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Factors Affecting the Sustainability of Public-Private Collaborations
at the Municipal Level: The Case of Motorcycle Rallies

A dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Philosophy in Public Policy

by

Anne Burgin Diallo
University of Arkansas
Bachelor of Arts in Political Science, 2004
University of Arkansas
Master of Public Administration, 2006

December 2015
University of Arkansas

This dissertation is approved for recommendation to the Graduate Council.

Dr. Margaret Reid
Dissertation Chair

Dr. Brinck Kerr
Committee Member

Dr. John Gaber
Committee Member

Abstract

Urban public-private collaborations promoting large-scale tourist events are increasingly common. The incentive to collaborate, for urban policy-makers, is the perception of the opportunity for economic development, and yet little is known about factors contributing to the sustainability of such urban cross-sector collaborations. The dissertation accomplishes three objectives. First, it combines resource dependence theory (RDT) and goal congruence theory (GCT) to extend our understanding of how collaborating organizations align their respective organizational goals and manage their interdependencies in complex, urban, inter-sectoral, environments. This is accomplished through use of complementary factors from each theory. Second, using qualitative methods, the research applies RDT and GCT to a level of government where the academic literature addressing the applicability of the theories is scarce. Third, a replicable, literature based, framework is developed that furthers our understanding of goal alignment and goal congruence in urban cross-sector collaborations. The research has practical applications, in that the framework may be used by urban policy practitioners to guide their evaluations of potential collaborators and proposals.

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Dr. Conrad Waligorski and Dr. Don Kelley, along with Dr. Reid, deserve special recognition for encouraging my efforts to grow intellectually, beginning as a non-traditional undergraduate. It is easier to believe that one has intellectual capacity when one receives encouragement from scholars such as these.

Dedication

This dissertation is dedicated to my mother, Barbara Hutchins Raborn. When I chose to pursue graduate education, she wholeheartedly supported my choice personally, financially, and intellectually. It is dedicated to my brother, Lee McManus Burgin, to my sister, Barbara Raborn (Jr.), and to my friend, Linda Jones, all of whom helped me in practical and pragmatic ways. It is dedicated to my children: Elizabeth Rose Miller , Katherine Sidney Auld, and Steven James Russell. It is also dedicated to my ten grandchildren and to friends and family too numerous to count. Never give up.

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Factors Affecting the Sustainability of Public-Private Collaborations at the Municipal Level: The Case of Motorcycle Rallies

Chapter One: Introduction

The urban economic landscape has changed over recent decades with municipal governments responding to economic pressures in a variety of ways. In recent years governments across the globe have poured billions into culture and tourism related development projects (Bramwell, 1997; Markusen, 2014; Ruppert, 2006; Spirou, 2011).¹ One frequently seen approach to such projects is collaboration between municipal governments and private sector organizations to promote large-scale annual tourist events. The incentive to collaborate, in these circumstances, is perception of an economic opportunity linked to expansion of local tourism (Becker & Patterson, 2005; Jamieson, 2004; Markusen, 2007, 2014; Pratt, 2005; Quinn, 2010; Spirou, 2011;

¹ Travel Industry Association of America's (TIA) 2011 National Travel Survey found 65 percent of American adult travelers say they included a cultural, arts, heritage or historic activity or event while on a trip of 50 miles or more. Direct traveler spending was \$813 billion, which supported 7.5 million American jobs, which represents seven percent of the country's total private-sector employment.

Timur & Getz, 2008). Factors leading to the success and viability of tourism focused urban collaborations have received relatively limited systematic analyses (Bryson, Crosby, & Stone, 2015; Markusen, 2014; Racherla & Hu, 2010; Zach & Racherla, 2011).

The purpose of this dissertation is to use the theoretical frameworks of resource dependence theory (RDT) and goal congruence theory (GCT) to expand our understanding of the sustainability (success and longevity) of urban public-private collaborations in specific circumstances (Bryson, Crosby, & Stone, 2009; 2015; Davis & Cobb, 2009; Markusen, 2014; Meier & O'Toole, 2006; Racherla & Hu, 2010). Using a primarily qualitative approach, RDT and GCT are the theoretical lenses through which two urban public-private collaborations that have successfully promoted and implemented large-scale annual motorcycle rallies are examined. Factors drawn from these complementary theories can be effectively used to create a replicable case study framework that demonstrates why some public-private collaborations survive and thrive while others collapse. The case study settings are: Dyad 1, Fayetteville, AR (COF) and Bikes, Blues, and Barbeque (BB&BBQ) and Dyad 2, Galveston, TX (COG) and the Lone Star Rally (Lone Star). Case study research, such as this, is important because it allows an in depth and intensive look at specific examples that may be part of a larger category. The case study research approach is also a useful mechanism for illustrating links between practice and theory (Bryson, Crosby, & Stone, 2015; Markusen, 2014).

There are three reasons for this specific choice of case study settings. First, collaborations operating in a particular policy niche, such as collaborative promotion of similar annual tourist events, will likely have similar patterns of resource dependence and exchange and similar implementation processes, facilitating comparison (Casciaro & Piskorski, 2005; Crosby & Bryson, 2010; Gulati & Gargulio, 1999; Pfeffer & Salancik, 1978, 2003; Poppelaars, 2007).

Thus the research “looks for situations in which it is realistic to assume that organizations are mutually resource dependent” (Lundin, 2007a, p. 658).

Second, motorcycle rallies may occasion an ambivalent response from some policy-makers and public stakeholders because they target an audience different from “the elite forms of culture traditionally supported by the public purse” (Pratt, 2005, p. 1).² When stakeholder opposition to a particular policy is sufficiently salient municipal governments may respond with policy changes intended to limit the adverse effects that may be observed when public policy and public opinion are at odds (Arnold, 1990; Colomb, 2012; Cropper, 1996; Cupps, 1977; Dahl, 1961; DiMaggio & Useem, 1978; Getz, 2008; Mulcahy, 2006; Pfeffer & Salancik, 2003; Quinn, 2009). Such policy changes may negatively affect collaborative goal alignment and congruence. Instances of stakeholder driven resource allocation changes may be found in numerous city and public documents, allowing for identification of both external pressures and the responses they trigger (Cropper, 1996; Hatch, 2002; Lundin, 2007b; Pfeffer & Salancik, 1978, 2003, p. 47).³

Third, these specific motorcycle rallies, BB&BBQ held annually in Fayetteville and LSR held annually in Galveston, have been in operation for fourteen years and fifteen, respectively, as of Fall 2015. The continued existence of the rallies offers an opportunity to examine urban collaborations that have been sustainable over time. O’Leary and Vij (2012, p. 516) support this stance when they state that “we need to understand how collaboration actually performs over

² See also DiMaggio and Useem (1978), Mulcahy (2006), and Chartrand (2000) for extensive discussions of the relationship between social class, art, tourism centered economic development and urban policy-making.

³ Markusen and Gadwa (2010) and Markusen (2014) present an extensive review of issues associated with stakeholder pressure on arts and culture planning at the urban and regional levels of government.

time from its inception to its culmination”. In a tightly defined research setting this longitudinal study contributes to our understanding of how collaborations align differing organizational goals sufficiently to achieve goal congruence, and thus collaboration stability.

In summary, these large-scale annual motorcycle rallies offer the opportunity to examine collaborations promoting controversial tourist venues which have not only survived, but have grown in attendance and reputation (<http://www.lightningcustoms.com>, 2014). The research affords an opportunity to examine factors promoting longevity in collaborative ventures focused on “joint action” (Stewart, Goss, & Gillanders, 2002, pp.88-89). Additionally, it offers policy practitioners a framework to evaluate proposed collaborators and proposals.

The Problem

Bryson, Crosby and Stone (2009) argue that, at the urban level, the interactive processes necessary to achieve effective collaboration are not well enough understood. There are five factors affecting interorganizational collaborations that are utilized in this research and they are important because they may contribute to a collaboration’s longevity or demise (Casciaro & Piskorski, 2005; Lundin 2007a; Pfeffer & Salancik, 1978, 2003; Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002). We do not know the extent to which these factors affect collaborations at the urban level (Casciaro & Piskorski, 2005; Pfeffer, 2005; Pfeffer & Salancik, 1978; 2003; Sullivan, Barnes, & Matka, 2006). The factors drawn from resource dependence theory (RDT) include, 1) the power imbalance, and 2) mutual dependence relationship between organizations, as well as, 3) the impact on collaborations, if any, of constraint absorption techniques (such as interlocking boards of directors) that organizations may use to protect their

interests (Casciaro & Piskorski, 2005; De Socio, 2007; Ishihara, 2014). Drawing from goal congruence theory (GCT), factor 4) examines the extent that collaborative capacities (which include goal identification, planning, operations, and conflict resolution) influence collaboration outcomes (Lundin, 2007a, 2007b; Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002). Factor 5), the extent to which external stakeholder pressures may influence resource allocations and thus affect goal alignment in collaborative relationships is found in both RDT and GCT (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Lundin, 2007a, 2007b; Sullivan, Barnes, & Matka, 2006; Pfeffer, 2005; Pfeffer & Salancik, 1978, 2003; Vangen & Huxham, 2012). Unanswered questions about the effect of the factors on public-private collaborations drive this research, and lead to the following research question.

The Research Question

This study was guided by the following research question:

What factors allow public-private collaborations at the municipal level to align independent organizational goals sufficiently to achieve interorganizational goal congruence and thus to maintain the stability of the collaboration over extended periods of time (Casciaro & Piskorski, 2005; Bryson, Crosby & Stone, 2009; Davis & Cobb, 2009; Lundin, 2007a, 2007b; Markusen, 2014; O’Leary & Vij, 2012; Pfeffer & Salancik, 1978, 2003; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012)?

Significance and Limitations of the Research

This research has three objectives. First, it adds to the resource dependence (RDT) and goal congruence (GCT) literatures by extending our understanding of how organizations which must rely on each other to achieve their respective and collaborative goals manage those interdependencies in complex, inter-sectoral, environments (Bryson, Crosby, & Stone, 2006, 2015; Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Myers, Ricucci & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Pfeffer & Salancik, 1978, 2003). Second, through examination of public-private collaborations at the municipal level, it applies RDT and GCT to a level of government where the academic literature utilizing these theories is scarce. Third, through use of complementary theories, a replicable framework is developed that can be used to further our understanding of goal alignment and congruence in public-private collaborations at the urban level (Bryson, Crosby, & Stone, 2009, 2015; Ryan, Mottiar, & Quinn, 2012). Consequently, the dissertation adds not only to our understanding of relationships between public-private collaborators at the urban level, but expands that understanding in a defined context, using a specific theoretical framework.

On a practical level, the dissertation illustrates the characteristics exhibited by successful long-term public-private collaborations that may be of interest to current and potential tourist industry collaborators. Thompson and Perry (2006, p. 23) state that “public managers need to understand the multidimensional nature of collaboration”. The research is pertinent, certainly, to municipal government officials considering collaborating with a private sector organization to support large-scale annual cultural or recreational events.

This dissertation is limited in two ways. First, the research is primarily qualitative, and thus is not generalizable to collaborative ventures as a whole. Second, it is limited by the number of cases examined and the specificity of the research settings. It is not possible, given these parameters, to make statements or assumptions about relationships between collaborators in other settings. Nevertheless, the research utilizes a design that allows us to pose questions relevant to other collaborative endeavors with similar characteristics, and thus is replicable and transferable to other settings.

Project Overview

The dissertation is organized as follows: Chapter I is the introduction. Chapter II introduces the two collaboration dyads and discusses the research settings in depth. Chapter III is a review of pertinent literature. It presents the theoretical frameworks driving and guiding the research and the specific factors drawn from the literature. The chapter begins with discussion of the need to draw on multiple theories to better understand the development and longevity of interorganizational collaborations, and then moves to discussion of the individual theories. Chapter IV presents the research design, the methods utilized, and the data sources. This chapter includes the motives driving the qualitative approach, the software utilized, the interviews, the documents examined, development of the coding scheme, and the measures operationalizing the research constructs. Chapter V presents the findings derived from the interviews and documents and the analysis of those findings. Chapter VI presents and discusses the implications of the findings as well as suggesting areas for further research.

Chapter Two: Public-Private Collaboration Background and the Research Settings

Tourism represents an economic opportunity and is increasingly promoted by many cities, domestically and internationally (Becker & Patterson, 2005; Rosdil, 2010; Ruppert, 2006; Markusen, 2014). The presumption behind many public-private ventures in the tourist industry is that collaboration leverages the strengths of both the public and private or non-profit sectors to achieve goals that are outside of the scope of a single organization (Huxham, 1996; Huxham & Vangen, 2005; Vangen & Huxham, 2012). In general, public-private collaborations are created to capitalize on the respective strengths of the collaborating parties (Huxham, 1996; Vangen & Huxham, 2003, 2012). Thus, “collaborative advantage” is defined as the ability of two or more organizations, working together, to accomplish an objective, or objectives, that neither organization can accomplish alone (Bryson, Crosby & Stone, 2015; Huxham, 1996, 2003; Huxham & Vangen, 2005; Vangen & Huxham, 2012). According to O’Leary & Vij (2012), sustainable public-private collaborations are those that maintain their relationship and achieve collaboration objectives, or goals, over a time span of more than a decade. Public-private event collaborations can range from those sponsoring a single event (after which the collaborators may move on to other projects) to those that may exist for many years (O’Leary & Vij, 2012; Racherla & Hu, 2010; Quinn, 2009). This research is concerned with the factors that promote the latter example.

In this chapter the defining characteristics specific to public-private collaborations are examined and support for the use of the term “collaboration” rather than “partnership” is developed. A description of the research settings follows, which includes the characteristics of the two municipal governments, the politics and demographics of the case study cities, and the characteristics of the motorcycle rally promoters.

The Characteristics of Public-Private Collaborations

Bryson, Crosby and Stone (2006), Schaeffer and Loveridge (2002), Sabatier and Jenkins-Smith (2014), and Vangen and Huxham (2012) state that public-private collaborations in the United States have two overarching and defining characteristics. First, the collaborating organizations do not originate in the same economic or policy sector. At the urban level, one organization is a municipal government, with elected officials and public administrative agencies involved in policy implementation. The other is a private sector organization, which may range from a large, for-profit, multinational corporation to a small, local nonprofit. The type of private sector organization involved depends on the purpose and/or objectives for which the collaboration forms (Forrer, Kee, Newcomer, & Boyer, 2010; Ryan, Mottiar, & Quinn, 2012; Sweeting, Hambleton, Huxham, Stewart, & Vangen, 2004; Vangen and Huxham, 2012). The consequence of origination in different sectors is that the organizations have different levels of power and influence, different interests, different organizational cultures, different types of hierarchies, and different goals. Bryson, Crosby and Stone (2006, p. 44) state that “collaboration, of itself, does not imply equal power, nor does it necessarily imply much in the way of shared interests and goals. Indeed, in our experience collaboration typically involves uneven power and

mixed motives”.⁴ Any successful collaboration must address these issues, from initial formation throughout the lifespan of the collaborative venture (Bryson, Crosby and Stone, 2015; Forrer, Kee, Newcomer, & Boyer, 2010; Sweeting, Hambleton, Huxham, Stewart, & Vangen, 2004).

Second, to be sustainable, the outcome or result of public-private collaborative actions must be manifested as some kind of benefit for the collaborating parties. If the individual organizations do not derive a benefit from collaborative action their impetus to collaborate evaporates (Bryson, Crosby and Stone, 2006; Crosby & Bryson, 2010; Racherla & Hu, 2010; Vangen & Huxham, 2012). Sustainability can be particularly difficult for public-private collaborations because collaborative ventures involving public entities typically require a higher degree of transparency than collaborations between private organizations, e.g. nonprofits and their private corporate partners (Bryson, Crosby & Stone, 2006; Crosby & Bryson, 2010; Forrer, Kee, Newcomer, & Boyer, 2010; Schaeffer & Loveridge, 2002; Sabatier & Jenkins-Smith, 2014; Vangen & Huxham, 2012). The public part of public-private demands transparency, meaning that public-private collaboration actions are open to public comment and pressures from community stakeholders (Bryson, Crosby and Stone, 2006, 2015; Crosby & Bryson, 2010; Sabatier & Jenkins-Smith, 2014; Vangen & Huxham, 2012). The extant legal and political frameworks of local governments determine the extent and purposes of the collaborations they engage in, as well as methods used in implementation. These two characteristics, differing originating environments and the requirement for transparency and accountability, shape public-private collaborative relationships and they are integral to the discussion.

⁴ Many scholars, notable among them Schaeffer & Loveridge, 2002; Sabatier & Jenkins-Smith, 2014; and Vangen & Huxham, 2012 discuss organizational disparities in public-private collaborations.

Before other discussions are offered, it is necessary to begin with a clear understanding of what the term “public-private collaboration” means in this research context. Collaborations between municipal governments and private sector organizations are common (Bryson, Crosby & Stone, 2006; Crosby & Bryson, 2010; Forrer, Kee, Newcomer, & Boyer, 2010; Markusen, 2014; Pratt, 2005; Quinn, 2010; Sabatier & Jenkins-Smith, 2014; Schaeffer & Loveridge, 2002; Timur & Getz, 2008; Vangen & Huxham, 2012). However, there is a lack of clear criteria differentiating the range of interorganizational relationships that may be seen. Colverson and Perera (2012, p. 2) state:

Public-private partnership is a generic name that is being applied to several different types of contractual agreements between the state and the private sector. Establishing a clear definition of partnership and/or collaboration is difficult because it is a contextual concept, responding to the institutional, legal, investment and public procurement settings of different jurisdictions, whilst also considering the contextual nature of individual agreements.

Public-private relationships exist on a continuum, and are often closely related, making the process of drawing distinctions between them difficult. It is a disadvantage that, in common parlance, the terms collaboration and partnership are used interchangeably. Schaeffer and Loveridge (2002, p. 169-170) argue that treating public-private collaborations and partnerships as identical constructs suggests “a commonality among them that does not exist.” They argue that collaboration is much more typical than partnership despite the frequent use of “partnership” as a descriptive term.⁵ This ambiguity requires further consideration.

⁵ Cropper, 1996; Hall, 1999; Huxham, 2003; Sullivan, Barnes, & Matka, 2006; and Osborne, 2010 all contribute to discussions of differentiation of between sector collaborations and partnerships.

There are two distinctions between partnerships and collaborations that emerge from the literature. First, a partnership is a contractual relationship involving two or more organizations having joint rights, responsibilities, and risks (Bryson, Crosby & Stone, 2015; Colverson & Perera, 2012; Schaeffer & Loveridge, 2002). In partnerships implementation processes are commonly shared. In many cases a separate organizational entity, comprised of employees from both individual organizations, jointly executes program implementation (Bryson, Crosby & Stone, 2015; Colverson & Perera, 2012; Schaeffer & Loveridge, 2002; Vangen & Huxham, 2012). Second, in partnerships program implementation tends to be continuous rather than focused on periodic events. For example, a public-private partnership, such as one providing delivery of health services or managing a local publicly owned art museum, requires a substantial commitment of human and financial resources over a long, continuous period of time (Bryson, Crosby & Stone, 2006; Markusen, 2014; Osborne, 2010; Schaeffer & Loveridge, 2002).

The public-private relationships that are the subjects of this dissertation do not meet the above criteria. In one setting a contract is now in place, but it is a consequence of conflict resolution, and was developed eight years into the relationship. Implementation in both case study settings is neither joint nor continuous. The organizations do have joint planning sessions, but they are related to integrating independent spheres of operation in a seamless manner, and involve promotion of one annual event. Each organization manages implementation in its own sphere of operations. The organizations work together to promote the motorcycle rallies, but the risks for failure are not the same for each organization, and each operates in a specific arena (Bryson, Crosby & Stone, 2015; Racherla & Hu, 2010; Sullivan, Barnes, & Matka, 2006; Osborne, 2010; Stewart, Goss, & Gillanders, 2002). Consequently, this dissertation will use the term “public-private collaboration” as it focuses on collaborative ventures between organizations

in the public and private sectors. Agranoff and McGuire (2003) state that the term “public-private collaboration” incorporates ideas of shared and dynamic action. Mattessich, Murray-Close and Monsey (2001, p. 39) define collaboration as:

Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. Collaboration brings autonomous organizations together to fulfill a common mission that requires comprehensive planning and communication on many levels.

This is the definition adopted for this research. It incorporates the important concepts of mutual action and common goals. However, there is another aspect of public-private collaboration that deserves investigation, and this is the level of formality that exists between organizations.

According to Shaeffer and Loveridge (2002) and Guo and Acar (2005) public-private collaborations may be either formal or informal relationships. This determination rests in part on whether or not a formal written contract, detailing responsibilities, is in place. Colverson and Perera (2012), suggest that collaborative arrangements may begin informally and become formalized over time without the parties ever entering into a written agreement. This complicates matters. Shaeffer and Loveridge (2002, p. 24) suggest that there are contextual factors that may determine whether or not a formal agreement is in place. These may include circumstances such as whether external stakeholders, such as the public, have demanded formality or whether past experiences in collaborative ventures have convinced the organizations that contractual arrangements are wise (Shaeffer & Loveridge, 2002). Thus, it is likely that the presence or absence of a formal contract reflects the preferences and past practices of the collaborating organizations. Galveston, for example, now requires that all collaborative arrangements have legally defined responsibilities. The requirement is not specific to this collaboration, but,

according to a Galveston official, is the result of experiences with this collaboration (Interview, #21, 11/03/14). The initial contract, signed in 2009 and the subsequent one, signed in 2011 and extending operations through 2016, may be found in the appendices, as numbers #23 and #24

In Dyad 1 there is not a contract in place, and the City of Fayetteville has no similar requirement: however, the city has developed a permitting process for use of public space for large-scale events that clearly delineates rights and responsibilities. The development, over the last fifteen years, of a very detailed and specific permit for large-scale events is a consequence of this collaboration (Interview #17, 10/27/2014). The 2005, 2009, and 2014 special event permits and approvals between COF and BB&BBQ may be found in the appendices as numbers #11, #12, and #13, respectively. Attention moves now to the research settings: the cities and the motorcycle rallies they host. As illustrated in this discussion, they are different in some key respects and similar in others.

The Research Settings: The Case Study Cities

The public-private collaborations that are the subject of this research have achieved notable success in terms of longevity (years of operation) and growth (number of participants), which O'Leary & Vij (2012) describe as collaboration sustainability. It is, thus, important to understand the demographic, economic, and governmental settings of the cities in which these specific public-private collaborations operate. Pfeffer and Salancik (1978, 2003) have long contended that the external environment in which organizations function is critical to understanding the nature of interorganizational relationships. The external environment includes

the governmental, economic, social and educational milieus within which the collaborations exist. Furthermore, institutional theory posits that prevailing norms, rules, and laws affect the behavior of organizational actors (Scott, 2014). The next discussion, thus, turns to the demographic, economic and governmental settings of Fayetteville, AR, and Galveston, TX, and looks at the similarities and differences found in the two case study cities.

City Demographics and Economics: Fayetteville, AR. The City of Fayetteville (COF) is located on the southern end of a four-county metropolitan statistical area (MSA) with a population of approximately half a million residents (BOC, 2014). According to the Bureau of the Census (BOC), American Community Survey (ACS) , the city's 2013 population estimate is about 79,000 and is reported to be 80.7% white (non-Hispanic), 6.4% Hispanic or Latino, 6.8% African American, 3.2% Asian and 2.9% from other racial or ethnic groups (BOC, 2015a). The non-citizen population of COF is estimated by the ACS to be 4.7%. The median age in Fayetteville is reported to be 27.8 years old. Survey data from ACS 2013 for the city indicate that 44.8% of the city population holds a bachelor's degree or higher, the median household income (MHI) is \$36,314 with 25.6% of the city population living below the poverty line, and an unemployment rate of 8.1%. More recent 2015 data report unemployment at 4.2% for COF, however, this data is not relied on for this research because it is incomplete, and according to BOC, based on rough estimates. Using 2013 ACS data for comparison, in the state as a whole 20.1%, of the population holds a bachelor's degree or higher, the MHI is \$40,768, with 19.2% of the population living below the poverty line and a 2013 unemployment rate of 8.1% (BOC, 2015a). These broad demographic characteristic are important, but looking at specific employment categories gives a clearer picture of economic activity related to tourism.

The BOC (2015b) category “arts, entertainment, recreation, accommodation, and food service” indicates that 12.9% of the city’s economic activity is in this sector. It is approximately the same as is reported for “retail trade” which is 12.5%. The category “educational services, health care and social assistance” is reported to make up 30.7% of city economic activity. As shown by census data, tourism, education and health-related industries, when combined, constitute 43.2% of identifiable, private sector, economic activity. This economic and demographic data is important when comparing case study settings, and is presented next for the City of Galveston. That discussion is then followed by Table 1 for visual comparison of the case study cities.

City Demographics and Economics: Galveston, TX. The City of Galveston (COG) is an international port city, on the southern side of a four-county metropolitan statistical area (MSA) with a population of more than 2 million (BOC, 2014). According to American Community Survey (ACS) 2013 estimates, COG has a population of about 49,000 which is reported to be 45.2% white (non-Hispanic), 28.3% Hispanic or Latino, 18.9% African American, and 3.3% from other racial or ethnic groups (BOC, 2015b). The non-citizen population percent is estimated by the BOC to be 6.4%. The median age in Galveston is reported to be 37.9 years old. Survey estimates from 2013 report that 27.3% of the city population holds a bachelor’s degree or higher, the MHI is \$38,998, with 23.2% of the population living below the poverty line, and a 2013 unemployment rate of 11.4%. The percent of the COG population holding a bachelor’s degree or higher is slightly higher than the 26.6% reported for the State of Texas (BOC, 2015b). However, other data compares unfavorably with the State, which has an MHI of \$51,900 with 17.6% of the population living below the poverty line, and a 2013 unemployment rate of 8.1

(BOC, 2015b). As with COF, broad economic data is important, however, examining specific employment categories gives a clearer picture of economic activity related to tourism.

