespective of its context of application, as a macropolicy instrument to effect microlevel results encouraged me to address PPP within this context. To address PPP in context of policy implications, since PPP is used to achieve an economic outcome, the research inquiry was focused on PPP economic impact.

The scope of this study was to explore PPP executives' perceptions on its impact on sustainable economic development in the city of Dallas, Texas. The study focused on a period of 5 years from 2005 to 2010 when the study case facts took place. The participants in this study were PPP executives and other individuals believed to have played a role or contributed to PPP activities in Dallas, Texas during this period. Administrative and resources theoretical frameworks were excluded from the study. The study findings will be shared with participants and the research community once published.

Limitations

Limitations of resources, communication skills of respondents, or bias of the researcher may affect the interpretation of the data collected. Such limitations and potential bias were addressed through applying quality measures like clarity of purpose, focus on

study inquiry, scholarly voice, quality scholarly writing, focus on audience, reviews, and ethical commitment.

Significance of the Study

This study may be significant in providing PPP executives input in evaluating PPP activities, hence optimizing government resources and increasing its efficiency in delivering public service. The study may also represent a contribution to the research community upon which further research could be built to complement or challenge the study outcomes. The positive social impact that study may offer is that investigating PPP executives' best practice evaluation perspectives may add economic growth. In this study, I addressed the PPP impact on economic progress and the standards for evaluating this impact. Researchers in the field established that PPP performance is the challenge itself when it comes to its economic impact evaluation, meaning that PPP success as a program does not reflect its success in terms of its social or economic impact. I investigated the potential of arriving at an economic correlation between the dollar spent by the government and the dollar spent by the private sector and the impact of such spending on economic development progress in a given situation. The research intended to bridge the research gaps represented by the lack of addressing economic development results. This study aimed at addressing the issue of government limitations on evaluating PPP comparatively to determine which PPP arrangement or decision may represent the optimal solution for a respective public administration situation.

Significance to Practice

This study may be helpful for many beneficiaries representing nonprofit and non-governmental local, regional, and international organizations, public policy makers, scholars and academic researchers, and world leaders, in addition to economists and development sustainability experts. The study may help bridge the gap in understanding the basis upon which PPP is evaluated or perceived by the creators, designers, implementers of public private partnership activities.

Significance to Theory

The study might also serve as a bridge between the existing literature and the future research initiatives in several fields of public policy and administration and in the field of economic studies, concerning PPP and nonprofit organizations role in effecting sustainable economic development.

Significance to Social Change

The study's significance stems from the positive social change it may offer through assessing PPP executives' perceptions about its impact on the economy to optimize government and private development resources utilization and to create a value adding sustainable economic growth, environmental impact, and social balance.

Summary and Transition

PPP has been studied thoroughly since the 1990s though several studies addressed the cooperation between the private and public sectors in earlier years. The PPP domain has gone through evolution stages from simple program formulation for procurement contracts until it reached a stage of being an essential public policy tool to induce eco-

conomic activities. Many studies addressed PPP's from several public administration's stand points but very few addressed the impact of PPP on economic development. Almost none of the studies addressed the PPP subject matter impact on sustainable economic development. All the previous studies recommended that further study for PPP is needed.

My goal was to bridge the gap in PPP research concerning its formulation and sustainable economic development impact, considering the continuous evolution of PPP as a public policy tool. The study purpose was to explore PPP executives' perspectives on PPP impact on sustainable economic development. A qualitative case study approach was used to conduct this study with interviews as a primary data collection tool. The study may be significant for public administrators and the research community through its analysis of previous studies and focus of PPP impact on economic development. The study limitations may be due to resources and the limited number of participants because of case study boundaries. The following chapter represents a thorough literature review and literature review strategy presentation. The following section includes theoretical foundation and conceptual framework that are presented in detail.

Chapter 2: Literature Review

Introduction

Scholarly efforts in studying Public-Private Partnership (PPP) types, applicability to addressing policy challenges, and performance and outcome evaluation have been the key driver of my seeking knowledge on the subject matter. Despite the activity of academic researchers and the abundance of studies on the subject matter, there is no solid foundation of research studies that address PPP outcome evaluation. Current research limitations as demonstrated by Friske and Davis (2013) are indicative for further research requirement to use secondary data, surveys and interviews to better understand PPP performance and dynamics. Government administration concepts affecting PPP design and evaluation may also be a relevant issue to address when evaluating PPP outcome (Dosssett, 2015). Type of public services in need for resources or administrative capacities could be an influential topic in evaluating PPP design and evaluation (Kitsos, 2015). In addition, social development goals may also impact the evaluation of PPP activities (Kahyaogullari, 2013). The purpose of this study was to investigate the PPP evaluation basis from the perspective of public administrators and corporate executives engaged with PPP contracts. Policy feedback theory was theoretical basis that the I used to study policy process in an innovative way and analyze different stand points on PPP success in addressing policy challenges from the perspective of PPP executives in Dallas, Texas from 2005 to 2010 (see Sabatier & Weible, 2014). I used a case study approach within the framework of a qualitative research.

Literature Search Strategy

Using search resources provided by the Walden University Library, and its various database resources under the policy and administration databases topic was a primary literature research gateway. I search the Political Science Complete, Business Source Complete, , SAGE premier political science collection, and SocINDEX journals database resources accessible through Walden University Library.

Over the period of 2 years, several articles and literature resources were reviewed during the course work phase of this PhD research. Many of the accumulated articles and studies were beneficial in broadening my perspective on several issues relevant to the research inquiry and were utilized as basis for the literature review. Other sources, like secondary data and congressional research committee reports, shaped the basis for establishing the interest and the need for this research inquiry. Additional search engines or resources databases were referred to occasionally as redirected by certain Walden Library accessible databases prompted. Google scholar and congressional research committee resources were accessible and were also used as inspired or promoted by the original search on Walden Library accessible databases.

Prior to this research literature review and synthesis phase, I conducted a thorough update for the literature resources and located several updated and current research studies and articles concerning the research inquiry subject matter. The literature review process undergone three phases of search and selection. The first phase was conducted to provide an overview of the available literature on the general topic of PPP addressed

from different research perspectives to discover researchers' findings and recommendations. The second phase was conducted to update and refine discovered and located resources focusing on the PPP performance and evaluation. The third phase was conducted to determine the most suitable research articles presenting, illustrating, or pointing at the research gap that prompts further research necessity within the domain of PPP performance evaluation need.

The primary research terms utilized to arrive at relevant PPP were *public private partnership, PPP, public private partnership and economic development, PPP as a public policy tool, PPP evaluation, PPP performance, PPP executives, PPP impact on economic development, PPP impact on economic development, PPP theories, private sector role in economic development, PPP initiatives, public policy instruments, public private partnership in municipal governments, public private partnership federal, interagency resources cooperation, PPP and foreign policy, PPP social impact, PPP evaluation, public private partnership design process, PPP standards, PPP Challenges, PPP Failure, Public budget limitations and PPP, PPP risks, PPP cost/benefit, and government citizens PPP cooperation.*

The search process was started by accessing Walden Library Databases and searching under search articles by topic, search multiple databases, and in certain instances, search multidisciplinary databases. Repeat research helped to locate relevant and focused research studies and articles. Accessing articles through the Business and Management databases selection provided resources from relevant published content

providers such as World Bank Open Knowledge Repository (THE), ScienceDirect, National Bureau of Economic Research, and Business Source Complete.

While this search approach was extremely helpful in expanding my perspective on the subject matter, very few articles were found to be in relevance to the PPP performance evaluation topic. The process concluded by sorting out the most relevant research studies, articles, and data resources. Mendeley software was used to collect, store, and sort located and selected research studies and articles' references. I conducted a thorough analysis of the research articles and resources, and election of articles based on relevance and year of publishing focusing on recent and current information within the past 5 years.

Theoretical Foundation

Studying PPP from a policy outcome perspective to arrive at PPP executives' perception descriptive facts involved a multidisciplinary review of the subject matter several policy aspects. The subject matter has been studied by many scholars within several theoretical frameworks to assess governance issues, legislation issues – including contractual and procurement processes, and even performance issues. Many of the studies concluded that further research was recommended to discover the nature of PPP impact on policy goals.

Creswell (2009) indicated that theoretical lens in qualitative research guides shaping the types of questions, data collection, and the determination of the appropriate tools to analyze collected data. The theoretical foundation I used to approach studying the Dal-

las, Texas PPP executives' perception on PPP performance and its impact on economic development provides a policy feedback lens framework (Sabatier & Weible, 2014).

Policy feedback theory has been used since the last quarter of the 20th century. Scholars used the feedback theory in studies with “multiple forms of inquiry encompassing attention to several major dynamics and engagement among diverse approaches to political science research” Policy feedback theory consists of four focus points: citizenship, form of governance, power of groups, and political agendas (Sabatier & Weible, 2014).

Literature about PPP revealed citizen participation qualities presence within PPP dynamics. To that extent, policy feedback theory, particularly the citizenship stream of inquiry, was applicable in this context of research as

Public policies are also known to affect what might be considered active citizenship, or people's degree of involvement in politics or other forms of civic engagement. Scholars have found that some policies, namely Social Security, Medicare, and the GI Bill, promote active participation, making their beneficiaries more involved in public life than they would otherwise have been. Campbell (2003; Mettler, 2005 as cited in Sabatier & Weible, 2014) Similarly, this dissertation study would benefit from this stream of inquiry to the extent that PPP involvement of citizen's participation in terms of public acceptance and in certain instances in terms of financing PPP transactions could be approached.

Many research articles about PPP addressed governance issues in PPP implementation. Form of governance stream of inquiry in the policy feedback theory provides ground for establishing the inquiry about the scope of governance issue implications on PPP policy formulation, implementation, and evaluation. According to Sabatier and Weible (2014), Some of the foundational literature on policy feedback suggested that policies, once established, may affect future governance: they may shape the policy alternatives that lawmakers select, the type of administrative arrangements assigned to new policies, and even the parameters—and limits—of government action. [...] Existing policies may also shape what both public officials and the general public perceive to be the legitimate domain of government and, conversely, what belongs to the private sector.

PPP's core concept is built on the power of the collective resources of the public sector and the private sector to jointly deliver outcomes that best serves public interest. The new trends in PPP applications added to the practical application include the power of additional stakeholders, being nonprofit and nongovernmental organizations, mixed enterprises, social enterprises, and ordinary citizens of the society. The power of groups stream of inquiry in the feedback theory was beneficial to my research due to its approach addressing groups' role and the impact on government policy formulation, support, and perceived value. The interchangeable impact between groups and their governments shows that "Analysts most typically examine how organized groups and associations impact government and shape policy outcomes [...] Interest group activity could not be explained simply as the function of changes in public opinion or entrepreneurial lead-

ers [...]; to the contrary, several public policies impacted the likelihood of groups to form. [...] Public policies may vary in the extent to which they stimulate social movement and associational activity on the part of ordinary citizens and the types of goals that such groups pursue” (Sabatier & Weible, 2014). Within the outlines of this interpretation, I used the power of groups stream of inquiry to investigate the extent to which PPP practitioners in the city of Dallas, Texas have witnessed PPP activities benefiting from the collective actions of the social groups as stakeholders of PPP activities.

PPP is a policy matter due to its relevance to macroeconomic policy level planning and its association with microeconomic level implementation. Being so, PPP represents part of the policy agendas which makes the policy agendas and problem definition stream of inquiry relevant to the subject matter inquiry of this dissertation (citation). This dissertation study benefitted from the policy agenda stream of inquiry in terms of PPP policy success or impact on solving or creating social and economic problems in the city of Dallas, Texas, per the perspectives of PPP practitioners and stakeholders.

Policy feedback theory is recommended due to its wide scope of assessing policy and policy instruments impact on the welfare of citizens and stakeholders of the society. The approach is also critical for those who want to understand how we can create better policies or assess existing policies with an eye toward promoting good governance, active civic engagement, and a fair playing field among groups and interests. (Sabatier & Weible, 2014) This theoretical framework, in addition to guidance of existing literature utilized theoretical frameworks and conceptual treatments for the substance of this disser-

tation theoretical and conceptual frameworks. It was imperative that multiple theoretical basis be used to frame the research inquiry about the broad PPP concept.

Conceptual Framework

This qualitative study focused on design and evaluation processes of PPP as a policy choice with expected outcomes to be evaluated. The study was designed to discover the basis of such policy choice through analyzing perspectives of PPP executives in Dallas, Texas concerning PPP activities' impact on economic development from 2005 to 2010. The theoretical foundation of policy process and policy feedback provided the adequate theoretical lens to investigate PPP outcome evaluation guided by PPP executives, or policy makers and administrators, experiences.

The primary theoretical framework I used was the policy feedback theory as the subject matter research inquiry is concerned about investigating PPP practitioners' perception on policy outcome. Through my investigation, practitioners were viewed as stakeholders in the PPP policy implementation and outcome. The investigated subject matter is an economic development policy matter that is designed on the macroeconomic level and implemented on the microeconomic level. The outcome delivered as result of PPP is the economic added value and sustainable growth of the city of Dallas, Texas.

In addition to the theoretical framework, the study also benefited from the successful usage of other theoretical basis presented and used in previous studies. The stakeholder theory and VfM and policy paradigm (Mouraviev & Kakabadse, 2014, 2015) were also used. These conceptual frameworks were used to negate the theoretical uncertainty

many studies face when approached the economic development issue, on macroeconomic or microeconomic levels in the context of PPP financial and economic security model (see Solodovnic, 2015).

Mouraviev and Kakabadse (2014) argued that “that a prevailing approach adopts a view, according to which a paradigm includes a set of elements such as ideas, defined problems, strategies and resources to deal with problems, organized actors and roles assigned to them, institutions, their capacities and processes, cognitive and analytical models, agents with special expertise and interaction between all these elements that allows expression of goals, interests and authority (Fosler 1992; Hall 1993; Campbell 2002; Burns and Carson 2009; Carson, Burns, and Calvo 2009).” This argument applies directly to the inquiry approach of this dissertation as PPP’s broad concept requires such depth and broadness in approaching its phenomenon’s. Investigating PPP’s, as a macroeconomic policy tool, impact on microeconomic output represented by sustainable economic development is a matter best addressed through policy paradigm conceptualization, among other theoretical guiding frameworks.

Mouraviev & Kakabadse, 2015 asserts that “A PPP refers to the set of multiple organizations, stakeholders, and relationships between them (Akintoye et al. 2003; Grimsey and Lewis 2004). However, a PPP contract is between a government agency (or a number of agencies) and a private company (or a number of companies). Although customers, naturally, form an important group of stakeholders, they are not involved in any contractual obligations related to a PPP [...] VFM – offers a broader view at partnerships

as it embraces both monetary and non-monetary benefits that PPPs may bring along (Morallos and Amekudzi 2008; Mouraviev 2012; Parker and Hartley 2003).” In these perspectives, the theoretical conceptualization provides a proper lens to assess the Dallas, Texas approach in policy design to involve and benefit policy implementation by involving stakeholders. From another side this conceptualization would help assess the impact of stakeholders on policy implementation and outcome evaluation. The value for money concept has been presented by many research studies, and in this dissertation inquiry, the perception of PPP executives regarding VfM in PPP transactions would certainly enrich the findings.

Drawing on the theoretical framework of policy feedback theory and the conceptualization of policy paradigm theory, stakeholders’ theory, and value for money theory, this dissertation study counted on the collective basis of concepts for its inquiry. The selected theories and concepts utilized by previous researchers in different Public Private Partnership (PPP) analytical contexts are suitable for utilization in addressing PPP broad concept in sustainable economic development context. The scope of this dissertation study focused on PPP practitioners’ perceptions on PPP impact on sustainable economic development in Dallas, Texas between 2005 and 2010. To address this inquiry, the study relied on the Stakeholder conceptualization to understand people role and impact on PPP design and performance. The dissertation study also relied on policy paradigm conceptualization to understand PPP in macroeconomic and microeconomic policy frames.

The dissertation study needed to include Value for Money (VfM) conceptual understandings in PPP context, to address the monetization and evaluation of PPP policy frameworks. The dissertation study primary theoretical frame was policy feedback theory with its ultimate conceptualization of policy assessment streams.

Literature Review

Public private partnership (PPP) could be defined in many forms leading to the same basic understanding of the cooperation between a government entity and a private partner, that is often a for profit entity, to effect public good cause. Many researchers that defined PPP in research articles have shared the common theme that the research context and PPP application impacted the derived definition. Within the context of research articles, researchers demonstrated various outlines of PPP definitions ranging from the international development organization's perspective on public private partnerships to state and national individual specific definitions of public private partnership.

The International Monetary Fund (IMF) defines public private partnership as an agreement between the public and private sector to perform public benefit projects. Bulgaria is perhaps one of very few countries and states that has the closest definition to the functionality of public private partnership referring to it as “the cooperation between public and private entities to carry activities of public interest in achieving better value of invested public funds [...]” (Dechev, 2015). This simple definition places the public private partnership concept where it belongs as an instrument of public policy to avert risk, increase resources utilization, and boost public administration efficiency.

Introduction

Public private partnership, per this perspective, is an instrument to add value to the economy, unlike the other private involvement conventional methods like privatization or market competition that represent transfer of assets from public sector to private sector to replace or take control over public assets. When the final product of this cooperation is added to the concept definition, represented by the delivery of public assets like airports, roads, and/or even public services in sectors like educations, health, sanitation or water management, public private partnership economic added value becomes obvious over privatization or public-private competition (Linder, 2016).

Some other definitions pointed at the contractual agreement between the public and private sectors, that is, only concerned with services and facilities but not public infrastructure. Some public services included the provision of facilities that may entail the prerequisite of infrastructure construction, like road building in transportation service contracts. Despite this fact, some state definitions still refer to public private partnership as a contractual agreement to provide services and facilities without reference to the specific projects or infrastructure construction that delivers such public services (Martin, 2016).

National Center for Public-Private Partnerships (NCPPP) seems to have impacted such definitions in certain states but states like the state of Florida, the state of Maryland, and the state of Virginia have counted on their public private partnership statutes to interpret the scope and application of public private partnership contractual agreements. These

states capitalize on their public private partnership statutes acknowledging the infrastructure construction component necessary to deliver the services and facilities subject to public private partnership contractual agreements. The state of Maryland of example refers to public private partnership scope as an agreement to construct, finance, and operate public project (Martin, 2016).

Countries like Australia do not refer to public private partnership as a contractual agreement, but a service related to infrastructure. Canada, providing a rather description not a definition, refers to public private partnerships as “cooperative ventures addressing specific public needs” without any reference to a selection process of the referenced public needs. The United Kingdom on the other hand refers to public private partnerships as “arrangements” between the public and the private sectors without substantiating the kind or basis for such arrangements (Martin, 2016). Led by the confusion caused by the non-clarity of the various functioning definitions, Martin, (2016) demonstrates several types of public private partnership forms that this dissertation asserts its overlap with Build Operate and Transfer (BOT) agreements and that Martin, (2016) also questioned its overlap with public-private competition. The notion that also brings to the picture the confusion of public private partnership definition with privatization, whether full or partial privatization.

The common definition of public private partnership as a contractual agreement allowing the private sector to perform projects on behalf of the public sector does not reflect how public private partnership is designed, or how it operates. The matter of the fact

is that public private partnership (PPP) most accurately available definition could be that definition referring to PPP as the cooperation between the public sector and the private sector to perform public projects. Even with this assumption, that definition still comes short of introducing the framework or design and operation of public private partnerships.

This dissertation pointed at the major difference of the two concepts where privatization is a mere transfer of public services, products, and projects – whether existing or planned projects – control from the public sector to the private sector through sale and purchase of public stake in public asset to a private entity, whether partially or fully. On the other hand, public private partnership per any of the available conflicting definitions may be viewed as the partnership or cooperation between the public and private sector to complement each other resources for delivering public services, products, or projects.

The debates taking place within the academic and public administration communities, as well as within the economic development community, about a unified public private partnership definition could be summarized in two themes. The first theme is the tendency of many scholars and practitioners to describe public private partnership in terms of concept understandings crafted per context of presentation. The second theme is the impact of the confusion created by the public administration actual application of public private transactions. Such confusing transactions are labeled as public private partnerships though in practice these transactions have more traits of privatization or public private competition than they have traits of partnerships or cooperation between the public sector and the private sector.

The basic argument is that the lack of unified definition for public private partnership across the board contributes to confirming the opportunity for further research in the public private partnership domain. The common definition of public private partnership (PPP) per mainstream understanding combines the description of PPP as a contractual agreement. In addition, the cooperation between public and private sectors as the purpose of the agreement, within the context of infrastructure development, limits the scope of PPP to mainly be viewed as a form of procurement.

Generally, a central definition that could be utilized as common grounds to understand public private partnership concept almost always count on three components. The first component is the contractual agreement between a public entity and a private party. The second component is the intent of the agreeing parties to deliver a service by the private party to the public on behalf of the public party. The third component is the utilization or the construction of public facility to deliver the public service.