The BOC (2015b) category “arts, entertainment, recreation, accommodation, and food service” indicates that 27.1% of COG economic activity is in this sector. It is much larger than is reported for “retail trade” which is 12.3%, and is the largest economic sector except for “educational services, health care and social assistance”, which is reported at 30.8%. As shown by census data, tourism, education and health-related industries, when combined, constitute almost half (47.9%) of identifiable, private sector, economic activity. This is significant because the city itself is actively engaged in promotion of tourism (COG, 2014d).

The Case Study Cities: Comparing Demographics and Economics. Fayetteville, AR and Galveston, TX have similarly sized retail sectors. Education and health-related industries constitute a large portion of the economic activity in both cities, as is shown in Table 1, which follows. However impact of tourism is not the same in the case study cities. The table expands the range of data, and presents a broad range of indicators for comparison.

When looking at Table 1, it appears that the population in Fayetteville is younger, whiter, and better educated than the population in Galveston. The 2013 unemployment rate is 2.8% lower in Fayetteville. The arts, entertainment, recreation, accommodation, and food service sector plays a larger role in city economics in Galveston than Fayetteville by 14.2%. Interestingly, the MHI in Galveston is somewhat higher than observed in Fayetteville.

Some of the differences in the case study cities are not specifically related to this dissertation research, however, they are intriguing, and could set the direction for future research. The large difference in “art, entertainment, recreation, accommodation, food service” on the

economics of the cities may influence the dissertation findings as this economic sector is directly related to the topic. Such, economic and demographic comparisons reveal a great deal about the similarities and differences between communities, and while they are important, they do not give a complete picture. What follows is further examination of the case study cities, with an emphasis on the political cultures and governmental structures in place in each setting.

Table 1. Comparing Demographics and Economics: Fayetteville, AR & Galveston, TX.

2013 Demographics	Fayetteville, AR	Galveston, TX
Population, MSA	> 501,653	> 2,000,000
Population, city	78,969	48,733
Median age	27.8	37.9
Ethnic Percentages	White, non-Hispanic 80.7% Hispanic or Latino 6.4% African-American 6.8% Asian 3.2% Other 2.9%	White, non-Hispanic 45.2% Hispanic or Latino 28.3% African-American 18.9% Asian 4.0% Other 3.3%
Not a U.S. citizen	4.7%	6.7%
2013 Unemployment	8.1%	11.9%
Est. Unemployment rate	4.2% (Feb. 2015)	5.2% (Feb. 2015)
Median Household Income	\$36,314	\$38,998
2013 Education	Fayetteville, AR	Galveston, TX
Less than High School	8.3%	19.1%
High School Grad. (only)	20.2%	26.7%
Some College/Assoc. Degree	26.7%	26.9%
Bachelor's Degree	25.9%	14.7%
Graduate/ Prof. Degree	18.9%	12.6%
Below the Poverty Line	25.6%	23.2%
2013 Economic Activity	Fayetteville, AR	Galveston, TX
Art, entertainment, recreation, accommodation, food service	12.9%	27.1%
Retail trade	12.5%	12.3%
Educational services, health care and social assistance	30.7%	30.8%
Public administration	2.6%	3.5%

(United States Department of Commerce, Bureau of the Census. BOC, 2015a & 2015b)

The Research Settings: Political Culture and Government Structure

The way that local citizens view politics and government was said by Elazar (1966) to be the result of deep-seated attributes arising from the ethnic, cultural, political, and religious values of original settlers to an area. Charter groups brought their opinions about who should be involved in governing, what government should do, why it should do it, and who should pay for it with them to new settlements and established governments based on old, familiar ones. One of the most important ideas emerging from Elazar is that local residents have deeply rooted perceptions of what their legitimate role in governing should be, and these roles are often defined by education, age, socio-economic status, and race. Two critiques of Elazar's (1966) theory are relevant to this discussion. First, political culture is difficult to define and measure (Savage, 1981) and second, many other variables, such as the attitudes held by more recent arrivals to an area, may also impact beliefs related to the purposes of government and who should be involved in governing (De Leon & Naff, 2004; Lekrone, 2013; Lieske, 2010;). The original exposition of political culture (Elazar, 1966) and its critiques (De Leon & Naff, 2004; Lekrone, 2013; Lieske, 2010; Savage; 1981) theoretically illustrate issues that emerge from these case study examinations.

The literature indicates that the demographic factors listed above shape broad political values within the population of a city. These contributory (not causal) factors, are generally on a scale, rather than framed as absolutes (Lieske, 2010). Factors that contribute to the political culture of a city may include its overall education level, median age, and racial characteristics. Socio-economic status is not considered because it is not necessarily a good indicator of political leanings according to Lekrone (2013). The Pew Research Center (PRC) concurs, stating that

there are too many socio-economic sub-groups that are defined or influenced by parameters other than socio-economic status to make this a good overall indicator of opinion related to government (Lieske, 2010; PRC, 2015a).

High education levels in a given population tend to indicate support for open and inclusive political processes, according to the PRC (PRC, 2015a). A lower median age tends to correlate with tolerance for diversity and support for open political processes as a higher median age correlates to less tolerance for diversity and less support for inclusive political processes (PRC, 2015b). This is not necessarily a simple observation because there is also a reported divide in the younger population that is racially oriented, with non-white youth overwhelmingly leaning toward tolerance and inclusion in political processes and white youth leaning in a conservative and less inclusive direction (PRC, 2015a). Race, as mentioned above, is viewed as an important factor in assessing political culture and values (Barth & Parry, 2009; Florida, 2005; Lekrone, 2013). The PRC (2015a) states that, in the general population, 64% of blacks identify as Democrats, compared with 25% of whites. Party affiliation can be used as an expression of political culture in this context because the Democratic Party publicly espouses tolerance for diversity and inclusion in political processes.

It must be noted that comparison of these factors (Table 1 above) may lead to an approximation of the prevailing political culture the case study cities, but in no way are they to be taken as absolutes. The governmental forms and structures of the case study cities are compared in Table 2, which is placed after the following discussions of the political culture and governmental structures of Fayetteville, AR and Galveston, TX. It contains the demographic characteristics of the cities using the factors, education, median age, and race as discussed here. Attention turns now to the political cultures and governmental structures of the case study cities.

Political Culture and Governmental Structure: Fayetteville, AR. Governmental structures and forms may change over time. In 1965, residents of Fayetteville voted to move from a mayor-council form of government and adopt a council-manager form of government, with the mayor elected from among the council. This governmental form lasted until 1992, when city residents chose to return the government back to a mayor-council form of government. Currently the mayor is elected at-large and serves a four-year term. In Fayetteville, executive power is held by the mayor, and he or she presides over all city administrative functions such as police, fire protection, and direction of city employees (City of Fayetteville, 2014a). The city council is the legislative and policy-making body for the city. It consists of eight aldermen elected from four multi-member districts, who serve staggered terms. This means that at no time are both of the alderman from any district up for reelection. The council is responsible for appropriating funds, balancing the city budget, and passing ordinances. There are several specialized commissions and boards in Fayetteville, with volunteer representatives chosen from amongst the citizens. The mayor and the council govern Board and/or Commission responsibilities, membership, and operation (City of Fayetteville, 2014b).

Fayetteville presents itself as a progressive, open, and politically inclusive city. Some of the indicators related to political culture support this. For example, Fayetteville encourages major event promoters to recycle, and specifically names BB&BBQ in its recycling guidelines handouts (COF, 2015a). However, Fayetteville City council meetings are tightly structured. The city does not have a time period set aside during city council meetings for open public comment on general topics of concern to citizens. Nevertheless, city council meeting minutes for the past six years are available through a link on the city's website (www.accessfayetteville, 2015).

Looking at other, more measurable, indicators of political culture, the median age in Fayetteville is 27.8 years old and more than 44% of the population holds a bachelor's degree or higher (BOC, 2015a). These factors may support inclusive political processes (Lieske, 2010; Lekrone, 2013; PRC, 2015a). However, the population is more than 80% white, which may exert pressure in a different direction (BOC, 2015a; Lieske, 2010; Lekrone, 2013; PRC, 2015a). The presence of a large educational institution may also skew the median age somewhat, as some of the counted population may not reside in the city year-round (PRC, 2015a). The indicators discussed present an unclear portrait of the prevailing political values of the city. A more distinct picture would require research specifically focused on determining the city's political culture. Nevertheless, it is possible to compare the political culture and governments of the case study cities, and the discussion moves now to the City of Galveston.

Political Culture and Governmental Structure: Galveston, TX. After the hurricane of 1900, Galveston (COG) developed the commission form of city government, where all city commissioners are elected at-large, and then chose a Mayor from amongst themselves. In 1960, the city adopted the council-manager form of government to overcome the shortcomings found in “the Galveston Plan,” most notably, according to Morgan and Kickman (1999), the lack of centralized executive power. The current city government of COG consists of six council members, elected from each of the six single-member districts within the city. Council members serve staggered, two-year terms, with no more than two council members up for election at once in the six year election cycle. The COG has term limits in place: “council members may serve up to three two year terms” (www.cityofgalveston.org/151/City-Council, 2015).

The city council is the policy-making and legislative body for the city; however, the city manager, whose focus is on policy implementation, also influences policy decisions (Ammons & Newell, 1988). The mayor is elected at-large and serves for two years. The mayor's role is largely symbolic and ceremonial, but he or she casts a vote in the event of a tie in the council. The council is responsible for choosing the city manager while "the city manager hires employees, presents and administers the budget, and implements city council policies" (Ammons & Newell, 1988; City of Galveston, 2014a). There are several specialized commissions and boards, with representatives chosen from amongst the citizens. The mayor and the council direct the commissions and boards. They determine their responsibilities, appoint their members, and direct their operations (City of Galveston, 2014b).

Galveston presents itself as a tourist and citizen oriented city. There are indicators on the city website that it welcomes citizen input. For example, a "request for services" link is prominently displayed on the city website (City of Galveston, 2014a) and there is an established time period during City council meetings for any citizen to raise any issue of concern. Other, more measurable, indicators related to political culture suggest that the local political culture may be less inclusive than is seen in Fayetteville (Lieske, 2010; PRC, 2015a). The median age in Galveston is 37.9 years old and 27% of the population holds a bachelor's degree or higher (BOC, 2015b). However, the population is only 45% white, which may exert pressure in a more inclusive direction (BOC, 2015b; Lieske, 2010; Lekrone, 2013; PRC, 2015a). As with the City of Fayetteville, the statistics present an unclear portrait of the prevailing political values of the city. Nevertheless, when considering political culture in COG it is interesting to note that the city council meeting minutes from Feb. 27, 2014 include discussion of council member attendance at the 2014 National League of Cities Conference and methods discussed there to increase diversity

in citizen involvement in city government processes (COG, 2015a). Additionally, the city website prominently displays a link for members of the public to request information, and all agendas and minutes for all city council meetings for the past seven years are available through the Agenda Center link on the city's website (www.cityofgalveston.org/agendacenter, 2015a). As with Fayetteville, a clearer picture would require research specifically focused on determining the city's political culture, which is not within the scope of this research. It is possible, even likely, that information related to the prevailing political cultures in the case study cities may emerge from the research. The governmental forms and the composition of the city governments are presented in Table 2, which follows.

Table 2. Comparing City Governments: Fayetteville, AR & Galveston, TX

	Fayetteville, Arkansas	Galveston, Texas
Government Form	Mayor/Council	Council/Mayor/City Manager
Mayoral Terms	Elected At-large 4 year term	Elected At-large 2 year term
Mayoral Duties	Preside over Council Meetings Cast a tie-breaking vote in Council Represent the city at multiple levels of government and to the private sector Present and administer the budget Oversee daily city operations Oversee human resources Implement Council policies	Preside over Council meetings Cast a tie-breaking vote in Council Represent the city at multiple levels of government and to the private sector
City Manager	None	Hired by the Council
City Manager Duties	N/A	Present and administer the budget Oversee daily city operations Implement Council policies Oversee human resources
City council	8 Alderman 4 year terms Multi-member districts	6 Council members 6 year terms Single member districts
Districts	4 Districts 2 Aldermen for each district Staggered terms on a four year election cycle	6 Districts 1 Council member for each district Staggered terms on a two year election cycle
Council Responsibilities	Policy-making Purposive and symbolic policies Ordinances Budgetary oversight Appropriating funds Serve on boards and commissions Appoint public board and commission members	Policy-making Purposive and symbolic policies Ordinances Budgetary oversight Appropriating funds Serve on boards and commissions Appoint public board and commission members

(www.fayetteville-ar.gov/975/Your-Municipal-Government 2015;

www.cityofgalveston.org/151/City-Council, 2015;

www.cityofgalveston.org/DocumentCenter/View/1711, 2014).

In spite of differences in size, market area, economics, population characteristics, and governmental forms, the cities have notable similarities. Galveston markets itself as the home of an educated, diverse workforce and increasingly focuses development initiatives on sustainable industries that will not threaten the integrity of the local beaches which are vital to its tourism industry (City of Galveston, 2014b). This is mirrored in Fayetteville, where environmental awareness is high, as are efforts to attract “green businesses.” Fayetteville describes itself as a “creative city,” and is actively attempting to attract highly educated individuals and high-tech businesses (www.accessfayetteville.org, 2014; Florida, 2005). Both cities are home to four-year institutions of higher education. Fayetteville has the University of Arkansas, the state’s flagship university, with current enrollment greater than 26,000 students. Galveston is home to the Texas A&M Maritime University, the University of Texas Medical Branch, and Galveston Community College. Combined enrollment in Galveston’s institutions of higher education is greater than 12,000 students.

Both cities assert that they rely on tourism for a major portion of city revenue and actively develop tourism-based resources and enterprises as part of their economic development package, although accurate figures on the extent that tourism affects each economy are unreliable, and thus not presented here. Each city hosts an annual large-scale motorcycle rally that is the result of public-private collaboration. Galveston, in addition, has an annual Mardi Gras celebration that attracted more than 250,000 attendees for the 2014 Mardi Gras season. Likewise, Fayetteville is host to a number of large annual events that attract sizable numbers of in-bound tourists to the city and the region. These include cultural events such as Lights of the Ozarks, which extends from Thanksgiving until New Years and attracted a total of 350,000 attendees in

2014 (Interview # 8, 06/13/2014) and private sporting events, such as the Jo Martin Stage Race (bicycles) as well as University sporting events, especially football.

According to available census bureau figures, tourism is the key component of the Galveston economy, and education is the key component of the Fayetteville economy. Both are modern, mid-sized cities, which are developing sustainable and diverse economies. Both cities maintain successful, long-term public-private collaborations that promote large-scale annual tourist events. The similarities between the cities support comparison of the collaborations sponsoring their annual motorcycle rallies, however, there are other factors, such as the rally promotion organizations, that require attention.

The Research Settings: The Motorcycle Rallies

Motorcycle rallies originated in the United States in the 1920s. According to the American Motorcycle Association (AMA) they were originally called “gypsy tours”, and involved groups of motorcycle enthusiasts from all over the country converging on a designated area for several day of events such as competition rides, hill climbs, and races (AMA, 2015). The route to get to the destination was chosen for difficulty of conditions and for scenic beauty. Over time motorcycle rallies have become more established and associated with specific locations. They have proliferated, and range from huge events drawing more than 500,000 attendees to small local events with thousands, or even hundreds, of participants (AMA, 2015).

The motorcycle rallies investigated for the purpose of this dissertation are Bikes, Blues and BBQ (BB&BBQ), held annually in Fayetteville, Arkansas, usually in late September (www.bikesbluesandbbq.org/, 2014) and the Lone Star Rally (Lone Star) held annually in

Galveston, Texas (www.lonestarrally.com/, 2014), usually in mid-November. These are large annual urban rallies. Attendance varies from year to year, but each averages around 300,000 people over a four day period according to the promoters (www.bikesbluesandbbq.org/, 2014; www.lonestarrally.com/, 2014).

The Rally Promoters: Bikes, Blues & Barbeque, Fayetteville, AR. The first Bikes, Blues & BBQ (BB&BBQ) motorcycle rally was held in 2000, with approximately 300 bikers attending. The impetus behind the founding of BB&BBQ came from the then Fayetteville Chief of Police, Richard Watson. He was a personal supporter of motorcycle rallies, owned a Harley Davidson motorcycle, and was convinced that this was an opportunity for economic development that the city should take advantage of. Initial support for BB&BBQ also came from the Fayetteville Chamber of Commerce (Interview # 27, 06/11/2015).

All of the current Board of Directors, the management team, and the full time employees of BB&BBQ reside in Fayetteville. The rally does not have a written contractual relation with the City of Fayetteville. The relationship is thus considered informal, and the primary links between the city and the rally are through the Chamber of Commerce and the Fayetteville Advertising and Promotion Commission. Nevertheless, even lacking a contract, the assumption of BB&BBQ and the City of Fayetteville is that the rally will continue for the foreseeable future. Interviewees from both BB&BBQ and the City of Fayetteville spoke of planning a huge celebration for the 25th year of the rally (Interviews #2, 05/13/2014; #3, 05/14/2014; #17, 10/27/2014). Additionally, the Special Event Permit developed by the city for BB&BBQ, and discussed further below, functions like a contract, in that it specifies rights and responsibilities for both parties.

The rally developed its character early on. “Between the first and second year, the founders determined that the best way for BB&BBQ to give to charity was to become a non-profit 501(c) 3 corporation, and to vote in a Board of Directors to help govern the event” (www.bikesbluesandbbq.org/about/event-history/ 2015). Following that impetus, BB&BBQ is a registered 501(c) 3 non-profit organization. It has a ten member Board of Directors. Three of the current 10 were on the original 7 member Board of Directors formed in 2001. It has established links to the Fayetteville Chamber of Commerce, and since its inception one of the rally’s board members has also been a member of the Fayetteville Chamber of Commerce. The non-profit charter for BB&BBQ may be found in as Appendix # 26.

In Fayetteville, the City Parking and Transportation Department is responsible for issuing permits for use of public space. The promoter, BB&BBQ, applies for a permit for use of public space. This permit is then reviewed and approved by the Mayor and the city council. The promoter then issues permits to the individual vendors. The vendor application packet is detailed, and addresses city requirements. It is the city, however, that ensures that individual vendors are in compliance with Arkansas laws regarding tax identification numbers and necessary certificates. Each vendor tent or booth is inspected by an officer from COF. The promoter, BB&BBQ, does not currently play a role in sales tax collection. These taxes are collected nightly from each vendor by an officer of the city who is accompanied by a uniformed police officer (Interview #17, 10/27/2014).

Bikes, Blues, and Barbeque has three stated goals: first is to is to donate money raised by the annual event to local charities, and the organization reports that it has donated \$600,000 since inception ("<http://www.bikesbluesandbbq.org/charities/>, 2014). The second goal is to brand itself as “family friendly”. Because of this the rally has stringent regulations about the content of

vendor products that are displayed for purchase (Interview #2, 05/12/2014). The third goal is to attract bikers by hosting rides and events that are fun and by holding an annual Poker Run, with the proceeds donated to a specific charity. These stated goals relate to the research question because they are not necessarily the goals of the host city but are seen as beneficial by the city for economic and tourism development purposes. This informs the research and provides support for the subsequent analysis (Bryson, Crosby & Stone, 2006; Schaeffer & Loveridge, 2002; Sabatier & Jenkins-Smith, 2014; Vangen & Huxham, 2012).

The Rally Promoters: Lone Star Rally, Galveston, TX. Lone Star Rally (Lone Star) is a privately held, for-profit company registered in Houston, Texas and owned by Robert Pomerence of Ormond Beach, Florida. The rally was conceived of as a private sector venture, and was founded in 2001. The Managing Director and President of the rally is one of the owners. The registered agent, as required by Texas law, lives in Houston, Texas. A registered agent, in Texas, must live in the state, and may be an employee of the out-of-state business he or she serves as agent for (TSOS, 2015).

Initial support for the rally came from the members of the city council and citizens of Galveston at that time (Interviews #21 & #24, 2/12/2015). Current estimates from the State of Texas Office of the Comptroller General (TOCG) show the company has annual revenues of \$1 to \$1.5 million, and has a year-round staff of approximately 5 people (TOCG, 2015). The Comptroller General's office reports that the rally has a governing board of 5 individuals. Most of the money raised by the event, after expenses, goes to the rally owners, who personally benefit from the proceeds (Interviews #21 & #24, 2/12/2015). Requests for further information regarding the rally governing board and estimates of yearly profits from the rally were not responded to.

Ryan, Mottiar, and Quinn (2012) suggest that private sector responses, or non-responses, such as this are not uncommon.

In Galveston, the Special Events Board, under the guidance of the contract, issues broad permits to the rally promoter for vendor and event use of publicly owned space. The promoter then issues specific permits to each individual vendor. Lone Star Rally is responsible for ensuring that each vendor has approved state tax identification numbers, appropriate business licenses (for example health department certificates for food vendors), and for inspection of the vendor sites for code compliance and allowed content as defined by the City of Galveston. Sales taxes are collected by a State of Texas Officer from the TOCG who sits outside the Headquarters Trailer and issues sales tax permits to the individual vendors as they check in. Sales tax collections are not handled by the City of Galveston or by Lone Star, but rather directly by the TOCG. This distribution of responsibility is specified in the contract between the dyad members. All of the collaborative contracts between the City of Galveston and Lone Star Rally were made available for this research. The first contract was signed in 2011. The current contract expires after the 2016 rally. Development of the contractual agreement in Dyad 2, will be discussed further at a later point.

It is important to note that the Lone Star Rally donates approximately 6% of its annual profits to local Galveston charities (Interview #21, 11/03/14). Lone Star works closely with other non-profit organizations such as Rolling Thunder Inc., a 501(c) 4 non-profit with 92 chapters in the U. S. (<http://www.lonestarrally.com/poker-run.php>, 2015). It manages a poker run⁶, which

⁶ Poker runs are common charitable events held by motorcycle rallies. A route with five different stops that include interesting sights and/or difficult riding conditions is planned by event organizers. Riders register and pay a fee to participate. The winner receives an award. It is the entrance fees that are given to charity.

provides an opportunity for the organization to raise money to fulfill its charitable mission (Interview #21, 11/03/14). This is not new for Lone Star Rally. For example, in 2008, the beneficiary of charitable funds generated by the rally was the Texas Asthma Association (Harley, 2015). It is relevant to the research that this rally also has strict regulations (originating with the City of Galveston) forbidding the display of “objectionable or sexually explicit materials” (www.lonestarrally.com/vendor_packet_2014.pdf, October, 2014).

The Motorcycle Rallies: Comparing Similarities and Difference

Eisenhart (2009) explains that similarities in case study settings are important because they help to define the limits of the research and reduce the impact of extraneous variations in the analysis. The choice is not random; specific cases are selected that allow meaningful comparisons based in the literature (Yin, 2013). The similarities and differences in the case studies allow the influence of factors from the literature to emerge.

The underlying economic goals of the rally promoters are different. This is expected, as one is a 501(c) 3 and the other is a for-profit business, but they share the goal of putting on an event that is successful and survives year after year (Markusen, 2014; Ryan, Mottiar, & Quinn, 2012; Quinn, 2009, 2010; Racherla & Hu, 2010). There are other important commonalities as well. The private-sector organizations sponsoring the rallies are responsible for planning, marketing, vendor contracts, and volunteer coordination but are dependent on their respective municipalities for resources such as permits, policing, and use of public space (among other things). Both rally organizations have a board of directors or governing entity that is an active policy maker for the organization. Each has full time employees who actively manage the rally

throughout the year. Their duties include working with their counterparts in city government on event planning, advertising, and coordinating rally activities with other private-sector organizations and businesses, and managing the part time event-only employees and volunteers. Concern for the hosting communities is evidenced, on the part of both rallies, through the mechanism of charitable donations to the host city area. Unfortunately Lone Star Rally was unwilling to provide verifiable data regarding charitable donations, thus comparison of the dyads using this feature is not possible.

In both cities, the mayor and city council, in conjunction with the Chief of Police and Fire Chief, make decisions related to publicly owned resource allocations during rally planning, which includes such issues as use of public space, permitting, level of policing, and fire safety. Additionally, three to five city employees, street-level bureaucrats, are actively engaged in the day-to-day interface with rally-promoter counterparts (Lipsky, 1980).

Regardless of the initial solidity of a collaborative tourism venture, to continue in operation it must be able to adapt to changing circumstances (Jamieson, 2004; Linder & Rosenau, 2000; Ryan, Mottiar, & Quinn, 2012; Quinn, 2005, 2010). There are urban collaborations that have this stability, and which have operated successfully over time, as is the case with the motorcycle rallies examined here. We need to know more about what drives that success. The demographic and political similarities and differences of the two cities influence the individual collaborations and are presented in Table 3, which follows.

Table 3. Comparing the Rallies: Bikes, Blues, & Barbeque and Lone Star Rally

Categories	Bikes, Blues, & BBQ	Lone Star Rally
Legal Status	501 (c) 3 Nonprofit	TX Domestic For Profit Corp
Headquartered	Fayetteville, AR	Ormond Beach, FL
Registered Agent	N/A	Legal rep. in Katy, TX
Primary stated goal	Donate to charity	Generate a profit
Secondary stated goal	To benefits the community	Attendees want to come back
Involved in other promotions	No	Yes
Governing Board	11 members, publicly listed	5 individuals, not listed
Charitable Donations	Self-reported to be greater than \$600,000 since inception (no figures available)	Self-reported to be 6% of annual profits (no figures available)
Top-level Management	Managing Director-paid emp. Assistant Director-paid emp.	President-owner Assistant to President-paid
Permanent Staff	1 part-time staff-Vendor Contracts 1 part-time staff-media management and marketing 1 part-time staff-security	1 full-time staff-Vendor Contracts 1 full time staff- Sponsors 1 full time staff –media 1 part-time staff-employment
Collaborative city/rally planning sessions	Yes- 6 to 8 months in advance of rally	Yes- 6 to 8 months in advance of rally
Coordinate with city admin.	Yes	Yes
Coordination with city police	Yes	Yes
Coordinate with city fire department	Yes	Yes
Temporary Staff-Management	1 paid contractor- event management and booking 1 unpaid volunteer coordinator	1 paid contractor- event management and booking
Temporary Labor Force	40-50 paid & volunteer stage hands and security personnel 100s of volunteers from local non-profit agencies (beer sales and clean up)	40-50 paid temporary stage hands and security personnel 30-40 volunteers from a Christian Motorcycle club--- (first aid and other help)
Direct Alcohol Sales	Yes	No
Charging for permits, electric	Yes	Yes
Vendor Sales Tax Collection	<i>Past-</i> BB&BBQ until 2009 <i>Current-</i> City of Fayetteville -nightly <i>Future-</i> The AR Dept. of Fin. & Admin. (2015 start)	<i>Past-</i> Voluntarily paid by vendors <i>Current-</i> The Texas Office of the Comptroller Gen. <i>Future-</i> No changes planned

Interorganizational goal congruence occurs when two (or more) organizations are able to align their individual goals to the extent that each is satisfied with the proposed outcome and is willing to work to achieve an overarching mission. This is not a given. The examples of failed public-private collaborations, which follow, illustrate the importance of the factors drawn from the literature that underpin this research. These large-scale motorcycle rally collaborations were not able to successfully align their organizational goals thus did not achieve goal congruence. The examples aptly illustrate the power and dependency relationships in place in those settings. They point to the ability of external stakeholders to force changes in resource allocations, and to the lack of interorganizational capacities that would have supported negotiation and compromise.

In Myrtle Beach, South Carolina and Atlantic Beach, North Carolina, local municipal governments and private sector rally promoters have experienced difficulties in aligning their goals over the longer term (Cullen, 2009; King, 2013; Racherla & Hu, 2010). Myrtle Beach and Atlantic Beach host several motorcycle rallies throughout the year, which have a variety of promoters. Local stakeholders in both communities have opposed the rallies for several reasons which include noise, increased crime, and a perception of lewd behavior exhibited by rally attendees (King, 2013; Pratt, 2005). This points to the importance of stakeholder pressure; however, the critical issue here is that the city and the rally promoter were unable to resolve the issues raised by local stakeholders (King, 2013; Ryan, Mottiar, & Quinn, 2012). Lack of goal congruence between collaborators resulted in an inability to manage interorganizational conflict and external pressure enough to prevent the collaborations from derailing (Bryson, Crosby, & Stone, 2006, 2015; King, 2013; Lundin, 2007a; Meyers, Ricucci, & Lurie, 2001; Pratt, 2005; Racherla & Hu, 2010; Sullivan, Barnes, & Matka, 2006; Thompson & Perry, 2006; Vangen & Huxham, 2012). Because of an inability to align disparate goals, the cities, particularly Myrtle

Beach, refused to issue permits for rally parades and tightened ordinances for events requiring use of public space. Local ordinance changes to permits for use of publicly owned spaces now restrict use of such public space to non-profit organizations and require that neighbors be informed of events in advance. One rally promoter responded to such ordinance changes by moving the rally to a rural location. As a result attendance dropped dramatically. Rally attendees wanted the urban scene, with hotels, bars, and restaurants (Cullen, 2009; Florida, 2005; King, 2013; Parent & Deephouse, 2007).

Conclusion

This chapter of the dissertation presents the characteristics of public-private collaborations and discusses the research settings in depth. The demographics, economics, and governmental structures of the case study cities are compared, as are the similarities and differences found in the motorcycle rallies. The example of failed rally collaborations presented above illustrate three things that are important in this context. The first is the importance of power and dependence relationships to public-private collaborations. Second is the consequence of lack of goal congruence (Myers, Ricucci & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Thompson & Perry, 2006), and third, is the extent to which external stakeholders may influence both resource allocation and goal congruence. Attention now turns to the theoretical frameworks of resource dependence theory (RDT) and goal congruence theory (GCT) that form the basis for this research. It is through the theories that the factors that promote successful collaborations are examined.

Chapter Three: Literature Review

This chapter of the dissertation presents a review of the literature forming the framework for the research, and it has two explicit goals. The first is to present the manner in which goal congruence (GCT) and resource dependence theory (RDT) are used together to build a theoretical framework. The second goal is to develop the theoretical framework guiding the research question by discussing RDT and GCT separately, addressing the arguments made by leading academic proponents of each theory. The argument for using this complementary theory framework is addressed next.

The power relationships between organizations and the extent to which they are dependent on each other for resources are important components of RDT, as are techniques, such as networks of dual actors, which organizations may use to stabilize their relationships. The ability of organizations to align independent goals sufficiently to develop a unified collaborative goal is addressed by GCT. The capacities developed when organizations work together to achieve an objective (Bryson, Crosby & Stone, 2015; Ishihara, 2014; Lundin, 2007a; Meyers, Ricucci & Lurie, 2001; Rosdil, 2010; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012) may not be sufficient to ensure collaboration sustainability. Unresolved conflict between organizations, addressed by GCT, may lead to uncoupling of collaboration goals, and have long term consequences for collaborations (Mayer, 2012; Thompson & Perry, 2006). Together, RDT and GCT provide a framework for evaluating public-private collaborations at the urban level.

The Theoretical Framework: Linking the Theories

Part of the intellectual challenge of studying public-private collaborations is that no single theory is capable of addressing the complexities inherent in collaborative ventures. Bryson, Crosby, and Stone (2006, p. 52) state “Scholars from a particular perspective rarely use research from other perspectives and thus consistently miss opportunities to explore more facets of collaboration”. This is supported by Drees and Heugens (2013), who suggest that academic theories are not often linked across disciplines because many scholars tend to focus within a specific discipline-based theoretical framework. For example, Pfeffer and Salancik (1978) focused on private sector organizational relationships; thus RDT is primarily situated in economic and business research. Meyers, Ricucci, and Lurie (2001), Lundin (2007a & 2007b), and Vangen & Huxham (2012) studying collaboration, decision-making, and implementation processes in complex governmental systems, assess goal congruence between implementing organizations across various levels of government. These scholars are theoretically situated in public administration and public policy research.

According to Cairney (2013, p. 41) there is value in combining theories, however, “the practice poses problems that need to be addressed to ensure disciplinary advance”. Cairney (2013) suggests three main approaches to combining theories. These are: “1) synthesis, in which the end result is a single new theory, 2) complementary, in which two theories are used to produce insights or explanations; and 3) contradictory, in which theories are compared and one is supported”. Cairney’s (2013, p. 41) argument is that “insistence on a rigid universal scientific standard may harm rather than help scientific collaboration and progress”. The theories chosen for this research, RDT and GCT, are complementary (Cairney, 2013; Cairney & Heikkila, 2014)

because they examine power, resource exchanges, and goal alignment in interorganizational relationships, albeit from slightly different perspectives. The scope of the research is not broad enough to support the emergence of a single new theory, nor is the intent to choose one theory over another. Factors found in both theories complement each other, and in some instances overlap, and are useful as explanatory tools.

Resource dependence theory (RDT) is derived from an open systems approach to understanding organizational behaviors which focuses primarily on the power and dependence relationships between organizations and on how various factors affect or influence interorganizational relationships (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Gulati, 2007; Pfeffer & Salancik, 1978, 2003). Goal congruence theory (GCT), also approaching organizational relationships as open systems, examines the development of collaborative advantage and specific factors related to collaboration success that are useful markers to investigate long term collaboration stability (Lundin, 2007a; Meyers, Ricucci, & Lurie, 2001; O'Leary & Vij, 2012; Vangen & Huxham, 2012). These include interaction effects, which, according to Lundin (2007a), are the presence of sufficiently clearly stated interorganizational objectives, which are necessary to minimize conflict and build interorganizational capacity (Meyers, Ricucci, & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Thompson & Perry, 2006). Used together the theories contribute to a more substantial understanding of collaboration success, which is important, given the increased blurring of the public, private, and non-profit sectors (Cairney, 2013; Ott, 2012).

There are three factors found primarily in RDT that are analyzed in this dissertation. They are: factor 1) the degree of mutual dependence, and factor 2), the degree of power imbalance between the collaborating organizations(Casciaro &Piskorski, 2005; Davis & Cobb,

2009; Lundin, 2007a; Pfeffer & Salancik, 1978, 2003; Poppelaars, 2007), and factor 3) the presence of organizational interlocks that may allow an organization to maintain autonomy and power in relation to another organization (Berardo, 2014; Casciaro & Piskorski, 2005; Lundin, 2007a; Noble & Jones, 2006; O'Mahony, S. and Bechky, 2008; Pfeffer & Salancik, 1978, 2003). Factor 4), the importance of interorganizational capacity to maintain effective collaborations (Sullivan, Barnes & Matka, 2006; Vangen & Winchester, 2014) comes primarily from GCT. Linking RDT and GCT, both theories maintain the importance of factor 5), the ability of external stakeholders to influence resource allocations, and thus collaboration stability (Casciaro & Piskorski, 2005; Lundin, 2007a; Meyers, Ricucci, & Lurie, 2001; Parent & Deephouse, 2007; Pfeffer & Salancik, 1978, 2003; Sullivan, Barnes & Matka, 2006). The goal of this dissertation is to contribute to our understanding of factors from RDT and GCT that contribute, together, to the success and longevity of some large-scale annual urban tourist events. To that end, the discussion now moves to the theoretical framework guiding the research.

Both the resource dependence (RDT) and goal congruence (GCT) literatures assert that the continued existence of a collaboration over time is not guaranteed. Scrutiny of the type of tourist venue examined in this dissertation reveals that some motorcycle rallies have been unable to continue in operation and others have had to change events and/or restrict activities because the public-private collaborations supporting the rally experienced considerable push-back from local residents and other critical stakeholders in the community not directly involved in hosting the event. As discussed previously, municipalities have been known, in the presence of angry local stakeholders, to refuse to renew permits for use of public space or have enacted restrictive city ordinances (Davies, 2014; King, 2013). Consequently, the question of what factors support collaborative arrangements and prevent realignment of the collaborators' shared goals is of

particular interest (Casciaro & Piskorski, 2005; Davies, 2014; Huxham, 2003; Lundin, 2007b; Mayer, 2012; Meyers, Ricucci, & Lurie, 2001; O'Toole, 2003; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012). To examine factors affecting collaboration sustainability, this literature review turns first to RDT, focusing on the power and dependency relationships between organizations (Lundin, 2007a; Pfeffer & Salancik, 1978, 2003).

Resource Dependence Theory

Resource dependence theory (RDT) has two central tenets. First is the assumption that organizations are part of a broader environment that controls critical resources needed to achieve organizational objectives, and second, that organizations are capable of both manipulating and changing the external environment in order to acquire resources and are subject to pressures from that environment (Casciaro & Piskorski, 2005; Pfeffer & Salancik, 1978, 2003). In Pfeffer and Salancik's seminal formulation of RDT (1978), organizational survival is predicated upon the ability of an organization to procure necessary resources from other organizations in the external environment. Thus organizations are described as resource (inter)dependent (Pfeffer & Salancik, 1978; 2003). Lundin (2007b, p. 653) supports this perspective when he states that "cooperation is a consequence of resource (inter)dependence". Since organizations do not exist in a vacuum there are several factors that come into play and affect the amount of influence one organization can exert on another. These may include, but are certainly not limited to, the availability of necessary resources, who controls those resources, and the extent to which external stakeholders affect the environment within which organizations operate (Casciaro & Piskorski, 2005; Pfeffer & Salancik, 1978; 2003). Resource dependence can range from organizations that enjoy limited

dependence on external organizations because either they need few external resources or because external resources are readily available from multiple providers to those organizations that have a high degree of dependence because of a critical need for a specific resource or because of a limited number of potential resource providers (Casciaro & Piskorski, 2005; Pfeffer & Salancik, 1978; 2003; Van de Ven & Walker, 1984).

Pfeffer and Salancik (1978, p. 41) distinguish between outcome (inter)dependence and behavior (inter)dependence, and state that these factors may exist together or separately.

Outcome (inter)dependence is illustrated by a discussion of actors A and B who make sales and/or pricing decisions separately. The profit realized by either actor is influenced by the independent decisions made by both actors. They then discuss behavior (inter)dependence by using the example of organizing a poker game. If the game is to happen Actor A must convince Actors B, C, and D to engage in specific behaviors, for example, to play poker at a given time and place (Pfeffer & Salancik, 1978, pp. 41-42).

Another distinction Pfeffer and Salancik (1978; 2003, p. 44) make about organizational (inter)dependence is between competitive and symbiotic relationships. In cases where an organization may choose from more than one potential resource provider, the organization looks for comparative advantage: the external organization that offers the best terms, whether economic or relational (Casciaro & Piskorski, 2005; Huxham, 1996; Huxham, & Vangen, 2005; Pfeffer & Salancik, 1978, 2003; Poppelaars, 2007). At the other end of this relational spectrum are symbiotic relationships: those in which one organization is dependent on another for resources not available elsewhere. In symbiotic relationships, mutual dependency is high and

neither organization will thrive or even survive if the collaboration fails (Pfeffer & Salancik, 1978, pp. 40-44; Casciaro & Piskorski, 2005).⁷

There are several reasons, integrally related to resource dependence, for governments to collaborate with private sector organizations. One is to allow the governmental organization to make use of skills and capacities generally held in the private sector and another is to allow it to promote a preferred policy with limited expenditure of tax monies (Casciaro & Piskorski, 2005; Lundin, 2007b; Pfeffer & Salancik, 1978, 2003). Private sector organizations collaborate with governments to gain access to previously unavailable markets or to gain access to locations and publicly held resources not otherwise available to them (Lundin, 2007a; Markusen, 2014). In the public sector literature Guo and Acar (2005) observe that the recent rise of public-private collaborations has made the issue of such interorganizational relationships more acute. Each collaborating organization, from its own perspective, expends its own critical resources and those resources are jeopardized if the relationship fails (Casciaro & Piskorski, 2005; Guo & Acar, 2005; Lundin, 2007b; Pfeffer & Salancik, 1978; 2003). This means that interorganizational stability is an important issue for both organizations, public and private. Hillman, Withers, and Collins (2009, p. 1407-1409) present a view of the importance of interorganizational relationships when they suggest that interorganizational stability is enhanced when “the actor controlling the more important resources retains strategic control but does not attempt to take over the dependent actor.” In (inter)dependent relationships in the private sector, the dominant actor may absorb, or take over the less powerful actor. However, in cases where a governmental

⁷ See Cropper (1996) and O’Toole (2003) for extensive discussions of the spectrum of possible relationships between collaborating organizations.

body is one of the organizations, political constraints make such co-optation less likely (see also Pfeffer, 2005; Pfeffer & Salancik, 1978; 2003).

Stating that RDT “marked a watershed in organizational theory research by offering a unified theory of power at the organizational level of analysis” Casciaro and Piskorski (2005, p. 167), nevertheless, criticize RDT and state that the theory has “ambiguities that undermine its efficacy as a research tool”. Their reformulation of RDT is an integral part of this dissertation research. These scholars assert that there are “ambiguities in the resource dependence model that undermine the plausibility of some of the theory's most distinctive predictions and empirical findings” (Casciaro & Piskorski, 2005, p. 167).

Modifying Pfeffer and Salancik’s (1978) original conceptualization of RDT, Casciaro and Piskorski (2005, pp. 168-169) argue that RDT is better explained by separating resource dependence into two “two distinct theoretical dimensions: mutual dependence and power imbalance. Mutual dependence exerts a force causing organizations to work together, and power imbalance works in the opposite direction because organizations are trying to retain a degree of autonomy”. Conducting a study of mergers between U. S. companies, their findings suggest mutual dependence promotes the successful formation of mergers at the same time that power imbalance between organizations makes merger formation less likely. Looking at Pfeffer and Salancik’s poker game example, Casciaro and Piskorski (2005, p 47) state that whether Actor A holds power over Actors B, C, and D may be a determining factor in whether or not they agree to play poker. Power may be understood to be a factor if Actor A holds a supervisory position in a hierarchical structure in relation to Actors B, C, and D or has access to resources needed by Actors B, C, and D (Casciaro & Piskorski, 2005, p. 48). In a similar vein, Garner (2006) suggests that Organization A may exert power over Organization B, and shape the actions that B takes

because A controls critical resources and B lacks a reciprocal ability to influence A. These examples illustrate that the power and (inter)dependency relationships between organizations are related, but are not the same constructs.

RDT: Formal and Informal Power in Public-Private Collaborations. Power implies the ability to influence people and organizations in their decision-making, and it may be formal or informal. Both aspects of power, as it relates to interorganizational collaborations, will be discussed, beginning with formal power. Cities, as legally constituted governments, have coercive power that is applied on an intimate and daily basis (Davies, 2014). In situations where one of the organizations in a collaboration is a governmental entity one can assume the presence of legally defined, or formal, powers. Using their legally constituted power municipalities are responsible, among other things, for law enforcement, fire protection, trash collection, and allocation of use of publicly owned space (i.e. issuing permits) (Davies, 2014; NLC, 2014). These municipal responsibilities are important components of any large-scale tourist venue (Parent & Deephouse, 2007; Quinn, 2009, 2010), and will form part of the evaluation of the power and dependence relationships in the case study dyads. However, the legally defined powers of municipalities come with legally defined restrictions on acceptable actions, and the need for public transparency (Agranoff, 2008; Davies, 2014). These limitations may constrict the ability of cities to support certain policy objectives.

The following examples of formal municipal power to affect resource allocations and collaborative actions are directly related to this research. First, the case study municipalities require that rally promoters apply for permits and pay for use of city owned space for events and vendors. Approval for such permits is by no means a given. Second, vendors are required to

comply with city fire codes. All vendor booths and tents must meet the codes and are inspected for compliance. Third, the case study municipalities require that graphic or sexual content displayed on items for sale by vendors at the rallies (such as T-shirts) must meet community standards. Thus, the vendors are not free to sell whatever materials they wish regardless of whether or not rally attendees want the merchandise. Fourth, the case study municipalities require that private sector vendors renting booth space from the rally promoters pay the applicable taxes on sales of their products. Examples of these regulations and the sanctions that the cities may enforce for noncompliance may be seen in the event permit applications and vendor contracts.

The relationship between organizations is limited in that the rally promoters examined in this dissertation do not necessarily have the ability to look elsewhere than their respective local governments for collaborating partners. If the motorcycle rally promoters want to hold the rallies in these specific locations they are dependent upon the municipalities for permission to use publicly owned space, for fire safety, and for policing. These are important examples of formal municipal ability to coerce compliance (Davies, 2014), however, the relevance of municipal coercive power is not that simple. The challenge for the rally promoters is that city government may use its formal permitting and policing power to limit the rally to the extent that it is no longer appealing to its target population, or even refuse to allow the motorcycle rally to be held (King, 2013). This threat is balanced by the informal power held by the private sector.

Municipalities do have the power to ensure compliance with municipal statutes, but they do not operate in a vacuum (Davies, 2014; Markusen, 2014; McNamara, Pazzaglia, & Sonpar, 2015). The informal power to exert influence over individual or organizational actions is often as or more important than legal power (Davies, 2014). Informal power, in this context, is the result

of relationships and networks maintained by individuals, and their ability to influence decisions affecting public and private actions. Informal power in collaborative relationships may also be associated with control over certain resources necessary to goal achievement (Casciaro & Piskorski, 2005; Davies, 2014; Getz, 2008; Markusen, 2014; Rosdil, 2010; Quinn, 2009). These resources may include project management factors such as marketing, vendor contract management, and the ability to field a temporary labor force, either volunteer or paid (Casciaro & Piskorski, 2005; Getz, 2008; Quinn, 2009). These capabilities may be in the hands of the private sector and of external stakeholders rather than city government. When examining cross sector collaboration the milieu muddies the picture and sources of informal power may not be obvious, as the following discussion illustrates.

Urban policy-makers support policies and programs that can be demonstrated to benefit city residents. It is particularly useful if policy and program costs are widely enough distributed amongst the population that the costs are not perceived to come from a specific group of citizens (Johnson, Snepenger, & Akis, 1994). It is even more useful to city government if program costs can be attributed to non-residents (Gaventa, 2004; Johnson, Snepenger, & Akis, 1994; Markusen, 2014; Zamanou & Glaser, 1994; Van Heerden & Bontje, 2014). While many cities utilize in-house resources to promote small tourist events and festivals, collaboration with private or non-profit sector organizations is more common for large-scale events (Quinn, 2010; Jamieson, 2004). The ability to draw a large number of non-residents into an area to spend their money gives a private organization a degree of informal power relative to the public organization in a collaboration (Johnson, Snepenger, & Akis, 1994; Pfeffer & Salancik, 1978, 2003; Zamanou & Glaser, 1994). The perception by local residents that they benefit from non-residents' spending

may be a powerful inducement to support a tourist event that would otherwise not receive such support (Florida, 2005; Markusen, 2014; Van Heerden & Bontje, 2014).

McNamara, Pazzaglia, and Sonpar (2015) point to the importance of public perception of private sector organizations or events as it relates to the informal power of the private sector to manipulate city support. They state “In contrast to previously advanced views of social ventures as powerless actors, we find instead that they are able to leverage the visibility afforded by large-scale events to create positions of mutual dependence, which allow them to access broad support bases and assert themselves in relationships with external parties” (McNamara, Pazzaglia, & Sonpar; 2015, p. 1). These scholars argue that successful large-scale events that survive over a time span of five or so years become institutionalized in the eye of the public and are, in effect, creating their own legitimacy. It is this legitimacy that serves as a source of informal power for the private sector collaborator. The informal power of private sector organizations may be also stronger than it appears due to municipal economic dependence on sales taxes and the ability of large-scale venture promoters to offer their collaborating organizations access to “high value economic outcomes” (McNamara, Pazzaglia, and Sonpar, 2015, p. 3).

The idea that private sector informal power can effectively challenge public sector formal power is important because it challenges one of the central observations of power and dependence in RDT, that possession of a necessary resource, in this case the power to issue permits, outweighs other considerations. This may not always be the case if, for example, the private sector can leverage its informal power to access public support in the face of municipal opposition.

RDT: Power and Dependence in Interorganizational Relationships. Understanding the balance of power between organizations is a key piece of understanding collaboration survival, however, the extent to which organizations depend on each other for resources is also critical (Casciaro & Piskorski, 2005; McNamara, Pazzaglia & Sonpar, 2015). For example, in collaborative dyads, resource (inter)dependence creates situations where some level of control over organization B is in the hands of organization A because A controls access to specific resources, creating a situation of uncertainty for B (Casciaro & Piskorski, 2005; Lundin, 2007b; Pfeffer & Salancik, 1978, 2003). The extent of such interorganizational dependency is important to public-private collaborations because private sector organizations (in this case the rally promoters) are dependent on the public sector (the municipal governments) for resources such as use of publicly owned spaces, fire safety, traffic control, and policing activities that cannot be accessed by the private sector actor (Davies, 2014; McNamara, Pazzaglia & Sonpar, 2015; Quinn, 2010). For the relationship to be reasonably balanced the private sector actor must possess some attribute or desired resource that is valuable enough to the city that it is willing to collaborate. These attributed and/or resources may include, but are certainly not limited to, event management experience, temporary manpower, and social networks (Casciaro & Piskorski, 2005; Davies, 2014; McNamara, Pazzaglia & Sonpar, 2015; Pfeffer & Salancik, 1978, 2003; Sullivan, Barnes, & Matka, 2006).

In situations such as those presented here, alternate suppliers are not readily available to the organizations sponsoring the rallies, as necessary resources (the location itself, use of public space, and public safety) are provided only by government (Gulati & Gargiulo, 1999). Thus, the rally promoters are dependent on local government support and may be limited to collaborations with local governments in their geographic area (McNamara, Pazzaglia & Sonpar, 2015). Pfeffer

and Salancik (1978, 2003) argue that it is not necessary that organizational strength and equality are present, but rather that each partner realizes a benefit that it cannot gain independently of the collaboration (Ansell & Gash, 2007; Casciaro & Piskorski, 2005; Emerson, 1962; Hall, 1999; Ishihara, 2014; Lundin, 2007a, 2007b; McNamara, Pazzaglia & Sonpar, 2015; Pfeffer, 2005; Pfeffer & Salancik, 2003).

RDT: Managing Power and Dependence through Organizational Interlocks.

Organizational constraints are limitations on the actions that an organization may engage in that are derived from, or related to, its organizational purpose and capacity (Bryson, Crosby & Stone, 2006, 2015; Noble & Jones, 2006). For example, public sector organizations have legal constraints because of the need for transparency and to effectively manage taxpayer dollars (Scott, 2014). Non-profit organizations have limitations related to their need to provide a public service. In their original formulation of RDT Pfeffer and Salancik (1978, 2003) define constraint absorption mechanisms as actions taken by an organization that are designed to preserve its autonomy and power in relation to another organization. They go on to state that constraint absorption mechanisms may be a response to perceived threats to individual organizational autonomy or to the stability of an interorganizational relationship. One example of this type of mechanism is for collaborating organizations to have interlocking boards-of-directors or a similar type of boundary-spanning actor presence (De Socio, 2007; Hill & Lynn, 2005; Ishihara, 2014; Pfeffer & Salancik, 1978, 2003). Organizational constraints are important in public-private collaborations because the organizations operate in different sectors and have differing imperatives.

Both Hillman and Dalziel (2003) and Ansell and Gash (2007) contend that the social networks developed by key actors, such as board members that serve in several organizations, may lead to interorganizational stability and to access to resources that would otherwise not have been available. Guo and Acar (2005) and Arya and Lin (2007) suggest that organizations with such linkages gain access to more potential partners, leading to additional collaborations. Studies examining collaborations frequently distinguish between public sector, private sector, and nonprofit actors (Hill & Lynn, 2005; McNamara, Pazzaglia & Sonpar, 2015; Ott, 2012). But, what happens when actors are present that play a key role in more than one sector? This is an important question because, as Pfeffer and Salancik (1978, 2003) argue, the power held by the actors in an interorganizational relationship helps to define and direct the relationship.

According to De Socio (2007) and Hill and Lynn (2005) at the urban level elite actors often have a special relevance linking multiple organizations with governmental and private sector interests. The literature suggests that individual actors representing, or having a presence in, multiple organizations may affect collaboration outcomes (De Socio, 2007; Casciaro & Piskorski, 2005; Pfeffer & Salancik, 1978, 2003). De Socio (2007) proposes that interlocking key actors result in increased communication and trust between organizations. Ibarra and Hunter (2007) in the *Harvard Business Review*, suggest that such dual organizational roles enable coordination between organizations, and also allow actors holding dual roles to protect the interests of their individual organizations. For example, to manage dependencies and ensure that needed resources will be available, Actor A from organization A will engage in actions designed to influence the actions of Actor B from organization B. The purpose is to influence decisions made by Actor B in the direction desired by Actor A to benefit organization A. Actor B will then

respond with a constraint absorption mechanism in an attempt to protect himself or herself and retain organizational autonomy for Organization B (Pfeffer & Salancik, 1978, pp. 164-165).