This dissertation asserted that the lack of a uniform definition of public private partnership (PPP) contributes to the lack of knowledge on the basis to be used to decide that PPP is needed in a certain situation but not another. In addition, this lack of a uniform definition also contributes to the lack of knowledge on the basis to design an efficient value adding PPP contractual agreement. Moreover, it contributed to the lack of knowledge on the basis upon which a public private partnership contractual agreement could be evaluated. This lack of knowledge does not only constitute a deficiency in the body of knowledge from a scholarly or academic perspective, but the matter of the fact is that this

lack of knowledge may have serious implications on government budgets proper utilization and economic development efficiency.

The implications of public private partnership (PPP) definition is reflected by the tendency of the various participants in the PPP domain to define it on case by case basis. Sometimes the definition leans more toward describing PPP functionality like in the examples of states defining PPP as just a contractual agreement aiming at providing services and facilities to the government. In such description, the function of the contractual agreement to provide services could be also assigned or interpreted outside of the PPP mechanism to extend to any other procurement activity. The end result is that this simple description does not point at the nature of accountability or governance measures, that is, specific to the case where PPP is employed. In practice, public private partnerships are established to achieve far more than conventional procurement goals, and this fact is expected to lead to a more complex situation when it comes to accountability, governance, risk allocation, and even specific role of the two parties of the partnership, being the public party and the private party.

Perhaps searching for a legal definition for public private partnership (PPP) is the path public administrators could benefit from, even for the sole purpose of determining legal obligations of partners as per the contractual agreement simple description. Even settling for bare minimum uniform legal description does not lead to such specificity as the available definitions come short of meeting a legally supported definition. From a le-

gal standpoint, and through the contractual agreement description lens, public private partnership agreements represent a relational agreement.

Being the fundamental prerequisite for the maximum utilization of public private partnership (PPP) potential, a PPP accurate and uniform definition leads to the complete understanding of its aspects and functionality, hence enables the public administrator to employ PPP optimally. The lack of uniform definition, in addition to the confusion of PPP with privatization and some conventional procurement “contractual agreements” may have contributed to challenges to PPP applicability, reliability, or outcome.

The simple and basic description of PPP as a contractual agreement overlaps with privatization contractual agreement definition, and this may be a prime contributing factor to many confusing public private partnerships with privatization. The confusion that may stain the PPP garb with the public negative sentiments against privatization. At best, some views PPP and privatization as two ends of the same continuum to the extent that legal contractual agreements and procurement are concerned. Defining privatization as a contractual agreement that entails the provision of services or products to the public on behalf of the public sector sounds familiar. It is almost the same definition or rather description utilized to explain public private partnership by some states, countries, and even scholars. Perhaps the best shot for constructing a truly public private partnership (PPP) contractual agreement that clears the confusion with privatization, at this point, is through consulting the state by state PPP statutes, if available. These statutes are not guaranteed to

include a uniform PPP definition, and even more challenging, they do not provide for basis of comparison.

In addition to the public administration, procurement, and contractual contexts used to describe public private partnership (PPP), the financial and investment context is also used to describe PPP functionality. The natural understanding is that PPP represents one form of cooperation between public and private sectors, leads to the fact that this cooperation has some financial and investment implications on the two parties. The cooperation between public and private sectors to deliver services requires certain expenditure, whether from one party or jointly, that accordingly represents a financial or investment commitment. One way to view PPP in this context is to look at the definitions per the resulted financial or investment commitments under a certain agreement that is labeled PPP between public and private sectors.

Generally, definitions of public private partnership depending on the contractual agreement aspects, whether from the contract formulation or the financial ramifications stand points render itself to be descriptions of PPP in terms of forms of contractual agreements. The essence of public private partnership is far more than a new form of contractual relationships between the public and private sectors and PPP as a policy instrument must have a deeper effect on economic value to be nominated as choice for public administrators over other procurement means. Otherwise, it will be unjustifiable for public administrators to select PPP as a method of cooperation with the private sector. The

concerns of justification are due to the implications that a certain procurement choice would have on transparency, risk, accountability, public budget, and governance.

Public Private Partnership (PPP) Impact

Economic added value of any public administration cooperation with the private sector, that justifies the commitment of public budgets and the involvement of the private sector in public benefit delivery must be validated. Following this logic, or what could be called a prerequisite, PPP would be as any other procurement choice that provides for the cooperation between the public sector and the private sector. However, the overlap in definition could be interpreted to the favor of public private partnership from the larger lens of public private cooperation. At best, this overlap could be viewed as the result of the expansive nature of public private partnership that is still in an evolutionary development as a concept. This contextual compromise may not justify the labeling of certain agreements that involve conventional public private cooperation as public private partnership agreements and would not help public administrators in PPP design or performance evaluation.

Public private partnership (PPP) could be used for transfer of knowledge or know-how from the private sector by the public sector. Such views add to the confusion about the nature of PPP and strengthens the argument that PPP is often confused with many other procurement methods. The fact that PPP still does not have an independent uniform definition, independent from its contextual application, is perhaps because of its nature as a concept that covers the various forms of public private cooperation.

Public Private Partnership (PPP) Common Success Factors/Applications

The expansive nature of PPP that may include cooperation between the public sector and the private sector for public interest services delivery through social enterprises and perceivably non-profit organizations, has been overlooked for long by researchers. Social enterprises and the public sector share the policy or the interest in serving the public and bridging public services gap or increasing its quality. Though this perspective may seem distanced from the public administration context, it may offer some depth to the exploration of public private partnership importance, applicability, utilization, purpose, and perceived benefits. Delivering public services that are satisfactory to the public through the involvement of profit maximization private partners in the PPP process may be well balanced by the involvement of social enterprises. This notion may bring the PPP concept back to the economic and social added value to the society and the public sector alike.

Several developed and developing countries, through their cities and public entities, involved the private sector, employing several methods, to expand their public-sector capabilities to deliver public services. Every country, city, and public entity, in addition to the private parties involved, contributed to the broad understanding – sometimes confused and overlapping – of the nature of public private partnership. To that extent, the context within which PPP is being studied, formulated, or practiced contributes to a great degree in the selection or conceptual lens from which PPP is described or defined. Ac-

cordingly, the current situation is a major disparity in defining PPP within a unified definition.

Almost all researchers studying public private partnership (PPP) agreed that its study should be approached with a mindset of exploration as its broad application and understanding makes it ineffective to focus on application. Approaching PPP discipline through the fundamental concept of being simply a partnership between the public sector and the private sector carries the challenge of distorted findings if addressed through a quantitative research lens. Quantitative research method employment, in studying PPP could lead the researcher to be studying something else other than the intended exploration of PPP nature, definition, and scope.

To arrive at the depth of PPP without undermining its broad domain nature, a qualitative research approach is the most suitable choice. This fact did not deter many researchers from addressing PPP through analyzing its formulation, scope, and performance from infrastructure development perspective, for example. Majority of the studies employing this research tactic ended up presenting PPP application within a narrow context of a certain project, economic sector, or even a state or country approach of PPP application. This restricted approach did not help further clarify PPP impact on economic development in the broad sense as PPP broad nature implicates.

Almost all the research studies on public private partnership (PPP) skipped the role of nonprofit organization as a private party working on the same issues concerning the public sector and very few mentioned such impact without in depth exploration. The

academic community may agree that approaching the broad concept of PPP to arrive at a unified understanding and application could be scientifically prohibitive but there must be a way to research the PPP domain from a perspective that helps evolve the PPP discipline understanding. This evolution would provide public policy makers, public administrators, the private sector, PPP formulators, and even social enterprises, international development organizations, and perhaps the whole community an economic added value.

To arrive at public private partnership (PPP) understanding evolution, a research study would have to explore the PPP community's perspective on the formulation and evaluation of their several programs within the broader context of public private partnership as studied by previous researchers. This dissertation explored the perspectives of the Dallas, Texas PPP executives between 2005 and 2010 within the context of economic development impact. Many scholars have addressed PPP performance within different contexts ranging from country wide deployment of PPP as a policy tool, to procurement methods, to infrastructure development, and all the way to building design, architecture, road and transport, and other public services. Studies' findings helped researchers to generally conclude that further research is needed to better understand public private partnership.

The valuable contribution of scholar research, even with the contextual public private partnership (PPP) definition and the confusion of PPP with conventional public private cooperation or procurement methods, provided the core substance of knowledge. The lenses from which the different research studies have looked at PPP, and the ap-

proaches to understanding PPP or its impact on specific economic sectors or projects, represent raw material needed to craft an evolved PPP concept understanding and potentially a unified operational definition.

The common theme that was traced in majority of existing research studies about public private partnership (PPP) concept is that they approached the subject matter through assessing its application to deliver infrastructure development projects on behalf or for the public sector. Benmansour (2016) asserts that PPP is part of a larger worldwide move to reform public administration, budgets, capabilities, public debt reduction, and application of democratic governance among other public policy modernization and reform motives. Such a perspective in approaching PPP is counting on the understanding of PPP as a long-term contractual agreement to deliver public services. The case study introduced by Banmansour (2016) cited Design Build, Design Build Maintain, Design Build Operate Maintain, Build Own Operate Maintain, Build Own Operate Transfer, and Build Own Operate as forms of infrastructure PPP projects. Regulatory system that encourages public private partnerships different forms may help reduce the pressure on government budgets and decrease public financial and operational risks to deliver certain economically viable public projects and infrastructure that are necessary for economic progress.

The case study focused on the Tunisian economic progress that PPP contributed to shape its new outlook. Like many other studies, approaching PPP through analyzing a specific infrastructure project or bundle of projects does not actually address PPP but its

utilization incidental outlook. Though the study appears to be advocating for PPP and is demonstrating the many strengths of the systemic platform within which PPP brings its benefits to the economy, it does not address PPP as a discipline or clarify its dynamics. This notion does not represent a weakness in the study, or this thematic study approach in general, but it indirectly touches on PPP through analyzing its reflection through studying the specific underlying projects. In fact, this approach style or theme offers valuable knowledge on the environment necessary for PPP application, utilization, and extraction of value.

Aarseth, Urdal, BJORBERG, Store-Valen & Lohne (2016) dealt with public private partnership face value and assessed its role and value in the education sector. Utilizing a qualitative research case study approach, and counting on structured interviews for data collection, the researchers analyzed two cases of PPP projects to develop schools in Norway. The study revealed a very important characteristic of PPP, that is, relevant to the umbrella concept where a certain PPP choice or form is selected based on the mission or target that the administrators of PPP are looking to accomplish. From another side, this could be viewed as an explanation of PPP selection process but still does not justify the confusion of PPP with conventional procurement or privatization. The scope of the study fundamentally was not addressing this matter, but the implications of its development and findings clarified the “differences between PPP and traditional procurement” (Aarseth, Urdal, BJORBERG, Store-Valen & Lohne, 2016). The findings of the study outlined a perceived value of PPP from the perspective of its added economic value. The study con-

cluded that PPP represents an incentive for both users and beneficiaries in addition to public sector to commit long term resources if operating and financial mechanisms, in additions to roles and responsibilities are clear to all parties (Aarseth, Urdal, Bjorberg. Store-Valen & Lohne, 2016).

Many studies followed similar approach and rationale focusing on development sector examples for using public private partnership (PPP) in infrastructure development for many economic sectors. Studies addressed wide range of infrastructure, from ports and airports, to road and transport, all the way to public services like schooling, medical and health care, and even public recreational facilities. Arata, Petrangeli, and Longo (2016) addressed road infrastructure using PPP through a case study approach using qualitative research method presenting PPP “innovative approaches” of implementation. Such studies involve PPP based on a predetermined basic understanding for the common description of PPP as a contractual agreement. Even though, the study introduced the added value PPP in the context of infrastructure development. Per this context, the innovative construction and technological methods of implementation and the innovative financial solutions PPP offer, represent this perceived added value.

This line of thinking that all sector analysis studies followed, counted on the basic understanding of Public private partnership as a contractual agreement for partnership where both partners would share risks, commitments, and would have active roles in the partnerships. This basic understanding seemed sufficient to address the benefits or risks of applying PPP, and also surveys enough information about the basis upon which PPP

would add value in implementation within the context of the main study subject matter.

In many instances, the main study subject matter is focused on the economic sector or specific project, that is, being developed through one PPP form or another. Almost none of such studies address PPP fundamental structure that beneficiaries other than those of the specific project under study can consult when designing a new PPP agreement. Despite this fact, such study approach provides general understanding of PPP mechanisms in certain situation, where other beneficiaries could interpret and apply in their respective situations.

Huang, Zheng, Ma, Li, Xu, and Zhu (2016) conducted a study on public private partnership (PPP) within the context of transportation infrastructure. Kayhan & Jenkins (2016) shared the same interest in addressing PPP within transportation infrastructure context but through a “toll-road case from Turkey”. Along the same lines, Klievink, Bharosa, and Tan (2016) addressed PPP within the same context of infrastructure development but selected the soft infrastructure of information platforms. Tsamboulas, Verma, Moraiti (2013) addressed the grounds upon which governments build their choice to utilize public private partnership (PPP) within the context of transport infrastructure. The researchers presented “Value for Money (VfM)” concept and approach as an evaluation tool for the viability and feasibility of PPP in such huge infrastructure public projects. The researchers, in this paper, provided a straightforward VfM formula that illustrates time, risk rate, and funds provision as an evaluation tool for PPP option selection. The researchers also introduced the “Multi-criteria Analysis approach”, that is, a derivative of

the traditional cost benefit analysis to evaluate PPP choice. The research paper conclusion came relatively like other research efforts in terms of PPP understanding gap where they referred to a new form of PPP which is the “Public Private Community Partnership (PPCP)” and stressed that public acceptance should be a key factor in determining public administrators’ decision to utilize PPP in transport projects (Tsamboulas, Verma, Moraiti, 2013).

Majority of studies were concerned about public private partnership (PPP) within the infrastructure development context, where this trend could be a result of practitioner’s misunderstanding that PPP is designed or is best utilized to resolve large infrastructure logistical or financial problems. The matter of the fact, as demonstrated later in this literature review, is that governments tend to interpret PPP within the context of large-scale public works and infrastructure. Perhaps there is a time gap between scholarly developing understanding of PPP and practitioner’s understanding of PPP scope, application, and dynamics (Tsamboulas, Verma, Moraiti, 2013). Some, of several, studies that approached PPP through the infrastructure lens have aligned with government’s limited understanding or misconception in terms of PPP scope and application. Even some studies that addressed PPP success factors, performance evaluation, or specific country/region cases were impacted by the mainstream understanding of PPP being a tool catering primarily for developing, building, or managing infrastructure projects.

Perhaps the choice of many academic researchers to study public private partnership (PPP) through a qualitative research methodology using case study approach, within

an infrastructure development context, is due to the observation of governments, or certain sites, focus on this PPP application. In fact, even studies that addressed the subject matter PPP from other perspectives like funding and financing, governance, management, health care, legal frame, and contracts structure looked at PPP within an infrastructure development, or public facilities management context. To that extent, the reader or observer to this literature landscape may get the impression that PPP is an infrastructure development procurement tool that may or may not be applied otherwise. In addition, most of public administration literature and documents, that focuses on the sole side of PPP utilization, further confirms this probable first impression, only until further research outside of mainstream traditional context emerges.

Research studies presented public private partnerships (PPP) funding water management infrastructure as they presented airports design, building, and management, and as they analyzed road construction and toll ways management within the same context. All these types of infrastructure projects, including but not limited to soft infrastructure of information platforms and e-governance, in addition to healthcare information management, schooling, and even public hospital networks were part of the grand infrastructure PPP context. Even government working papers often referred to PPP as a tool to design, build, or fund infrastructure through some form of PPP.

Ruiters & Matji (2016) addressed funding water services infrastructure studying South Africa's operational definition of public private partnership (PPP) that one way or another was impacted by the infrastructure development and management context. The

researchers approached PPP within the context of infrastructure development an alternative offering cost formula enhancement to the public, funding alternative to public budget, risk aversion technique, technological advancement opportunity, and service quality enhancer. Martimort & Straub (2016) addressed PPP infrastructure contract design effect on coping and dealing with climate change challenges. PPP in this context is similar to Ruites & Matji (2016) in terms of being a tool to provide public services with a better quality and less negative impact on the environment. Per this perspective, PPP infrastructure contract design may play a role in coping with global warming by lowering costs and enhancing quality through public budget savings.

The U.S. Department of The Treasury (2015) produced a working paper report explicitly referring to public private partnership as a viable alternative for infrastructure public investment. New understandings about PPP role in the funding process, the paper included explanations that PPP finances projects and does not fund projects. The difference between financing and funding in this perspective is that financing is a process that ends with repayment, while funding is mainly a role of the public budget. Though from a literature point of view this may be right, practically funding through public budgets or financing through PPP both require a collection of a benefit against the public service offered in the infrastructure context. Whether this fee is collected in fund or assessed in public benefit offsetting the cost or even a fee for using the service, this argument sidelines the core point which, that is, federal government standpoint on PPP as an infrastructure funding, building, and/or management alternative. Per the report federal gov-

ernment interpretation of PPP scope is, again, an alternative to infrastructure development. The U.S. Environmental Protection Agency (EPA) (2013) presented a working paper report presenting PPP as a financing option “for transit-oriented development” within the context of sustainability. The working paper included references, to a similar case to the subject matter inquiry of this dissertation, briefly describing the role of PPP in “the new Quincy center” redevelopment. On the face of it, the case presented may seem as a new level of PPP interpretation and application, but the matter of the fact is that EPA also addressed PPP in the context of infrastructure development alternative as it addressed the transit system enhancement utilizing private capital engagement. Restricting most research studies within the limits of infrastructure context when studying public private partnership may not be the issue distorting the understanding of PPP by many scholars or practitioners. The interpretation, and perceived application and scope, of PPP primarily within the context infrastructure may actually be the prime factor in confusing PPP with other forms of procurement alternatives, or even with privatization as it is the case in many instances. The intellectual limitations placed on the mainstream frame of reference about PPP to be perceived as synonym with infrastructure development through private capital or management involvement may be a contributing factor to public private partnership innovative applications. This notion, if true, may be limiting a wide variety of potential benefits that public could gain if PPP is released for its maximum potential though the several applications outside of the infrastructure context boundaries. The argument in favor of this restricted view may be that majority of projects, implemented via

PPP worldwide, are actually those financing, building, or managing infrastructure, though other forms and applications of PPP may be present.

Zhang & Chen (2013) argued that public private partnership is a way for the public to gain benefits through the competition of private sector against “the public-sector monopoly” over infrastructure projects. From one side, this argument seems to be mixing between PPP and public private competition. From another side, the argument is also based off the infrastructure development context. Owen (2016) addressed PPP within water management and reuse infrastructure context. House Transportation & Infrastructure committee (2014), House panel on public private partnership (PPP), shares the same interpretation of PPP with mainstream interpretation, that is, an infrastructure procurement alternative. The list of literature arguing or presenting public private partnership (PPP) within the infrastructure context, whether within the scholar community or the practitioners’ community, from the 90’s of last century to the last few months is almost endless. The subject matter inquiry of this dissertation is concerned about the string of effects of this mainstream interpretation on PPP effectiveness, success, and application within the broader understanding of PPP within the practitioners’ community. It is this community that brought or could bring the maximum potential of PPP to increase public benefit. Per the various definitions, and previous research findings, PPP is a much broader concept than just infrastructure procurement tool (Mouraviev & Kakabadse, 2014).

The case of Dallas, Texas PPP performance may point at this notion, that is, PPP scope and application could provide both tangible and intangible economic development

benefits, whether through its application in infrastructure or elsewhere with the community. Exploring the PPP practitioners' perception of PPP, its scope and application, and performance may offer an added value to both scholar and practitioner communities. This inquiry also explored the similarities or differences, if any, in the performance evaluation methods of PPP per application per sector. The restriction of mainstream interpretation of public private partnership (PPP) within the infrastructure context does not stop at the scholar or practitioner communities' level. In fact, many academic research papers, as well as public policy working papers, about PPP are also revealing the policy makers, states, and countries thematic interpretation within the same context. Very few literature, though available, in comparison to mainstream context address PPP within other contextual applications presenting potential broader PPP scope. Canada views PPP primarily in the context of infrastructure as a budget saving, cost reduction, and risk reduction tool (Boardman & Vining, 2016). Singapore applied PPP primarily in developing public utilities infrastructure and further development projects are focused on this sector. South Africa, as well as other countries, utilize PPP as a tool to extend public service primarily through infrastructure development application (Fombad, 2013). Thailand counts in its rapid expansion of infrastructure modernization on PPP as an implementation and financial tool for its toll roads and transport network (Kokkaew, Sunkpho and Alexander, 2013). Though Kahyaocullari (2013) argued that PPP application in developed countries may be different from that in developing countries, studying cases of the United Kingdom and Turkey comparisons, still both countries access PPP for the prime goal of in-

infrastructure development. Malaysia started off with PPP utilization within the context of privatization policies in the 1980's of last century, then when PPP interpretation enhanced later by the government it started applying PPP for infrastructure development. The country moved gradually in the direction of adopting a broader interpretation of PPP and through involving this tool in a wider range of economic development activities (Ismail & Haris, 2014).