In the context of promotion of large-scale urban tourist events we do not know enough about the impact, or importance, of situations where boundary-spanning actors “wear multiple hats” when they have a role in two or more collaborating organizations. One question arising from the literature is the extent to which boundary-spanning actors may shape collaborations in a particular direction by attempting to direct collaboration activities in a desired direction (De Socio, 2007; Lehman & Gilson, 2013; O’Leary & Vij, 2012; Markusen, 2014). This question is especially important when one of the collaborating organizations is a governmental entity, with transparency and public accountability requirements (Agranoff, 2008; Davies, 2014; Markusen, 2014; O’Leary & Vij, 2012). The relationship of boundary-spanning actors to collaboration stability is an important component of this discussion and will be operationalized in the next chapter.

While the RDT literature describes the dependence and balance of power relationships in public-private collaborations (Casciaro & Piskorski, 2005) it does not go far enough in describing how cross-sector collaborations resolve conflicting goals and achieve their objectives (McNamara, Pazzaglia & Sonpar, 2015; O’Leary, Gazley, McGuire, & Bingham, 2009; Thompson & Perry, 2006). To address these aspects of public-private collaborations the discussion moves now to GCT.

Goal Congruence Theory

Goal congruence theory states that congruence is achieved when participating organizations that are working together to achieve an objective have aligned their independent goals sufficiently they are in agreement about the objectives sought (Bryson, Crosby & Stone, 2015; Lundin, 2007a; Meyers, Ricucci, & Lurie, 2001; Sullivan, Barnes, & Matka, 2006). Yan (2011, p. 49) describes goals as desired outcomes, and actions taken to achieve goals may represent the underlying motives for intentional behavior to achieve those desired outcomes”. Singlemann (1972, in Van De Ven & Walker, 1984, p. 604) pointed out that the benefits that organizations derive from collaboration are not necessarily evaluated in absolute “terms of costs and benefits but rather in terms of the values that participants assign”. Meyers, Ricucci, and Lurie (2001) and Bryson, Crosby and Stone (2015) emphasize that collaborations existing in complex environments, such as those working across sectors or having differing degrees of institutional complexity, face challenges in achieving goal congruence, some of which are related to actual capacities and some of which are related to organizational cultures and preferences. If this is the case, how then do public-private collaborations manage to align their individual objectives sufficiently to achieve collaboration objectives?

Two terms common in GCT literature, and often used indiscriminately, are goal alignment and goal congruence. In this dissertation they are used as suggested by Lundin (2007b), Sullivan, Barnes, and Matka (2006), and Vangen and Huxham (2012). Thus goal alignment is a process that moves organizations away from their individual goals and toward a common collaboration goal. If successful, the result is sufficient goal congruence to achieve collaboration objectives. The extent to which collaborating organizations perceive their

individual goals as being aligned with collaborative goals is the degree of integration or congruence of goals (Lundin, 2007b; Myers, Ricucci & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Van de Ven & Walker, 1984). Goal congruence in public-private collaborations requires that the organizations involved understand the resources that each is responsible for, perceive that collaboration will generate positive outcomes for both themselves and for the collaboration, and have the capacity for implementation (Bryson, Crosby & Stone, 2015; Lundin, 2007a; Meyers, Ricucci, & Lurie, 2001; Rosdil, 2010; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012). In a collaborative venture, when the goals of the individual organizations are aligned sufficiently that they have a joint objective the term goal congruence can be used (Sullivan, Barnes, and Matka; 2006; Lundin (2007b; Meyers, Ricucci, and Lurie, 2001). Cross-sector collaborations face difficulties in goal alignment, and thus goal congruence, because of inherent differences in the public and private sectors.

GCT: Goal Congruence in Public-Private Collaborations. Meyers, Ricucci, and Lurie (2001) contend that the decision making environment that collaborators operate in affects the ability of organizations to align their goals. Rosdil (2010), O'Toole (2003), and Quinn, (2005, 2010) suggest that a primary challenge for public-private collaborations in achieving goal congruence rests in the inherent differences in the purposes of governmental agencies and private organizations.⁸ However, focusing on difficulties in goal alignment that are derived from sector origination does not present the whole picture of the survival of such collaborations. Vangen and

⁸ Pfeffer & Salancik (1978), in their original formulation of RDT, focus on interorganizational relationships in the for-profit sector, nevertheless, the relational power of organizations is central to the theory.

Huxham (2012, p. 732) and Bryson, Crosby & Stone (2015) suggest that differences in organizational goals are double edged because such organizational differences and access to different resources are the reason that public-private collaborations exist.

The primary objective in a public-private collaboration is often a clearly framed public goal, such as hosting a large-scale tourist event, building a bike trail, or assisting the needy. However, while the members of a collaborative venture share goals related to its purpose, each organization, especially when the organizations are from different sectors, has goals independent of the collaboration that may conflict with the shared goal (Vangen & Huxham, 2012, p. 733). Differences in organizational resources such as skills, and capacities (Lundin, 2007a) and objectives (Rosdil, 2010) may contribute to the inability of a collaborative venture to align goals and achieve goal congruence. The ability of a collaboration to achieve goal congruence moves projects forward but when public and private collaborators are not able to successfully align their goals over time the collaboration may not survive (Bryson, Crosby & Stone, 2006; Bryson, Crosby & Stone, 2015; Getz, 2008; Lundin, 2007b; Markusen, 2014; Quinn, 2010).

GCT: Collaborative Capacity in Public-Private Collaborations. Collaborative capacity is a component of GCT that describes the ability of the collaborating organizations to act in concert to achieve mutual objectives and to resolve interorganizational conflicts (Bramwell, 1997; Dietrich, Eskerod, Dalcher, & Sandhawalia, 2010; Sullivan, Barnes, & Matka, 2006; Thompson & Perry, 2006). In practical terms it means that implementing agents from the individual organizations have an understanding of what their organizational and collaborative goals are, the necessary planning, skills, and tools to achieve those goals, and that they can resolve the interorganizational inevitable conflicts (Dietrich, Eskerod, Dalcher, & Sandhawalia,

2010; Lundin, 2007a; Milward & Provan, 2006; Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002; Thompson & Perry, 2006). To achieve goal alignment and congruence, collaborating organizations need to possess the capacity to manage interdependencies and resolve interorganizational conflicts (Dietrich, Eskerod, Dalcher, & Sandhawalia, 2010; Thompson & Perry, 2006; Vangen & Huxham, 2012). Huxham and Vangen (2000, p. 772) suggest that insufficient collaborative capacity “leads to collaborative inertia in which the rate of work output is much slower than might be expected” or to “outright resistance to implementation of collaborative goals”.

Several mechanisms found in the literature are important to understanding collaborative capacity and goal congruence in cross-sector collaborations. Three measures of collaborative capacity are utilized in this research. The first is an assessment of whether the research participants clearly understand the goals of their own organization and the goals of the collaborating organization (Stokol, Misra, Moser, Hall & Taylor, 2008; Vangen & Huxham; 2011). Stokol, et al. (2008, p. 90) argue that “the content and priority ranking of organizational and collaborative goals” is important to cross-sector collaborations. Stokol, et al. (2008, p. 97) argue that “failure to develop a shared conceptual framework that integrates the objectives of the collaborators negatively impacts performance”. They further contend that one of the key elements of building a shared framework is that all parties understand the objectives of the involved organizations. This construct is an important component of collaborative capacity, and is operationalized through interview questions that present research participants with a list of goals to rank (in order of importance) for each organization in the dyad.

The second measure of collaboration capacity utilized in this dissertation is the framework developed by Sullivan, Barnes, and Matka (2006), which examines the ability of

collaborating organizations to act in concert. This measure addresses the capacity of the collaborations to engage in strategic planning, to turn those plans into operations, and to provide implementers with the skills, tools, and processes needed to actively promote a large-scale tourist event. The third method of evaluating collaboration capacity is whether the collaborations have the ability to resolve interorganizational conflicts (Myers, Ricucci & Lurie, 2001; Sullivan, Barnes, and Matka; 2006; Thompson & Perry, 2006; Vangen & Huxham, 2012). This measure addresses both formal and informal conflict resolution processes, and their efficacy, as seen in the case study dyads. These measures are discussed further below.

GCT: Organizational and Interorganizational Goal Identification. According to Stokol, et al. (2008), Vangen and Huxham (2011), and Bryson, Crosby and Stone (2015) effective goal congruence is, in part, linked to collaborators having a clear understanding what each other's goals are. Vangen and Huxham (2011) also emphasizes the importance of goal identification by arguing that in order for two distinct organizations to align their independent goals and achieve goal congruence the individuals involved must be able to articulate the goals of their own organization as well as the goals of the collaborating organization. O'Mahoney and Bechky (2008, p. 424) state that "public-private collaborators benefit from being able to identify their separate and mutual objectives". When individuals in an organization understand both the reasons their organization is involved in the collaboration and the objectives of the other organizations it fosters collaboration (O'Mahoney & Bechky, 2008; Vangen & Huxham, 2011). Inability to articulate goals indicates insufficient collaborative capacity.

Misunderstandings between collaborators about what the goals of the collaboration are and what is expected of them on the operational level are common (Sullivan, Barnes, & Matka, 2006; Huxham & Vangen, 2005; Vangen & Huxham, 2012). Some such misunderstanding are the result of preconceptions related to sector origination (Vangen & Winchester, 2014). The likely outcome of such misunderstandings is that the collaborators will advance their own interests rather than working toward collaborative interests (Agranoff & McGuire, 2003; Bramwell, 1997; Bryson, Crosby & Stone, 2015; Desrieux, Chong, & Saussier, 2010; Hill & Hupe, 2009; Rosdil, 2010; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012; Vangen & Winchester, 2014). The literature, however, is not always clear in illustrating when this tipping point has been reached (Rosdil, 2010; Sullivan, Barnes, & Matka, 2006; Vangen & Winchester, 2014). Issues such as this underline the importance of understanding the components of collaborative capacity.

GCT: Strategic, Operational, and Practice Capacity. Sullivan, Barnes, and Matka (2006, p. 293) state that there are five components of collaborative capacity that are important when considering whether organizations can achieve goal congruence. These are: strategic, governance, operational, practice, and community capacity. The framework developed by Sullivan, Barnes, and Matka (2006, p. 293) is adapted here, and used to evaluate the capacity of the collaborations to sustain themselves. Strategic and governance capacity are collapsed into one category. Conflict resolution capacity is not part of the framework developed by these scholars, although it is a component of GCT, and will be evaluated separately. Community capacity is not part of the analysis. This choice is because the impact of the community on the collaborations is sufficiently examined in the external stakeholder framework.

Strategic capacity examines whether the collaborating organizations are able to agree on a shared goal, can establish parameters for what the collaboration plans to achieve, and can effectively engage in strategic planning. Operational capacity examines the extent to which collaborators can establish lower level goals and plans and develops necessary implementation processes and procedures. to achieve the strategic goals (Sullivan, Barnes, & Matka, 2006). Practice capacity encompasses the social and technical skills of the individuals that are actively engaged in turning a strategic and operational goals into a real event (Sullivan, Barnes, & Matka, 2006). It may include such tools as a cell phone and someone to answer that phone. Adequate training and readily available communication are important components of practice capacity. For example, frequent and open communication between street-level operatives makes it possible for the collaborators to develop trust in each other and develop a shorthand language (a mediating device) that they share and apply in their everyday work life (Bramwell, 1997; Cairns & Harris, 2011). Van de Ven & Walker (1984, pp. 602) state it is "Through frequent communications, that individuals develop collective meanings and definitions of their situation and this consensus makes transactions possible, because "common definitions of situations produce similar actions".

The framework to evaluate collaborative capacity adapted from Sullivan, Barnes, and Matka (2006, p. 301), is as follows. Strategic and governance capacity encompasses the ability of collaborators to create a broad vision and set an overarching goal for what they are trying to achieve. Operational capacity covers the ability of the collaborations to set operational goals that establish the tasks necessary to accomplish the broad vision. Practice capacity is the presence of the skills, tools, and communication practices that are needed to facilitate interorganizational collaboration. Operationalization of these constructs will be presented in the next chapter.

GCT: Goal Conflict and Conflict Resolution Capacity. It is not reasonable, as this review of the literature demonstrates, to imagine that collaborators have identical goals. Yet, for a collaboration to continue from year to year it must be able to resolve interorganizational conflicts that arise from differences in organizational goals (Lundin, 2007a; Lundin, 2007b; Markusen, 2014; Meyers, Ricucci, & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Thompson & Perry, 2006). This is not necessarily easy to achieve. Goal conflict may come from many different sources. Among them are differing perceptions related to resource allocations, perceived threats to organizational autonomy, or misunderstandings arising from lack adequate strategic, operational, or practice capacity (Myers, Ricucci & Lurie, 2001).

Methods that collaborators have available to resolve interorganizational goal conflict range from informal conversations between boundary-spanning dual actors to formal processes involving third-party mediation or conflict resolution processes (Carlson & Harris, 2014; Lundin, 2007a; Mayer, 2012; Myers, Ricucci & Lurie, 2001; Moore, 2014; Noble & Jones, 2006; Van de Ven & Walker, 1984). Noble and Jones (2006) suggest that the role of individuals in conflict resolution is insufficiently addressed in the interorganizational and goal congruence literatures. They state that we do not know enough about the role of both upper-level boundary-spanners and street-level bureaucrats in decreasing conflict. Upper-level managers, familiar with each other, use those relationships for informal conflict prevention and resolution. However, the role of lower level implementers is, for these authors, also critical, not just in resolving conflict, but in preventing conflict. Through their shared experiences in program implementation such actors use informal communication to “solve small problems before they become large problems” (Noble & Jones, 2006, p. 898). This approach to conflict resolution aligns with Pfeffer & Salancik’s (1978; 2003) emphasis on the utility of dual actors in maintaining interorganizational relationships.

According to Mayer (2012) and Moore (2014) the most common form of conflict resolution is quasi-formal meetings between the parties in conflict that do not involve third parties. This quasi-formal process is often effective for the same reasons that informal conflict resolution is successful. The parties are engaged and have established relationships and patterns of interaction, they have experience in resource allocation negotiations, and they perceive a benefit to the collaboration (Pfeffer & Salancik, 1978, 2003). This establishes a clear link to collaborative capacity, as framed by Sullivan, Barnes, and Matka (2006) and Myers, Ricucci & Lurie (2001). It does not, however, address conflicts that have reached a level of contention that requires formal conflict resolution.

Formal conflict resolution strategies that involve third parties include mediation and arbitration (Mayer, 2012). Mediation is discussion between organizational key actors that is led, or orchestrated, by a trained mediator. Control of the outcome remains in the hands of the organizations (Mayer, 2012; Moore, 2014). Arbitration is mediation that is binding on the parties, and control of the outcome is held by the third-party arbitrator (Mayer, 2012). The results of third-party conflict resolution processes are public, which Mayer (2012) argues may make them less attractive. Van de Ven and Walker (1984) suggest that the need for interorganizational relationships to use formalized conflict resolution processes such as arbitration, decreases the ability of the organizations to trust each other and to build effective collaborative capacity. Goldfien & Robbennolt (2007) concur, stating that involving third parties in interorganizational conflict resolution, while good at resolving immediate conflicts, may subsequently limit the relationship to one of opposition rather than collaboration. Formalizing a relationship “means establishing some uniform controls on transactions and the behavior of those involved that limits autonomy of individual action” (Van de Ven & Walker, 1984).

Framed differently, Lundin (2007a) suggests that conflict that has reached a sufficiently acrimonious stage that formal conflict resolution, such as third party mediation, is required is the result of lack of trust and a breakdown in collaborative capacity rather than the cause. Lundin (2007b) and Hill and Hupe (2009) also suggest that interorganizational relationships that are too tightly structured not only raise the level of conflict, but also send it to lower levels of an interorganizational relationship because the presence of more implementation rules decreases the ability of the street-level bureaucrat to exercise problem solving discretion. Thus, conflict resolution is important to goal congruence and is linked to the other measures of collaborative capacity, such as open communication, discussed above (Moore, 2014). Even collaborations that have developed a high level of collaborative capacity and also have the ability to resolve interorganizational conflicts have to be responsive to external stakeholder pressure (Mitchell, Agle, & Wood, 1997; Sabatier & Jenkins-Smith, 2014; O’Leary & Vaj, 2012; Vangen & Huxham, 2012). The following discussion of external stakeholder pressure on collaborations links RDT and GCT, the theories forming the framework for this research.

Linking RDT and GCT: Managing External Stakeholder Pressure

The ability of external stakeholders to threaten the survival of collaborative ventures is a theoretical link between RDT and GCT (Casciaro & Piskorski, 2005; Meyers, Ricucci & Lurie, 2001; Pfeffer & Salancik, 1978, 2003; Sabatier & Jenkins-Smith, 2014; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012). However, the number of possible stakeholder interests and issues in any urban setting is very large, and all stakeholders are not able to exert the same amount of pressure, nor are they concerned with the same issues. From RDT comes the idea that

organizations, as open systems, (a) must secure resources from the external environment, and (b) are sensitive to pressures from the external environment that may affect the availability of those resources (Pfeffer & Salancik, 1978, 2003). From a GCT perspective, Ju and Tang (2009) state that goal congruence between collaborating organizations increases the likelihood of developing the capacity to successfully withstand or manage external stakeholder pressure. Quinn (2009), Jamieson (2004), and Markusen (2014) argue that large-scale annual events may transform a locale in a manner that supports the needs and wishes of attendees but creates feelings of discontent amongst local stakeholders. This is important because it is local stakeholders who pressure local governments and their collaborating organizations to respond to their needs (Bramwell, 1997; Pfeffer & Salancik, 1978, 2003; Markusen, 2014; Mulcahy, 2006; O'Toole, 2003; Quinn, 2009, 2010). Local stakeholders may suggest that their perspectives on what a public-private collaboration should or should not do receive "special consideration or be accorded higher priority than other demands because they speak for the public" (Cupps, 1977, p. 480), placing the onus of response on city government.

External Stakeholder Pressure on Cross-Sector Collaborations. According to O'Toole (2003) external stakeholder pressure is critically important to collaborations when one of the mutually (inter)dependent organizations is a local government whose primary mission is service to the public (see also O'Leary & Vij, 2012). The emphasis is on the power of stakeholders to impact resource allocation decisions made by the legally power-dominant collaborator in the dyad: the city government (Casciaro & Piskorski, 2005; Pfeffer & Salancik, 1978, 2003). In all communities, resource allocation is largely informed by local political culture and constellations of powerful actors (Chartrand, 2000; Dahl, 1961; Florida 2005; Gaventa,

2004; Markusen, 2008). Powerful stakeholders can impact collaborations in a variety of manners (Bramwell, 1997; Lundin, 2007b). De Socio (2007), Markusen (2008, 2014), and Poppelaars (2007), go further and suggest that relatively few people in key positions in local governments, industries, and the media, for example, control a disproportionate share of an area's economic and political resources. From RDT comes the idea that the power of private sector organizations is enhanced by the ability to manage externalities in specific instances (Casciaro & Piskorski, 2005; Huxham & Vangen, 2000; Sullivan & Skelcher, 2002). For example, municipal governments cannot easily pressure individual stakeholders opposed to the rallies, but the rally promoters may take steps to redirect opposition through private actions by key actors (Getz, 2008; Mulcahy, 2006; Quinn, 2010).

From GCT comes ideas about decisions underpinning public-private collaborations. A constant of city government is the need for economic resources (Agranoff, 2008), which may be one of the underlying reasons for municipalities to collaborate with private sector organizations supporting large-scale economic projects such as tourism promotion (Pfeffer & Salancik, 1978, 2003). For example, if sales taxes paid by tourists increase municipal revenues without burdening local residents, it may reduce opposition to the noise and interruptions of daily life that come along with large-scale tourist events (Jamieson, 2004; Quinn, 2010). The need for resources supplied by the private sector may constrain the power of urban governments because the number of available collaborating organizations may be limited (Agranoff, 2008; Pfeffer & Salancik, 1978, 2003). Thus, the power of the public to influence city government is both direct and indirect (Agranoff & McGuire, 2003; Ansel & Gash, 2007; Kelleher & Lowrey, 2004; Meier & O'Toole, 2006). We see that these two factors, the informal (persuasive) or formal (coercive) power held by urban governments and the presence of active local stakeholders, also with formal

and informal power, mean that while municipalities have the power to force compliance with local policies and laws, they must balance various , and often not complementary, stakeholder demands and pressures because they are dependent on citizens for electoral and policy support (Arnold, 1990; Mitchell, Agle, & Wood, 1997; Pfeffer & Salancik, 1978, 2003).

Conclusion

The primary goal of this chapter is to use the academic literature to build an argument for using goal congruence (GCT) and resource dependence theory (RDT) together to build a theoretically based research framework. This argument establishes the complementarity of RDT and GCT (Bryson, Crosby, & Stone, 2006; Cairney, 2013; Drees & Heugens, 2013). Both theories are grounded in the open systems tradition. The first theory used, RDT, examines organizational power and dependency factors that affect reasons why interorganizational relationships develop and how the involved organizations use networks to protect their interests (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Drees & Heugens, 2013; Ishihara, 2014; Pfeffer & Salancik, 1978, 2003). What RDT does not effectively do is examine factors related to collaboration sustainability in terms of the capacity of the collaboration to act. The second theory in this complementary theory framework, GCT, examines factors related to collaboration efficacy and survival over time. These include the necessity for collaborating organizations to be clear about their individual goals and about collaborations goals, the importance of planning and operational capacity, and the need for effective conflict resolution.

This theoretical overlap, and the differences in approach encompassed by each theory, is useful when examining public-private collaborations (Huxham, 2003; Ishihara, 2014; Lundin,

2007a; Meyers, Ricucci & Lurie, 2001; Rosdil, 2010; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012). Together, the theories provide an effective framework for evaluating public-private collaborations at the urban level (Cairney, 2013). The two theories that this research uses as a lens, and the factors drawn from them, are important because if public-private collaborations managing large-scale annual events are to exist over time, they must have sufficient stability to respond to internal and external challenges (Ansell & Gash, 2007; Casciaro & Piskorski, 2005; Coston, 1998; Cupps, 1977; Davis & Cobb, 2009; Hillman, Withers, & Collins, 2009; Lundin, 2007a, 2007b; Pfeffer & Salancik, 1978, 2003).

Attention turns now to the research design used to answer the research question. Here mediating factors that promote collaboration stability, such as mutual (inter)dependence, constraint absorption mechanisms, and collaborative capacity as well as moderating factors, such as the power imbalance between collaboration members, unresolved goal conflicts, or external stakeholder pressures that could change or alter a collaboration are operationalized.

Chapter Four: Research Design

The purpose Chapter Four is to present the research design and describe the specific research constructs and methods used to answer the research question driving this primarily qualitative dissertation. The chapter begins with discussion of the researcher's ontological approach to research and the methodological choices that are utilized to examine the research question. Key informant interviews and content analysis of public documents are the methods used. These are discussed in detail in the first sections of this chapter. What follows next is discussion of the specific research constructs and operationalization of the research constructs drawn from the literature.

Based in a post-positivist approach to research, this dissertation is guided by resource dependence (RDT) and goal congruence theories (GCT). Rather than testing either theory, the research is explicitly directed toward theory building in that it is designed to illustrate the links between the theories and to broaden their applicability in specific circumstances. This dissertation is guided by a research question designed to determine the extent to which collaborating organizations in a specific policy context are able to manage internal and external pressures to ensure continuing operations. The research question driving this dissertation is:

What factors allow public-private collaborations at the municipal level to align independent organizational goals sufficiently to achieve interorganizational goal congruence and thus to maintain the stability of the collaboration over extended periods of time (Casciaro & Piskorski, 2005; Bryson, Crosby & Stone, 2009; Davis & Cobb, 2009; Lundin, 2007a, 2007b; Markusen, 2014; O’Leary & Vij, 2012; Pfeffer & Salancik, 1978, 2003; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012)?

The Ontological Approach

According to Hatch (2002) researchers must understand their ontological and epistemological orientations before attempting qualitative research. This means “developing an understanding of personal beliefs about how the world is ordered (ontology) and the appropriate ways to learn about it (epistemology)” (p. 2). Out of this understanding the researcher makes choices that guide the research design. This dissertation research is positioned within the post-positivist paradigm. Post-positivists, according to Hatch (2002, p. 14) generally agree that reality exists but it is, in an elemental way, impossible to absolutely quantify.

The post-positivist paradigm “requires that the researcher maintain an objective position and use disciplined research techniques to ensure that the data drives the findings” rather than the researcher driving the findings (Hatch, 2002, p. 14). The idea that the stories told by people, and the perceptions they have, are relevant to scholarly research drives the qualitative approach taken in this dissertation. For this dissertation, equally important is the idea that research must be approached through rigorous and objective standards. This means that the research design must be clearly explained, it must be guided by academic theories, and it should be replicable.

The Research Methods

This dissertation utilizes a qualitative methodology that consists of semi-structured interviews with city government and rally sponsor employees and content analysis of municipal government and rally sponsor documents. Hatch (2002) and King, Keohane, and Verba (1994) assert that interviews are not a reliable method for examining past actions or perceptions because of the vagaries of memory. Pragmatically though, past actions are a component of collaboration sustainability. Thus documents are examined for collaboration actions, such changes in resource allocations, over the years the rallies have been in existence and participants are asked to describe their perceptions of the rallies, past and present.

Document analysis is an important component of the research design, and can be used, at least in part, to overcome the time constraints inherent in the interviews. Other benefits of combining interviews with document analysis include, 1) that content analysis of public documents “is a systematic, replicable technique for compression of many words of text into fewer content categories based on explicit rules of coding”, thus supporting the internal validity of the research, (Stemler, 2001, p. 7), and, 2) that semi-structured interviews facilitate understanding the perceptions of individuals intimately involved with the collaborations (Hatch, 2002; Patton, 2002). In this the dissertation is guided by established qualitative practices and principles (Guba & Lincoln, 2005; Hatch, 2002; Jones, Torres, & Arminio, 2006; King, Keohane & Verba, 1994; Stemler, 2001).

Qualitative methods engage participants in the research and, in many instances, use the stories they tell to make sense of, or to uncover, larger patterns and build data sets (King, Keohane, & Verba, 1994). Such an approach to data collection and analysis leads to discovery of

patterns of actions and patterns of perceptions using systematic techniques. When patterns are suspected deductive processes are utilized to “verify the strength of the patterns in the overall data set” (Hatch, 2002, p. 15). The semi-structured interviews are designed to uncover participant perceptions of actions and events. Documents analysis is used sequentially, to verify participant perceptions, and to assist with generation of reliable data. The two research techniques, semi-structured interviews and document analysis, used together, present a clear picture of collaboration actions and have implications for collaboration stability.

The ability to examine large amounts of raw data facilitates the longitudinal approach taken in this dissertation. Indeed, examination of city council meeting minutes and associated documents covering fourteen and fifteen years would not be practical using other research approaches. However, one of the weaknesses of qualitative analysis is that, unlike quantitative analysis, it lacks specific and tested standards of reliability and validity (Guba & Lincoln, 2005; Hatch, 2002; King, Keohane, & Verba, 1994; Patton, 2002).

Reliability and Validity. In quantitative research “reliability” is whether research findings accurately represent the population being studied and whether the results can be reproduced using the same research design. Validity, in quantitative research, is whether the research constructs actually measure what they set out to measure (Jones, Torres, & Arminio, 2013; King, Keohane, & Verba, 1994; Patton, 2002). Threats to the validity of semi-structured interviews include the way the questions are framed and whether the researcher has preconceived notions influencing the direction of the interviews. The terms “reliability” and “validity” cannot be used in the same way in qualitative research, nevertheless, it is important to establish parameters for assessing the credibility of a research project. In qualitative research the goal is

often understanding phenomena found in a specific context or setting (Jones, Torres, & Arminio, 2013; King, Keohane, & Verba, 1994). Thus, establishing reliability and validity for qualitative research often means triangulation. Triangulation involves incorporation of multiple theories, multiple sources of data, or multiple researchers (Guba & Lincoln, 2005; Hatch, 2002; King, Keohane, & Verba, 1994). Reliability and validity in this dissertation are achieved through the use of multiple theories as the research framework and through use of multiple sources of data. External examination of the interview questions prior to engaging participants, and use of an external coding team establishing standards for the coding categories are also important to the internal validity of the research.

According to Guba and Lincoln (2005) and King, Keohane, and Verba (1994) no one has clearly explained how criteria, such as internal validity, used to assess quantitative research may be applied to qualitative research. For example, assessments of quantitative research reliability are tied to the idea of a “true score” (Krippendorff, 2013). Guba and Lincoln suggest that qualitative research be assessed using the framework of credibility, transferability, dependability, and confirmability. Credibility means that the research is credible from the perspective of participants. Transferability means that the research methods may be utilized in other settings. Dependability means that a different researcher, using the same methods will have similar findings. Confirmability means that the research can be demonstrated to have been conducted as described by the researcher. The following section of this chapter presents the methods utilized and discusses operationalization of the research constructs.

The Unit of Analysis. The goal of this research is to understand factors contributing to collaboration stability over time, thus, the unit of analysis is the collaboration: specifically the

interorganizational dyad in each city (Guba & Lincoln, 2005; Krippendorff, 2013; Yan, 2011). The City of Fayetteville (COF) and Bikes, Blues, & Barbeque (BB&BBQ), together, are Dyad 1. The City of Galveston (COG) and Lone Star Rally (LSR), together, are Dyad 2. Interviews with key informants are an important component of the research, however, analysis will focus on those individuals, and their perceptions, as members of a specific organization in a specific dyad (Kumar, Stern, & Anderson, 1993). Comparison of the dyads will then allow analysis of the similarities and differences found between the collaboration dyads. It is from this comparison that inferences related to collaboration stability may be drawn (Hatch, 2002; King, Keohane, & Verba, 1994; Krippendorff, 2013; Tashakkori & Teddlie, 2010).

The Semi-Structured Interviews

Semi-structured interviews are characterized by Tashakkori and Teddlie (2010) as interviews that guide a discussion in a set direction, but that contain conversations, not just questions and answers. While, the format allows a topic to be explored it is important to note that for this dissertation every participant is asked the same set of questions in the same order, thus ensuring that all of the questions are asked of each participant. Flexibility enables the researcher to understand participants' experiences and interpretations of those experiences, however, a set format, such as semi-structured interviews, establishes and supports rigor of analysis (Hatch, 2002; Kumar, Stern, & Anderson, 1993; Tashakkori & Teddlie, 2010).

Semi-structured interviews require extensive time to collect, transcribe, and analyze (Hatch, 2002; Tashakkori & Teddlie, 2010) and there are other issues that the researcher must be aware of as well. For example, differences of opinion arrived at through the interviews may

make it difficult to identify themes and analyze data (Hatch, 2002; Tashakkori & Teddlie, 2010), or participants may be reluctant to answer questions openly because they fear the consequences, thus the researcher must ensure confidentiality (Hatch, 2002; King, Keohane, & Verba, 1994; Patton, 2002). The semi-structured interview guideline used for this research is may be found as Appendix #5.

There are three factors supporting the use of interviews. First, interviews elicit participant perceptions (Hatch, 2002; Tashakkori & Teddlie, 2010) and, second, there is little or no information available about relationships between private sector and governmental actors in the focal cities. Third, interviews are a personal approach to research, and are likely to elicit a better response than an impersonal approach, such as a questionnaire, in these highly political and urban contexts (Hatch, 2002; King, Keohane, & Verba, 1994; Tashakkori & Teddlie, 2010). In general, two types of information are sought from participants: 1) factual information about collaborative processes, and, 2) the perceptions of the participants as they relate to the factors drawn from the literature (Tashakkori & Teddlie, 2010). The interview questions are designed to uncover what participants think about the workings of the collaborations in this context. Key informant interviews are useful for getting the story behind the obvious and factual information (Chazdon & Lott, 2010; Tashakkori & Teddlie, 2010).

There are several stages involved in using semi-structured interviews for theoretically grounded investigations such as this one. These include determining in advance the theoretically based themes to be investigated and planning and preparing the interview questions aligned with the five factors. These are: 1) the power imbalance, and, 2) mutual dependence relationship between organizations, 3) the impact on collaborations, if any, of constraint absorption techniques (such as interlocking boards of directors) that organizations may use to protect their

interests (Casciaro & Piskorski, 2005; De Socio, 2007; Ishihara, 2014), 4) the extent to which collaborative capacities influence collaboration outcomes (Lundin, 2007a, 2007b; Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002), and, 5) the extent to which external stakeholder pressures may influence resource allocations and thus affect collaborative goal alignment (Casciaro & Piskorski, 2005; Huxham, 1996; Huxham & Vangen, 2005; Vangen & Huxham, 2012; Mitchell, Agle, & Wood, 1997; Pfeffer & Salancik, 1978; 2003). The discussion moves now to choosing an appropriate sample population, and to conducting and transcribing the interviews (Guba & Lincoln, 2005; Hatch, 2002; King, Keohane, & Verba, 1994; Stemler, 2020; Tashakkori & Teddlie, 2010).

The Sample. Research participants were selected for their ability to provide information about the subject being investigated, thus they are considered key informants (Chazdon & Lott, 2010; Kumar, Stern, & Anderson, 1993). Situational, rather than demographic, representation is the goal, and key informants were chosen with this in mind (Guba & Lincoln, 2005; Tashakkori & Teddlie, 2010). Thus, the sample is purposive rather than random. Snowballing was used following initial conversations with representatives from both cities and rallies. Early contacts led to the development of the sample population. It is important to note that neither the rallies nor the cities use titles that are directly analogous to each other. For this reason some exploratory questions had to be asked to determine the appropriate individuals to interview.

Eight key informants associated with BB&BBQ and 6 key informants associated with Lone Star were interviewed: the Managing Director, his or her assistant, the social media expert, the volunteer or temporary employee manager, an event production professional, the vendor contract manager, and another person in some way intricately involved with the rally. For

BB&BBQ this was the person responsible for protecting and safeguarding money during the actual rally. For Lone Star it was the person responsible for ensuring vendor generated sales tax collection for the State of Texas. These choices are supported because these individuals are both involved in rally planning for their respective rallies throughout the planning season.

Seven key informant interviews were conducted for each city. The cities are less similar in titles and rally responsibility than are the rally organizers. Nevertheless, the snowballing process was effective in identifying key informants (Chazdon & Lott, 2010). In both cities an elected member of the City council, the Police Lieutenant primarily responsible for coordinating police activity, and an individual directly involved in city permitting for use of public space for special events were interviewed. In Fayetteville upper level management individuals from the Advertising and Promotion Board (A&P) were interviewed and in Galveston upper level management individuals from the Special Events Board (SEB) for the city were interviewed. This board is similar to A&P, however, SEB responsibilities include issuing city permits, which is done in Fayetteville by Parking and Transportation.

Four additional interviews were conducted; two in each city. These participants were also identified by snowballing. Each rally promoter was asked to suggest vendors who had rented booth space at the rally for many years. They did so, and those vendors were approached. Unfortunately, the initial contact with the vendors revealed that the targeted vendors had been coached in advance on what to say by rally management in both settings. As a consequence these 4 vendors could not be used for purposes of this study. Interestingly, several of the vendors with whom the researcher met during the rallies participate in both Lone Star and BB&BBQ. This factor could not be adequately explored because the research was not designed for conducting comparative assessments by rally participants. It is also remarkable that several participants, in

both settings, required repeated assurances that their privacy will be protected, not only immediately after the interviews, but in the future.

Protecting Participant Privacy and Avoiding Sources of Research Bias. According to Chazdon and Lott (2010) interviewees, especially in local situations such as this, may be reluctant to be forthcoming, fearing adverse consequences related to participation. As noted above, this fear was encountered during conduction of the interviews. Hatch (2002) and Tashakkori and Teddlie (2010) discuss other difficulties associated with individual interviews. As well as being fearful that their privacy will not be protected, participants may frame their responses to suit what they think the researcher wants to hear or what they think is expected by their employers who may, at some point, see the research. This is known as social desirability bias (Guba & Lincoln, 2005).

Participant privacy concerns and social desirability bias are limited to the extent possible by assuring participants that the researcher has no personal stake in either the city or the rally, and has a responsibility, as an academic, to protect the privacy of the participants. Participant privacy has been assured by removing names from the interview transcripts. The signed consent forms are assigned a number and heretofore the transcripts are identified only by their number, unless an individual has given explicit permission to be quoted. The consent forms are stored separately from any other research material and are only available to the researcher. Documents included in the appendices have had the names of participants and key local actors redacted or otherwise removed to ensure participant privacy. This research process is described by Chazdon and Lott (2010) and Tashakkori and Teddlie (2010).

Research bias may also occur because of the researcher's personal lenses. This may be intentional or may be the result of unconscious biases held by the researcher. It may, as well, be an accidental result of design flaws (Hatch, 2002; Stemler, 2010). Avoiding these types of biases requires addressing the issues and taking appropriate steps to minimize their effects (Guba & Lincoln, 2005; King, Keohane, & Verba, 1994; Krippendorf, 2013; Stemler, 2010; Tashakkori and Teddlie, 2010). Other steps taken to limit researcher bias include outside examination of the interview format and questions prior to conducting the interviews (Tashakkori & Teddlie, 2010). This was accomplished through examination by the dissertation chair, the University of Arkansas Institutional Review Board approval process, and examination by a group of PhD candidates previously unfamiliar with the proposal. The informed consent form advising participants of their rights as participants and ensuring them of confidentiality may be found in Appendix #4. The discussion moves now to the documents used in the research (Guba & Lincoln, 2005; Hatch, 2002; King, Keohane, & Verba, 1994; Stemler, 2020; Tashakkori & Teddlie, 2010).

The Documents Examined

It can be argued that the texts or documents used for analysis can shape the analysis. Tashakkori and Teddlie (2010) and Krippendorf (2013) state that, for this reason, qualitative researchers must be able to support their choice of documents and demonstrate applicability to the research. This research utilizes City council meeting minutes and agreements specifying terms of collaboration, such as city permits for use of public space, yearly vendor permits issued by the rallies, and contractual agreements between dyad organizations. In select instances, as support for points made, newspaper articles have been utilized.

Transcripts of city council meetings from January 2000 through December 2014, were downloaded from official city websites. Minutes from the most recent six years are available online in both dyads, but access to archived minutes required assistance from the City Clerks of Fayetteville and Galveston (www.accessfayetteville.org/government/city_council/index.cfm, www.cityofgalveston.org/city_council/default.cfm , 2014), which was cheerfully given. However, the PDF format used by the cities in both dyads is minimally responsive to computer generated searches. Because of this, fifteen years of city council meeting minutes for both cities were read by the researcher to find instances where the motorcycle rallies were mentioned or other relevant information was noted.

Public documents such as these are particularly important to this project because the public nature of city government does not carry over to the private sector. The rally sponsors are private organizations and, while both organizations agreed to make information available, neither the quantity nor the quality of private sector documents matched available city documents. A total of 57 publicly available documents were downloaded into NVivo. The specific methods used to examine the relevant documents follows.

Content Analysis

Qualitative content analysis has been defined as a research method for the subjective interpretation of the context of text data through the systematic classification process of coding and identifying themes or patterns” (Hsieh & Shannon, 2005, p. 1278). Stemler (2001) suggests that it is a useful tool for detecting social and political trends such as of shifts in public opinion over time. Nevertheless, several notions must be considered when using content analysis

techniques, and simply counting the frequency with which words appear in a document is not sufficient. Krippendorff (2013, p. 47) states that researchers using content analysis must be cognizant of which data are being analyzed, how the data are defined, and the population from which the data are drawn.

The researcher must be able to set boundaries for the analysis, and have a clear understanding of the inferences found in the interviews and documents (Stemler, 2001, p. 2). For example, the presence of synonyms in a document may lead researchers to underestimate the importance of a category, or conversely, a word may have more than one meaning, thus leading to inconsistencies. Coding categories must be meticulously developed so that the words examined have mutually exclusive meanings and all meanings have been examined (Krippendorff, 2013). For example, coding categories labeled science and biology are not exclusive because biology is science (Stemler, 2001, p. 6). An example of the problems that may be found with synonyms would be, for this research, putting merchants and vendors in the same category and coding them together. For this research merchants are defined as locally based businesses or economic enterprises and vendors are defined as businesses or economic enterprises traveling from another location to set up sales booths at the rallies. Local merchants who purchase booths at the rallies would be coded as merchants, not vendors. The reason for considering merchants and vendors separately is that, as entities that may exert external pressures on the collaborations, their interests may be very different (Pfeffer & Salancik, 1978, 2003). To resolve these types of issues researchers may use frequency counts to identify words that are relevant to the research and then utilize Key Word In Context (KWIC), which is a program function allowing researchers to identify the context of a word or phrase, thus “strengthening the

validity of the inferences that are made from the data” (Stimmler, 2001, p. 3). The two primary approaches to developing content analysis will be discussed next.

A Priori vs. Emergent Coding. In the first approach, *emergent coding*, categories are developed using a predetermined research plan that has several steps. First, two (or more) people independently examine a cross section of the documents, including interview transcripts, that are to be coded and each prepares a preliminary list of terms considered relevant to the research. This process was described in Stemler (2001) and Krippendorff (2013). Second, the coders compare their lists of terms, resolve differences, and compile a master coding list. Third, using the software chosen, the researchers independently apply the coding to the documents being examined. Fourth, the researchers check the agreement or reliability found in the coding. The last step in this coding method is to regularly check to ensure that no coding drift has occurred (Stemler, 2001; King, Keohane, & Verba, 1994), which means that the coding categories measure the same constructs in the same way throughout the duration of the research. Emergent coding is particularly useful when no prior coding schemes exist, or in the absence of theory adequate for development of a coding scheme (Krippendorff, 2013).

The second method of content analysis is *a priori* coding. In this approach coding categories are developed in advance and are theory based (King, Keohane, & Verba, 1994). In the first step, a group of researchers or professional colleagues agree on word or concept categories that are relevant and derived from the theoretical framework guiding the research (Hatch, 2002; Krippendorff, 2013; King, Keohane, & Verba, 1994; Stemler, 2001) and develop a code list. Second, coding of the documents is performed using the chosen software. Third, researchers examine the coding results and identify loose or inappropriate coding instances.

Fourth, the coding categories are revised and tightened to provide maximum coding reliability, making sure that the categories are exclusive and exhaustive (Stemler, 2001; Krippendorff; 2013). *A priori* coding is subject to some of the same pitfalls as emergent coding. Thus it is necessary to ensure that no coding drift has occurred (Stemler, 2001; Krippendorff; 2013; King, Keohane, & Verba, 1994), which, again, means that the coding categories measure the same constructs in the same way throughout the duration of the research.

This research primarily utilizes *a priori* coding. There are three reasons for this choice. First, both resource dependence (RDT) and goal congruence (GCT) theories offer established and defined categories from which it is possible to develop a targeted coding scheme to explore the research question. Second, *a priori* coding, because it is focused on specific theories, supports theoretical examination in a more specific context that does *emergent* coding. Third, *a priori* coding is less time consuming and labor intensive than is emergent coding, an important consideration when examining a large number of interviews and documents. Nevertheless, the use of semi-structured interviews suggests that emergent coding may be needed in some instances. New themes may emerge from the interviews that require that new (emergent) coding categories be developed.

Inter-coder Reliability. Inter-coder reliability establishes the degree of agreement among independent coders on the meanings of words and phrases that emerge from the data (Kurasaki, 2000). These words and phrases are used to uncover themes relevant to the research. Several steps are necessary to establish the reliability of a coding scheme. According to Kurasaki (2000, p. 179) agreement between coders “can be used to measure the reliability of the coders as instruments to identify and mark themes in a text, or as a proxy for the validity of constructs that

emerge from the data”. Stemler (2001, p. 3) suggests that inter-coder reliability achieve 95% agreement. If that level is not achieved, the steps to achieving agreement amongst the coders on the meaning of words and phrases must be repeated. When a sufficient level of inter-coder reliability has been achieved the coding scheme is applied to all the documents under examination. The last step in this coding method is to regularly check to ensure that no coding drift has occurred and that the meaning being used to develop themes for analysis have remained stable (Stemler, 2001; Krippendorff, 2013; King, Keohane, & Verba, 1994).

Developing the Codebook. In order to strengthen the reliability of the research an external coding team was used for the initial stages of the analysis. The coding team was developed by asking a wide variety of qualified individuals if they were interested in participating. Approximately 25 individuals were approached, and 18 indicated interest. Of that initial 18, eight coders began the coding process, however, only four individuals completed the codebook development. A selection of transcribed interviews, one from each organization, along with a preliminary coding scheme that assigned numeric values to answers to interview questions was sent to eight independent coders. This process is a traditional qualitative step (Guba & Lincoln, 2005; Krippendorff, 2013). The purpose of using this complicated two-step process is to establish inter-coder reliability and strengthen the research results. The code book and the instructions given to the coding team may be found as Appendix # 6.

The same four interviews were sent to each person, and they were instructed to work alone. Eight people returned the interviews to the researcher. Two of those sent back the interviews with a statement that the process was too long and they were no longer interested. Two of them returned coded interviews were unusable because instructions were not followed.

These coders were not further involved in the research. Four people completed the coding according to the instructions, so these four coders made up the coding team. Two steps were used to ensure the reliability of the coding scheme.

First, the coders worked independently and sent the completed codebooks to the primary researcher. The researcher made comments and returned the coded interviews to the coders for further work twice. After this process, the level of agreement between the independent coders reached 89%. This was determined by downloading the coded transcripts electronically and running all 16 interviews, four sets of four interviews, through SPSS. At the same time that the coding team was developing the codebook the researcher was working through the process. When the coding efforts of the researcher were added to NVivo the rate of intercoder reliability reached 93.4%. If the level of inter-coder reliability is not sufficient the steps must be repeated (Krippendorff, 2013; Stemler, 2001).

Second, the researcher met with members of the coding team weekly for three weeks to discuss coding. The purpose of these meetings was to strengthen the coding by reaching “*dialogical intersubjectivity*”, which is a different reliability measure used in qualitative research (Gillespie & Cornish, 2010; Reid, Roumpi, & O’Leary-Kelly, 2015). Intersubjectivity, as a measure of intercoder reliability, is the result of discussion amongst coders to reach an understanding of coding terms that is based on consensus (Gillespie & Cornish, 2010). When inter-coder reliability was achieved the coding scheme was applied to all the interviews and the results were again checked using SPSS. At this point inter-coder reliability reached 95.1%. This is sufficient for the coding scheme to be applied to all of the interviews and ancillary documents. The codebook may be found in Appendix # 6.

More than two hundred words/phrases were identified by the coding team as relevant to the constructs under examinations and as having implications for the data. These include among others: motorcycle, rally, police, vendors, collaboration, open meetings, conflict/disagreement, lewd, argument, motorcycle accident, pressure, drunks, family friendly, Chamber of Commerce, etc. Several words/phrases, according to the coding team, could be used for more than one construct. To preserve the rigor of the study, further work was done to ensure that such overlap was eliminated. The names of the events are used to identify occasions when the event is the topic of discussion at a city council meeting as well as the names of key stakeholders (individuals and groups). The words are converted into constructs by establishing nodes in NVivo that apply to single factors or themes based in the theoretical literature. The software used for this analysis will be discussed next. It has strengths and some shortcomings.

The Software. The NVivo software program, has strengths, and was chosen for this research because of its flexibility. Data created using NVivo can be analyzed using quantitative principles, however, once the data files are completed, it can also be exported to quantitative software applications such as SPSS or EXCEL. This is important, because, while Nvivo is designed to facilitate common qualitative techniques for organizing, analyzing and sharing data it also provides support for researchers working with mixed methods. For example, one can analyze the questions in an interview and make comparisons based on demographic data or on organizational membership. The program can perform word frequency counts, which is an expected ability, but it also has the ability to analyze patterns in the responses to individual questions. The interview used in this dissertation is built in question clusters, so that each of the five factors examined has a set of questions designed to specifically explore participant

perceptions related to that factor. NVivo can explore these factor clusters separately for each of the four organizations, or by organizational purpose, or by dyad. This means that individual questions or clusters can be analyzed for the cities together or separately and for the rallies together or separately, and for each dyad. This facilitates comparisons on several levels of analysis. The program was used to analyze the documents and interview transcripts and build and maintain an electronic database that contains information about the strictures of each code.

The weaknesses of NVivo include that it is unwieldy and difficult to learn. Much of the theme development relies on the researcher manually developing coding nodes. Many tutorials are available online, but they are not well organized or specifically related to program function. These drawbacks are compounded by the fact that its developers are headquartered in Australia and do not readily respond to email requests for program information. Nevertheless, the program does provide an effective platform for qualitative research. The discussion moves now from discussion of the strengths and weaknesses the NVivo software program to operationalization of the factors drawn from the RDT and GCT literatures and the clusters of interview questions associated with each.

The Measures: Operationalizing the Constructs

The interview protocol was designed to explore multiple aspects of urban public-private collaborations promoting large-scale annual tourist events. The interview questions and documents utilized in this research explore the five conceptual factors drawn from the theoretical framework of resource dependence theory (RDT) and goal congruence theory (GCT). It is important to note that how a factor is measured, or operationalized, can affect the definition of a

research construct by specifying the procedures or values used to measure and examine it. This is especially important in qualitative research that, unlike quantitative research, is not looking at variables in terms of causality, but rather looks for associations (Tashakkori & Teddlie, 2010).

Operationalization involves examining the dyads and looking in the documents for examples of changes in resource allocations that may be associated with the research factors. Operationalization begins with demographic information and participant roles in the dyads and then moves to the specific research constructs. The extent to which the dyadic organizations have power in relation to each other and yet are dependent on each other is assessed through factors one through three. These are: 1) the interorganizational balance of power, 2) the extent to which the organizations in each dyad are dependent on each other for resources and, 3) whether organizational interlocks are present and perceived by participants as important to interorganizational relationships. The ability of the dyads to align their independent goals and engage in successful collaboration is assessed using factor four which is, 4) the capacity of the collaborative dyads to work together and resolve goal conflicts. Factor 5), the extent to which external stakeholder pressure affects collaboration actions, is drawn from both RDT and GCT.

Factors One and Two: Balance of Power and Mutual Dependence. According to Casciaro and Piskorski (2005) it is necessary to consider degree of power imbalance and mutual dependence “simultaneously” (p. 170). They explain it thus:

The power relationship in a dyad can be found by “simultaneous consideration of the power capability of *i* in relation to *j* and the power capability of *j* in relation to *i*. This dyadic approach to resource dependence yields two distinct dimensions of power in a dyad: power imbalance and mutual dependence. Formally, this construct can be defined as the difference between the two actors’ dependencies, or the ratio of the more powerful actor to that of the less powerful actor.

The following questions, designed to uncover organizational control of resources and organizational dependency on external resources, are adapted from Casciaro and Piskorski (2005). The topics presented below are integral to assessment of the extent to which the dyadic organizations have the power to determine or direct collaborative actions or are dependent on each other for resources. Questions addressing the power and dependence relationships between the organizations in the dyads ask: What resources are provided by each organizations? To what extent does the resource provider control how resources are used? Is an alternative supplier of the resource available?

To assess the power and dependence relationships in the dyads interview participants were asked the following cluster of questions. The answers reveal participants' perceptions of the relative strength (power) of each organization as well as the extent to which they are dependent upon each other for survival.

- What do you perceive as the responsibilities of the city in rally management?
- What are the responsibilities of the rally promoter in rally management?
- Do you think it is the city or the rally promoter which determines events and locations?
- Why do you think responsibility between the city and the rally promoter is divided the way it is?
- Suppose the city were to stop supporting the rally. Could the rally promoter find a third party to take over that role? Could the rally survive?
- Suppose the rally promoter backed out of the rally. Could the city find someone to take over that role? Would the rally survive?
- How much is the hospitality industry involved in rally planning?