Indonesia, being a country with many seaport and waterways facilities benefited from its interpretation of PPP as an infrastructure development enhancer and expander (Hamza, Adisasmita, Harianto, and Pallu, 2014). Ngomo, Mudina, and Kaliba (2014), within the context of analyzing Zambia PPP implementation challenges, revealed Zambia's interpretation of PPP as a rescue for its lack of infrastructure development budget. The researchers also recommended, perceivably discovered, that government administrators' lack of experience and broad understanding of PPP scope, nature, and potential may be a key contributor to the limitation of PPP interpretation and utilization.

Sanni & Hashim (2014) summed up the probable reason of why majority of governments are still interpreting PPP primarily as an infrastructure procurement method due to the basic economic development fact that infrastructure is the prime stimulating element for economic progress. South Africa, with this basic understanding influencing its policy, applies PPP primarily for its infrastructure development activities. Even in the United States of America, as demonstrated by various government working papers to that extent, holds the widest PPP application within the context of same interpretation of PPP

as an infrastructure development method. In the United States of America, though, PPP scope and implementation understanding, and practices are going through an evolution process that is expanding its applications, but still within the traditional infrastructure development context (Wang, 2014).

Public private partnership (PPP) wider applications, broader scope, and deeper understanding and interpretation has been addressed by fewer academic research papers that offered innovative analysis and valuable knowledge on PPP in other contexts. The qualitative research methodology and case study approach remained the prime access to exploring PPP in the academic community. The evolving definition of PPP is an ongoing process reflected on the utilization of PPP in different situations relevant to public sector's economic development. Both scholars and practitioners have shared this notion about the nature of PPP interpretation. Academic researchers and public administrators and policy maker alike look at PPP as a broad concept that cannot, or perhaps should not, be restricted to a limited definition, that is, perceived by and reflected in majority of mainstream literature. Researchers recent study presented PPP application that is far from mainstream literature concluding that PPP initiatives could add value to France by raising the "industry sponsored clinical research" recommending that nationwide "centers of excellence" should be established (Bordet, Lang, Dieu, Billon, and Duffet (2015).

Despite of the mainstream contextual tradition of addressing public private partnership (PPP) from an infrastructure development perspective, some recent studies present the innovative utilization of PPP like community participation, non-profits role,

and social enterprises public private engagement, in addition to more new concepts. This strongly emerging research activity is introducing other dimensions to PPP utilization and nature and is generate more research interest to further explore public private partnerships. Whether PPP is viewed from an operating definition perspective or analyzed from a functional perspective, one aspect of PPP is always present and could be a representative of PPP broad nature. This aspect is the ability of PPP to cover various concerns of public administration regarding economic development. Even research literature criticizing or questioning the added value and role of PPP agreed that it is one innovative method for cooperation between the public and the private sectors. Fewer research study articles presented basis for effective PPP design and implementation. These research efforts demonstrated the need for more research to cover the broad nature of public private partnership.

Evaluating public private partnership (PPP) performance is still an issue that almost remains unresolved by many research studies, on both sides of the isle, whether qualitative or quantitative studies addressing PPP through the infrastructure development contractual agreement lens (Button & Daito, 2014). Within the infrastructure development context, or any of the other emerging contexts, many applications prompt the decision to utilize PPP. Risk aversion or sharing between the public and the private sectors is one of the central reasons why the public sector elect to go into projects through partnership with the private sector. Ghana's example of developing water supply projects with the private sector is an example of utilizing PPP as a risk management tool. In such

projects, the quality of water or final product could be enhanced dramatically utilizing private sector technology and management techniques (Ameyaw & Chan, 2015).

Aside from the infrastructure development application of public private partnership (PPP), with its common conception as facilities building and construction operations, PPP is also used for government capacity building to enhance public services quality and effectiveness. Data analysis shows many progress indicators in rising the coverage impact, quality of service, and even health care providers' performance in cases where PPP was applied to manage services in the health sectors in countries like Ethiopia, and in several parts of Asia like in India and Hong Kong, and Africa (Argaw, Woldegiorgis, Abate, and Abebe, 2016; Wong, Yeoh, Chau, Yam, Cheung, and Fung, 2015; Sambarini, 2014). The macroeconomic impact or impact of PPP partnership through its micro-economic level application could be traced in such models of applications. Whether within the infrastructure development and facilities building context, health sector services and capacity building context, or any other PPP application context, perceivably, there should be some impact of PPP on the economic, social, political realms (Medekar, 2014). This impact shall be measured or at least be approached through dedicated research that focuses on PPP's dynamics and mechanisms. The measurement of such impact could be approached in several ways, but perhaps the most effective way would be to attempt to understand the PPP practitioners' perception. From one side this approach could be beneficial to capturing the impact on various economic development issues. But more importantly, from another side, is the ability to assess the way PPP scope, limitations, and suc-

cess factors perceived by PPP designers and implementers, or what could be looked at as PPP policy makers and administrators.

Public private partnership (PPP) utilization as means to share risk and financial burdens of infrastructure and capacity building has occupied a fair share of the academic research landscape. Being perceived by many scholars, practitioners, and policy makers as an alternative for conventional procurement, PPP receives a status of being an innovative policy tool that is being practiced within the framework of conventional procurement. From the risk aversion side, PPP is being used as a concession model that lifts part of the stress resulted from risking public budget for large scale commitments as well as from resources availability sides. On the other hand, and per policymakers' perspective, introducing private capital to the public expenditure budget provides the collaborative work with an opportunity to retrieve spent funds in the form of returns to the private sector and perhaps revenue share or taxes to the public sector. This aspect of PPP may not be available to the public sector in situations of public expenditure are loaded to the public budget counting solely on public sector's or government's resources. Additionally, involving the private sector encourages the cost reduction and budget management to the extent that profit maximization entities would be obligated to provide the respective service to the public at a reasonable non-burdening cost while maintaining or stabilizing profitability (Carbonara, Costantino, and Pellegrino, 2014 and Hoppe, Kusterer, and Schmitz, 2013).

Risk allocation and aversion has been presented within different contexts of public private partnership (PPP) studies. Though financial risk minimization is key to successful project implementation and value management, PPP may have contributed to avoidance or minimization of several risks, both in procurement and capacity building projects. Addressing risks from a contractual lens in the education sector development, for example, arrived at the notion that PPP contracts for development and management certainly minimizes various risks that cannot be avoided through conventional procurement. Some of the risks that could be avoided or minimized for the government are represented by PPP being an alternative for borrowing, minimizing public debt. On the other hand, increased transparency and stricter accountability measures applied in monitoring PPP contracts progress provide an enhanced governance practice. Enhanced governance practice enables governments to come to terms with social and economic, as well as democratic practice challenges (Khadroo, 2014).

One challenge that may face the public sector to establish public private partnership (PPP) transactions could be the concern of the private sector about committing funds or resources, or perhaps the availability of required resources in full. To finance PPP transactions, the public sector or government may apply many motivational tactics represented by motivational policies or incentives to encourage the private sector to contribute resources for public projects. Government guarantees, and specifically debt guarantees, are one solution some governments used to usher the flow of private capital to fund PPP projects. Utilizing this method, the private sector secures the capital necessary for a given

project where the government acts as a grantor and not a debtor. This tactic reflects positively on the government budget in terms of lower public debt and builds trust with the private sector that the government has a vested stake in the repayment of debt through facilitating revenue, service buyback, or payments to their private partners. Some governments with a different political economic philosophy than that of the free market fundamentals employ tactics suitable for their own economic setup to encourage PPP ventures. Saudi Arabia for instance employs a form of funding guarantees known as “Sukuk” that provides public lending to the private party in the PPP venture, that is, often guaranteed by the government repayment (Tserng, Ho, Chou, & Lin, 2014; Mancini & Krista, 2016).

Public private partnership (PPP) application is not restricted to innovative procurement or capacity building of public sector projects. The United States and Canada have experience in employing PPP in line with their policies to foster international trade and cooperation with implications of globalization concepts. Certainly, the trade systems of both countries are well aligned, which is almost a standard for all successful international trade relation, but PPP may have contributed to the success of this cooperation. According to Davis & Frisk, 2013 the adequate capability of the private party involved in “facilitating cross-border logistics” between the two countries in addition to the “well-integrated trade systems” added economic value to both countries. The researchers argued that this may not be always the case between another pair of international trade

partners that may have less trade system integration or lack the participation of an adequate private partner.

The literature landscape of public private partnership (PPP), in the past two years, started changing towards more innovative approaches to study PPP to match the innovative public policy tool, that is, public private partnership. With the rise of the internet and advanced technology in recent years, PPP started being used innovatively even in securing, regulating, and managing the cyberspace. Ksherti (2015), addressing India as one of the world's cyber-economy hubs, presented that the government cooperation with private technology companies in the world may have shaped India's new economic emergence. On another note, the researcher focused on the challenges to cyber security that India may be facing due to lack of funds and sometimes know-how that does not cope with its economic progress pace. Private partnership with the government of India is positioned to help the Indian economic progress keep its pace while securing the cyberspace for India and its global partners.

The many application of public private partnerships being traced in recent years are only the tip of the iceberg, for lack of a better term, to the extent that policy makers in several sectors and even countries are starting to factor PPP as a regular option to face public interest challenges. The challenge for policy formulation at this stage of PPP evolution is the disparity in PPP interpretation and the non-uniform frame of reference policy makers rely on to establish their individual interpretations.

In Ireland, due to its insufficient infrastructure assets necessary to drive economic progress, PPP is referred to as a contextual policy tool framework for infrastructure development. Ireland's development policy reliance on PPP to some extent as means for the purposes of cost reduction, public services delivery, and infrastructure development acceleration. Experiencing a favorable economic outcome, the Irish government assigned a dedicated unit in the department of finance, that is, "The Central PPP Unit" in a sign of wider policy makers involvement of PPP activity to implement the country's national economic development plans. Despite these activities and policy measures, there is no evidence that PPP represents the ultimate solution for the Irish development challenges (Reeves, 2015).

In Malaysia, with the vision of public private partnership (PPP) as a form of public projects procurement, the country has been growing its PPP utilization since the 1980's of the last century. The country's policy to encourage the private sector to form larger mega companies, amalgamations, and increase their capital investment and its plans to drive economic growth, encouraged its policy makers to rely on public private partnership. Though Malaysian economic progress in the last two decades has been consistent, there is no accurate information on how PPP has contributed to its economic emergence (Ismail, 2013).

With almost 650 public private partnership delivered projects, with a lot more in the pipeline, between the 1986 to 2012, the United States of America remains one of the pioneers in designing and implementing PPP transactions in the world (Werneck & Saadi,

2015). This notion makes studying PPP within the United States framework a reliable approach to addressing PPP different aspects. Werneck & Saadi, (2015) categorized PPP types, within infrastructure context as usual, into those for new construction being “Design–build, Design–build–maintain, Design–build–operate, Design–build–operate–maintain, Design–build–finance–operate–maintain, Design–build–finance–operate–maintain–transfer, Build–operate–transfer, Build–own–operate, Developer finance, Lease/purchase, Sale/leaseback, Tax-exempt lease, and Turnkey” and “PPPs for existing facilities and services, being Operate and maintain, Operate, maintain and manage, Buy–build–operate, Enhanced-use leasing, and Lease–develop–operate”. The type and number of infrastructure projects performed through PPP in the United States, as a leading world economy, may justify the sweeping interest, among other factors, in studying PPP from within the infrastructure development context. From another side, it may also justify the world mainstream frame of reference restricting PPP success examples to those of implemented in the infrastructure development sector.

Delvin, Gabriel, and Mederos (2016) introduced the new trend activities in the United States for public private partnership (PPP) domain and referenced its existence to the emergence of PPP independent sector. This “market update” suggested that stating 2015 PPP “sector may have turned a corner with the closing of several non-transportation projects” into what perceivably could be viewed as innovative application of PPP. The authors also indicated great progress in several state and city universities adopting PPP for many non-infrastructure public facilities. Perhaps for the first time in practitioner’s

literature, this report presented several planned 2016 PPP public service facilities that are not necessarily infrastructure representative projects to use PPP as a method to drive economic development. Projects for public recreational activities, public parks and maintenance, urban redevelopment, and even waste management and recycling, in addition to public safety, public assets monetization, and alternative energy, among many other innovative projects, are part of the new PPP outlook nationwide. Despite this promising turn of events, most projects developed through PPP instruments are still in the infrastructure domain, which is not the issue at this point but just worth noting.

The United States of America has adopted public private partnerships in its public policy for decades, walking the path of PPP evolution and leading the world in involving the private sector in public services development, effecting many policy changes. In part, involving the private sector in public interest could be viewed as a natural act of democratic governance. In practice, this perspective is complemented by the legislations nature and scope that enabled the government to overcome financial and logistical challenges in its public projects' development. In addition, the political economy of the United States being based on a democratic free market philosophy, that respects private property, and encourages individual innovation and capitalism may have contributed to the establishment of a progressive mechanism for PPP to evolve. The legislative outlook that served the emergence and expansion of PPP innovative applications may shed some light on the public policy orientation of the world economic leader in that respect. In presence of umbrella legislations on the federal level encouraging PPP, findings of a research study rep-

resented some correlation between state level legislation favoring PPP and personal income levels at this state. In conclusion, the study researchers referred this notion to the demand side as a key driver, over state budget fiscal needs, for legislators to enact PPP projects development encouraging legislations (Geddes & Wagner, 2013; The Bipartisan Policy Center, 2016).

The utilization of public private partnership (PPP) for projects development may be impacted by policy encouragement, that is, represented by the availability of legislations as well as PPP statutes at the federal and state levels. The choice of utilizing PPP at the public administration level maybe impacted by far more complex structure of factors. In other words, the motivation of private sector, adequacy of private partners' capabilities, and motives of public administrators to design and utilize PPP transactions for public projects development may be dependent on far more factors than just policy. From another side, the evaluation of PPP performance would highly depend on the understanding of designers and evaluators of PPP to its scope, mechanisms, and variables determining the evaluation of desired outcome. Perhaps the context within which PPP solutions are employed, may also be influential in designing PPP in a certain way or evaluating its results per interchangeable criterions. Whether PPP is found needed for infrastructure development or service quality enhancement, economic stimulation, or just for mere financial resources purposes, may set the rule for design or evaluation basis. Criticism to PPP in academic research is not so vocal due to many limitations on understanding PPP mechanisms or due to the limited contexts within which PPP evaluation is presented.

It is only fair to assume that constructive criticism that benefits the PPP community shall be based on a full or at least expansive knowledge of all PPP aspects, mechanisms, design, and evaluation facts. Nevertheless, articles available that are challenging PPP efficiency provide the academic and practitioners communities with valuable knowledge gaps to be addressed. The continuing work of the academic community, in cooperation with PPP practitioners, would eventually lead to a much better understanding of PPP and its dynamics. This knowledge enhancement would benefit many participants in the PPP domain by providing a broader outlook to PPP benefits and challenges.

Studies warning against the general trend of looking at public private partnership as the cure to all development problems render a huge service to policy makers and public administrators. Though it may seem that PPP represents the best of both worlds, being the public sector as a guardian to public interests and the private sector's innovative and advanced methods of implementation, this may not be a generalizable concept. Gopalkrishna & Karnam suggested that "The advantages currently observed in PPP notwithstanding, there is a need to strengthen the PPP policy to tone up the efficiencies of the PPP model". By understanding PPP dynamics and success factors more broadly, yet precisely, would enable both partners to increase PPP efficiency, if, to start, it is applicable to their respective situation. In other words, tailored PPP to address development issues on case by case basis may require the fundamental in-depth understanding of the various applications, design, and performance evaluation from PPP practitioners. One of many challenges to PPP success evaluation is the fundamental organizational culture dis-

parity between the public and private sectors. The public sector has public interest and budget governance in the center of their responsibilities and the private sector has profit maximization and budget savings in the heart of its capital commitment. In selecting PPP as a viable solution to address a given public interest issue, PPP several options implementation alternatives must be considered and be known by the PPP option selector in the first place. Once the options have been tested for adequacy to resolve the problem at hand, the proper design methodology needs to be considered, and the effective evaluation tools need to be known. Some views even went further and suggest that the lack of dedicated PPP units to develop PPP transactions (Stadtler, 2016; Roehrich, Lewis, and George, 2014; Zahng & Chen, 2013; Power, Burriss, Vadali, and Vedenov, 2016; James, 2014; Tserng, Russell, Hsu, Lin, 2013).

The process of public private partnership (PPP) utilization starts with a decision, most likely by a government entity – unless it is a private initiative, to address a development issue through innovative solutions. This decision is often driven by factors like know-how and capacity building, financial or resources limitations, or just to encourage private participation in public interest projects, among many other possible factors. Majority of studies shared findings or assessed conclusions about the factors influencing public administrators' choice for employing PPP alternatives, though researchers addressed PPP within different contexts. The different contexts of studies ranged from infrastructure, public safety, and economic development, to technological, cybersecurity, and management projects, and from health, communication, and transportation sectors, to

federal, state, and municipal level implementation. Girth, 2014 concluded that “[...] public-private partnerships are primarily determined by a municipality’s economic viability and political-administrative autonomy” within the context of utilizing PPP for technological purposes. Kenezevic, (2015) introduced an innovative concept that could be perceived as government motivation to encourage foreign direct investments while resolving foreign investors’ concerns about economic instabilities, legislations, or capital movement. These studies and many more have recommended that further research is needed to draw a clearer picture of PPP success factors or to investigate in more depth the outcomes of the respective studies. The recommendations, in the context of PPP accumulated knowledge, are beyond just a regular practice in the academic world. In fact, the genuine finding of almost every researcher that approached PPP is that the domain is too broad and is continuously evolving to the extent that it may have to be studied so long as PPP exists.

The various perspectives on public private partnership (PPP) factors contributing to its selection as a solution in certain situations were supported by many studies that addressed the perceived successful factors for PPP in different application contexts. The collective outcome of this line of research inquiries could be referred to as a frame of reference to guide public administrators and PPP practitioners when designing PPP transactions. The design of PPP transactions or projects depends, in part, on the PPP strategy of the government entity assuming this undertaking of program design. Whether this strate-

gy factors in PPP as an anchor funding tool or a full economic development strategic choice, may have a strong impact the design process (Muharremi, 2014).

The accumulation of experience by the public administrator in involving the private sector in public projects, and the full understanding of PPP dynamics and contractual/legal ramifications contributes to the outlook of PPP strategy or design. Klijn & Koppenjan (2016) concluded that “Good contracts and other organizational features have relevance for PPP projects, despite our not finding any direct and strong correlation with outcomes. However, their impact may be revealed only in interaction with other factors.” Factors affecting PPP design and performance evaluations tend to evolve as PPP transactions’ complexity evolve. The more PPP is applied to serve a wider base of projects and purposes, the more factors influencing its success increase. Perhaps the safety gauge to maintain PPP success is the careful assessment of the outlying challenges PPP is trying to resolve while the program/transaction is being designed.

At this stage, only evaluating PPP performance or measuring its success could be the last resort to understand PPP dynamics. It may be fair to assume that a successful PPP transaction entails what it takes to design and PPP transactions or strategies. Literature on evaluating performance offers different perspectives and methodologies that arrived at several conclusions with one common theme, that is, PPP dynamism requires continuous updated research, irrespective of the PPP research inquiry context of the study reviewed. Kyei & Chan, (2015) reviewed 23 years of research studies about PPP performance, where this review led the researchers to conclude the necessity of further academic re-

search to arrive at a closer outlook for PPP success factors and optimal design. The thorough studies review demonstrated that qualitative research methodology and case study approach prove to be the most suitable approach for in-depth investigation of the PPP broad domain.

Two mainstream themes in performance evaluation could be traced, looking at several studies addressing public private partnership (PPP) in different application contexts, the financial outcome theme and the public benefit theme. The financial outcome results are spread into two branches, one branch is relevant to resources provision bridging the public sector's budget gaps and the second branch is profitability and payback of the invested budget – or at least the private portion of it. The public benefit theme ranges from cost benefit comparisons between the economic value for money evaluation and the social and economic progress, to the benefits gained by the society because of quality increase and cost reduction of public services.

The several perspectives on performance evaluations and the shared themes in many studies contributes count based on a contractual agreement between the public and private parties that form the PPP transaction. In these perspectives, the agreement design often outlines the standards of achievements or outcomes upon which the transaction evaluation could be assessed. This condition or prerequisite does not offer a fundamental assessment of the qualities of PPP transaction that could be repeated to achieve success in any PPP situation. On the other hand, the fundamental principal in this context is that the agreement is one medium to communicate or set the standards for PPP evaluation on case

by case basis (Lawther & Martin 2014; Petkovic, Negre, and Lukic, 2015; Tang & Shen, 2013; Zou, Kumaraswamy, Chung, and Wong, 2014). The length of time frame of the project is expected to be a contributing factor in this perspective. In other words, it is fair to assume that a project that has a short duration would be evaluated in a different way than that with a long duration. Many factors can change when time is longer, for example interest rates changes, inflation rate changes, material costs changes, and other financial or legislative issues may arise. This assumption leads to the suggestion that the contractual agreement needs to address all the variables for the performance evaluation to be accurate. On another note, it may be rather difficult to estimate all unforeseen events and place them in a single contractual agreement. This notion makes the contract text and project scope outlined the only standard to evaluate performance on project closure and delivery basis. If this is the case, then there would be no evidence of the actual success of the PPP transaction in real terms represented by economic or social added value that makes the PPP option stands better than any other options available at the time of making the decision (Love, Regan, and Sutrisna, 2014).

Public private partnership (PPP) is often viewed as a policy tool to satisfy public interest while overcoming public sector's resources challenges through involving the private sector in delivering public services. This view nominates the public, the society and stakeholders, to take part in this arrangement. Stakeholders in this perspective could be an indefinite group of people in each society, since the issue at stake is public interest. When the broad nature of PPP concept is combined with the broad base of stakeholders,

assessing PPP's optimal design, performance evaluation basis, and impact on the society could be a long shot. To focus the assessment of PPP role and benefit, PPP must be accurately defined, stakeholders must be determined as much as possible, and the desired outcome must be as collective as it could accurately be. If the government approaches public interest primarily through advancing economic development activities, and in this case through PPP, makes PPP impact on economic development a valid inquiry. Economic development certainly require infrastructure, technological advancement, financing, public safety, urban development, job opportunities, research and many more public benefits that PPP helps its delivery. Stakeholders, that are perceivably the whole community, could be narrowed down to those directly being affected by the commitments or outcomes of the PPP transaction. In this case, it could be fair to assume that the private party of a given PPP transaction is also a stakeholder in the community's advancement and the economic development progress. This active stakeholder, and the other passive stakeholders being the immediate community and their perception of economic development outcome, could be the basis of assessing the optimal design and reliable evaluation of PPP activities. The social gained progress because of PPP activities in terms of employment, living standards and welfare could be an argument for PPP role and impact on stakeholders (Schepper, Doms, Haezendonck, 2014; Davis, 2014; Aerts, Grage, Doms, 2014; Predonu & Gherman, 2014; Rouhani, Geddes, Gao, and Bel, 2016). The assumption that the society is a stakeholder in public private partnership (PPP) activities may lead to the exploration of the actual role of stakeholders, both passive and active, in PPP

activities. The first role that comes to mind following this assumption is the governance role through citizens' participation as democratic culture concepts describe. The matter of the fact is that this concept is also an international development organization advocacy function as well, that is, adopted by The World Bank, The International bank for reconstruction and development, Asian Development Bank, and The Inter-American Development Bank (WBG, IDB, IBRD, and ADB, 2014).

Though this is the case, international development organization's notion of stakeholders' role in economic development has been put into action by the society's stakeholders via various forms, being impacted by their suggested framework and by the logical relation between the society as a stakeholder and their respective governments. The social engagement with PPP projects is realized through two main channels, one of them is the social acceptance and governance to the PPP proposed projects and the other is actual participation in funding PPP projects. The society stakeholders in certain instances had the ability to effect social financing for PPP projects even encouraging the private sector to engage in, commit to, and perform PPP projects (Kim, 2015).

Stakeholders are not just the silent beneficiaries of a PPP project but also those who are actively engaged in the decision-making process or that are consulted by their public administration regarding their acceptance of PPP transactions that would affect their society. Even passive stakeholders, or silent beneficiaries, could be considered as the intangible impacts of PPP activities outcome (Aundhe & Narasimhan, 2014; Aundhe & Narasimhan, 2016; Matei, Matei, and Lazar, 2016; Warner, 2013; Li, Li, and Wang,

2016). The economic development strategies at the micro level are drawn from the macro-economic policy level planning and are implemented through the public administration at the local and municipal level utilizing a selection of tools or options. One of these options is the selection of public private partnership (PPP) utilization to implement economic development projects.

The perceived outcome would be some impact of PPP on economic development activities at the micro-economic level. On the other hand, the society or stakeholders are impacted, in-turn, with this sequence of events. To that extent, stakeholders' participation in the design, implementation, and evaluation of PPP would also contribute to the micro-economic level outcome of PPP activities as a macro-economic policy strategy implementation policy tool (Bovis, 2013).

Within this context, public private partnership activities, in any economic development sector application, is a catalyst in the relational engagement of the society and the government. Stakeholders' perception, dubbed social acceptance in many research studies, is a key factor in the decision process assessment of PPP utilization. Stakeholders, with its extended meaning that includes citizens, corporations, contractors, financial institutions, or PPP executives, could be the most accurate source of information on the effectiveness and suitability of PPP activities, and PPP perceived role and impact.

The lack of research studies, except few, on stakeholders' perception on PPP activities points at a serious research gap that needs to be addressed. The one study that addressed stakeholders' perception on PPP activities, touched on the subject from contrac-

tors' perspectives in Singapore. The researchers indicated that case studies are the appropriate approach to address perceptions on PPP. The researchers also concluded that "The respondents perceived "well-organized public agency", "appropriate risk allocation and sharing" and "strong private consortium" as the top three [Critical Success Factors] CSFs for PPP projects" (Hwang, Zhao, Gay, 2013; Kurniawan, Ogunlana & Motawa, 2014).

The introduction of the stakeholders' and their communities to public private partnership (PPP) assessment, that is, a catalyst in modern economic development policy implementation, reflects the three pillars for sustainable development, being people, place, and profit. Hence, PPP could be, and it is, used as means to attain sustainable economic development. With macroeconomic level policy inclusion and microeconomic level strategic implementation of PPP, it becomes an economic progress (or profitability) tool. With stakeholders and their communities' participation to benefit from PPP, it becomes a people lives development tool (being for example a job creation and living standards elevation tool, and innovative economic sectors creation). In addition, with being deployed for urbanization, projects development, forests, parks, and environment quality enhancement, public services enhancement, and eco-friendly developments, PPP becomes a place development tool. Public private partnership is the strongest candidate to assume the status of being a catalyst approach to achieving the global sustainable development goals (Rossi & Civitillo, 2014; Zapartina, 2016; Karpenko & Shyshova, 2015; Akhmetshina & Mustafin, 2015; Kokko, Lukkarinen, and Authority, 2014; United Nations, 2013).

Public private partnership (PPP), being a sustainable economic development tool, attracts various stakeholders to adopt it as a short cut to sustainability when designing and implementing projects. This additional notion of PPP encouraged the creation of new business ventures, not only between profit maximization private corporations and the public sector, but also between the rest of the community and the private sector. Non-profit organizations have a significant role in cooperating with the public sectors to foster public interest goals and fill the gap of public resources. Mixed enterprises, that are created as an ongoing partnership between the private capital and the public sector, started emerging based on PPP concepts.

Nationwide legislations for new forms of corporations have enabled the emergence of the social enterprises sector that work along the line of fostering public interest. In short, PPP encouraged and inspired the society to generate a whole new innovative economic development trend, that is, not only in terms of innovative business and economic activity, but also innovative financing solutions.

The economic development challenges of the past were addressed by public private partnership (PPP) in terms of public sector initiation of PPP transactions and encouragement to the private sector to participate in facing those challenges for a profit potential until PPP evolved into a sustainable development practice. The current and future PPP transactions are now initiated also with the inclusion of non-profit organizations, mixed enterprises, and social enterprises.

Those new types of ventures sometimes take over the initiative and invite the public sector, governments, and private capital to create new forms of partnerships to advance public interest over economic challenges. Examples of non-profit participation in PPP extends from developing countries water resources and sanitation projects to Dallas, Texas community development corporations and community development financial institutions, among other forms, role in driving sustainable economic development. Such innovative forms of PPP contributed to attracting investments, job creation, urban development, raising quality of life, providing better public services, and even enhancing inter-city logistics – from transportation to shopping. The strategic alignment of the community's organizations, whether for profit or non-profit, with the public sector's role to foster public interest developments has positively impacted the socio-economic values of the society. (Solana, 2014; Nisar, 2013; Marques, Marra, and Pozzi, 2014).

Research studies addressing public private partnerships (PPP) from this innovative application perspective are emerging but still insufficient to understand this drastic change in PPP conceptualization and utilization. Many issues remain to be unknown about the new forms of PPP and its dynamics in influencing economic development or its mechanisms of design, financing, or evaluation. Being an innovative anew trend, PPP application within the community and stakeholders' context could be reflected through its direct application within the community it serves. Major PPP applications in this concept were centered around communities' urban development and redevelopment.

The city of Dallas, Texas in the United States of America is certainly one of the pioneer cities in the world to experience the initiation of this growing trend of PPP application starting the first half of the first decade of this millennium, but other cities and communities have also witnessed some degree of similar application. It is essential to note that the very few existing research studies counted on case study approach within a qualitative research methodology to address such experiences. Being the first level of living standard and economic activity progress indication, urban development benefited from the new trends in public private partnership (PPP) applications.

Many cities have experienced PPP new trend for urban development like Pittsburgh, Krakaw - Poland, Kirklees, and Wolverhampton – UK, and many developing countries. Majority of urban development activities focused on redevelopment of existing deteriorated or economically disadvantaged cities. New developments came in as part of the urban regeneration to create critical mass and to accommodate the growing population in the redeveloped cities. The created value of utilizing PPP for urban development brought the massive transit systems modernization that came as a byproduct to the economic development progress.

The total urban development activity, including that of its byproducts, utilized PPP for its implementation. Available research studies findings revolved around same aspects of PPP success as it is the case in what could be called now “conventional” PPP transactions. Success factors or prerequisites for success ranged from alignment of goals between parties to the PPP transactions to the adequacy of private resources and capabili-

ties to perform PPP transactions. The new addition that could be linked to the innovative trend in PPP is that it represented an added level of motivation for private investors to commit capital and resources and to be engaged in this type of PPP transactions for long terms.

The new trend of PPP application within urban development context as an economic development driver has its implications on democratic governance and accountability. To that extent, this trend has more unknown aspects that the previous contexts of PPP utilization – that already lacked sufficient research – and certainly opens a lot of channels for further academic research (Lia, Yanga, Li, Chen, 2016; Willoughby, 2013; Kopec, 2013; Green, 2013; Kort & Klijn, 2013).

It is certainly an impressive outlook to witness PPP impact on economic development, employment, public services, and general living standards but it is rather intriguing to see the alignment of economic boom coinciding with PPP new forms utilization. On the face of it, this economic boom could be referred to PPP but there is no evidence-based research that confirms or denies this notion. There is also no evidence-based research on the dynamics or mechanisms employed to the extent of PPP impact, deliberate or accidental, on economic development in the cities where it was applied.

Financing this huge undertaking of city-wide economic development, within this new PPP trend context, is certainly expected to exceed financing a single infrastructure project in the respective city. There is very little information on the financing mechanisms in such situations to the extent that less than a handful of research articles address

one form of urban development financing mechanisms, where only one of them focuses on PPP innovative economic development trend in its contextual analysis, perhaps since both were authored by the same researchers within the same year.

Bland & Overton, 2014, studying “seventeen Tax Increment financing (TIF) districts within a twenty years’ period”, in the city of Dallas, Texas, concluded that “the city’s initial budgets were credible commitments by developers who used that information to prepare their development plans and expected investment returns over the life of the TIF district.” The researchers, in this study, looked at TIF – a form of public finance via tax revenue investment incentive to developers in a certain district – as a private sector’s encouragement tool designed and effected by the city. This tool was designed based on certain assumptions, pre-recession, that did not lead to the desired outcome after the recession, or in the “old TIF districts” per the study. The new set of assumptions, post-recession, that created the economic boom of the city of Dallas, Texas may have contributed to the encouragement of private capital to flow into the city within the newly designated TIP districts.

When the researchers addressed TIF as a financing tool for PPP in another study, they concluded that the financing and performance situation becomes far more complex than the simple city TIF incentives to stimulate private sectors’ economic activity. In the context of PPP activity, that researchers found that “both private investment and public investment serve different purposes affecting policy outcomes in disparate ways” and established “[...] the need to explore the generation of surplus value in public–private part-

nerships, the distinctive roles various partners play in achieving policy outcomes, and the general role of administrative capacity in achieving policy outcomes in public–private partnerships” through further research.

It is imperative to note that the research landscape about the Dallas, Texas economic development progress, considering the city adoption of PPP innovative forms, has a handful of resources. The significance of the Dallas, Texas experience is far more beyond the mere analysis of PPP applications, aspects, or even dynamics and mechanisms. The Dallas, Texas experience, as a worldwide pioneer city in evolving PPP activities, may offer insights that will enrich the knowledge base of the entire Public-Private Partnership domain. The city of Dallas, Texas has implemented PPP transactions across the board, and within all the PPP application contexts. The city of Dallas, Texas utilized PPP for traditional infrastructure and economic sectors applications, all the way to innovative PPP, community and non-profit organizations, and citizens’ participation, as well as for innovative sustainable economic and urban development applications.

The Dallas, Texas experience with public private partnership (PPP) could be viewed as a well-integrated system for sustainable economic development, through PPP various forms utilization, that is, guided by a coherent macroeconomic strategy. The city’s application of PPP is carried on through a dedicated public administration arm, being the city’s economic development division that has a PPP unit and guarding the implementation vision. The division’s implementation of PPP is guided by the planned and desired microeconomic impact that is observed in the city’s sustainably growing econo-

my and the reflection of this growth on the growing number of citizens moving to the city motivated by the elevated living standards and income growth and job opportunities.

The city's commercial and residential developments growth motivated by the many city incentive programs, including TIF, has driven the establishment and expansion of the Dallas Area Rapid Transit (DART) system that part of its development was impacted by PPP activities. The DART system development encouraged further urban development activities expansion that PPP was part of its establishment and financing.

The DART system development alone contributed to the creation of over "43,000 jobs worth almost \$3 Billion of wages" where the attached developments had "a total economic impact of \$5.1 Billion for the region with an estimated \$7 Billion of total impact" creating an additional "\$69 million" in tax revenues over two years (Watts, 2016). BLS (2017) reported Dallas, Texas unemployment rate, inflation rate, incomes, private business activity, and energy costs stability with potential enhancements in the outlook given the current above national average performance.

The Dallas, Texas economic progress, that could be dubbed an economic boom in recent years, coincides with the City of Dallas, Texas turn of over a decade of public private partnership (PPP) implementation to stimulate economic activity. Dallas PPP review reveals the city's vision on the microeconomic level to increase commercial and real estate tax base, attract investments for job creation, and increase urban development. The city's focus on encouraging retail activities through redevelopment and development of mixed-use urban assets through PPP facilitation points at PPP role macroeconomically.

In addition, this sample of microeconomic strategy is derived from the macroeconomic policy level in relevance to taxation, legislation, and entrepreneurship encouragement. (City of Dallas, Texas - PPP, 2013; City of Dallas, Texas - PPP, 2016; Dallas Economic Development - Statistics, 2016; Dallas Economic Development- Economic Development Profile, 2016). The unprecedented economic development phenomenon of Dallas, Texas has no trace of scholar studies exploring its PPP model of sustainable economic development.

Summary and Conclusions

Public private partnership (PPP) is a broad concept, that is, defined in many forms per the context within which it is presented. The general conceptual understanding for PPP is that is a concept of cooperation between the public and the private sectors to deliver public interest satisfactory projects. According to the literature, the mainstream perceptions on PPP are rather restricted to linking the concept to the context of infrastructure projects development. Public private partnership (PPP) is a continuously evolving concept that has several applications, not only in infrastructure development but also in other economic development sectors. The literature reveals, functional models of PPP applications acted in many cases as a financial method that bridges the gap in the public budget through drawing on private capital for public investment. Public sectors evolved utilization of PPP forms to build, manage, and/or maintain public service facilities sectors. Public private partnership (PPP) is observed as a macroeconomic policy tool to achieve microeconomic level results targeting sustainable economic development. Very

few academic research studies are available on the subject matter PPP evolution and almost handful of studies is available on PPP innovative applications. Almost no trace of scholar investigations is available, that is, assessing PPP impact on sustainable economic development activities. Most PPP academic studies utilize qualitative research methodology and explore PPP through case study. Further research in all areas of PPP activities, including but not limited to defining, designing, and evaluating PPP is recommended by almost all the available research studies in the PPP domain. Policy process analysis is an adequate recommended framework to future studies (Turnpenny, Jordan, Benson and Rayner, 2015). The following section, chapter 3, includes detailed presentation of research methods. The chapter provides details related to research design and rationale, role of the researcher, methodology, participants selection logic, instrumentation, recruitment procedures, data analysis plan, and issues of trustworthiness.

Chapter 3: Research Method

The purpose of this study was to explore the PPP) impact on sustainable economic development, through the perspectives of PPP practitioners and executives on PPP impact on sustainable economic development in terms of microeconomic output in Dallas, Texas between 2005 and 2010. The context of the study about PPP impact, as a macroeconomic policy tool in the framework of policy feedback theory, was guided by stakeholder theory and VfM)conceptualization. The research study was conducted through a case study approach using qualitative research methodology. I used interviews to collect data and then analyzed it using NVivo software. The research rationale was to investigate the perceived definitions, applications, and innovative use of PPP broad concepts through explorative study seeking PPP practitioners' input to bridge the scholarly research gaps in the explored areas or choice.

Research Design and Rationale

The research question was “How do Public Private Partnership (PPP) executives in the City of Dallas, Texas perceive PPP impact on economic development during the period from 2005 to 2010?” The central concept was the PPP broad concept of the cooperation between the public sector and the private sector to achieve sustainable development public interest goals. The private sector was represented by for-profit corporations, nonprofit organizations, mixed enterprises, social enterprises, and any member of the society or stakeholder participating with the public sector in a respective PPP transaction. The partnership between the public and private sectors was viewed as any activity that

involves cooperation between both sectors for delivering public interest products, services, or social positive effect, including stakeholders' participation in policy planning, decision, or implementation.

The research tradition in PPP domain has been consistently conducted following qualitative research methodology, using case study approach. The nature of PPP broad concept has been a challenge for many researchers when they try to locate a unified definition or a uniform interpretation for the activity. The broad nature of PPP applications determines the research methodology and approach of the subject matter. The Dallas, Texas case provides the necessary aspects to be addressed through case study approach (see Creswell, 2013).

PPP broad concept has a set of interpretations in relevance to cooperation between public and private sectors to deliver public interest goods or services. This broad interpretation could not be substantiated through quantitative research methods unless a quantifiable variable was attached to PPP transactions within a certain context. To study PPP, exploring its definitions, applications, and contexts may be too broad to scientifically address through evidence-based research. Case study approach provided me with the necessary focus on a narrow reflection of the main subject matter, being PPP concept application, to an acceptable degree of certainty. This dissertation study was designed to address PPP impact, as a policy tool, on economic development progress.

Role of the Researcher

I have no current business or personal relations of any type in the city of Dallas, Texas, or with any of the city officials or entities dealing with the city of Dallas, Texas.. I initiated *The Dallas Central Business District Revitalization Masterplan Initiative* in August 18th, 2005 in the form of a concept. The initiative was presented as a private community development participation proposition. I received an official invitation from the Office of Economic Development of the City of Dallas in April 10th, 2007, after the city adopted the initiative masterplan content into the official *Dallas Forward Plan* to participate in the economic development activities for certain Dallas, Texas regions and assets. The implementation of the initiative and the Dallas Forward Plan was carried out by third parties with whom I did not and do not have business relations. The initiative was a contribution to the Dallas, Texas municipal and community efforts to effect positive change economically and socially but is worth noting in this dissertation for research and researchers' academic integrity. In this process, I extensively met with city officials, primarily Mr. Karl Stundins of the Office of Economic Development. The official, and the exchanged information subject of his interactions with me, were excluded from the potential participants list of interviewees for the purposes of this dissertation. The content of the initiative was not used in the development of this dissertation concept or content as far as references, methodological approach, or information basis are concerned.

My role in this dissertation research, being a qualitative case study, was that the I am part of the research instrumentation design conducting interviews with agreeing par-

ticipants. Being an observer-participant is one of the key tools for collecting data in qualitative research. It is the act of noting a phenomenon in the field setting through the five senses of the observer, often with an instrument, and recording it for scientific purposes. (Angrosino, 2007 as cited in Creswell, 2013).

Through this role, I used the observations accumulated, as grounds for research rationale. My observations enabled me to track interviewees responses and interpret them in a much accurate way than if I have not been exposed to subject matter observations. The research design benefits from my observations and role as a research instrument in terms of accurate research alignment with the research inquiry. My exposure to subject matter observations was an added value to the research integrity, viability, and reliability.