The interview questions are examined and analyzed in NVivo using key words and phrases derived from the development of the coding scheme. These include: power, strong, weak, powerless, helpless, can't survive, can survive, driving force, big ideas, not last long, fizzled out, primary, it's government, government power, legal power, private sector, burdens,

roles, work together, never work together, city role, rally role, knows important people, managing the vendors, safety, drunken, DUI laws, and controlling lewd behavior.

There are three possible levels of dependence and power balance between actors (Casciaro & Piskorski, 2005, p. 170). A is dependent on B thus A has power over B. B is dependent on A, thus B has power over A. Or A and B are mutually dependent on each other, thus their power is balanced. Balance of power and level of dependence may fluctuate over time and depending on circumstances, according to Casciaro and Piskorski (2005). For example, if the level of dependence of A on B changes so that A is less dependent on B for resources, the consequence is that B's power over A decreases. More and less power and dependency between collaborating organizations are operationalized in this research through answers to interview questions that specifically look at perceptions of interorganizational power and dependence. For example, participants are asked about the consequences to their organization if the other organization chose to withdraw from the collaboration. They are also asked about the extent to which the city can affect rally events and locations and the extent to which the cities are dependent on the rallies for certain resources, such as sales tax revenues.

Each collaborating organization is assessed separately and then the interorganizational dyad is examined. The extent of dyadic power and dependency are derived from the key words discussed above and involve utilizing word frequencies and matrixes to assign relational values. Once the balance of power and level of dependence in the dyads are established the next step is to look at mechanisms organizations use to promote interorganizational stability. One such mechanism is seen when Organization A attempts to influence Organization B by placing a key actor from A in a position to play a role or gather information from B. analysis of the power and dependency relationships in the dyads will be presented in Chapter Five.

Factor Three: Organizational Interlocks as Constraint Absorption Mechanisms.

According to Pfeffer and Salancik (1978, 2003), De Socio (2007), and Hillman, Withers, and Collins (2009) and Ishihara (2014) the presence of key actors from one organization on the Board of Directors of another organization or on city governing boards and commissions is designed to minimize dependencies and gain control over or affect allocation of needed resources. Examination of such interlocks may provide a means to assess the relationship between collaborators in joint ventures (Stewart, Goss, & Gillanders, 2002).

While it may be that members of city government may be on the board of directors of the rally promoter or otherwise involved in rally governance, elite pressure on city government may not be expressed as board membership. This necessitates another approach. Presence on the city councils and city advisory boards and panels, such as transportation or recreation boards is often used as a substitute for board of director membership (DeSocio, 2007). This research uses the interviews, supported by information found in public documents to look for two patterns. The first is the presence of key actors playing a role in both organizations in each dyad. The second is participant perceptions of the presence and efficacy of such dual actors. Do participants perceive dual actors as helpful or not? What reservations, if any, are expressed by participants? The interview questions used to investigate this construct follow.

Pfeffer and Salancik (1978) originally hypothesized that board interlocks are a positive factor in program longevity because they reduce transition costs, improve communications or are conducive to conflict avoidance. We do not know if this is the case in the specific circumstances examined in this research. This construct will, of necessity, be influenced by the fact that one organization in each dyad is a governmental entity, while Pfeffer and Salancik's (1978; 2003) formulation assumed both organizations are private sector players.

- Are you involved with both city government and the rally promoter? For example, working for one and volunteering for the other?
- Can you think of people who are involved with both city government and the rally promoter?
- In your opinion, would this type of dual involvement have a positive or negative impact on the rally?

Analysis of the presence of interlocks is initially straightforward. The answers to # 31 and #32 are ‘yes’ or ‘no’. If ‘yes’, a descriptor is asked for. The answers to #33 are more complex and are perceptual. Analysis of this question involves use of keywords developed in the coding scheme. These include, yes, no, maybe, trouble, promote communication, ease/smooth the way, no surprises, conflict of interest, self-interest, benefit yourself, and big shot.

Collaborative capacity is a way of assessing the amount of change or stress that collaborations can sustain without either member losing faith in the endeavor and its goals (Huxham & Vangen, 2000; Moore, 2014; Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002). The next factor from the literature that is operationalized is participant perception of the goals identification, planning, operational, and conflict resolution capacities that the collaborations display.

Factor Four: Collaborative Capacities. Sullivan, Barnes, and Matka (2006) and Lundin (2007a) state that regardless of other factors in play, if collaborations do not have adequate goal identification, planning, operational, and conflict resolution capacities they will eventually fail (see also Meyers, Ricucci, & Lurie, 2001; Markusen; 2014; Milward & Provan, 2006).

Interorganizational Goal Identification. What participants identify as the goals of their own organizations and what they identify as the goals of the other organization are important components of the analysis. While the members of a collaborative venture share goals related to its purpose, each organization also has goals independent of the collaboration that may conflict with the shared goal (Vangen & Huxham, 2012, p. 733). The following questions were used to reveal participant perceptions related to the goals of their organization and the goals of the collaborating organization.

In your opinion, what do you think the priorities of the city are? I am going to read a checklist of examples but please feel free to mention anything that comes to mind.

- economic development, in general
- to generate sales taxes
- is the city interested in becoming a tourist destination
- is it to support local businesses
- to support a fun event for the public

Can you rank these in importance starting with 1 for the goal you think is most important to the rally?

What do you think the goals of the rally promoter are? I am going to read the checklist again. Feel free to mention anything else that comes to mind.

- Economic development
- Sales taxes
- Become a tourist destination
- Support local businesses
- Provide a fun event for attendees

Can you rank these in importance starting with 1 for the goal you think is most important to the rally?

The questions about goal identification are examined by charting the answers. This process first examines each organization and then compares the dyads, looking at both rally participants and at both cities. In this manner it uncovers differences in goal perception that may be linked to employment level or organizational affiliation. Understanding the extent to which participants are clearly aware of their own and their collaborators goal is a method of assessing

collaborative capacity, especially strategic and planning capacity (Sullivan, Barnes, & Matka, 2006), but it is not the only concept to consider.

The presence of organizational and procedural differences between collaborators make agreement on goals, or the ability to align goals, critically important. The second cluster of interview questions used in this research and presented below, is designed to reveal participants' perceptions of the ability of organizations to work collaboratively to achieve a joint objective. For example, the ease with which members from different organizations are able to work and communicate across organizational barriers is a good measure of collaborative capacity (Moore, 2014; Sullivan, Barnes, & Matka, 2006).

Strategic, Operational and Practice Capacity. The capacities examined include strategic planning, the presence of clearly understood regulations, operational level decision-making, open communication, and clearly defined responsibilities (Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002). The questions that follow are designed to explore participant perceptions of the capacity of the dyads to work together to promote an annual large-scale motorcycle rally.

- Are the rules and regulations governing the rally clear to you?
- In your opinion, to what extent do city and rally promoter employees share every day decisions about the details of the rally?
- To what extent do you have the power to make independent/autonomous decisions about your area of rally responsibility?
- How easy is it for you to communicate with the person you work with at the rally?
- Do you clearly understand what your responsibilities related to the rally are?
- Are there formal procedures in place setting out how the city and the rally promoter employees and volunteers work together?
- Is it clear to you whom you need to contact for specific issues?
- Are you informed when changes in the rally that might affect your job happen?

The next cluster of questions, presented below, is designed to investigate participant perceptions of the presence and utility of the conflict resolution processes between collaborating organizations (McNamara, Pazzaglia & Sonpar, 2015; Milward and Provan; 2006).

Conflict Resolution Capacity. Milward and Provan (2006) argue that conflict, when managed appropriately, increases the sustainability of interorganizational relationships, as it serves as a mechanism to reconcile individual organizational goals and consolidate collaborative goals. What the participants reveal about the level of conflict that they perceive to exist between the organizations is linked to goal perceptions and is important (Moore, 2014).

- Does conflict sometimes occur about what the city wants and what the rally promoter wants?
- Is there a formal process that is used to resolve differences? If yes: Does the level of formality depend on what the disagreement is about?
- Are third parties ever called in to support the respective sides or help resolve a conflict? This might be a negotiator, or some other person who is neutral.

The above questions examine the level of perceived interorganizational conflict and reveal participant perceptions of whether or not formal conflict resolution processes are in place, and whether third parties have been used to resolve conflicts. These topics are important in evaluating the sustainability of the dyads (Carlson & Harris, 2014; Lundin, 2007a; Markusen, 2014; Mayer, 2012; Milward & Provan, 2006; Myers, Ricucci & Lurie, 2001; Moore, 2014; Noble & Jones, 2006; Thompson & Perry, 2006; Van de Ven & Walker, 1984). Analysis of this cluster of interview questions is accomplished using NVivo key words and phrases. These include: sometimes, not that I've heard, recent, squabble, conflict, fight, peaceful, fun, competition, quarrel, disagreement, and argument. However, formal process for conflict

resolution and evidence of past conflicts can be found in public documents. These are also utilized for the analysis.

The case study dyads have been in operation for fourteen and fifteen years, respectively, which indicates collaboration stability. However, they promote an event that is controversial enough that they are not guaranteed success and longevity. Conflict is inevitable. Conflict resolution is not guaranteed. The discussion moves now to operationalization of the ability of external stakeholders to influence resource allocation and thus collaboration survival. Pfeffer and Salancik (1978; 2003) maintain that the survival of interorganizational relationships is inextricably linked to their ability to manage the external environment. Large-scale tourist venues, such as the motorcycle rallies examined here, often cause push back from local stakeholders (King, 2013; Pratt, 2005). Who are those stakeholders, and to what extent do they affect resource allocation and goal congruence, and thus collaboration survival? These questions are addressed next.

Factor Five: External Stakeholder Pressures. Collaboration goals “are sometimes *strongly influenced by the goals of organizations or individuals external to the collaboration*” (Vangen & Huxham, 2012, p. 744, italics emphasis by the authors). The extent to which external actors can influence collaboration goals depends on a number of factors. These may include the energy, time and resources expended by the external actors. Identification of external stakeholders in this dissertation is accomplished through two methods and has two components. First, a cluster of interview questions related to the ability of stakeholders to influence resource allocation is utilized. Second, public documents such as City council meeting minutes are also part of this examination. The

following cluster of interview questions is designed to capture participant perceptions of the ability of external stakeholders to affect resource allocations and the ability of the dyads to achieve goal congruence.

- How much do you think that local public opinion affects activities such as the parade, camping locations, vendors, or street closings?
- How much do you think that the local hospitality industry affects rally events and locations?
- Do you think that other local businesses affect rally events and locations?
- The public speaks about the rally in city council meetings and sometimes to newspaper reporters and in letters to the editor. In your opinion would the rally be different if this type of input from the local public did not happen?
- In your opinion which is more important to the rally, public opinion or the opinion of the business community?
- In your opinion which is more important to the city, public opinion or the opinion of the business community?
- Other than the city, can you think of an organization that has the ability to push the rally promoters so that the event is kept or changed? Who are they?

Individuals and groups are identified for the current time period using the interview questions. Corroboration of those individuals and groups is accomplished for current and past time periods by utilizing the interviews and using public documents. The ability of key stakeholders to influence resource allocations over time, even over the length of the rally, is accomplished by looking year by year at policy and procedural changes. The analysis, in Chapter Five, looks for stakeholders, both individual and group, by name, by organizations type, and using keywords and phrases derived from the coding scheme. These include: big shot, bar, power, group, traffic snarls, availability, ready, business on Dickson, businesses on the Strand/Seawall, outspoken, vocal, complaints, made his case, public record, and the city listens to the public.

Mitchell, Agle, and Wood (1997, p. 872) suggest that the stakeholder attributes of legitimacy, power, and urgency are useful in identification of those stakeholders with the ability to influence resource allocation decisions. They identify three types of stakeholders: latent, expectant, and definitive using three measurable attributes: power, legitimacy, and urgency. These attributes will be operationalized by analysis of stakeholders (group or individual) that has definitively caused resource allocation changes. Examples of this may include rerouting of traffic, street closures, keeping motorcycles out of the neighborhoods, alcohol consumption ordinances enacted, affecting closing times for music events, changing safety standards, or changing venue locations, among other things. Description of the categories of stakeholders, as developed by Mitchell, Agle, and Wood (1997) and utilized by Parent and Deephouse (2007) follows. Parent and Deephouse (2007) are particularly relevant in this context because they adopted the Mitchell, Agle, and Wood (1997) framework and their research also involved comparative case study of stakeholder ability to cause resource allocation changes in a tourist event setting.

Latent stakeholders are those groups or individuals promoting an issue that is considered legitimate, and it may generally be supported by the public. It is not necessarily perceived as urgent, and this category of stakeholders does not have the power to force response from policy-makers. Expectant stakeholders are those groups or individuals promoting an issue that is perceived as both legitimate and urgent, however, the stakeholders do not have enough power to force immediate policy changes. They receive some attention to their demands, but responses may not be what they desire. Definitive stakeholders are those groups or individuals promoting an issue that is legitimate and urgent, and they have the power to force the collaboration to respond. They are salient, and response to pressure from these stakeholders is likely. As key

stakeholders emerge from the analysis they will be evaluated using the above categories. These are, in a manner, identifiers, and are useful as heuristic devices, as well as being a basis for further examination based on category membership.

Conclusion

The purpose Chapter Four is to present the research design and describe the specific research constructs and methods used to answer the research question driving this dissertation. The chapter began with discussion of the researcher's ontological approach to research and the methodological choices used to examine the research question. Key informant interviews and content analysis of public documents were discussed in detail. This was followed by discussion of the research constructs and how each is operationalized. Chapter Five, which follows, presents the findings and analysis of the findings as they apply to the research question.

Chapter Five: Findings and Analysis

The purpose of Chapter Five of this dissertation is to report the findings of the analysis of the two case studies of large-scale urban motorcycle rallies involving public-private collaborations. Guiding this analysis are resource dependence (RDT) and goal congruence (GCT) theories. The combination of these bodies of literature yielded five factors that may help us explain how such collaborations achieve long-term sustainability. From RDT come: 1) power and 2) mutual dependence relationships between organizations in each dyad. Also from RDT comes 3), the presence of organizational interlocks, in the form of boundary-spanning actors, whose presence and actions may affect collaboration stability. Factor 4), the capacities of collaborators to align their goals, to plan and promote tourist events, and to resolve disputes that arise from differing organizational goals is drawn from GCT. Finally, factor 5, the extent to which external stakeholders influence resource allocations and, thus, the extent of goal alignment and congruence among dyadic actors is found in both RDT and GCT.

The findings and analysis of this examination of public-private collaborations promoting large-scale tourist events are presented here. The research question is:

What factors allow public-private collaborations at the municipal level to align independent organizational goals sufficiently to achieve interorganizational goal congruence and thus to maintain the stability of the collaboration over extended periods of time (Casciaro & Piskorski, 2005; Bryson, Crosby & Stone, 2009; Davis & Cobb, 2009; Lundin, 2007a, 2007b; Markusen, 2014; O’Leary & Vij, 2012; Pfeffer & Salancik, 1978, 2003; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012)?

The subsequent discussion focuses on the extent to which these factors can help explain the collaborative relationships based on the perceptions of the 28 research participants from the government and private sectors. All of the participants are directly involved in promotion of large-scale motorcycle rallies in two different urban settings. For the purposes of clarity and brevity, the City of Fayetteville (COF) and Bikes, Blues & Barbeque (BB&BBQ) is identified as Dyad 1, and the City of Galveston (COG) and Lone Star Rally (LSR) is identified as Dyad 2.

Chapter Six, which concludes the dissertation, summarizes the findings, and discusses their implications in relation to the literature as well as for urban policy practitioners as they consider working with the private-sector to promote large-scale annual tourist events. It presents several issues, outside of the scope of this research, that deserve further exploration.

Factors One and Two: Power and Dependence in Interorganizational Relationships

Collaborations that are said to be sustainable manage their dependencies carefully so that neither of the partners is too powerful and exercises inordinate influence over the other. Resource dependence theory (RDT) focuses primarily on the control of resources and the

resulting resource dependence relationships between organizations and on factors that affect or influence those power relationships (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Gulati, 2007; Pfeffer & Salancik, 1978, 2003). Casciaro and Piskorski (2005) suggest that thinking about power and dependence as separate constructs is useful because the ways in which they interact in complex relationships is not always obvious. They are related, as the power of one organization to control a resource and need for that resource by another organization shapes the relationship. However, power and dependence may not be tightly linked in an inverse relationship. They are not static, unchanging factors. For example, if an organization, external to the collaboration, can provide a critical resource it may alter the power and dependence relationships between collaborators (Casciaro & Piskorski, 2005; Drees & Heugens, 2013).

Power is operationalized in this context as participant perceptions of control of three key resources: location, the presence of local private-sector amenities, and large-scale event management experience. Dependence is operationalized as each organization's dependence on those same key resources. Other resources are also utilized to examine the power and dependency relationships between the collaborators such as the extent to which the dyads negotiate over permitting for use of public space and other relevant city ordinances. The power and dependence relationships in the dyads are examined for mitigating factors that may increase the power of an organization, and thus reduce its dependency on the other.

An attractive urban location with a number of sufficient bars, restaurants, and hotels to cope with large-scale tourist events and an event promoter with the skills to plan, market, and manage a large-scale event are critical components of creating collaborative advantage (Cairnes & Harris, 2011; Davis & Cobb, 2009; Huxham, 2003 & 1996; Huxham & Vangen, 2005; Markusen, 2014; Pfeffer & Salancik, 1978, 2003; Quinn, 2010). Discussion then moves to

examine participant perceptions of organizational control of and dependence on other resources necessary for collaborative large-scale event promotion. The extent to which the dyads negotiate about use of public space, and about city ordinances concerning public safety, alcohol consumption, and sales tax collections may be interpreted as measures of power and dependence and also as indications of desire (or not) to remain in the collaboration (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Hillman, Wither, & Collins, 2009; Hocevar, Rendon, & Thomas, 2008).

Instances of changes in resource allocations, and negotiations over such, are drawn from publicly available documents. For example, in Dyad 1 these include the Special Events Permits applied for annually by Bikes, Blues, and Barbeque (BB&BBQ) and approved by the City of Fayetteville. The permits show changes from rally inception in allocation of public spaces for vendor and event use, available parking, noise ordinance variances, planned street closures, trash collection, and final clean-up timetables. In Dyad 2, a Special Events Permit, noting resource allocations and changes was in use until 2009. From that time forward, a contract between Lone Star Rally and the City of Galveston governs collaboration actions. Observations of changes in resource allocations in Dyad 2 are drawn from these documents, as well as from pertinent city council meeting minutes.

Resources: Location, Local Amenities, and Event Management Experience. The research used both archival sources, as discussed above, and in-depth interviews to assess participant perceptions of urban location, local amenities, and management skills as resources. Who controls these resources? How critical are they to collaboration sustainability? To explore the questions (see interview questions #7 through #13 in Appendix #5 and discussed in Chapter

4) participants were asked about perceived outcomes if either organization withdrew from the collaboration or if the rally changed location. The findings are illustrated in Table 4 (lines 1 & 2), below. All participants in both dyads reported that their rally would suffer loss of attendance if it had to move from its current host city. Other than this example, the findings are not the same in the dyads.

In Dyad 1, 6 out of 7 City of Fayetteville (COF) and all 8 Bikes, Blues, and Barbeque (BB&BBQ) participants state that the rally could and would continue in operation if the COF withdrew from the collaboration. This indicates that BB&BBQ is not perceived by either organization as completely dependent on location as a resource. In Dyad 1, alternate resource providers are available (Pfeffer & Salancik 1978; 2003), as other, nearby cities, are willing to provide public spaces and policing for the rally. Thus, BB&BBQ's dependence on COF is lessened, and its relative power is increased; it has the option to move to a different location (Casciaro & Piskorski, 2005; Drees & Heugens, 2013; Pfeffer & Salancik, 1978, 2003). The most often cited alternate location, Springdale, AR, is approximately 7-10 miles from COF. It is an interesting situation because COF has amenities, such as an entertainment district with bars, restaurants, and music venues, that rally attendees desire that are not as plentiful in Springdale. However, as the following quote illustrates, the geographic proximity of Springdale, the nearest alternate location does not relieve the COF of rally responsibilities.

Hum.....I think the rally would survive..... but I don't think you could ever keep it off of Dickson Street (Fayetteville), wherever it's headquartered at. That's the only entertainment district in northwest Arkansas. They (BB&BBQ) are.....um.....becoming regional, but it is headquartered here. Those offsite venues are not as busy. Everybody wants to be on Dickson Street when the sun goes down.

As Pfeffer and Salancik (1978, 2003) and Drees and Heugens (2013) observe, the availability of an alternate resource provider increases the power of one organization in relation to another.

Based on the literature, the promoter in Dyad 1 has a strong position vis-à-vis the city because of the presence of an alternate, nearby location, especially in light of the fact that the COF is attractive to attendees because of the presence of an entertainment district and is not relieved of its responsibility to provide policing and traffic control. The presence of these resources exerts pressure on COF to remain in the collaboration.

The importance of location as a resource is perceived differently in Dyad 2. Out of the 13 Dyad 2 interviews, only 1 City of Galveston (COG) participant and 3 Lone Star Rally (LSR) participants perceived that LSR would readily survive moving from the island city. Participants from COG stated that LSR is highly dependent on it for location. Half of the LSR participants also perceived the rally to be tied to its current location. Thus three fourths of Dyad 2 participants noted that LSR is dependent on COG for location (a resource). All of the Dyad 2 participants, even those noted above, stated that LSR would lose attendees and would take years to recover if it moved to a new location. The perceptual difference noted between Dyad 1 and Dyad 2 may be because BB&BBQ is expanding regionally, while LSR is more geographically confined, as the following quote illustrates.

We are on an island!! We have limited space. There is no other place for the rally to go. I mean, they could move to Houston, but Houston doesn't have what we have. We have the beaches. There are Um some ... I mean other small towns... small towns on the beach, but some of them are near the port and not so pretty, and they are small..... no bar district (laughing)... no hotels, or not so many.... No, I don't think it would work very well.....

The quote exemplifies the importance of geographic location, but also the importance of private sector amenities found in cities. While the case study cities are not responsible for beautiful mountains and winding roads or for beaches along the Gulf of Mexico (geographic location), they are responsible for building and maintaining environments that capitalize on those geographic features to create appealing tourist destinations (Arya & Lin, 2007; Ashworth & Page, 2010; Colomb, 2012; Florida, 2005; Markusen, 2014; Quinn, 2010). The desire of rally attendees for beautiful scenery as well as city-style amenities is relevant to the power relationships between collaborators because it limits the power of the promoters to choose alternate locations (Drees & Huegens, 2013; Scott, 2014). However, when location, as a resource, is linked to legal constraints on what the local government in that location may legally require it creates challenges for the collaboration. These dynamics are exemplified in the following quote from a COF police official.

*Here's the thing, Fayetteville has the only bar district in Northwest Arkansas
.....the bikers are going to go where there are bars and music and restaurants
..... It's a free country and you can't stop people from going where they want.
Fayetteville is in a certain position here The bikers are coming whether
the city likes it or not.....so we (the city) might as well make sure it (the motorcycle
rally) is done right.*

All participants in both dyads contended that privately held amenities, such as the hotels, bars, and restaurants, that are found in cities are necessary resources (Table 4, lines 3 & 4). This means that some resources that are seen as essential to successful collaboration are controlled by actors in the hospitality industry. To investigate the influence of the hospitality industry on the rallies, participants were asked (question # 23, Appendix #5) about the extent to which the hospitality industry participates in rally planning. The answers, given in Table 4 (line 5), below,

were unexpected because the tourism literature suggests that the private-sector hospitality industry would have the power to shape events to a greater extent than is indicated in these findings (Achcaoucaou, Miravittles & Leon-Darder, 2014; Colomb, 2012; Quinn, 2009). Out of 28 interviews 24 participants stated that the hospitality industry does not play an active role in rally planning. The following quote is from an hotelier who is also a volunteer for the Fayetteville Advertising & Promotion Commission and through that agency is involved in rally planning and is in a position to understand the role the hospitality industry plays in planning.

We (the hospitality industry) get good business, but are not in on the planning that I ever heard. We decide how much we want to be involved um From a business perspective. Like how biker friendly we want to be like advertise and such.....um..... you know..... have promotions but I doubt if we decide anything else.

Broad consensus of opinion among participants is that the hospitality industry no influence over resource allocations such as policing and traffic control and little influence on rally planning. Nevertheless, resources such as local geography and the presence of privately held amenities are seen by participants to affect the balance of power between collaborating organizations, as they are perceived to be necessary ingredients of many tourist events (Markusen, 2014; McNamara, Pazzaglia & Sonpar, 2015; Quinn, 2010).

If tourism has a role in a city's economic development plans (Jamieson, 2004; Markusen, 20014; Pratt, 2005; Quinn, 2010; Spirou, 2011; Timur & Getz, 2008) and the city does not have, or want to develop, the capacity for large-scale event promotion the power of the city is diminished by its dependence on an external actor for event promotion experience. Event promotion experience and skills are resources primarily found in the private sector. In this case, the interorganizational power and dependence balance is tilted in favor of the organization that

has event promotion experience (Casciaro & Piskorski, 2005, Markusen, 2014; Quinn, 2010).

The importance to the collaborations of event promotion experience was assessed by asking participants (see question #11) if the city could find another promoter or would choose to become the promoter if the current one withdrew from the collaboration. The findings from both dyads are presented in Table 4 (lines 6 & 7). When asked if COG could find another event promoter one participant stated:

*A lot of people would want to try, but we would want a proven promoter.....
Someone who could show success at large event management. That might
not be so easy to find. There aren't that many big rallies. hum
..... I don't even want to think of that. Lone Star does a really good job.*

A participant from COF, in Dyad 1, expressed similar reservations about finding a good large-scale event promoter if BB&BBQ were to withdraw from the collaboration.

*Probably not another promoter. It is too hard to find a good one.
The city might turn it over to the A&P Commission, but again, being a
government entity, management of volunteers is different, and to hire and pay
that number of temporary workers would be exorbitant..... so, no.*

According to the participants, event promotion experience is a highly specialized resource, and primarily found in the private sector. Control of that resource is an example of resource power. Need for the resource is an example of resource dependence (Casciaro & Piskorski, 2005; Hillman, Wither, & Collins, 2009; Drees & Heugens, 2013). This means that the power of the cities, in both dyads, is limited to an extent, by their desire to host the rally and gain an economic benefit and the concurrent need for a skilled private sector collaborator.