Methodology

This qualitative case study investigated a single case of the city of Dallas, Texas experience in employing PPP policy program as part of its macroeconomic policy vision. The Dallas, Texas application of PPP seems to have impacted businesses, entrepreneurial activities, retail activities, urban development, roads and transport, airport and inland ports facilities, education, residential flow, neighborhoods creation, employment, quality of life, and socioeconomic levels, in addition to many more obvious positive community transformations. This fact implies microeconomic response to the innovative policy program application and suggests that PPP application as a macroeconomic policy tool may have directly or indirectly impacted microeconomic outcomes. This research study inquiry focused on investigating how PPP was applied in Dallas, Texas and how its impact

was evaluated. The notion that Dallas, Texas has applied PPP to an extent that led to sustainable economic development outcomes suggested that the Dallas, Texas case can be a model that may offer new perspectives on PPP and its broad concept.

Interviews

I explored the Dallas, Texas PPP executives' perception on PPP meaning, application, and evaluation. The choice of exploring Dallas, Texas PPP executives' perceptions offers a direct access to the core of PPP real life experiences accumulated through practitioners' exposure. Majority of previous research followed qualitative study approaches to investigate PPP aspects, mechanisms, contracts, economic evaluation in certain economic sectors or public administration practices. Almost all of PPP researchers shared the conclusion that PPP was defined per context of application with no single unified definition available. Researchers also shared the recommendation that additional research was needed to further understand PPP's broad concept innovative applications that were yet to be discovered.

The research gaps were not only in finding PPPs' impact on sustainable economic development as a general indicator to added value, or in studying PPP independently from its application context. The research gap was not only even in discovering the innovative utilization of PPP as a macroeconomic policy tool and its impact on economic progress on the microeconomic level. The research gap was present even in the basic definition of PPP and its meaning to everyone engaged in its implementation, independently from the context of its application. Given the various research gaps, I focused on explor-

ing PPP executives' perception on the broad concept of PPP meaning, application, and impact on sustainable economic development. Case study approach was a logical choice after identifying the Dallas, Texas case to be adequately matching the intent of the research in exploring PPP broad concept application and impact on economic development through holistic analysis of the facts.

In-depth understanding of the Dallas, Texas case was essential in providing innovative understanding to the PPP domain where studying the broad concept of PPP is focused through the study scope and purpose. To study the Dallas, Texas case as broadly as PPP concept itself is, while focusing the study on a single subject being PPP economic development impact, finding out about PPP executives' perceptions was an effective option. Defining PPP executive in context with the study purpose and conceptual framework, given the limited number of individuals officially employed as PPP executives, expanded the total population to include community members exposed to PPP effect. This necessary step, per research design, provided the research study application of purposeful sampling with broad total population, while focusing the study is kept the central inquiry.

Documents Review

The research methodology followed the contextual logic of the study design where PPP broad concept was addressed through focusing the study on a single-issue being PPP impact on economic development. Reviewing previous studies about PPP marked the first step in exploring what is known about the domain and what needs to be discovered. To cover the literature landscape on PPP, I conducted a literature and docu-

ments review using several academic and official government search engines and databases using several search keywords and PPP subjects. This database search provided knowledge on the types and names of academic journals and official government sources that are reputable and that include reliable resources about PPP subjects and in specific about PPP as addressed by the city of Dallas, Texas. In addition to the academic journals databases, thorough research was conducted on scholar-practitioner journals stated in earlier sections and major document review sources of government publications, such as:

- Dallas: Dept. of Economic Development
- Dallas: City council certain public records,

My literature and documents review search led to discovery of over 369 resources that addressed public private partnership including Dallas, Texas city council and departments official documents. The review process started by testing the located resources for relevance to this research study subject matter. Resources located included 97 articles that referred to PPP in text with no concept analysis, that is, relevant to PPP subject matter. Additional 93 resources included content studying other inquiries than PPP referenced topics. Relevant, current, and dependable studies totaled 179 resources, articles, and studies that are relevant to PPP subject matter and this study research design. Majority of these articles studied PPP in reliable depth within the context of its topic like governance, infrastructure development, public administration, and many more public policy contexts. I eliminated additional 63 resources that did not represent scholarly written material, like news reports, editorial articles, and articles with noncurrent cited resources more than 5

years old. One hundred and sixteen resources were found relevant, current within 5 years, and scholarly acceptable and were included in the study literature review.

Exhaustive literature and document review of the located and selected articles and material was conducted to gain previous literature insights on PPP in addition to cross referencing discoveries with Dallas, Texas government records. The review included searching the resources for PPP definitions, where thematic definitions per context were located and presented within the literature review text. Deliberate categorization of PPP study approaches and contexts was conducted and led to discovery of majority research trend to address PPP within infrastructure development and financial tools contexts. Policy and public policy makers' views, utilization, and interpretations of PPP was assessed and relational context to scholar research trends was drawn. New trends of PPP research and applications, in relation to social inclusion and economic development sustainability, were outlined and new trends of PPP use for urban development and regeneration, as means to economic development, were assessed. Traditional performance evaluation and its relevance, strengths, and shortcomings was extracted from resources. I concluded the review by linking several categorized resources to its core thematic research inquiries, approaches, and recommendation and was linked to the Dallas, Texas case observations. Literature about Dallas, Texas was linked to the similarly situated international level research and alignment of the literature review outcome with this research inquiry was drawn.

Research gaps were identified by thoroughly reviewing the literature and were narrowed by the current study research inquiry to be PPP broad concept applications. Document reviews of official material provided a path to understanding the practitioners' views on PPP. The research inquiry methodological approach, analytical frameworks, and instrumentation selected for this dissertation research study were verified and confirmed to be adequate to focus the study. Participants selection criterion and sampling strategies were identified to be suitable to conduct the study. Interview protocol and design, in addition to data collection and analysis plan, were designed to conduct the study focused scope.

Participant Selection Logic

The population profiles in this dissertation study was determined based on certain criterion to define (PPP executives in the city of Dallas, Texas. Public private partnership executives were defined as individuals that work(ed) in the public or private sector and whom have participated in PPP activities. The criterion of selection was that a participant (a) views herself/himself as a stakeholder in the Dallas, Texas PPP activities, (b) had assumed, or is still occupying, an executive position in Dallas, Texas public or private sector, directly or indirectly related to PPP activities, and/or (c) represented, or herself/himself is, a member of the Dallas, Texas community that participated in policy formulation, policy decision, policy implementation or evaluation that is perceived relevant to PPP activities. Stakeholders extended to include nonprofit organizations, as well as nondevel-

opment private entities, like financial institutions, community organizations, and individuals.

The concept behind designing the criterion to include stakeholders and to extend to community organizations, individuals, and nonprofits stemmed from the central inquiry of this dissertation about public private partnership (PPP) broad concept. The PPP executives could mean those individuals with executive posts in public or private sectors, but a community member who voted for a PPP project or policy related matter is part of the PPP policy process. This notion aligns the criterion with the central theoretical framework and the conceptual treatment of further theoretical basis upon which this dissertation relies in its investigation to the extent of PPP executives' perception on Dallas, Texas PPP activities.

Due to the limited total number of Dallas, Texas public private partnership direct executives, representing the total population of approximately three to five individuals (of which one executive is excluded to avoid bias), the executives' concept has been extended to ensure accuracy of data collection. Additionally, due to the fundamentally broad nature of PPP under investigation, as concluded by many academic researchers, PPP impacts and is impacted by the broadest base of stakeholders. These fundamental facts, and the scope of this dissertation study, encouraged me to expand the population lens to ensure reliability and quality of data collection (Creswell, 2013).

Collecting data in this research relied on purposeful sampling to investigate the single case of the city of Dallas, Texas public private partnership impact on economic de-

velopment progress. The sample size was determined to be between 6 and 8 participants with an average of seven participants. Diligent efforts were applied to complete at least 7 interviews. The participants base was representative of the total population with average two participants from the public sector, two participants from the for-profit private sector, two participants from non-profit/community development organizations, and one member from city council or a Dallas, Texas community whom have participated in related PPP project/policy voting.

Identifying participants was done through matching the determined profiles criterion to potential participants through the recruitment process. The identification and recruitment process started with researching public and private entities for directories of executives engaged in the economic development in the city of Dallas, Texas in the public and private sectors. City council and community members that have been in service or participated in voting activities on policy are identified through city public records where all potential participants were contacted via telephone and electronic communications. Brief introductory about the study scope and anticipated role of the potential participant, in addition to the purpose of the conversation to obtain potential participants' permission was the first step. Once permission was obtained, and based on the potential participant's answers, identified potential participants were listed for recruitment conclusion. The recruitment process concluded with approaching potential participants fitting the profile criterion for disclosure and permission to participate in the dissertation study interviews. Additional data collection for the case study was based on secondary data obtained from

published data. Purposeful sampling was indicated by Creswell, 2013 “the primary sampling strategy used in qualitative research. It means that the inquirer selects individuals and sites for study because they can purposefully inform an understanding of the research problem and central phenomenon in the study”. In this dissertation study, samples were determined bearing in mind the limited total population for the case study of Dallas, Texas. The sample size included over half of the total population of official public private partnership (PPP) executives and extended to include the wide variety of PPP executives per the study concept. This sampling strategy ensured full representation of total population, hence ensured quality, reliability, and validity of the research data (Creswell, 2013).

Instrumentation

Data that compose the substance of collective data accumulation for this dissertation study was produced through interview protocol. The prime data collection instrument was interviews conducted with Dallas, Texas public private partnership (PPP) executives as defined and profiled in earlier respective sections. Document review from government sources available at the city of Dallas, TX public records was also conducted for cross references and aided the interview process and the interview data analysis verification.

The interview protocol was also set to capture data through journaling the whole interview, after appropriate disclosures were made to interview participants and their permissions were obtained, with the whole process documented. The retrieved published data is derived from the city of Dallas, Texas documents as in documents review section.

Patton, 2015 asserted that the “researcher is the instrument of the inquiry” in qualitative research approach. Whether collecting data through interview instruments or other methods, the researcher’s observations, frame of references, and experiences contribute to the research substance and quality. This notion made my responsibility to ensure quality, reliability, and credibility of the research magnified.

To accomplish this task, I applied what is referred to in this dissertation study as “safety layer” represented by multiple sources of information and strong instrumentation for data collection. This safety layer ranged from using data triangulation to designing multiple instruments, and all the way to strict abidance by interview protocol guidelines and proper selection of secondary data sources. This dissertation study included review of secondary data collected from reliable sources relevant to the subject matter inquiry.

Data sources utilized are the City of Dallas, Texas economic development – including available official documents like internal memos and communication – databases, and all academic databases presented in this dissertation’s research sources section in Chapter two of this dissertation.

The variety of data sources, being interviews and secondary data sources, ensured the study coverage to all available/accessible information on subject matter inquiry within the context of the broad concept of public private partnership (PPP) and its applications. This data collection plan enabled me to demonstrate all possible aspects of PPP in addition to verifying the data collected through interviews, when applicable, to enhance the reliability of interview data interpretations.

Enhancing interpretation of data collected through participants' answers in an interview setting and following this interpretation with follow up procedures contributed to enhancing the quality of the research. Data analysis process benefited from the accurate interpretation, that is, verified through follow up to confirm data interpretation and leads to accurate findings and reliable conclusions (Patton, 2015).

Patton, 2015 presented that "Validity in qualitative research depends on careful instrument construction to ensure that the instrument measures what it is supposed to measure. The instrument must then be administered in an appropriate, standardized manner according to prescribed procedures." Designing the data collection plan to utilize multiple data collections sources, with prime instrument being interviews, ensures quality and reliability of data analysis. This data collection plan, that includes interview interpretations follow up and secondary data sources verification, ensured reliable assessment of public private partnership (PPP) impact on economic development.

Comparing or verifying the interviewees/participants' perceptions, on PPP impact on economic development and its sustainability in the Dallas, Texas case, with secondary document data and the scholarly literature provided a full understanding of the subject matter and best answers the research inquiry. Counting on "Human beings as data collecting instruments [being the interaction between the researcher and the participants through interviews] are necessary because only humans can gather and evaluate the meaning of complex interactions — Jillian A. Tullis Owen (2008, p. 547)" (Patton, 2015). Depending on interviews as the central data collection instrument and supporting this instrument

with secondary data cleared the research from threats of human error or interference with data interpretation.

My structured interview instrument included a list of seven open-ended questions (Appendix A) where “a structured interview reduces the extent to which individual differences and circumstances can be queried” and was selected to ensure research quality (Patton, 2015). The interview was supported with an optional One-Shot question to be applied in case the interviewee indicated last minute, or during the interview, time dedicated for the interview in the appointment must be circumvented to attend to other pressing or sudden incidents. The total interview appointment time was 45 minutes with 35 minutes for the interview questions and 10 minutes to exchange greetings, familiarize the participant with the process, and to build rapport and ensure credibility.

The central research question and sub-question addressed in this dissertation research study to answer the research inquiry were:

RQ: How do Public Private Partnership (PPP) executives in the City of Dallas, Texas perceive PPP impact on economic development during the period from 2005 to 2010?

SQ: What evaluation elements do Public Private Partnership (PPP) executives in the City of Dallas, Texas use to evaluate PPP impact on sustainable economic development during the period from 2005 to 2010?

Interview questions were designed in three parts, being introductory, development, and conclusory or follow up probing open-ended questions. The introductory questions were stemmed from standard qualifications confirmation questions as follows:

1. How would you describe your capacities at the place of work or your community activities to be linked to public private partnership activities in Dallas, Texas between 2005 to 2010?
2. How do you perceive public private partnership concept to mean and scope to be, on the economic and social levels?

The second part of the interview question, or development questions, was composed of two interview questions to address the central research question and one interview question to address the research sub-question, as follows:

3. In your perception, how would you describe public private partnership activities in Dallas, Texas during 2005 to 2010 in terms of why it was selected as a sustainable economic development solution and how it was applied?
4. How do you perceive the application of public private partnership to have impacted sustainable economic development in the city of Dallas, Texas between 2005 and 2010, given the economic challenges that the city had gone through in earlier periods prior to applying PPP as an economic policy tool?
5. How do you evaluate public private partnership performance and what do you suggest or have wished to see different in its application to get a better result

in terms of sustainable economic development or social and stakeholders' inclusion and involvement?

The third, or conclusory part, of the interview questions was dedicated to the interview follow-up questions and for paraphrasing key concepts indicated within the participant's context of interaction. This part's questions were as follows:

6. In your perception, how is public private partnership as a macroeconomic policy tool reflected on the retail business encouragement, citizen's living standards, and urban development in the city of Dallas, Texas?
7. In terms of policy formulation and implementation, how did public private partnership PPP application impact sustainability of the City of Dallas, Texas? and if it did, how would you describe PPP impact on sustainable economic development experience in the city of Dallas, Texas, for example: sustainability of operations or business continuity, or any other form you see impacted?

Procedures for Recruitment, Participation, and Data Collection

This dissertation study was viewed as a basic research with its inquiry targeting summative evaluation of public private partnership (PPP) policy programs, that is, potentially leading to formative evaluation through its findings and recommendations. In order to align the research design with the its scope and inquiry, data collection plan was determined within the guidelines of qualitative case study approach. The data collection plan depends on instrumentation of an interview protocol and secondary data retrieval (Patton, 2015). The collected data were representative of recent timeframe of subject mat-

ter investigation being approximately “one point in time” at the middle and toward the end of PPP policy program implementation and fruition between 2005 and 2010 in Dallas, Texas. The relatively current timeframe, in the context of investigated subject matter, in comparison to current research development on PPP domain contributed to the adequacy of the data collection plan in regards of unit of analysis choice (Patton, 2015).

Document Review

This dissertation central research question was “How do Public Private Partnership (PPP) executives in the City of Dallas, Texas perceive PPP impact on economic development during the period from 2005 to 2010?” where the research sub-question was “What evaluation elements do Public Private Partnership (PPP) executives in the City of Dallas, Texas use to evaluate PPP impact on economic development during the period from 2005 to 2010?”. In light of these research questions and this dissertation research study inquiry, investigating perceptions of PPP executives was best approached by collecting data directly from such executives through interview protocol. This action required purposeful sampling to be applied to the total targeted population of PPP executive, as indicated by the extended concept of PPP activists or contributors to PPP policy, decision, and implementation, within the PPP broad context. To realize the purpose and to abide by the scope of this research as designed, secondary data was needed to verify, enhance interpretation, and validate findings resulted from analysis of data collected through interviews and document review.

Patton, 2015 argued that “Different purposes typically lead to different ways of conceptualizing problems, different designs, different types of data gathering, and different ways of publicizing and disseminating findings.” The interview instrument design reflected the central research question and sub-question inquiry of how PPP impact was viewed and evaluated by PPP executives. The interview questions were aligned with the central research inquiry, the research design, and the data collection plan in terms of being open-ended questions and being developed to explore perception of participants.

Data collection plan was aligned with the research design and inquiry as it justifies “who or what shall be studied (and who or what shall not) – Flick (2007a, p. 44)” (Patton, 2015). The data collection plan aligned with the research design and inquiry as it primarily investigated the depth of the subject matter inquiry, considering the breadth of PPP broad concept, to capture the nature of its impact on sustainable economic development. Documents accessed through the city of Dallas, Texas published data bases formed basis to formulating inquiry approach questions and were utilized for cross referencing interview collected data when applicable. Certain documents were expected to be accessible through participants at their participation stage to assist their answers.

Interviews

Purposeful sampling strategic choice was induced by the type of information the Dallas, Texas case possesses due to the broad public private partnership (PPP) application the city of Dallas, Texas have experienced during the period selected for the case study. This case study was information rich where the most accurate way to arrive at its facts is

through retrieving the information by exploring the perceptions of Dallas, Texas PPP executives.

A “single-significant-case” sampling strategy was designed for exploring the Dallas, Texas public private partnership (PPP) case in depth to enhance understanding of PPP and to provide a knowledge edge on the subject matter, with Dallas, Texas as a critical case (Patton, 2015). The number of participants was determined based on total population and extended definition of PPP executives to cover PPP broad concept and scope. The recruitment of participants took place through formal procedures with appropriate disclosure and briefing about the study and the participants’ role in the research.

The recruitment process started with formally contacting participants after their initial consent to be contacted for the purposes of participating in the research, as indicates in the instrumentation section above. The formal contact was established with participants to provide full disclosure about the study with confidentiality confirmation, and to determine a time and location/medium for the formal interview to take place. Both in-person and electronic/phone interview time slots were offered to the participants, so that options were flexible to accommodate participants’ schedules, though in-person face-to-face option was recommended.

Rapport was built by the interviewer/researcher through briefing the participant about the study with the help of a disclosure statement and through reaffirming confidentiality and stating the role of participant and scope of the interview. The data was collected at the interview appointment after briefing the participant, whether in-person or oth-

erwise through skype, telephone, or other electronic communication arrangements acceptable by the respective participant. The interview time was set to be forty-five minutes and is conducted by the data collector being me. The interview was captured by a recording medium being journaling. Multiple secured mediums are deployed at the call or the in-person interview to ensure reliability of performance and clarity of information..

None of the subject matter research questions, or interview questions, were believed to trigger any conflict of interest concerns for participants, but participants had the right to withdraw from participation at any time. Participants were encouraged to keep the content of the interview confidential and to exercise non-disclosure of the research study information made available to them until the study is published and a copy of the findings are provided. Participants' acknowledgement of full understanding and consent to participate in the interview was needed to proceed. Consent form to participate in the research and confidentiality agreement from researcher were provided.

The data collected was stored on digital storage mediums that are guarded by myself strictly as my own highly important valuable personal property. The collected data were aggregated and analyzed for themes, utilizing analytical techniques and qualitative data analysis software, to assist interpretations that are further validated by secondary data to ensure quality to arrive at findings and recommendations.

Data Analysis Plan – Interviews

The collected data, though rich and focused, went through a thorough and study scope focused analysis process to contribute to the research alignment, quality, and credi-

bility and to generate accurate interpretations and reaching reliable findings. To focus the study and align the data interpretation with the research, the collected data were analyzed for themes and were cleared from data noise. Data noise, in this study context, were the type of thematic interpretations that were irrelevant to the study scope and that seemed relevant to public private partnership (PPP) but did not substantiate an inquiry value.

Patton, 2015 explained the challenge to data analysis to be stemming from the fact that “Qualitative analysis transforms data into findings. No formula exists for that transformation. Guidance yes, but no recipe. Direction can and will be offered, but the final destination remains unique for each inquirer, known only when— and if— arrived at.” This fact contributed to the threat of bias and/or impact of my own frame of reference or experiences on the interpretation of collected data. To address this challenge, I designed the research, instrumentation, and data analysis plan to align with the research inquiry so that bias or misinterpretation was eliminated.

One more challenge to data analysis, that is, a major challenge for qualitative research inquiries in general was the amount of data collected through interview and secondary data instrumentation. The accumulation of a large amount of data brings the challenge back to my individual ability to manually search for patterns, themes, and keywords to contribute to the accurate interpretation. I relied on qualitative data analysis software NVivo to streamline and automate the analysis process. Though relying on software contributed to the speed and accuracy of collected data analysis for themes, pat-

terns, and keywords, I stayed engaged to refine the analysis process and had to manually adjust or eliminate data noise.

Perhaps the data analysis process could be focused way before the data collection process starts, and this was accomplished through focusing the research inquiry and aligning the research, instrumentation, and sampling design with the research inquiry. This necessary step contributed to arriving at meaningful and relevant data sets at the time when collected data process was finalized, where at this stage analyzing relevant and focused data sets was relatively a straightforward process. I ensured the alignment of research inquiry and questions with the research methodology, instruments design, interview questions, sampling strategy, and data collection plan. In addition, I utilized secondary data as another measure to ensure the context of interpretation is kept intact and relevant to the research inquiry.

Patton, 2015 provides tips to the researcher to ensure “a strong foundation for qualitative analysis; Begin analysis during fieldwork, Inventory and organize the data; Fill in gaps in the data; Protect the data; Express appreciation; Reaffirm the purpose of your inquiry; Review exemplars for inspiration and guidance; Make qualitative analysis software decisions; Schedule intense; dedicated time for analysis; Be reflective and reflexive; and Start and keep an analysis journal”. In this dissertation research study, I designed the interview instrument questions to the extent that follow-up on participants’ responses could be addressed. The elaboration, that is, encouraged and probed at the end of the interview contributed to filling data gaps and to placing the data collected within con-

text of the research inquiry of which the interview is utilized for collecting data. Follow-up interview appointment with participants was planned to ensure data analysis and interpretations accuracy.

Data analysis plan relied on the above measures in addition to procedural and technical elements. I was prepared to make several copies of the captured data and store the original record on electronic medium and save it to Microsoft One-drive in several copies in addition to keeping copies on researcher's personal computer. One copy was uploaded to NVivo qualitative analysis software, in addition to secondary data, that is, stored on Mendeley research documents software. NVivo software had the capacity of linking to Mendeley where all files of several types were combined on one analytical software medium, being NVivo. I utilized NVivo for content analysis for patterns as "basis for themes" (Patton, 2005).

Data was coded in codes for perception on PPP definition (ppd), policy program (ppr), stakeholder role (psr), scope (pps), and program evaluation (ppe). Data coding was performed for content analysis to focus on patterns relevant to the research inquiry about public private partnership (PPP) in Dallas, Texas. Patterns linked to the research questions exploring PPP executives' perception on PPP impact on economic development were one category. The second patterns category relevant to executives' perceptions on PPP evaluation basis and performance enhancement were linked to the research sub-question. Secondary data content analysis was utilized to compare and conceptualize patterns

to support the “qualitative deductive analysis” (Patton, 2015). Themes were drawn from patterns and were labeled to develop categories that are used to develop interpretations.

Data Analysis Plan – Document Review

During the research process, several documents were accumulated from various source and were screened for official documents with relevance to public private partnership (PPP) research inquiry. The document sources, being the city of Dallas, Texas public record, coupled with documents available with participants willing to share information, were analyzed alongside interview collected data.

Document review as a second methodology, that is, for secondary data collection for cross reference purposes were analyzed utilizing same software NVivo. The software includes several options to upload documents and analyze content in different formats. Whether material provided through official government sources or public records is in audio, video, text, or other format, it can be processed within the same streamline of interview data analysis through NVivo. The NVivo software included several options to upload documents and analyze content in different formats. The software feature enabled the data from documents, interviews, and even literature articles to be analyzed within the same process through automated and manual cross-referencing options. The software provided reliability of analysis as it eliminated error or bias chances.

Issues of Trustworthiness

Credibility

Research studies credibility depends on many factors out of which the research inquiry alignment with the research design and the collective approach to investigate the inquiry through adequate methodology are prominent. The single factor determining credibility, in addition to the study approach and structure, could be viewed as the dependability, validity, and precision of the study collected data and its interpretation.

The prime applied strategy to ensure credibility of this research study was based on collecting and analyzing data from multiple credible sources. Interpretation of the analyzed data contributed to credibility of this study by validating interpretations with data sources, theoretical framework, and participants. Arriving at multiple conclusions and reassessing the validity of comparative conclusions with participants and additional sources like peer reviews ensured maximization of study internal validity and credibility.

Transferability

Research studies with substantive significance are the result of the collective work of many participants in the academic research field, in addition to the researcher conducting the study. The previous literature and research efforts of pioneering researchers, the participants in the new research study, and the innovative efforts of the researcher investigating the subject matter all contribute to the new research's value.

This notion made this dissertation research a material that is transferable and shared to participants through feedback and conclusions. The research study also pro-

vides for further research to utilize its findings, challenge it, or build on its thick description.

Dependability

I am intended, through this research study, to contribute to the body of knowledge by providing perspectives on the broad concept of public private partnership (PPP), its impact on economic development, and its evaluation as a policy program. To contribute to the body of knowledge, this research study was conducted in an attempt to present dependable value to the research community.

This dissertation research study was designed with adequate theoretical framework and conceptual inclusion, appropriate methodological approach and instrumentation, and applies triangulation in its broadest possible application. The purpose of utilizing such multiple level dependability measures strategy was to ensure the provision of substantive research study and findings. This strategy factored all academic research integrity elements to ensure that the outcome of the study could be utilized by further research efforts as basis to study public private partnership (PPP) broad concept.

Confirmability

I have established the research interest in public private partnership (PPP), in part, due to exposure to many forms of PPP applications that have led to various economic results. I worked diligently to include exhaustive literature review, conceptual and theoretical framework demonstration to substantiate this study through involving all available/accessible academic studies that previously approached on the subject matter.

This study was designed to enrich the subject matter knowledge base by involving PPP practitioners' perspectives in forming a broader understanding of PPP and by comparatively analyzing these perspectives to arrive at objective findings. My objective reflections on the pool of knowledge ensured confirmability of the research study.

Ethical Procedures

Institutional Review Board (IRB) approval number (04-10-18-0525527) was obtained to proceed with this dissertation research study. I disclosed full details of the methodology of this research and explained data collection steps. The research procedures ensured privacy of participants, confidentiality respect by me, and the measures followed to secure and protect collected data storage for 5 years.

The documentation necessary to disclose the study to participants and to obtain their consent were used to guarantee participants full awareness and understanding of the process. Full right was given to the participants to agree to participate in the research voluntarily, in any way acceptable to them, and elect to withdraw at any stage of their participation without any adverse consequences.

Participants, being connected PPP community members, elected to have their names undisclosed in the study and keep the confidentiality of their private information or responses, where they were explicitly presented with their right to ask for their identities to be disclosed during the interview. All participants were planned, and requested, to receive a copy of the study findings once the study is finalized and published.

The data collected from participants as per the instrument design were perceptions and point of views and participants were not asked to disclose any confidential data available to them, whether related to their own knowledge or to their workplace. None of the participants elected to share, or indicated that, any of their responses include confidential data, and confidentiality agreements to be signed were not required.

All participants were treated with full respect to their privacy where participants' recruitment was performed with no bias. All participants fitting the recruitment profile were equally approached and none of the participants was a member of any vulnerable or disadvantaged social groups. I designed recruitment profiles and procedures in alignment with the research inquiry as the sole guideline.

Summary

The purpose of this study was to explore the public private partnership (PPP) impact on sustainable economic development. The main research inquiry was designed through a case study approach to investigate PPP practitioners and executives' perception on PPP impact on sustainable economic development in terms of microeconomic output in Dallas, Texas between 2005 and 2010.

The research study was conducted through a case study approach utilizing qualitative research methodology. The research instrument employed in this study was interview instrument to collect data and analyze it using NVivo software. I was the interviewer and the data collector.

The criterion for participants selection was that a participant is a stakeholder in the Dallas, Texas PPP activities, has an executive position in Dallas, Texas public or private sector, and directly or indirectly is related to PPP activities. The research study design was aligned with the research inquiry and the data collection plan and instrumentation are aligned with the inquiry and guided by the theoretical and conceptual framework.

The data analysis plan was designed to benefit from qualitative analysis software NVivo and was performed through procedures to ensure credibility, transferability, dependability, and confirmability, where ethical concerns are fully addressed. Document review as a second methodology, that is, for secondary data collection for cross reference purposes was analyzed utilizing same software NVivo.

The following chapter, chapter 4, represents the research information, process, and results. In this section, the process of data collection, interviews, interview and document data analysis, and study results are presented in detail alongside transitioning to from findings, and to conclusion stages.

Chapter 4: Results

The purpose of this qualitative case study was to explore the perception of PPP executives in the city of Dallas about PPP as a macroeconomic policy tool. The research inquiry aimed at understanding the microeconomic outcome, and impact of PPP programs, on sustainable economic development activities during the period from 2005 to 2010. The research question was “How do Public Private Partnership (PPP) executives in the City of Dallas, Texas perceive PPP impact on economic development during the period from 2005 to 2010?”

The central concept under investigation was the PPP broad concept pertaining to the cooperation between the public sector from one side and the private sector - being any and all private members of the society - from another side, to achieve sustainable development public interest goals. The subquestion of this study was “What evaluation elements do Public Private Partnership (PPP) executives in the City of Dallas, Texas use to evaluate PPP impact on sustainable economic development during the period from 2005 to 2010?”

In this chapter, the research setting where the study has been conducted is presented, in addition to any conditions that may have impacted the study. Details about the demographics of participants, and data collection approach and methods of recording were also presented. The data coding and analysis methods and tools were included in this chapter, and ways to ensure credibility, transferability, dependability, and confirmability were presented in addition the data results.

Research Setting

The research setting was designed according to data collection procedures for an interview instrument. As I was part of the research instrument as the interviewer, I dedicated myself fulltime to pursue potential participants guided by purposeful sampling profiles and research design boundaries. I contacted all sampled potential participants upon receipt of IRB approval to proceed with data collection, following the research data collection guidelines and requirements. The sampled population represented by potential participants are officials, linked to the PPP activities in the city of Dallas, Texas between the period from 2005 to 2010. The officials were available on public directories without intrusion to their privacy and without searching personal information anywhere not publicly made available by them or their employers to allowing direct contact. All the contacted executives refused to be identified in the study, this situation was communicated to my committee who approved the participants' requests and I was instructed to honor their privacy and anonymity concerns. Some executives representing potential participants agreed to participate while others referred me to additional potential participants that were not initially shortlisted for research participation invitation. The interview protocol I used when conducting interviews is available in Appendix A.

Demographics

After extending the total population to include community organizations and city council members believed to be linked to public private partnership activities in the city of Dallas, Texas, I had a pool of 30 potential participants. I invited 16 potential partici-

pants to participate, after eliminating potential participants with a preset response declining to be contacted. Nine of the potential participants I contacted declined to participate or referred me to replacement potential participants willing to be contacted. A total of seven participants agreed to participate in the study and provided data and information through participating in the interview. The participants were representative of the total population with an average two participants from the public sector, two participants from the for-profit private sector, two participants from nonprofit community development organizations, and one member from city council or a Dallas, Texas community who have participated in related PPP projects. The two participants from the public sector currently hold positions in Dallas, Texas and declared they have information about PPP activities in the city. The two participants from the for-profit private sector are currently engaged in PPP contracts and legal advising on PPP activities within Dallas. The two participants from nonprofit private sector are current executives of community development organization in Dallas. The one city council member has been involved in PPP related programs at various times including the case study period from 2005 to 2010.

Data Collection

I conducted interviews with Dallas, Texas PPP executives as the primary form of data collection. Public private partnership executives are defined as individuals that work(ed) in the public or private sector and whom have participated in PPP activities. The criterion of selection are (a) participant views herself/himself as a stakeholder in the Dallas, Texas PPP activities, (b) had assumed, or is still occupying, an executive position

in Dallas, Texas public or private sector, directly or indirectly related to PPP activities, and/or (c) represented, or herself/himself is, a member of the Dallas, Texas community that participated in policy formulation, policy decision, policy implementation or evaluation that is perceived relevant to PPP activities. Stakeholders, private sector, and community in this context would extend to include non-profit organizations, as well as non-development private entities, like financial institutions, community organizations, and individuals. Interviews were held via telephone and the interview questions were provided ahead of time. I collected responses by journaling during the interviews as per interviewees anonymity condition.

For data triangulation purposes, documents from government sources available at the city of Dallas, TX public records were also consulted for cross references and to aid the interview process and the interview data analysis verification. I intended to review documents available to the public at the time in which my study proposal was approved. However, during the time from my initial proposal approval and final IRB approval, the city of Dallas updated its data systems to integrate data retrieval sources. Most of the data records previously available as public record were either archived or deleted. The new record system reduced the number of publicly accessible documents, eliminating some of my planned resources. However, I was able to access some economic indicators of PPP which provided sufficient data for my study.

Data Analysis

Data was coded in codes for perception on PPP definition (ppd), policy program (ppr), stakeholder role (psr), scope (pps), and program evaluation (ppe). Data coding is performed for content analysis to focus on patterns relevant to the research inquiry about PPP in Dallas, Texas. Patterns linked to the research questions exploring PPP executives' perception on PPP impact on economic development are one category. The second patterns category relevant to executives' perceptions on PPP evaluation basis and performance enhancement are linked to the research subquestion. Secondary data content analysis was used to compare conceptualized patterns to support the qualitative deductive analysis (see Patton, 2015). Themes were drawn from patterns and are labeled to develop categories that are used to develop interpretations.

Answers provided by each participant were journaled in segregated sheet assigned to each interview question per each participant. Each journal represents one answer for one question per provided answer from a participant to that respective question. This methodology resulted in seven journals per question including seven answers for the respective question and the total of seven journals were combined in one table per question. This methodology facilitated the immediate visual comparison of the seven participants answers gathered in one source, being one combined journal including seven comparable answers for each interview question. The process was repeated for each of the interview questions and resulted in seven combined journals, each including seven comparable answers provided from the seven participants for each interview question, totaling 49 an-

Initial data analysis reflected majority of patterns provided in interview answers about PPP definition, impact, evaluation, Dallas, Texas case study period from 2005 to 2010, and its consecutive impact on later years. Some data noise was assessed both visually and electronically represented by names of other cities within the Dallas-Fortworth metroplex mentioned in some interview answers in addition to labels present in some documents used for the document review.

I refined the nodes in Nvivo software and added the preset codes to start narrowing down the query to track patterns and link them to appropriate codes, in order to eliminate data noise and perform a refined specific query addressing data analysis pertaining to research questions. Moreover, I followed Nvivo data inquiry focus methods by manually eliminating query basis irrelevant words and texts and manually adding research inquiry relevant text and terms to reduce or eliminate data noise.

During the process, more guided Nvivo data inquiry steps were suggested by the system suggesting manual intervention to refine data sets subject to research specific inquiries. I first tested the suggestions for accuracy and relevance to the data analysis task and research inquiry. The results were visually satisfactory in terms of relevance of data analysis outcome and links to data codes and created nodes. I manually selected PPP specific document review data base and manually linked Nvivo to Mendeley software to extract comparable data sets from document review to be included in the data cooperative analysis. I reran the query and retrieved the following results seen in Figure 2.



Figure 2. *Final Nvivo test query*

This data analysis process refined the query results and enhanced relevance to research inquiry was successful in eliminating data noise. I then performed a text search criterion, based on coded data nodes, for data retrieval to re-examine the validity of whether the coded units accurately represent basis to move to categorization of data. This process was essential to derive data categories candidates to guiding themes discovery within the various data sets previously coded and analyzed by the Nvivo system. The process was repeated over 30 times, where in each time more specific text narrowing down the query to research inquiry specific categories was added, based on the repeating keywords. The set of keywords occurred consistently in each of the 30 comparative queries and were linked to the same set of discoveries in each of the independent queries.

Keywords that emerged from the deep data analysis were examined for consistency of themes via performing a word tree (Appendix B) up to the third stem occurring in interviews journaled answers, then repeated using the documents utilized for document reviews, then the process was performed for a third time combining documents review files and interview answers journal sheets (Appendix B). The query results on data categories for perception on PPP definition (ppd), policy program (ppr), stakeholder role (psr), scope (pps), and program evaluation (ppe) reflected consistent thematic repetition and discoveries were tested through the software for consistency and reliability. The categories emerging from the data analysis process were consistent with additional categories derived from document review data analysis process. Categories in relevance to research interview questions were PPP definition aspects, PPP as a policy instrument, PPP evaluation approaches, and PPP use or scope, and official's perception on stakeholders' role. Additional categories emerging from document review comparative analysis process to crosscheck provided answers and validate data through triangulation led to categories relevant to evaluation, funding, economic indicators, and economic policy instruments perception by the interviewed sample population. The pattern tracked in all the data analysis outcomes were the consistency of repetition of keywords cross-relation within the different data categories. For example; PPP definition appearing in ppd category links to funding in PPP scope of PPP pps category, where when tracked through a different data set category like economic indicators, PPP evaluation ppe would link to funding as a PPP evaluation measure. On the other hand, when linked keywords are tracked within the

same category they will reflect links to same patterns in an alternate data category. The meaning of the pattern's consistency is that data triangulation was effective to the extent that interview provided answers accurately reflect real case facts reflected by official document review and consistently relate to official document review data used to validate the answers provided by participants. While the interview answers represent individual perceptions of PPP practitioners in the city of Dallas, Texas between 2005 and 2010 is factored in, general themes could reliably be drawn based on the conducted data analysis. Emerged themes from the thorough data analysis using Nvivo led to various discoveries. Participants defined public private partnership through the lens of PPP being a mere funding mechanism that accelerates development of infrastructure projects and that is assessed through regular economic indicators, where PPP is not necessarily viewed as a public policy tool but a procurement method. The scope of PPP in the perception of participants was limited to a handful of applications out of which funding application emerged, again. Its impact is perceived to be positive economically but not necessarily positive on stakeholder. Participants reflected a perceived limited PPP stakeholders' role, that is, just restricted to stakeholder's contribution in workforce related to PPP activities.

Evidence of Trustworthiness

Credibility

The Research study ensures research inquiry alignment with the research design and the approach to investigate the inquiry through adequate methodology. The precision of the study collected data and its interpretation. Strategy to ensure credibility of this re-

search study is applied through collecting and analyzing data from credible sources being public private partnership executives in addition validating the collected data as indicated by credible official documents review. Conclusions derived and reassessed for validity with participants ensures maximization of study internal validity and credibility.

Transferability

This research study is the result of the collective work of many participants, including me, in the academic research field. Literature review by me that was provided by research efforts of pioneering researcher community members, in addition to the essential contributions of the participants in this research study, and the innovative research inquiry investigating public private partnership (PPP) executives perceptions of PPP, all contribute to the added research value to the body of knowledge on the subject matter. The adequate theoretical framework and conceptual inclusion, appropriate methodological approach and instrumentation, and the application of data triangulation ensures the dependability of this research study. These facts make this dissertation research study a transferable and shared assessment to research domain addressing PPP, where it may help in bridging the knowledge gap on the subject matter and may encourage more research to be launched.

Dependability

Through this research study, I explored the widest knowledge base available through previous research findings and I attempted to further explore an expansive and innovative perspective on the broader concept of public private partnership (PPP). This

breadth, I introduce in this research study, factoring in available previous research findings, may have a significant impact on economic development activities, aiming at employing public private partnership various applications, and evaluation of such applications as a development and economic policy programs. Applying multiple level dependability measures strategy ensures the provision of substantive research study dependable findings. The outcome of this research study could be utilized as basis to further study public private partnership (PPP).

Confirmability

Research interest in public private partnership (PPP) and its various applications depending on exhaustive literature review and applying appropriate theoretical framework confirms the solid grounds of this study. The study is research design to involve public private partnership (PPP) practitioners' perspectives enhances the breadth of exploring the PPP domain. The comparative analysis of explored perspectives and secondary data provided through official documents review confirms the objectivity of the discovered findings and adds to the confirmability of the research study.

Study Results

The following central research question and sub-question addressed in the study are coded "RQ" for central research inquiry stating "How do Public Private Partnership (PPP) executives in the City of Dallas, Texas perceive PPP impact on sustainable economic development during the period from 2005 to 2010? And "SQ" for research sub-inquiry stating "What evaluation elements do Public Private Partnership (PPP) executives

in the City of Dallas, Texas use to evaluate PPP impact on sustainable economic development during the period from 2005 to 2010?

Data received through participants answers to interview questions, and cross-checked by document review for data triangulation, was coded in codes for perception on PPP definition “ppd”, policy program “ppr”, stakeholder role “psr”, scope “pps”, and program evaluation “ppe”. RQ relevant themes were indicated by assessing answers categorized in ppd, ppr, and pps while SQ relevant themes were indicated by assessing answers categorized in psr and ppe. Interview questions were presented to participants in the following sequence where answers themes were as follows:

1. How would you describe your capacities at the place of work or your community activities to be linked to public private partnership activities in Dallas, TX between 2005 to 2010?