Table 4. RDT: Location, Local Amenities, and Event Management Experience.

Individual Responses		COF	BBQ	COG	LSR
1.	<i>The rally would survive unchanged if it moved to a new location</i>	0	0	0	0
2.	The rally could find an alternate location if the city withdrew support	6	8	1	3
3.	<i>City amenities are necessary to attract event attendees</i>	7	8	7	6
4.	<i>City amenities cannot be easily duplicated elsewhere.</i>	6	8	7	5
5.	<i>The hospitality industry influences rally planning</i>	1	1	0	2
6.	<i>The city could find another experienced rally promoter</i>	2	0	2	0
7.	<i>The city could or would become the rally Promoter</i>	0	0	1	0
Themed Responses in NVivo* (# of mentions)		COF	BBQ	COG	LSR
8.	<i>The rally would not survive unchanged if it moved to a new location**</i>	47	56	53	49
9.	<i>The rally is identified (branded) with the city location</i>	43	56	58	58
10.	The city does not want the rally to move because it is dependent on tourism for tax revenue	19	44	64	58

*Lines 8-10 of Table 4, above, illustrate the broad themes emerging from the interviews. KWIC searches in NVivo support the individual interview responses.

**The numbers represent the numbers of mentions found in NVivo.

The themes developed based on NVivo analysis of the survey findings indicate a balance between rally control of management skills and negative consequences to the rally of a location change. Participants in both dyads agree that the rallies would lose attendance and take several years to recover (if ever) if they moved to a new location, that local amenities are important, and that large-scale management skills are scarce and critical to collaboration success. However, some important differences in the dyads emerge from this examination of collaboration power and dependence. First, in Dyad 1, an alternate resource provider is available. This should exert

pressure on the COF to act to keep the rally. However, COF participants do not perceive that the city is dependent on BB&BBQ for sales tax revenue to the same extent as seen in Dyad 2.

Interestingly, BB&BBQ participants, do tend to perceive that COF depends on it for sales tax revenue, perhaps because sales taxes revenues are one mechanism used to promote the rally among the public (Interview #2, 05/13/2014). Also illustrating this aspect of power and dependence in Dyad 1, 3 COF participants stated that the city would not care if the rally moved to another location, if that location were far away. This finding is not presented in Table 4, because no other research participants made the statement. Nevertheless, it seems relevant, especially as the statements, such as seen in a previous quotation, come from high in the organizational hierarchy (Jansen, Hocevar, Rendon, & Thomas; 2008). It is the close proximity of the alternate location that exerts pressure on the city to remain in the collaboration. The city must provide police protection to rally attendees, who will avail themselves of the amenities found in COF regardless of the official location of the rally headquarters.

In Dyad 1 support for remaining part of the collaboration hosting an annual large-scale motorcycle rally strong among BB&BBQ participants, but is mixed among COF participants. This is not the perception reported by Dyad 2 participants. The power and dependence relationship between COG and LSR appears to be evenly balanced. Findings about the power and dependence relationships drawn from perceptions of the importance of location, amenities, and management skills carry over to other examples of resource power and dependence.

Resources: Use of Public Space and Ordinances. The ability to determine where parades and concerts are held, whether noise variances are granted, and where alcohol consumption is allowed are examples of resource allocation power. Being required to accept

those decisions in order to hold a parade or concert is an example of a related dependence (Casciaro & Piskorski, 2005; Davies, 2014; Davis & Cobb, 2009; Pfeffer & Salancik, 1978; 2003). If large-scale event collaborators negotiate and come to agreement with the municipality, it may indicate a balanced power and dependence relationship, but not all issues are open to negotiation. When asked “Why is responsibility between the city and the rally divided the way it is?” the following quotes are relevant.

Because that is what government does, I guess? It plans for citizen and visitor safety, for use of land owned by the public, and it makes the rules that people have to follow to use that space.

It just is. The city government is who makes the decisions for the town. It is in charge, and if we want to have a rally here that is who we work with.

Many participants were unable to clearly articulate the legal parameters within which the cities and rallies operate, they are, nevertheless, aware of them. Elected officials’ comments are more targeted. A council member from COF made the first of the following comments about city and rally promoter responsibilities and the council member from COG made the second.

Our job is making sure our city ordinances are followed. Making sure our policies and procedures are followed. Policing the rally and the streets. The city is responsible for traffic flow and for things such as following fire and electrical codes. It is also responsible for the layout and use of public space, logistics of deliveries, and fact checking on vendor applications and the rally Um It has to use licensed electricians for setting up all the tents and the Fire Marshall’s office has to inspect it all.

We’re the stage the events happen on. We set the rules in place. Our role is Umour role is the role of city government everywhere. We are responsible for theum the security and safety of our citizens and visitors. To do that we have a framework of ordinances in place that govern special events, to make sure they are safe, fun, and profitable for the city and for the event promoter.

Searches in NVivo using Key Words In Context (KWIC) such as “police, city responsibility, safety, traffic accident, security, private security, fire codes, firemen, vendor rules, music events, noise ordinance, laws, drunk driving, follow the rules” returned 28 sources with 223 separate references suggesting that the city is legally responsible for safety during motorcycle rally events that happen within city legal jurisdiction which directly relate to research findings previously discussed. Another search in NVivo revealed 43 separate mentions of the use of private security forces at music events, but 36 of those stated that security force jurisdiction is limited to inside rally event boundaries, and is, at all times, subject to police oversight (Davies, 2014). The cities are perceived to control public safety, and to be unwilling to negotiate over this. Individual response rates may be seen in Table 5 (lines 15 & 16). City control of policing was part of negotiated conflict resolution in Dyad 2, which will be discussed at a later point.

All of the participants in both dyads report that it is unlikely that the cities will negotiate with the rallies on key ordinances related to public safety such as vendor adherence to fire safety regulations. However, the extent to which the cities are willing to negotiate on ordinances not specifically related to public safety may be understood as a city’s desire to collaborate (Davis & Cobb, 2009; Markusen, 2014; Pfeffer & Salancik, 1978, 2003; Quinn, 2010). Participants in both dyads expressed the perception that the cities are willing to negotiate with the rallies on the interpretation of specific, non-safety, ordinances. The following examples are illustrative.

On August 15, 2006, in Dyad 1, the Fayetteville City council passed Ordinance No. 4912 changing vendor sales tax collections for transient outdoor vendors. The ordinance required BB&BBQ to “collect all appropriate taxes each night and forward those taxes to the appropriate governmental entity”. This ordinance addressed official vendors who had submitted a permit application through BB&BBQ, but it also addressed sales tax collection for “transient vendors”

setting up tents at non-official locations in close proximity to the official rally. The distinction is important because the ordinance, as written, put the onus of “transient vendor” tax collection on the promoter, who had no relationship to those vendors who had avoided paying rally permitting fees. The ordinance was unenforceable according to the official in charge of tax collections (Interview # 17, 10/27/2014). Changes to operational procedures were negotiated between BB&BBQ and the city, and enacted under Ordinance 5263, passed October 20, 2009. Both COF Ord. N. 4912 and Ord. No. 5283 may be found in the appendices (#14 & #15). The following quote illustrates difficulties associated with sales tax collection for large-scale tourist events.

What the city does..... I do this myself..... we collect the sales taxes from them (transient vendors) every night so they don't go away without paying ... They don't have an Arkansas sales tax permit because they are transient... and every night ...with a police officer and a parking office ... and there is another team just like it and we collect the taxes from every one of these transient vendors... Before that we did not get the sales taxes paid.

The process of sales tax collection has been renegotiated again. Starting with the 2014 rally, COF upgraded the process used by transient vendors to apply for temporary sales tax permits. Additionally, the State of Arkansas, for the 2015 rally, established a presence at BB&BBQ to ensure that transient vendors comply with state and city laws and prominently display temporary sales tax permits on their tents and booths (Interviews: # 2, 05/13/2014; # 4, 05/28/2014; # 17, 10/27/14). As a result of this negotiation between COF, the State of Arkansas, and BB&BBQ, the rally promoter is responsible for sales tax forms and collections for official rally vendors to whom it issues vendor permits. The COF and the State of Arkansas are responsible for transient vendor tax collections (Interviews: # 2, 05/13/2014; # 4, 05/28/2014; # 17, 10/27/2014). The effort by COF to shift responsibility for transient vendor sales tax collection to BB&BBQ failed

because, according to dyad 1 participants, it was unenforceable. The example indicates that, while some COF participants do not perceive the city is dependent on BB&BBQ sales taxes, COF is not willing to forgo those taxes it is entitled to. This exerts a balancing effect on the power and dependence relationship in Dyad 1.

On January 13, 2000, in Dyad 2, the COG city council voted unanimously not to amend the ordinance prohibiting alcohol consumption on Stewart Beach and other city beaches unless an exemption waiver had been granted in advance (Appendix #16). According to several participants, this decision was related Spring Break activities planned by national fraternities and sororities. The topic of alcohol on Stewart Beach, which is the beach in the middle of town, directly below Seawall Boulevard, has been revisited by the COG city council several times subsequently. On September 9, 2004 the city council voted to allow alcohol consumption on Stewart Beach (Appendix #17). On April 14, 2005 that decision was reversed, and alcohol consumption on the beach limited to “permits granted to special events on a case by case basis” (Appendix #18). In spite of pressure in 2005 from the then rally promoter, the council declined to make a blanket decision to allow alcohol on the beach for LSR. On March 24, 2005, a joint meeting of the COG Park Board of Trustees and the COG City council was called to clarify responsibility for LSR. The transcript of the meeting clearly describes the collaborative nature of the relationship, and includes a suggestion that a Special Events Department be created to manage the city’s increasing number of annual events. The relevant section of the minutes of this joint meeting may be found in Appendix #21.

Table 5. RDT: Use of Public Space and Non-Safety Ordinances.

Individual Responses		COF	BBB	COG	LSR
10.	<i>Promoter controls initial rally planning for use of public spaces**</i>	7	8	7	6
11.	<i>City has the power to approve or disapprove plans using public space</i>	7	8	7	6
12.	<i>Negotiations about the use of public space or alternate plans are often successful</i>	6	6	7	5
13.	<i>Negotiation outcomes sometimes favor the city, sometimes the rally</i>	7	8	7	6
14.	<i>City determines policing, traffic, and fire safety regulations</i>	7	8	7	6
15.	<i>The city will negotiate over policing, traffic, and fire safety regulations</i>	1	0	0	1
Themed Responses in NVivo* (# of mentions)		COF	BBQ	COG	LSR
16.	<i>Policing, traffic and fire safety are controlled by government***</i>	74	66	72	61
17.	<i>Police have over sight over private security forces***</i>	8	8	11	9
18.	<i>Negotiations about non-safety ordinances are often successful</i>	23	36	34	29

*Separate KWIC searches were utilized to develop themes examining the scope of resource control and allocation of resources.

** Broad consensus among participants is indicated in *italics*.

***Police oversight of private-security forces emerged as an increase in city control (power) over public safety.

As shown in Table 5, above, participants indicated that initial rally planning is done months, sometimes years, in advance by the rally promoters. Plans for use of public space for events and vendor booths are presented to the cities in the early spring of each year. The cities then examine the plans and approve or reject them, which is an example of municipal power to control resources the promoter considers necessary. According to participants, the cities rarely issue blanket approval for promoter plans. There is a period of frequent collaborative meetings to discuss and negotiate over rally plans. For successful negotiations, the promoter must have

control of a resource (power) the city wants or needs (dependence). The purpose of the meetings is to avoid or resolve conflicts over use of public space, vendor permits, and tax collection (among other things). The power and dependence findings for this section of the research indicate a balance between control of resources, which is power, and dependence on resources in both dyads. All of the participants report that negotiation over non-safety ordinances sometimes results in decisions favored by the city and sometimes in decisions favored by the promoters. Close examination of the interviews, and a (KWIC) search in NVivo both failed to uncover participant perceptions of imbalances. The findings suggest that for these event specific resources, which include use of public space, timing of events, collections of sales taxes, where and when alcohol can be consumed, the power of either organization to allocate resources and its dependence for other resources are evenly balanced in the perceptions of the research participants in both dyads.

Resource dependence theory (RDT) suggests that when the resource power and resource dependence relationships between organizations is balanced, such as is depicted in Table 5, it has positive implications for collaboration stability (Casciaro & Piskorski, 2005; Drees & Heugens, 2013; Garner, 2006; Hillman, Wither, & Collins, 2009; Pfeffer and Salancik, 1978, 2003). If the relationship in Dyad 1 were out of balance the city might consider taking over control of rally operations provided it has the capacity to organize such events. However, RDT asserts that other factors, such as organizational interlocks also influence interorganizational power and dependency relationships, and thus affect collaboration stability (Casciaro & Piskorski, 2005; De Socio, 2007; Drees & Heugens, 2013; Garner, 2006; Pfeffer and Salancik, 1978, 2003) and is explored next. To what extent do dual actors, those individuals with roles in both organizations constituting the dyad, affect collaboration stability?

Factor Three: Organizational Interlocks as Constraint Absorption Mechanisms

Organizational constraints are limitations on the actions that an organization may engage in that are derived from, or related to, organizational purposes and capacities (Agranoff, 2008; Bryson, Crosby & Stone, 2006, 2015; Casciaro & Piskorski, 2005; Forrer, Kee, Newcomer, & Boyer, 2010; Ostrower, 2005; Pfeffer & Salancik, 1978, 2003; Scott, 2014). The constraints that an organization has imposed on it may be the result of external factors such as the legal requirement for transparency that a city operates under or the presence of stakeholders or owners desiring a return on investment (Forrer, Kee, Newcomer, & Boyer, 2010; Sweeting, Hambleton, Huxham, Stewart, & Vangen, 2004). For example, the legal constraints of a city may include enacted budgetary limitations imposed on tourism development (Quinn, 2009; Scott, 2014). Understanding each other's organizational constraints is particularly important to public-private collaborations, as the goals and assumptions of organizations from differing economic sectors may neither be completely shared nor clearly understood (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; De Leon & Naff, 2004; De Socio, 2007; Henry, Lubell, & McCoy, 2011). This point will be discussed further as a component of collaborative capacity.

The concept that organizational constraints may negatively impact the development of shared goals links RDT to goal congruence theory (GCT). Organizational interlocks have been proposed by the RDT literature to absorb organizational constraints by establishing dynamic interaction processes amongst networks of elite actors that increase interorganizational cohesion, coordinate action, and result in more unified decision-making processes (Casciaro & Piskorski, 2005; Connelly & Van Slyke, 2012; Lehman & Gilson, 2013; Lundin, 2007b; Noble & Jones, 2006; Pfeffer & Salancik, 1978, 2003). The GCT literature suggests that organizational

interlocks mitigate the effects of organizational constraints through elite networks of actors who develop personal and professional relationships that encourage informal information exchanges promoting the development of shared goals (Connelly & Van Slyke, 2012; Lehman & Gilson, 2013; Lundin, 2007b; Noble & Jones, 2006). Thus, in both RDT and GCT, individuals with a role at the top level of more than one organization are in a position to “serve as linchpins that tie together otherwise disparate firms” (Connelly & Van Slyke, 2012, p. 404). The personal ties that dual, or boundary-spanning actors create may play an important role in determining the strategies the organizations develop to work together relatively seamlessly (Berardo, 2014; Noble & Jones, 2006). However, there is a perceived downside to organizational interlocks.

Framed in a less positive manner, RDT suggests that an individual linking two organizations may be a mechanism that Organization A uses to increase its influence (power) over Organization B by shaping the resource allocation actions taken by B toward a desired outcome, thus reducing dependency (Casciaro & Piskorski, 2005; Pfeffer & Slancik, 1978, 2003). The GCT literature also suggests that elite actors may shape decisions in a direction preferred by their organization or they may have an opportunity to personally benefit from their position (Sullivan, Barnes, & Matka, 2006; Shropshire, 2010). These unsavory aspects of dual or boundary-spanning actors as organizational interlocks certainly shaped some participant perceptions, as will be discussed below.

Organizational interlocks as a mechanism for constraint absorption were operationalized through examination of two issues. First was the presence, in each dyad, of key actors that play a role in both organizations. This issue was explored with questions # 31, #32, and #33, which may be found in Appendix #5. Participants were first asked if they have or play a role in both organizations and whether they could identify other individuals who may have such a role.

Second, participants were asked for their general perceptions of such boundary-spanning actors (Henry, Lubell, & McCoy, 2011; Noble & Jones, 2006; O'Mahony & Bechky, 2008). In Dyad 1 two documented examples of dual actors were found. The first is the formal role of the Director of the Fayetteville Advertising and Promotion Commission in collaborating with BB&BBQ. The second is the requirement that one BB&BBQ board member be a member of the Fayetteville Chamber of Commerce (Interview #2, 05/13/2014). No such documentary evidence of dual actors was found in Dyad 2.

Unfortunately, the interview questions were not adequately framed to reveal specific actions taken by dual actors to reduce organizational constraints and limited information on the actions of dual actors to forge private agreements or to promote other actions reducing constraints. Nevertheless, the findings for this section of the research are interesting. Perceptual differences reported by participants are related both to their hierarchical position in an organization and to their organizational affiliation. The literature suggests that this would be the case (O'Mahony & Bechky, 2008; Lehman & Gilson, 2013).

Typically, dual actors tend to be high ranking managers who have the authority to speak on behalf of their organization (Shropshire, 2010). In each of the dyads there were four individuals that perceived themselves to have dual roles (Table 6, lines 19 & 20). They “function as boundary spanners and are intimately involved in the day-to-day relationship-building activities and operations in the developing partnership” (Noble & Jones, 2006, p. 897). Support for the importance of boundary-spanning actors is stronger with the individuals who hold dual roles, who are high in their organizational hierarchy, than it is among lower level participants.

Table 6. RDT: Perceptions of Organizational Interlocks

Individual Response Categories		COF	BBB	COG	LSR
19.	My interorganizational interaction is frequent, friendly, and personal	2	2	2	2
20.	My interorganizational interactions result in better planning and decisions	2	2	2	2
21.	My interorganizational interaction is “mostly limited to job duties”	5	6	5	4
22.	Interlocking actors, in general, promote collaborative planning and success	3	7	3	6
23.	Interlocking actors may cause or have a conflict of interests	5	3	5	2
Themed Responses in NVivo* (# of mentions)		COF	BBB	COG	LSR
24.	Dual actors promote interorganizational collaboration	29	59	27	47
25.	Dual actors prevent interorganizational misunderstandings	24	42	16	43
26.	<i>Dual actors should be clear about their organizational affiliation and priorities**</i>	44	37	57	33
27.	Dual actors increase the likelihood of corruption and misuse of funds	41	15	59	12
28.	The ability of dual actors to solve or prevent problems is situational	67	23	75	17

*Themed responses were developed using KWIC searches in NVivo. Several approaches were utilized to adequately explore the constructs.

** Broad consensus among participants is indicated in *italics*.

The City of Galveston (COG) Special Events Director, in Dyad 2, and the COF Director of the Advertising and Promotion Commission, in Dyad 1, both report extensive dual actor involvement, and supporting the literature (Noble & Jones, 2006; Shropshire, 2010), both hold positions high in their respective organizational hierarchies. They consider their dual actor roles important in coordinating planning, facilitating effective communication, and preventing or solving conflicts at the interface between organizations (Berardo, 2014). The following quotes are relevant.

I talk to _____ every day as the rally approaches. It starts in February..... and goes until we wrap up the rally. I am seriously involved in working with the rally to make sure everything works ok. We share we share ideas and we work..... share information and work to make this the best event for us all that it can be. This is my job, but it is also my pleasure.

A person in a position like that can see both sides of a problem..... they can maybe..... become a mediator to help communication.... And to resolve or even prevent problems... like they might be able to say something um before a problem even happens... I can see where it might develop into a problem, but in a situation like this, where so many people are involved, I think it is positive.

However, differences related to organizational purposes rather than position in a hierarchy also emerged from the research. Opposition to organizational interlocks may be based on the respondents' perceptions of the differing missions of the public and private sectors. Henry, Lubell, and McCoy (2011), suggest that perceptions of the efficacy of organizational interlocks are not equally shared by the governmental and non-governmental sectors.

Governmental actors, because of public sector constraints such as governmental transparency, may be wary of dual actor relationships (Lundin, 2007b; Noble & Jones; 2005). For example (Table 6, line 24) indicates that rally participants perceive the role of dual actors as useful in promoting interorganizational collaboration, while city participants are less sanguine. In a similar vein, public sector participants reported a potential for misuse of funds not strongly shared by private sector participants (Table 6, lines 23 & 27). Private-sector actors skepticism of the role of dual actors is less notable (Table 6, lines 22-23, above). Strong opposition to dual actors was voiced by a COG police officer, who said:

Our Chief would have a ... he would throw a _____ fit if he caught an officer what do you call it for the police department it would not be allowed. That's how corruption sets in. Umm Our extra jobs are limited to uniformed jobs. We are not allowed to work in other capacities. This is a liability issue for the city and an issue of honor and loyalty for our department!

Table 6 (line 23) shows that in both dyads, 5 out of 7 city participants viewed boundary-spanning actor roles as possible sources of conflicts of interest. A KWIC query in NVivo reveals that city participants may perceive dual actors as a source of corruption and misuse of public funds and to perceive the efficacy of boundary-spanning actors as situational, as is illustrated in Table 6 (line 27-28). O'Mahony and Bechky (2008) and Lehman and Gilson (2013) suggest this will be the case. Distrust of the role of dual actors is common according to Shropshire (2010). He suggests that information gained and actions taken that are the result of organizational interlocks may be better assimilated when organizational affiliation and priorities are clearly understood (Berardo, 2014; Connelly & Van Slyke, 2012; Shropshire, 2010). The findings, seen in Table 6 (line 26), support the literature. In conclusion, document analysis and interviews uncover this one finding related to dual actors that indicates a broadly shared perception. A KWIC search in NVivo revealed that most of the participants, at all hierarchical levels and in both dyads, perceive that dual actor presence and efficacy is improved if actors having such dual roles are clear about their organizational affiliation and priorities.

Discussion moves now to findings related to factors contributing to the ability of the collaborations to work together to manage successful large-scale motorcycle rallies for fourteen and fifteen years. What does it take for a collaboration to make a large-scale tourist event happen, not only once, but for many years?

Factor Four: Collaborative Capacities

Goal congruence theory (GCT) is helpful in analyzing ways in which collaborating organizations attempt to align independent objectives to achieve a sufficient level of goal congruence to support collaborative actions (Lundin, 2007a; Sullivan, Barnes & Matka, 2006; Vangen & Winchester, 2014). Collaborative capacity is the extent to which collaborating organizations have the ability to set strategic and operational goals, have mechanisms in place to work together to achieve an objective, and resolve interorganizational conflicts (Ansell & Gash, 2007; Desrieux, Chong, & Saussier, 2010; Hill & Hupe, 2009, Lundin, 2007a & 2007b; Stokol, et al., 2008; Sullivan, Barnes, & Matka, 2006; Vangen & Winchester, 2014). It is important to remember that collaborative capacities are linked, and it may be difficult to clearly separate them when evaluating their impact on collaboration sustainability (Sullivan, Barnes, & Matka, 2006).

Collaborative capacity is examined through interview questions # 14, #15, and #16 (Appendix #5). Participants in the dyads were asked to identify their own organization's goals, the goals of the collaborating organization, and the goals the collaboration is working to achieve (Crosby & Bryson, 2010; Vangen & Winchester, 2014). Second, using questions #34 through #42 (Appendix #5), participants were asked for their perceptions of whether the collaborations have sufficient strategic, operational, and practice capacities to sustain collaboration activities (Lundin, 2007a; Sullivan, Barnes, & Matka, 2006). Lastly, using interview questions #16 through #20 (Appendix #5), the presence of conflict resolution practices were examined. Conflict resolution practices allow the collaborations to resolve disputes that may arise as goals shift in response to changing circumstances (Ashworth & Page, 2010; Crosby & Bryson, 2010; Mayer, 2012). Presentation of the findings begins with goal identification capacity.

Goal Identification Capacity. The first measure of collaborative capacity is goal identification. Effective collaboration requires that individual and shared goals be clearly understood and articulated (Crosby & Bryson, 2010; Davis & Cobb, 2009; Sullivan, Barnes, & Matka, 2006; Vangen & Winchester, 2014). After all, collaborating organizations do need to know what they hope to gain individually and what they hope to gain as they work together (Agranoff & McGuire, 2003; Crosby & Bryson, 2010; Hill & Hupe, 2009, Sullivan, Barnes, & Matka, 2006; Vangen & Winchester, 2014). Participant perceptions of goals were compared to statements in publicly available websites, such as the BB&BBQ website, which states that the goal of the rally, as a 501 (c) 3, is public service, specifically raising money to donate to local charitable organizations (www.bikesbluesandbbq.org/charities/, 2015).

All participants, in both dyads, were asked to identify what they perceived as the goals of the city and the goals of the rally. The research design is based on *a priori* coding, thus the interview questions #14 and #15 (Appendix #5) list a set of 5 options for participants and rank-order them in order of importance. These were chosen from a variety of tourism related goals drawn from the literature, and discussed in preliminary talks with city and rally individuals (Chartrand, 2000; Jamieson, 2004; Markusen, 2014; Markusen & Gadwa, 2010; Quinn, 2005, 2009). The choices were: 1) general economic development, 2) generating sales taxes, 3) to be a tourist destination, 4) to support local businesses, and 5) to provide a fun event for attendees. The importance of the goals to each organization was assigned by participants.

“Generating sales taxes” was identified by City of Fayetteville (COF) participants as the primary reason for the city’s participation in the collaboration, closely followed by “general economic development”. The goal identified as least important to the city was “providing a fun event for the public”. However, COF participants did perceive that “providing a fun event” is the

most important goal for Bikes, Blues and Barbeque (BB&BBQ). The next ranked goal that COF participants identified for BB&BBQ is “becoming a tourist destination”. An important disparity between COF and BB&BBQ was noted, as 5 of 7 COF participants perceive “making money” as the primary goal of BB&BBQ. One COF participant stated that the rally goal is to make money, but refused further discussion on the topic. A quote from that participant clearly makes the point.