Question (1) was presented for the purpose of additionally confirming adequacy of a participant to provide relevant answers - as an additional qualifying layer - after matching their public profile to the selection criteria presented in chapter 3 of this research study. Two participants answered “ I work at the City of Dallas, Texas” One participant out of the two answered that “I have not participated directly in the PPP programs formulation between 2005 and 2010, but I worked on [...] that was directly linked to assessing the private sector role that the city wanted to bring to invest in Dallas, Texas. And the second participant of the two answered “I have contributed in the city of Dallas; Texas economic development performance evaluation and I believe that the period 2005

to 2010 was when the city developed most of its PPP related programs/activities and ordinances”. One participant answered, “I work in [...] Public Private Company that was established in 2006 to accelerate bringing private investments to the city of Dallas, Texas where most of the projects funded by the company were PPP projects”. One Participant answered “ I work for [...] firm that I joined recently but I worked in [...] PPP company during the period from 2007 to 2015 and was responsible on directing the operations of the company, with emphasis on establishing PPP deals for private investors. Two participants answered “ I work in [...] Dallas Development Association, a regional community and economic development self-regulated non-profit” where one of two participants indicated that he works closely in partnership with the city of Dallas, Texas where his role is focused on strategic planning coordination with the city of Dallas, Texas regarding community involvement in public projects. One of the two indicated that her role is focused on public improvement districts”. One participant answered, “I have not worked for the city of Dallas, Texas but I currently hold a position in the Dallas, Texas city council and have been a member in two community development associations for over 15 years, monitoring and voting on community development work.”

2. How do you perceive public private partnership concept to mean and scope to be, on the economic and social levels?

Question 2 focused on addressing the central research inquiry RQ where participants’ answers started addressing the research topic. Two respondents described PPP as “an administrative instrument we used occasionally to raise funds for infrastructure

projects”, “the city looks at PPP as an instrument to encourage businesses to come to the city, I believe it has led to encouraging various businesses to move their headquarters to Dallas, and may have contributed to the job creation we witness today”. One respondent stated that “PPP is mainly a program that was designed to help accelerate the city economic growth”. Four out of seven respondents referred to PPP as “funding tool that enables the city to increase its capital flow into public work projects”, “PPP was a bit confusing, first we all thought it will be restricted to procurement contracts but over time I realized it is a great source of funding pulling from private resources to assist public budgets”, “ I can describe PPP as a supplementary financial resource since the city counted in its PPP programs design on business development with the private sector where the private sector provides funding jointly with city facilities”, and “Public private partnership is what the name tag says, it is a mechanism to get private funds to help funding public projects”.

3. In your perception, how would you describe public private partnership activities in Dallas, TX during 2005 to 2010 in terms of why it was selected as a sustainable economic development solution and how it was applied?

Question 3 focused on addressing the central research inquiry RQ where participants’ answers continued addressing the research topic. Three out of seven respondents stated that “the city depended on tax abatement for a very long time and this may have caused resources to diminish and may have not realized the desired outcome in terms of increasing the future tax base. PPP was adopted to replace or complement this strategy, it

has increased real estate investment and accordingly contributed to tax base”, “PPP projects were primarily designed to bring more businesses to Dallas and that certainly contributes to increasing business activities which means more tax revenue”, “the nature of PPP as it means more private investments directly leverages the city taxable businesses, and I believe the city did well using PPP to increase business growth - that coupled with maintaining Dallas tax policy contributes to increasing budget resources”. Two respondents indicated that “I don’t think PPP was selected for sustainable development in the first place, maybe later on when private investments started flowing it contributed to sustainability of the city growth but I believe it was selected primarily for engaging the private sector in the city planned economic development”, “The Dallas forward plan was designed to achieve economic sustainability of the city, that is true, but the PPP programs of the city were not specifically designed to support only sustainable projects - if you mean like environmentally friendly and so... The city mainly wanted more funds and private investments flow”. Two respondents indicated that “PPP are used to assist businesses in their Dallas relocation or neighborhoods redevelopment”, “it was selected to address the real estate un-utilized inventory, some buildings in the central business district were offered for free by the city for private developers like the atoms buildings that were donated to the city and then donated by the city to “Forest City Development Company in addition to multimillion dollars to develop the buildings into apartments”.

4. How do you perceive the application of public private partnership to have influenced sustainable economic development in the city of Dallas, TX between

2005 and 2010, given the economic challenges that the city had gone through in earlier periods prior to applying PPP as an economic policy tool?

Question 4 focused on addressing the central research inquiry RQ where participants' answers continued addressing the research topic. Two respondents out of seven answered "I don't know if you heard about the Dallas mercantile building or the continental building projects, but generally speaking during 2005 to 2010 there was a lot of empty buildings that the city acquired one way or another and the only way to redevelop them was through bringing private developers and extending facilities to them to do their job, PPP started coming to surface and from there it took off to be a great development strategy", "Many projects were not gonna happen due to lack of budget, in the beginning, off the top of my mind I can name the Klyde Warren park that receive about \$10 Million from private funds, the LBJ freeway toll, many of the roads you see today, I think it was PPP that helped leverage private sector engagement and maybe this contributes to the sustainability of the city economy after we received a huge influx of new residents and businesses over the past few years". Five out of seven respondents indicated through various responses that public private partnership is not responsible on the economic sustainability of the city of Dallas, Texas but rather the city economic planning out of which PPP was a tool to provide additional resources to the city budgets.

5. How do you evaluate public private partnership performance and what do you suggest or have wished to see different in its application to get a better result

in terms of sustainable economic development or social and stakeholders' inclusion and involvement?

Question 5 focused on addressing the research sub-inquiry SQ where participants' answers started addressing the research sub-inquiry. Two respondents indicated that "evaluation is hard, I think it's a wash between pros and cons, from one side you get funds to accelerate economic progress but on the other hand you increase risks like counting on private partners to run public affairs", "though PPP helps the economy of the city we have witnessed major public dismay or resistance to involving private parties in setting a toll way costs to its users and similar issues". Two respondents indicate that "PPP has a bad reputation and good you mentioned stakeholders... private sector as a prime stakeholder. and the city council committees too. you know. I don't know. But no, PPP programs may be serving the community by getting the job done faster but on the other hand it puts a burden on the people in the city one way or another". Three respondents indicated that "I don't know about stakeholders but we certainly have no clue what the private contractor really does that ticks off the people and generate these concerns at the city council whenever a new PPP is mentioned, you have no idea...", "evaluation.. it's hard. Well... you see the impact when the project is done successfully I guess", "There is no specific evaluation tool or so, you look at the general picture, I mean look at Dallas now and its economy as compared to the period you are referring to.. maybe some governance issues here and there like procurement accountability measures are off at times when looking at PPP, but generally speaking PPP is a great tool".

6. In your perception, how is public private partnership as a macroeconomic policy tool reflected on the retail business encouragement, citizen's living standards, and urban development in the city of Dallas, TX?

Question 6 focused on addressing the research sub-inquiry SQ where participants' answers continued addressing the research sub-inquiry. One respondent answered "oh... it certainly worked". Five out of seven respondents indicated that "PPP is not the only reason but majority of developments financed through [...] the PPP funding company established with the city of Dallas as a regional center, or the Dallas program gearing toward supporting business growth for sure helped", "macroeconomic policy.. PPP is a program not a policy... PPP program was designed by the office of economic development and recently made it through city council but not sure if that makes it an economic policy", "PPP is a good tool that the city administration used to encourage businesses and investments, it may be part of a broader economic policy but I can't tell", "you promised my answers are confidential, I don't think PPP is a policy, if it is then that is one major problem as it was implemented away from city council then few years ago it was approved", "you mean economic development program, or do you mean like a fixed economic policy, no.. PPP is a program and it changes from time to time based on case by case business need - it was applied to drive business and it did... maybe it will not be used or like reduced or so but I don't think it is like a fixed city policy". One respondent answered "I can't answer to that; how would you know? It's there... you bring private investments then you end up with retail and employment... maybe public records or census would

have details but that's hard to know but you can see it... take a walk-in downtown

Dallas”.

7. How would you elaborate more on any aspects of public private partnership (PPP) influence on economic development experience in the city of Dallas, TX in terms of what you would have liked to see changed or done differently by policy makers or implementers, like to apply PPP on a wider scale, or if it could be replaced by another policy tool?

Question 7 focused on addressing the general research inquiry RQ where participants' answers elaborated on the general research topic. Between just answering thank you and providing further responses, this open-ended question revealed a general confusion about PPP impact but also confirmed many of the interview previous responses.

Though majority of participants indicated PPP had a substantially positive impact of accomplishing public projects, answers themes also indicated that PPP current applications leave the public with additional economic burdens. Public private partnership - in the perception of participants - leads to private sector partners preferential unjust advantage, lowers competitiveness as PPP projects are awarded - and primarily - on financial capability basis of the private partner with less to no regard to community impact or the wider base of stakeholders' interests.

With private partners almost dictating their investment payback, management practices, and financial gains - even in the presence of a predesigned PPP contracts guidelines and ordinances as it is the case in Dallas, Texas - such practices ultimately increase

government real costs and adds to public budget risks. Such practices are not fully controllable by public sector current governance mechanisms unlike it is the case in other types of procurement with well-established governance and accountability measures.

Other types of public projects procurement that are fully funded by government budget and awarded to a respective contractor are subject to more rigorous governance where the government fully controls contractor's accountability and closely monitors the impact on the community benefiting from these projects. Evaluation methods apply general economic indicators such as; jobs created, impact on public budget, tax base increase, public facilities provided - like roads and buildings number increase - in addition to number of businesses and residents added to the city population and residential, retail, industrial, and commercial development - as indicators on PPP activities success. Data also indicated that such evaluation methods may not accurately reflect PPP impact specifically and may under-estimate or at best confuse PPP impact with other public policies impact on such economic indicators.

Table 1

Summary study results highlights as indicated by data analysis

Central Research Inquiry			Research Subinquiry	
RQ-ppd	RQ-ppr	RQ-pps	SQ-psr	SQ-ppe
PPP Definition	Policy Program	PPP Scope	Role of PPP Stakeholders	PPP Evaluation
- Business development program	- Doing Business with Dallas policy	- Business development funding	- Business development coordination	- Business development results
- Public budget funding tool	- Funding policy related	- Public budget funding	- Public budget committee	- Public budget funding figures
- Economic development progress tool	- Economic policy promotion	- Economic development funding	- Economic development department	- Economic performance indicators
- Infrastructure improvement tool	- Housing policy novice tool	- Infrastructure improvement funding	- Infrastructure contractors and private partners	- Infrastructure improvement project increase
- Tax Improvement District (TIF) program tool	- Tax policy tool for increasing tax base	- Tax base increase and public budget funding tool	- Tax comptroller and planning and budget teams	- Tax revenue increase and addition to future base
Examples:	Examples:	Examples:	Examples:	Examples:
- Dallas LBJ highway toll project	- Dallas housing policy	- Dallas public improvement district (PID)	- Dallas work-force department	- Dallas PPP program guide
- Klyde Warren Park construction	- Dallas Tax related revenue innovative source	- Klyde Warren Park construction	- City council PPP relevant committee	- Dallas economic performance indicator report

Source: Nvivo qualitative data analysis software (Appendix B.)

Table Keys: Central Research Inquiry: RQ - Research Study Sub-Inquiry: SQ - PPP definition

“ppd” - policy program “ppr” - stakeholder role “psr” - scope “pps” - program evaluation

“ppe”

In line with the analysis of the data collected utilizing the primary instrument, and document review triangulation process, both types of data led to the collective study results. Study results on the central research inquiry (RQ) indicated that public private partnership (PPP) is widely perceived by Dallas, Texas PPP executives to be more of a public administration tool than public policy instrument.

Participants' described PPP as a tool to assist private sector companies to offset their costs while referring us to certain public records documents indicating that "The Public / Private Partnership Program (P/PP Program) assists for-profit companies and developers to offset project or operational costs through a number of economic development incentives. As each project is unique, proposals are considered on a case-by-case basis."

Moreover, public private partnership (PPP) is widely perceived to be a funding tool that is directly or indirectly linked to city efforts to fill public budget shortages or alternatively save budget funds and replace it with off-budget resources represented by private funds. Participants related PPP to the indirect outcome of increasing the city tax base without substantiating a direct definition of PPP nature or function in policy.

Even further, participants described PPP as a program in need of tools to be implemented but that PPP is a tool in and by itself stating that "Tools available include tax abatements, grants, loans, and infrastructure cost-sharing, among others. The P/PP Program is intended to provide city support for development projects that have financial gaps or for projects that otherwise represent a competitive situation for the city against non-

Dallas locations. Companies or developers pursuing incentives under the P/PP Program must provide written assurance that “but for” the incentives, the proposed project would not occur, or would otherwise be substantially altered so that the economic returns or other associated public benefits secured by the city’s participation would be reduced.” (Dallas Updated Economic Report, 2017)

However, study results presented another aspect of PPP perceived by participants and validated by document review, that is, PPP success indicators are customarily assessed through monitoring the amount of funds raised. Whether fund raised in terms of public project funding from private sources or in terms of funds leveraged due to a certain public spending. Public spending in this case are those made or appropriated for the purposes of incentivizing the private sector to contribute funds. In this case study, records showcase a “\$216.8 million in public incentives leveraged \$3.80 billion in private investment from 2006 to 2011. PPP leverage = 17.4 to 1 (Dallas Strategic Plan rev., 2013)

Similarly, study results show that public private partnership (PPP) is applied by the city of Dallas, Texas on a “case by case basis” with no uniform definition or scope of PPP in and by itself, instead PPP is applied on case by case as the situation may require. Project Green Light is a public-private-community partnership designed to increase safety in the community and strengthen the police department’s efforts to deter, identify and solve crime. Most of the costs associated with the Green Light program are paid by the participating businesses (Public Safety City Memorandum, 2011).

City of Dallas, Texas Public/Private Partnership (PPP) activities were run as special vehicle “Programs” that are guided by a city Office of Economic Development PPP guide. Designing and implementing PPP as programs and not as policy planning components has two aspects to it. The first, that is, administrative and it is relevant to the liberty of the city administrator’s dynamic flexibility in designing, modifying, or stopping PPP programs according to city economic development needs. The second, that is, political and it is relevant to the ease of designing and implementing PPP programs at the administrative level without having to approve a fixed policy change by the city council.

This method of PPP implementation helped the city in accelerating PPP impact where it only needs to go to city council for approval when a PPP program needs a committee approval and in similar administrative cases. The matter of the fact, it may be true that such method of implementation for PPP by the city of Dallas, Texas may have saved time and added to PPP programs flexibility, but it may have led to several governance issues at many levels.

To that extent “It is the purpose of the [PPP] programs to provide assistance only for projects where such assistance is necessary to stimulate private investment and job creation. Accordingly, these programs are available when agreements between the City and private parties that are not tax exempt are approved by City Council prior to private investment occurring. Projects seeking economic incentives must provide written assurance that 'but for' the incentives sought, the proposed project will not occur, or would otherwise be substantially altered so that the economic returns or other associated public

purpose secured by the City's incentives would be reduced. Projects occurring in Target Areas are provided special consideration” (PPP guide, PPP area map - amended 2017).

Being perceived and applied as a program and not as a policy instrument, public private partnership (PPP) is merely utilized by the city of Dallas, Texas for purposes of certain infrastructure or housing development. To that extent, the city of Dallas, Texas considered PPP stockholder to be the immediate teams and/or partners working on the design of, implementation of, or those benefiting directly from PPP programs. The city of Dallas, Texas “[...] also maintained productive partnerships with community-based agencies that provided on-site services to public housing residents.” (Dallas Annual Report, 2017).

Public Private Partnership Programs (PPP) in the city of Dallas, Texas are mainly designed to assist for-profit companies and developers with project or operational costs through several economic development incentive. This makes “projects [that are] located in a Target Area [...] given special consideration.” Target areas according to the city of Dallas economic development strategic plans are “Tax Increment Finance Districts: Special districts funding public improvements (not services) with increased tax revenues resulting from new private development. Tax rates are the same as elsewhere in the City and no added cost to private parties is incurred. - Public Improvement Districts: Special districts created by petition to privately fund public improvements or special supplemental services over and above those provided by City, when such services are supportive of related City investments in capital improvements. - Target Industry Projects:

Target Industry projects are provided special consideration for economic incentives and are generally defined as follows: Brownfields or recycling, information technology, building materials and furnishings, company headquarters, logistics, telecommunications, transportation manufacturing and assembly, film/television/media, advanced instruments and food processing/distribution. The City is also targeting high quality grocery store projects in underserved areas of the City. Due to the temporary nature of film/television production, projects in this industry are not required to meet minimum job or investment eligibility established for the Public/Private Partnership Program. Rather, these projects are considered on a case-by-case basis with consideration given to the positive economic returns projects bring to the City. Target Industry projects must be confirmed in advance by the City in order to receive consideration under this designation.” (Economic Development Strategic Plan, 2006)

In 2014, Dallas city council have officially adopted public private partnership program guideline and criteria, confirming, “*epso facto*”, a fact that has been in operation long enough “[...] on June 25, 2014, pursuant to Resolution No. 14-0993, City Council authorized the adoption of the City of Dallas’ Public/Private Partnership Program Guidelines & Criteria governing tax abatement agreements and other economic development incentives including programs for grants and loans; and [...] June 22, 2016, pursuant to Resolution No. 16-1056, City Council re-adopted the Program Guidelines & Criteria through December 31, 2016”. The city and city council in Dallas, Texas found that “it is in the best interest of the City of Dallas to adopt Guidelines & Criteria for the Public/Pri-

vate Partnership Program in order to make use of available economic development incentives for the promotion of new businesses, the retention and expansion of existing businesses, enhancement of the tax base, and the creation and retention of job opportunities for Dallas citizens” (PPP Guide, 2016)

City of Dallas Office of Economic Development is the prime entitled city office to design, plan, and deploy the city’s strategic economic development plan, including but not limited to public private partnership programs (PPP) and to evaluate economic plans outcomes. As part of its mission to support existing and prospective businesses and development opportunities, the City of Dallas Office of Economic Development has the right to engage economic development consulting firms to assist the office in its mission. The office of economic development normally and customarily, independently or with assistance of external consultants, apply project numeric and economic plan specific, general economic indicators to assess PPP and other planned programs performance.

Performance assessment examples are “Lancaster Urban Village (\$27.8 million investment) - Phase 1 of this mixed-used development across from the VA Hospital and adjacent to the VA DART light rail station includes retail space, 193 mixed-income residential units and parking. [...] The project is funded by HUD, the city’s TIF and Public Private Partnership programs, and New Markets Tax Credits (Comprehensive strategic economic development plan, 2005). Another example for public art fund projects “4 of these projects were public/private partnerships that leveraged \$1.5 million in donations to match the City funds (Public Art Fund Report, 2011).

Most recent Dallas, Texas public private partnership (PPP) programs states that “is positioning its southern half to benefit from domestic and international trade with the International Inland Port of Dallas (IIPOD). IIPOD, a public-private partnership, is Dallas-Fort Worth’s third intermodal development (with Dallas-Fort Worth International Airport and AllianceTexas)” (Dallas economic profile, 2017).

It is reasonable to deduce from the study results that the city of Dallas, Texas has viewed public private partnership (PPP) between 2005 and 2010 - and continually views PPP as one of its funding instruments that is assessed collectively within the general economic indicators criterion. The city of Dallas, Texas executives perceptions and the official documents review prove this to be the case in every instance and as a matter of strategic choice that the city of Dallas, Texas administration made “as A hallmark of DDF’s strategy is to use innovative combinations of the City of Dallas’ financing tools in complementary ways with NMTC financing to address financing gaps for challenging projects. DDF has successfully closed transactions that have included EB-5 foreign investor equity sourced by the City of Dallas Regional Center, Tax Increment Financing, Public-Private Partnership funds, and HUD Section 108 loans. (Dallas Development Fund, 2017).

Summary

The research inquiry, through a case study approach, explores PPP practitioners and executives’ perception of PPP and its qualitative evaluation aspects. The research procedures ensured participants privacy and respect to their confidentiality concerns as

permitted by the academic committee to agree to full anonymity of participants as per their condition to participate. The documentation disclosing the study to guarantee participants' full awareness, written consent, and understanding of the process was provided to participants. Participants declined to provide written statements of any kind that could reveal their official identities or allow answers to be used to identify their sensitive official positions and requested to receive copies of the study upon completion.

This research study central research question answers indicated that PPP executives perceive PPP impact to be underutilized by governments, or at best is utilized within narrow applications, leading in most cases to general public dismay of PPP projects. Moreover, though PPP may have led to positive economic impact to the extent of economic indicators, more community inclusive and transparent applications may lead to better outcomes both in terms of economic indicators and public support.

This research study sub-question answers indicated that lack of custom specific PPP evaluation methods leads the public sector to apply general economic indicators to assess PPP performance, the fact that may lead such evaluation to under-estimate other public policies' impact on such indicators and may exaggerate credit given to PPP policies. In chapter 5, concise conclusions and recommendations are presented in detail.

Chapter 5: Discussion, Conclusions, and Recommendations

This study was conducted to explore public private partnership (PPP) executives' perceptions of PPP and its impact on sustainable economic development as the central research inquiry and the evaluation elements of PPP activities as the subinquiry. The study may serve beneficiaries like the academic research community and public policy makers and public administrators. For this qualitative study I used a case study approach to explore Dallas, Texas case between 2005 and 2010. Interviewing public sector economic development and private sector PPP executives was the prime data collection tool. Secondary data was collected through document review for data triangulation. This study may bridge the research gap in PPP research literature addressing impact of PPP on sustainable economic development.

Key findings of this research study, regarding PPP activities in the city of Dallas, Texas between 2005 and 2010, offered certain discoveries that may, or may not, be applicable for understanding PPP activities in general. Key findings were PPP definition, PPP relation to public policy, PPP activities scope, PPP stakeholders, and PPP evaluation methods. It is accurate from the study key findings that PPP does not have a single uniform definition, PPP is mostly not considered by public policy makers as a policy instrument instead, PPP is mostly considered as a public administration tool with scope to fund economic development and infrastructure improvement. PPP does not have its own performance indicators, but general economic performance indicators are used to factor in PPP impact on economic progress.

Interpretation of Findings

This research study findings confirm certain aspects of the knowledge base on PPP and extend the knowledge in the discipline by addressing the perceptions of PPP executives responsible on PPP formulation and implementation. The literature review conducted in this study, reviewing current and updated academic research efforts to explore PPP activities knowledge base, pointed at general understandings of PPP, its activities, and its applications. In Chapter 2, literature review presented certain general themes among all the PPP activities, how they are viewed and used by the public sector, and how PPP activities performance is evaluated.

Many research findings about PPP presented governance issues in PPP implementation, which is a major discovery in this research study findings. PPP was presented by majority of earlier research studies to be limited to the application as a funding tool, while general PPP understanding is that it is a form of government contracts for procurement purposes. The major theme in most of the earlier research studies is that PPP use is for infrastructure developments, with minor reference to cases where PPP was used for other economic development purposes or for public sector capacity building services.

However, many PPP definitions linked it to be some sort of privatization in disguise. My findings found this to be a confused definition since PPP does not have a single widely agreed upon definition. Some public sector practitioners define PPP to be merely a contractual agreement between the public sector and the private contractor, for the later to provide services or build public facilities.

In absence of a uniform definition, it is reasonable to deduce that PPP core concept is built on the power of the collective resources of the public sector and the private sector to deliver economic outcomes to stakeholders. Stakeholders of PPP activities are fundamentally composed of nonprofit community organizations, development organizations, mixed enterprises, social enterprises, corporations, and the citizens of the community where PPP activities take place. Findings of this research study were consistent with previous research findings, but also found that some executives perceive stakeholders to be limited to the immediate PPP community.

Without a unified PPP definition, it is found that PPP is generally defined through two lenses, being the public administration lens and the PPP contextual application lens. The first lens shows PPP as a program designed by public administration for public private collaboration to perform a certain transaction. This lens provides a broader view on PPP as it defines its scope and nature in terms of the program designed by the respective public administration. The second lens shows PPP on application case by case basis and develop understandings per that context of application. Whether the contextual application is targeting to fund public budget or perform a development project, PPP and its scope could be defined accordingly, whether it is a funding tool or a procurement contract.

Previous academic researchers have established that PPP is fundamentally a policy matter due to its relevance to macroeconomic policy level planning and its association with microeconomic level outcomes. From the findings of my study, I determined that

not all PPP executives or public administrations consider PPP to be a policy tool, some public administrators do not view PPP from public policy lens.

Many previous academic researchers investigated PPP through exploring its application as infrastructure projects contractual relation between the public sector and the private sectors . It is confirmed through this study findings that majority of PPP activities are focused in the area of infrastructure development and found that PPP is also used as a funding tool. However, few previous academic research studies found other applications for PPP focusing on the public sector obtaining services from the private sector through awarding a PPP contract. The interpretation of this study findings leads to the same understanding as PPP executives described such cases to be another form of government contract procurement, even if it relates to rendering a service and not to building infrastructure.

Some previous academic research studies found that PPP is also used to reduce risk and financial burdens of infrastructure, and capacity building to the public sector. Risk aversion use of PPP was addressed in this study, where PPP is used to reduce public budget risk for large scale projects, was found to be insignificant in the perceptions of PPP executives. Some perceive PPP to be causing an additional risk to public administrators and public budgets due to governance issues. I found that risk aversion is not a solid feature of PPP in absence of dedicated governance measures established specifically to address PPP. The current situation is that procurement contracts governance measures are

less effective when applied on PPP contractual relations between the public and the private sectors.

Findings of previous academic research studies on evaluating performance had a common theme of the need for continuous research on PPP utilization and called for alternative performance evaluation methods. My study found two mainstream methods of PPP performance evaluation: the funding source method and the economic indicator method. The funding method of evaluation is represented by assessing PPP success in terms of financial resources provided to the public budget and the profitability and payback of the invested budget. The economic indicator method of PPP performance evaluation focuses on assessing PPP impact using general economic performance indicators that may not necessarily be accurate linking a certain PPP activity to a respective economic outcome.

The findings of my study helped confirm the results of other research studies on PPP's fundamental nature, use as infrastructure development procurement and public budget funding tool, and its evaluation through economic indicators. This study findings may extend the knowledge base by exploring PPP executives' perceptions on PPP definition, design, implementation, and performance evaluation to the extent of Dallas, Texas case study research inquiry.

Limitations of the Study

Originally, I assumed the limitations of this study to be restricted to lack of resources on the study subject matter, communication skills, or bias resulted from my ob-

servations and background on the case that may affect the interpretation of the data collected. Such limitations and potential bias were addressed through applying quality measures like clarity of purpose, focus on study inquiry, scholarly voice, quality scholarly writing, document review, and ethical commitment. However, other limitations became evident during my data collection.

Another limitation was due to participants official positions and their high financial and political stake in PPP activities in the city of Dallas, Texas. Though participants provided data consistent with the conducted document review, participants may have had more significant information about the facts that induced their perceptions that they may have not provided willingly or due to oversight. Such information perhaps could have provided significant additional data beyond the direct scope of this study and may have added an additional depth to understanding of participants' perceptions.

Recommendations

The PPP field is a broad and evolving public policy and administration domain that needs continuous research to cope with its dynamic evolution. Due to the lack of a single clear, accurate, and uniform PPP definition to help form a complete understanding of PPP functions and applications, more research is needed. The confusion of PPP with privatization and conventional procurement of contractual agreements contributes to the inefficiency of application and the lack of optimal use of PPP in public policy.

The applicability, reliability, and resulted outcome of PPP application is governed to a large extent by a full and accurate understanding by the public administration com-

munity. It is highly recommended that the public administration community works together with the academic research community, or at least factor academic research findings, to arrive at a uniform PPP definition and scope. This recommended effort does not have to arrive at a single definition and scope description, but at least it is recommended to lead to the elimination of the multiple confusing PPP understandings, both on the society's side and the administration side.

Any cooperation between the public administration and the private sector, justifying public funds spending involving benefits extended to the private sector within a PPP transaction should be validated to lead to the addition of a certain economic value. The general economic indicators approach in evaluating PPP performance has been proven to provide inaccurate, and perhaps irrelevant, outcome of PPP activities. My recommendation is that PPP specific performance indicators be established by public administration, where academic research methodology is followed, to ensure transparency and independency of such indicators.

PPP is recommended to be studied through qualitative exploration due to its broad nature and continuous evolution, in addition to its debatable aspects as a public policy and administration research domain. Continuous update of the knowledge base on PPP, through further academic research, is essential to enhance the understanding of this broad public policy and administration domain.

Approaching the PPP discipline through quantitative studies at this state of PPP understanding may not be effective at this stage due to the dependence of PPP perfor-

mance evaluation on the fundamentally irrelevant, or at least inaccurate, general economic indicators.

The general concept of public private partnership (PPP) being a partnership between the public sector and the private sector, in and by itself, is insufficient to address the challenges of developing a generally accepted single understanding of PPP, based on study findings. When PPP is addressed through a qualitative research approach, the chances to explore the breadth of PPP domain could be enhanced to the extent of inquiry scope. This research study and literature review lead me to the observation that applying quantitative research methods in studying PPP could lead the research results to be influenced by quantitative discoveries on something else other than the intended exploration of PPP.

The relation between society and the government is highly affected by the public administration choices that may lead to commitment of public funds, or alternatively the delegation of a public interest activity to the private sector. PPP activities in any economic sector related transaction ultimately impact the society on many levels. Enhancing stakeholders' perception, or social acceptance, of PPP is essential to securing public cooperation, public ownership of cause, and public interests' satisfaction, which is perhaps the prime role of public administration. Public administrators may need to agree that PPP use should be addressed, not only from the financial lens, but also from a cost/benefit analysis lens that factors in stakeholders' acceptance and satisfaction. It is recommended in this academic research study that public administration expand the base of PPP stake-

holders and extend it to include citizens, corporations, contractors, financial institutions and not only PPP immediate participants. This measure, if applied properly and conclusively, may provide accurate social outcome indicator and may contribute to the effectiveness of PPP performance measures.

The suitability of PPP activities use and performance from one side and PPP perceived impact from another side are two relevant concepts that are recommended to be addressed by public administrators entitled to handle PPP activities. Nationwide legislations for PPP are also recommended to be integrated to help provide a uniform nationwide understanding and perhaps help other nations to follow the national lead.

An essential recommendation based on this research study findings and discoveries addresses PPP administrators and executive's ability and liberty to openly share information with the public in general, and the research community in specific. Public administration entities and executives are recommended to establish a transparent and open communication venue to address public and research community inquiries about PPP data and information in a more streamlined and organized manner.

This research study makes its central recommendation that PPP remain a broad and rich public policy and administration domain that is evolving continuously and that needs every academic research effort. The collective efforts of the academic research community represent the corner stone in enhancing the understanding of PPP, and in assisting the public administrator to use PPP optimally and achieve the desired outcomes efficiently.

Implications

The case study of Dallas, Texas public private partnership (PPP), being the subject matter of this academic research study, indicates that PPP scope and application/utilization could provide both tangible and intangible social and economic sustainable development benefits. The application of PPP in infrastructure development, funding public budget needs, procurement contracts, government capacity building, or any other utilization has an impact on the society in many forms. The community being impacted by PPP activities is a prime beneficiary from the wise and responsible creation and management of PPP programs by public administrators.

Exploring the public private partnership (PPP) practitioners' perception on the scope, utilization, and performance of PPP may provide both the academic scholars and public administration practitioners' communities with the necessary guidance to increase efficiency. Exploring the similarities or differences, of previous academic research findings and implications, in addition to PPP practitioners' views on PPP nature, activities, performance evaluation methods contributes to the PPP knowledge base.

Mainstream interpretation of public private partnership (PPP) matches that of mainstream scholar academic researchers where majority of both communities' view PPP to mainly be an infrastructure development and public budget funding solution. This shared view discounts the fact that broadening PPP understanding beyond mainstream views may have a significant effect on increasing PPP effectiveness. Increasing PPP effi-

ciency may positively impact the society and optimally create economic and social added value.

The accumulation of experience derived from assessing more PPP administrators' perceptions and repeating this process frequently by many new researchers with additional PPP practitioner's involvement, may enrich PPP domain knowledgeable base. Enriching PPP domain knowledge base may have a direct benefit to both the research and the public administration communities. The public administrator's expansion of knowledge and the opportunity to learn from shared experience and research may have a direct positive impact on the society.

The full understanding of PPP dynamics and its activities impact on the society may contribute to the enhancement of PPP strategies design. The entirety of this academic research study leads to an obvious implication that perhaps international development organizations are pioneering over sovereign public administrations in broadening the base of stakeholders to include the general society, and not restrict that base to the immediate PPP teams or contractual beneficiaries.

Public private partnership (PPP) impact on the sustainable economic development may be experienced by the society being impacted by the respective PPP activities. There may always be a framework - whether planned by the public administrator or practiced in reality by members of the society - that assesses the feedback provided by the society to their respective governments conducting PPP activities. Social engagement with PPP projects is reflected by the social acceptance or social dismay of certain PPP activities

conducted by the public administrator governing that society's best interests. Governance to the PPP activities includes fundamentally protecting the stakes of the society in the resulted economic activities and their outcomes.

Social Change

The positive social change this academic research study may lead to is through exploring PPP executives' perceptions about public private partnership (PPP) impact on the sustainable development economy. This academic research study findings and interpretations may be utilized to optimize government and private economic development resources utilization within the PPP context and may lead to adding value to the sustainable economic growth methodologies that may reflect positively on the economy, environment, and the society.

This study may provide public private partnership (PPP) executives with the knowledge needed to enhance the process of evaluating PPP activities, and this may lead to optimizing government resources utilization and accordingly increasing its efficiency. This study may also present a contribution to the research community upon which further research could be built to confirm, update, or challenge the study outcomes.

The positive social impact this study may offer is a result of the investigation of PPP executives best practice evaluation perspectives to create a value adding economic growth, hence positive social impact on the individual, family, and community levels. This study provides the Public Private Partnership (PPP) administrator with recommendations on the need to accurately assess PPP impact on economic progress and establish

dedicated standards for evaluating this impact. Enhancing PPP impact measurement tools may assist the administrator to precisely target the benefit to the society, on the individual and family levels.

Empirical

Pioneer researchers in the field established that studying PPP performance is the challenge itself when it comes to its economic impact evaluation, implying that PPP success as a program - in terms of achieving its planned nominal goals - does not necessarily reflect its success in terms of its social or economic long term impact. The various studies, including this study, that addressed many aspects of PPP performance, formulation, contractual, legal, governance, etc.... need to be continuously updated with current academic research addressing PPP social and economic added value.

This study may be helpful for many beneficiaries representing non-profit and non-governmental local, regional, and international organizations, public policy makers, scholars and academic researchers, and world leaders, in addition to economists and development sustainability experts. This research study may help bridge the gap in understanding the basis upon which PPP is evaluated or perceived by its formulators, designers, and implementers. This study may also represent a bridge between the existing literature and the future research initiatives in several fields of public policy and administration and specifically in the field of economic development policy studies, concerning PPP role in effecting sustainable economic development policies.

Tangible Improvement

This study addressed the issue of government limitations on evaluating Public Private Partnership (PPP) comparatively to determine which PPP arrangement or decision may represent the optimal solution for a respective public administration situation. Doing so, the study established a tangible improvement to PPP performance evaluation by discovering that current performance evaluation methods are nominally irrelevant, or at best, inaccurate in evaluating PPP performance.

Recommendation to Practice

This study recommends that practitioners, in both the public and the private sectors, consider each individual PPP business case and accurately describe the respective underlying PPP business case transaction. This simple practitioner's action may help establish a unified database of PPP various business case use possibilities and situations. The availability of such business case use database may help future researchers to utilize in categorizing PPP applications, hence further research could arrive at a more accurate and potentially unified PPP definition.

Public Administration Practice. Public administrators are recommended to; a) expand PPP stakeholders base to include external stakeholders, b) provide a streamlined mechanism that can address academic research inquiries transparently, and c) develop a PPP specific economic performance indicators. The correlation of public capital spending with private capital inducement as a result, and the joint impact on economic develop-

ment progress must be evaluated independently from general economic performance indicators.

Private Sector Practice. Private sector public private partnership (PPP) practitioners are recommended to; a) encourage public sector partners to assess cost/benefit impact of PPP projects on communities sustainability and external stakeholders' satisfaction, b) consider academic research findings and encourage further research through various channels available through academic research institutions, and c) provide a streamlined mechanism that can address academic research inquiries transparently.

Economic research practice. Develop PPP specific research methodologies. This study findings provide that there is no single entity, public or private, that could be held solely responsible to assume the task of developing a Public Private Partnership (PPP) unified definition.

Conclusions

Public Private Partnership (PPP) has been studied thoroughly for many years since the 1990's of the 20th century, through several studies addressing the cooperation between the private and public sectors. PPP is a broad concept, that is, defined in many forms per the context within which it is presented. PPP domain has gone through several evolution stages and is continuously evolving. Most PPP academic research studies, including this research study, utilized qualitative research methodology. The purpose of this study is to explore PPP impact on sustainable economic development, through investigating PPP executives' perceptions on PPP scope, utilization, and evaluation. This study cen-

tral research question findings indicated that PPP executives perceive PPP impact to be underutilized by governments, or at best is utilized within narrow applications, leading in most cases to general public dismay of PPP projects. PPP administrators are recommended to expand PPP stakeholders base beyond immediate PPP teams to include the impacted public. This research study sub-question findings indicated that lack of custom specific PPP evaluation methods leads the public sector to apply general economic indicators to assess PPP performance, the fact that may lead such evaluation to under estimate other public policies' impact on such indicators and may dismiss or exaggerate credit given to PPP policies. Further research in all areas of PPP activities, including but not limited to defining, utilizing, and evaluating PPP is recommended by almost all the earlier research studies exploring the PPP domain, and is highly recommended by this academic research study.

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Appendix A: Interview Questions, Protocol, and Consents

- 1- How would you describe your capacities at the place of work or your community activities to be linked to public private partnership activities in Dallas, Texas between 2005 to 2010?
- 2- How do you perceive public private partnership concept to mean and scope to be, on the economic and social levels?
- 3- In your perception, how would you describe public private partnership activities in Dallas, Texas during 2005 to 2010 in terms of why it was selected as a sustainable economic development solution and how it was applied?
- 4- How do you perceive the application of public private partnership to have impacted sustainable economic development in the city of Dallas, Texas between 2005 and 2010, given the economic challenges that the city had gone through in earlier periods prior to applying PPP as an economic policy tool?
- 5- How do you evaluate public private partnership performance and what do you suggest or have wished to see different in its application to get a better result in terms of sustainable economic development or social and stakeholders' inclusion and involvement?
- 6- In your perception, how is public private partnership as a macroeconomic policy tool reflected on the retail business encouragement, citizen's living standards, and urban development in the city of Dallas, Texas?

7- In terms of policy formulation and implementation, how did public private partnership PPP application impact sustainability of the City of Dallas, Texas? and if it did, how would you describe PPP impact on sustainable economic development experience in the city of Dallas, Texas, for example: sustainability of operations or business continuity, or any other form you see impacted?

Interview Protocol

Academic Institution: Walden University

Interviewer: Richard Berkshire - Ph. D Public Policy & Administration Candidate

Topic Discussed: Dallas, Texas Public Private Partnership (PPP) executives' perspectives on PPP impact on Dallas, Texas from 2005 to 2010.

Documents Provided: Interview Questions, Consent Form.

Introductory Protocol (Building Rapport) - Duration: 5 minutes

To facilitate our notetaking, we would like to audio tape or journal our conversations today, subject to your preference and choice. For your information, only the researcher on the project will see and safeguard the records which will be eventually safely stored electronically with passcodes for 5 years. The records will strictly be confidential and highly guarded as personal valuables during the storage period with only access allowed and available to the researcher. In addition, you must sign a consent form to meet our human subject requirements. Essentially, this consent form document states that: (1) all information will be held confidential, (2) your participation is voluntary and you may

stop at any time, and (3) we do not intend to inflict any harm or utilize the collected data for any purpose other than the successful completion of this research study. Our study does not aim to evaluate your techniques or explore any confidential or private information about your job or personal life. We are only trying to learn more about PPP from your perspectives on the subject matter as related to Dallas, Texas PPP utilization, and hopefully learn about practices that may help improve PPP utilization, understanding, and performance evaluation. Thank you for agreeing to participate in this research study.

Interview - Duration 35 Minutes

Our research study focuses on the inquiry of PPP impact on Dallas Texas PPP activity from 2005 to 2010 in your perception, to understand how PPP executives perceive PPP programs functionality and evaluation. We have planned this interview to last no longer than 35 minutes. We have seven questions that we would like to cover.

Interview Questions: Provided to participants where all responded accurately.

Interview Conclusion - Duration 5 Minutes

You have agreed to speak with us today because you have been identified as a public private partnership (PPP) executive who has a great deal to share about PPP, its economic impact on the city of Dallas, Texas between 2005 and 2010, and its performance assessment. You have successfully completed the interview and we highly appreciate your contribution to the body of knowledge. Thank you again for participating in this research study.

Note: Participants were asked at the end of the interview if they would like to add any comments where all participants expressed their satisfaction of the process.