*The bottom line for the rally is to make money.Um
..... All of those factors are a byproduct of finding a cool way to make
gobs of money*

“Generating sales taxes” was identified by BB&BBB participants as the primary COF goal. The quote presented below illustrates the perceptions of BB&BBQ participants of the city’s need for sales taxes.

*The city needs tax dollars to support what it does for the community.....
So tax dollars are number one from your list, but they are only the means to
an end, which is support for the community.*

Bikes, Blues, and Barbeque participants identified their own primary goal as “fun event for the public” with “tourist destination” second, and “economic development” a closely ranked third. Like most COF participants, 5 BB&BBQ participants mentioned making money as their primary goal (O’Mahony & Bechky, 2008). However, BB&BBQ participants qualify that statement by saying they raise money targeted for distribution to local charities. The following quote illustrates these perceptions.

*The whole point of this rally is to raise money for charityIn order
to make money to give to charity the rally supports providing a fun event
for attendees!*

That the organizations in Dyad 1 do not share perceptions about the goals BB&BBQ is illustrated in Table 7, below. According to Lundin (2007a), Racherla and Hu (2010) and O'Mahony and Bechky (2008), mutual understanding of individual goals increases the likelihood of aligning collaboration goals. However, goal alignment is not always easy. The following quote exemplifies the skepticism of some COF employees that BB&BBQ's goal is charity. It highlights differing goal perceptions found.

It is to make money. The bottom line for the rally is to make money. They say they are for charity, but ...ummm.....I don't think that the wellbeing of the city lies at their heart because I know some of the people personally that are involved, you know..... and I.....They don't strike me as ones that are going to fall on their sword to save me or anybody else..... And I think that that is an important point. Because the priorities of the city and the priorities of the rally promoter are not necessarily the same. That said, the city and the rally promoter have managed to collaborate to the point where we really have a long term and large successful event going on that meets the needs of the promoter and the citizens to the extent that we have not had a level of public outcry that is going to kill it.

Out of 8 BB&BBQ participants, 7 linked rally money-making to charitable donations. The next quote, from a BB&BBQ official, indicates that perspective.

Basically, our goals are to support local charities, and have a positive economic impact. These are our goals now and forever. We have peripheral benefits of ofthrowing a real good party, but that is not a stated goal, nor is it the important thing.

The findings indicate the presence of a perceptual split or misunderstanding about the primary goals of the collaboration in Dyad 1. Certainly COF participants indicate a level of skepticism of the rally's non-profit role (Agranoff, 2008; Cairnes & Harris, 2011; Grisham, Hanks, & Longoria, 2014). This finding has implications for the long-term sustainability of the

collaborations which will be discussed further at a later point. Presentation of the research findings moves now to Dyad 2.

City of Galveston (COG) participants indicated that the city's first goal is to remain a "tourist destination". This may be the means to the end of the second stated goal, which is "economic development". In close second, follow "sales taxes" and "fun event". All 7 COG participants identified the primary goal of LSR as "fun event" but all 7 linked "fun event" to making money. The rally is a for-profit business, as discussed in Chapter 2, and city participants are clear that the rally needs to make a profit to remain viable, as the following quote illustrates.

The goal of the rally is to make money. They are in it for the money. But making the event fun has to be number one for them. If it is not fun for the bikers they don't make money.

Participants from LSR generally identified "tourist destination as COGs primary goal and "sales taxes" as the second. The following quote, offering a slightly different goal ranking, presents the perceptions of one LSR staff member.

OK. This is it. The city needs sales taxes, but that's not first. This is a tourist town..... #1 is tourism, #2 fun event, #3 is taxes, #4 is local businesses, and #5 is general development. This is an island. They have limited space. They want you to come here and spend your money and then go away, but be sure and come back and spend more money (laughing).

When assessing their own goals, LSR participants listed "fun event" first, but all 6 linked that to "making-money" which they identified as their primary goal. The following quote is illustrative.

Look, this is our living. We are here to put on an event that makes money. If it didn't make money we wouldn't waste our time.

OK. But after that?

It is fun event. If the event isn't fun for the bikers we don't make money. Galveston is a tourist destination, but we want the rally to draw the bikers. I guess you could call them tourists. We want to support local businesses, so they are making money and are on board. The rest we don't care about. That is Galveston's business.

Both COG and LSR participants stated that remaining a “tourist destination” is the city’s primary goal. When responses are tallied, COG participants list “economic development” as their second goal, while LSR lists “sales taxes” as the city’s second goal. This perceptual split does not seem important. The literature says that the presence of differing organizational goals does not threaten goal survival unless it is extensive or difficult to resolve (Desrieux, Chong, & Saussier, 2010; Lundin, 2007a; Sullivan, Barnes, & Matka, 2006; Vangen & Winchester, 2014). This is not the case in Dyad 2. All of the participants display a clear understanding their own organizations goals, the goals of the other organizations, and the goals of the collaboration.

Goal Identification by Dyad. Table 7, below, presents the patterns of goal identification found in Dyad 1 and Dyad 2. In Dyad 1, 3 out of 7 COF participants were not able to identify collaboration goals, and 4 out of 7 could not identify city goals. They could not articulate why the city is involved with BB&BBQ. Furthermore, 2 out of 7 could not (would not) identify the goals of BB&BBQ. Rally participants clearly stated the goals of their organization and the goals of the collaboration, but only 4 of 8 clearly stated the goals of COF. Half of the BB&BBQ participants do not know what COF hopes to achieve by hosting the rally. These Dyad 1 findings are puzzling, and were examined further to see if commonalities, such as position in a hierarchy, could be observed (Jansen, Hocevar, Rendon, & Thomas; 2008). This did not prove to be the

case. The only commonality found among COF participants is skepticism about the non-profit 501 (c) 3 status of BB&BBQ, and an unwillingness to attribute goals to it other than “making money”. Skepticism of non-profits and their stated goals is discussed by Grisham, Hanks, and Longoria (2014), who suggest that such findings do not indicate lack of understanding of stated goals *per se* but rather disagreement that the stated goal is the actual goal (see also Agranoff, 2008; Cairnes & Harris, 2011; Lundin, 2007a & 2007b; Vangen & Winchester, 2014).

Table 7. Goal Identification by Dyad.

Goal Identification by Dyad		COF	BBB	COG	LSR
29.	Participants clearly articulate the goals of the collaboration*	Yes 4 No 3	Yes 8 No 0	Yes 7 No 0	Yes 6 No 0
30.	Participants clearly articulate the goals of <i>their own organization vis-à-vis</i> the rally	Yes 3 No 4	Yes 8 No 0	Yes 7 No 0	Yes 6 No 0
31.	Participants clearly articulate the goals of <i>the other organization vis-à-vis</i> the rally	Yes 5 No 2	Yes 4 No 4	Yes 7 No 0	Yes 6 No 0
32.	Participants chose a goal not on the <i>a priori</i> goals list (making money)	\$ Profit 5	\$ Charity 5	\$ Profit 7	\$ Profit 6
33.	Totals- Clear Goal Identification	Yes 12 No 9 (21 poss.)	Yes 20 No 4 (24 poss.)	Yes 21 No 0 (21 poss.)	Yes 18 No 0 (18 poss.)

*Numbers in the cells indicate the number of participant responses.

Such a lack of ability (or willingness) to identify collaboration goals is not observed in Dyad 2. All participants clearly identify their own organizations’ goals, the goals of the collaborating organization, and the goals of the collaboration itself. Lone Star Rally (LSR) is very clear that it is in business to make money. Misunderstanding this goal would be difficult, as

LSR is quite public about it. This is important because the Dyad 2 findings positively relate to collaboration stability (Henry, Lubell, & McCoy, 2011; Vangen & Winchester, 2014). However, clear understanding of individual and interorganizational goals does not mean that goals are easy to align. Goal conflict occurs, and will be discussed at a later point. The discussion moves now to the findings related to strategic capacity.

Strategic Capacity. Strategic capacity refers to the ability of collaborators to set broad goals and plan collaboratively. Examination of strategic planning practices is an effective method of determining if a collaboration has sufficient strategic capacity (Lundin, 2007a; Sullivan, Barnes, & Matka, 2006; Markusen & Gadwa; 2010; Mattessich, Murray-Close, & Monsey, 2001; Quinn, 2009). Strategic planning involves the selection of goals and objectives such as scheduling events in relation to resources available (locations, staff, facilities, and financial resources). Strategic planning, when well done, provides involved parties with a sense of ownership, and it may, according to Bramwell (1997, p. 167), “encourage stakeholders to work cooperatively”. Strategic planners must think about the planned event and also plan for contingencies (Bramwell, 1997; Sullivan, Barnes, & Matka, 2006; Quinn, 2010). Table 8, below, presents the research findings related to strategic capacity. The table is immediately followed by discussion of the findings. Participant responses indicate that strategic planning is collaborative, with the rally and city working closely together in both dyads.

Table 8. GCT: Strategic Capacity

Strategic and Governance Capacity		COF	BBB	COG	LSR
Individual Responses					
34.	<i>Strategic planning is collaborative**</i>	7	8	7	6
35.	<i>Strategic planning is done in advance</i>	7	8	7	6
36.	<i>Strategic planning is adequate</i>	7	8	7	6
Themed Responses in NVivo* (# of mentions)		COF	BBQ	COG	LSR
37.	Strategic planning is collaborative	44	57	43	26
38.	<i>Strategic planning is done well in advance</i>	46	56	51	37
39.	<i>Strategic planning is effective</i>	44	65	57	29
40.	Strategic planning sometimes fails to address some important issues	10	9	8	3

*Themed responses were obtained through KWIC searches in NVivo, and reveal no conflicting opinions amongst participants.

** Broad consensus among participants is indicated in *italics*.

That collaborators set broad interorganizational goals and plan together well in advance of each yearly event is clearly indicated in the individual participant responses and in the themes developed in NVivo. For the themed responses keywords and phrases that target strategic and governance capacity were used. These included: planning, too late, advance planning, ahead of time, forgotten, negotiation, all year, working together, sharing, not good enough, months in advance, way ahead, and starts in the spring. The results are shown in Table 8 (lines 34-36 and 38-39). The most notable difference found was in Dyad 2, where LSR participants indicate that they play a larger role in strategic planning than do COG participants. This is supported in Table 8 (line 37). Participants from COG maintain the perception of the strong planning role held by LSR, as the following quote from a COG participant indicates.

Lone Star does that. They plan all year. They take those plans to the city council for approval, and once in a while the city puts the cabosh on something, but it is not usually huge. Just requires a rethink.

Some of the participants in both dyads observed that strategic planning could be improved as is shown Table 12 (line 40) (Agranoff, 2008; Lundin, 2007b; Sullivan, Barnes & Matka, 2006). This was not a broadly shared perception. The negative comments found in the themed search in NVivo were directed to specific plans or incidences rather than overall direction setting. The findings indicate that, in both dyads, participants are generally satisfied with strategic planning processes. As one COF participant stated:

Once in a while something gets overlooked in the early planning sessions. We fix it and go on. We remember it for the next year.

The literature indicates that effective strategic planning influences operational and practice capacity and has positive implications for collaboration sustainability (Bryson, Crosby, & Stone, 2006; Lundin, 2007b; Meyers, Ricucci, and Lurie, 2001; Sullivan, Barnes, & Matka, 2006). This finding bodes well for the sustainability of the collaborations in both dyads.

Operational and Practice Capacity. Operational capacity refers to the ability to transform strategic plans to events in a manner that is effective and causes a minimum of confusion (Sullivan, Barnes, & Matka, 2006). Operational capacity refers practical decisions related to implementation issues such as access for emergency response teams, spacing vendor booths, and providing electricity for stages. Operational capacity includes planning for tax form dissemination, fire safety inspections, and effectively deploying emergency response teams through a crowd of more than 200,000 people gathered in a one-mile radius.

Practice capacity is different than operational capacity. Planning to have adequate manpower is operational planning. Actually having enough “boots on the ground” (Interview #

28, 06/23/2015) is a measure of practice capacity. For example, are there enough experienced fire inspectors available to insure that all vendor tents meet the requirements for electrical safety? Forms, processes, equipment, and communication tools (phone numbers, a phone to use, and someone to answer the phone) are components of practice capacity (Yan, 2011; Zach & Racherla, 2011). The following quote is an example of practice capacity made by a person trouble-shooting during the 2013 LSR. When asked whether it is clear whom to contact in specific circumstances, this participant replied:

Always. almost always (laughing). Last year a woman called here.... a biker actually her boyfriend called. She went into labor on the Strand and he was panicking..... I had to think about how to handle that one! She didn't want to go to the hospital. She wanted a midwife! I didn't have a midwife on my list of contacts and she had to go to the hospital in an ambulance. I have a midwife on my list this year!

Interview questions were designed to uncover participant perceptions of operational and practice capacities. Operationalization was accomplished in three ways. First, participants were asked whether clearly defined operational objectives and clear rules and regulations are in place. Second, they were asked whether they have the tools and equipment to meet their needs. Thirdly, they were asked about the ease of interorganizational communication during the rallies.

Table 9 which follows, presents the research findings addressing the operational and practice capacities in the case study dyads. All of the findings addressing operational capacity, except one, indicate broad consensus among participants that operational capacity is high. These findings may be seen in Table 9 (lines 42-45).

Table 9. GCT: Operational and Practice Capacity

Operational Capacity		COF	BBQ	COG	LSR
Individual Responses					
41.	Operational decisions are primarily collaborative	4	4	4	4
42.	<i>Operational decision-making is situational (sometimes collaborative, sometime not)**</i>	7	8	7	6
43.	<i>Participants make operational decisions alone</i>	0	0	0	1
44.	<i>Problems that come up in operations planning are solved collaboratively</i>	7	8	7	6
45.	<i>Planning calls are answered or returned quickly</i>	7	8	7	6
Practice Capacity		COF	BBQ	COG	LSR
Individual Responses					
46.	<i>Rally rules and regulations are clearly understood</i>	6	7	7	6
47.	<i>Job responsibilities are clearly understood</i>	6	8	7	6
48.	<i>Necessary skills and tools are available</i>	6	8	7	6
49.	<i>Problems that come up are “reasonably” easy to resolve</i>	7	6	6	6
50.	<i>Formal procedures are in place that guide how we get the rally set up.</i>	7	7	7	6
Operational and Practice Capacity					
Themed Responses in NVIVO* (# of mentions)		COF	BBQ	COG	LSR
51.	Operational decision-making is consensual when the issues involve both organization (developed to explore line 41 responses)	44	53	49	42
52.	<i>Interorganizational communication is open and easy</i>	44	52	57	53
53.	<i>The needed skills and tools are readily available</i>	38	44	56	47
54.	<i>The fire and police departments have set regulations and practices</i>	46	51	56	50
55.	<i>Formal procedures are in place that set out who does what and when</i>	39	43	54	45

*Themed responses were developed using KWIC searches in NVivo. Several approaches were utilized to adequately explore the construct.

** Broad consensus among participants is indicated in *italics*.

In both dyads, only 4 participants from each organization report that operational decision-making is primarily shared (Table 9, line 41). That finding indicates that some participants perceived that operational decisions are not always collaborative. This particular finding spurred the development of a KWIC search in NVivo. The findings from that search, presented in Table 9 (line 51), indicate that collaborative operational decision-making, while the norm, is situational. If the operational decision primarily involves one organization, the decision is made by that organization, and then checked with the other as deemed necessary. This finding is important because it indicates that the collaborations in the case study dyads are flexible, responsive, and they trust each other's decisions, which promotes collaboration longevity according to Sullivan, Barnes, & Matka (2006), Bryson, Crosby, and Stone (2006), and Lundin (2007a). Jamieson (2004) and Quinn (2005, 2010), specifically addressing large-scale event promotion, suggest that operational flexibility and trust stabilize public-private collaborations. Lack of trust results in decision processes that are too rigidly defined, according to these scholars, reducing the ability for collaborators to engage in creative problem solving. Lack of flexible problem solving capacity, according to Bryson, Crosby and Stone (2015), Thompson and Parry (2006) and Vangen and Winchester (2013), results in collaborations that lack the capacity to change with circumstances.

Participants report that level of practice capacity, as measured by scrutiny of interorganizational communication practices and the presence of clear rules and regulations, is high, as shown in Table 9, (lines 46-50). All participants report that the rules and regulations governing the motorcycle rallies are clear and that interorganizational communication is open and effective. No participants reported confusion regarding the rules and regulations that govern how they perform their job duties for the motorcycle rallies (Lundin, 2007a; Sullivan, Barnes, &

Matka, 2006). The following quotes make the point well. The first is by an LSR manager, and the second is from a COF official.

The city is very clear about their rules. The contract is clear, the permit application is clear. My rules for my staff are very clear.

It (communication) is sporadic in the planning stage. When it comes to early planning and operations we talk when we need to talk. But during the rally there is a lot of every moment communication between the city and the rally. That's what makes that's what makes it work.

In Dyad 2 a multi-year contract clearly indicates the responsibilities of the collaborating organizations. It sets out in detail what each organization is responsible for. The Special Events Permit, in Dyad 1, is not a formal contract, and must be renewed yearly, however, it also clearly defines the rights and the responsibilities for both organizations according to Dyad 1 participants. The following quote, from a police officer involved with rally coordination for COF from 2005 until 2015, is illustrative.

*The permit for use of public space is very clear about responsibly. These are formal procedures setting out responsibility and chain of command.
.....The permits are not really a contractbut in a way it is a yearly contract...because it spells out in it is really clear on who is responsible for every aspect of making a huge tourist event happen.
It is all in there.... And if a person still has questions all the phone numbers are listed.*

The interview questions (#37 and #38, Appendix #5) were designed to explore the issue of autonomous decision-making as a measure of operational capacity. The intent was to uncover whether collaboration members, while working on event promotion, had the autonomy to make decisions together without double checking with their parent organizations. Only 1 participant reported the authority to make autonomous decisions, and she hesitated, stating:

I can make decisions by myself. I don't like to. I try not to. With an event this big, it pays to check other people opinions.

The questions were not properly framed, as participant comments generally addressed *intraorganizational* capacity rather than *interorganizational* capacity (Lundin, 2007b). The findings indicate that most operational decisions are discussed with other members of the participants own organization before members of the collaborating organization are approached. This may be a technique participants use to preserve organizational autonomy or it may be a risk aversion technique (Bryson, Crosby, & Stone, 2006; Davis & Cobb, 2009; Lundin, 2007b; Sullivan, Barnes, & Matka, 2006; Pfeffer & Salancik, 1978, 2003). However, it may also be an effort to reduce interorganizational conflict in advance. The data collected are not sufficient to explore this finding adequately. Discussion of the research findings now moves to examination of conflict resolution practices between the organizations in the case study dyads.

Conflict Resolution Capacity. As noted in previous sections, not all participants were equally able to identify the goals of their collaborators and some of the Dyad 1 participants voiced skepticism of the stated goals of Bikes, Blues, and Barbeque (BB&BBQ). Failure to adequately align organizational goals may be a source of interorganizational conflict (Sullivan, Barnes, & Matka, 2006). However, it is certainly not the only source. The following quote, made by a BB&BBQ manager, in Dyad 1, is an example of resolution of the types of conflict that may arise when organizations involved in public-private tourist collaborations have differing objectives and/or are confronted with pressure from the external environment.

We listen at [sic] BB&BBQ. If the same issue keeps coming up we find a way to address it. However.....let me give you an example..... several years ago there were a lot of complaints about the Parade of Power... and I get it..... Families out on a Saturday afternoon...taking their kids to the Mall or the Library..... Traffic was congested for 3 hours and it seemed too much to the city..... So we (BB&BBQ) paid for an aerial survey of the parade route to see the number of people who come out and line the streets to wave at the bikers and to look. It was amazing. This is an example of how we worked out a disagreement. We could support our position because of the number of citizens supporting the parade by showing up. The city liked that but they also needed to support the citizens who wanted to do other things. So we changed the parade route, and now it starts at the Fairgrounds. We get a parade and the city gets unimpeded traffic. Everyone wins.

Three processes were used to operationalize conflict and conflict resolution procedures in the dyads. First, interview questions (#s 16-19, Appendix #5) examined the level of conflict perceived by participants and methods by which conflict might be resolved. This measure included whether a formal conflict resolution process was in place, and whether third parties have ever been used to resolve interorganizational conflicts. Second, after examining individual responses, NVivo was used for KWIC searches using key words and phrases derived by coding team efforts, which included: conflict, resolve, disagreement, differences, fight, argue, don't want the same things, can't do what they want, respective sides, it's better now, things work out, and it gets (got) worked out. Third, document analysis was utilized to substantiate both the presence of conflict and conflict resolution, particularly to determine if resolution involved changes in resource allocations. Patterns of conflict and conflict resolution have not been the same in the case study dyads. Discussion of the findings, which are presented after Table 10, begins with Dyad 1 and then moves to Dyad 2.

Table 10. Conflict Resolution Capacity in the Dyads

Conflict Resolution		COF	BBQ	COG	LSR
Individual Responses					
56.	<i>Interorganizational conflict is inevitable**</i>	7	8	7	6
57.	<i>Most conflicts are small, and get worked out in planning</i>	7	8	7	6
58.	<i>Conflict resolution is informal</i>	7	8	7	6
59.	<i>Conflict resolution is formal</i>	0	0	0	0
60.	Serious interorganizational conflict has occurred	0	0	7	3
61.	Serious conflict caused major changes in the collaboration	0	0	5	3
62.	Formal conflict resolution practices are in the contract/permit	0	0	6	6
63.	Formal conflict resolution practices were developed after major conflict	0	0	6	5
64.	<i>Third parties have been used for conflict resolution</i>	0	0	0	0
Themed Responses in NVivo* (# of mentions)		COF	BBQ	COG	LSR
65.	Interorganizational conflict is inevitable	43	44	47	35
66.	Small conflicts get worked out in planning	34	39	46	37
67.	There is a quasi-formal process for serious conflict (but we do not need it)	12	11	21	17
68.	Resolving conflicts has made the rally better than it was beforehand.	9	8	26	22

*Themed responses were developed using KWIC searches in NVivo. Several approaches were utilized to adequately explore the construct.

**Broad consensus among participants is indicated in *italics*.

As shown in Table 10 (lines 56-59), all of the participants in both dyads perceive that interorganizational conflict is inevitable, but also that current disagreements are small, and tend to be worked out in planning, as the following quotes, the first from BB&BBQ upper-level management and the second from a City of Fayetteville (COF) police official, indicate.

In the early planning of every rally there is some back and forth about things..... But it gets worked out.

It is about communication and compromise, especially when you have a relationship that has lasted 15 years. I have been involved in lots of conflict in 28 years on the police force, but I don't remember any serious conflict with BB&BBQ. We work it out before it gets big enough to call conflict.

Two Dyad 1 participants independently addressed the same past higher level conflict, and linked this example to a specific, but unnamed, elected official. The first quote is from BB&BBQ and the second from the COF. The question was “Does more serious conflict between the city and the rally ever happen?”

Hum this really depends on who the mayor is. We had a Mayor who Um..... No, I'm not going to say his name, but he hated the rally. He thought it was low class, he didn't want Fayetteville branded as a motorcycle town, and the money it brought in didn't matter to him. The council fixed it.

*Sometimes what the guys want..... the rally guys..... simply can't happen. Sometimes, like under the former Mayor, the answer was no more often than yes. The rally survived because some of the Council and some of the founders fought him tooth and nail, butum.....um..... sometimes it was a close, call, oh my, yes.
Would you like to explain more?
Oh, I think I have gone far enough (laughing).*

Participants indicated knowledge of this council action, however, no record was found of a vote being taken in the COF city council documents. This may suggest the presence of a network of high-level actors who solved a problem. Participants were asked whether a formal conflict resolution process was used. Most Dyad 1 participants, answered either that there was not a formal process or that they were not aware of one. However, several participants described a rarely used conflict resolution process (Table 10, line 67) that could be called a quasi-formal

process as described by Mayer (2012). The following quotes, the first from BB&BBQ and the second from a high ranking officer of the Fayetteville Advertising and Promotion Commission, are illustrative.

No, I've never heard of formal well sort of. When there is disagreement the members of the board and the city sit down and work it out. I mean they have a meeting in a room sometimes and sometimes it's just meeting over coffee. But there is nothing like a dispute resolution process.

Well, that depends. Not really formal, but in a way. There might be a meeting and everyone involved sits down and talks. So, to that extent it is formal, but not more than that. Mostly it might be a couple of guys at Maxine's or somewhere like that.

Does it depend on what the disagreement is about?

Well, sure. Big things get a "sit down". Little things get a "visit".

Dyad 1 participants indicated that a third party has never been necessary as the following quote from an official from the COF Parking and Transportation Department illustrates.

What do you mean?

(Interviewer) Oh, a mediator or conflict negotiator.

(Laughing really loud) Heavens, no. We do not need that.

Resolution of interorganizational conflict in Dyad 2 has been different than observed in Dyad 1, as the following example demonstrates. In March of 2008 Lone Star Rally and the COG, negotiated over the continuance of the rally. Keeping the rally in Galveston was not assured. Key conflicts preventing the organizations from achieving sufficient goal congruence to maintain collaboration stability included payment of city fees, issuing of city permits in a timely manner, policing, noise, and the then rally managing directors "combative relationship" with city employees (Interviews # 21, 11/03/14; #19, 11/03/14). In return for permission to hold the rally the promoter (at the time) agreed to reduce vendor overflow into unapproved spaces on the

Strand and the Seawall, to inform attendees of noise restrictions, and to provide signage about noise and speed limits on rally ride routes in the city. The agreement also addressed beginning and ending times for live music events on the Strand and the Seawall. Perhaps the most significant concession made by the rally promoter was to take control of non-police security forces working the events away from the promoter and assign that responsibility to the COG Chief of Police (Interview # 21, 11/03/14; www.bikerornot.com/Event/5463, 2015).

These negotiations, designed to resolve the conflict over city controlled resources seemed to have stabilized the collaborative relationship in Dyad 2. However, on September 13, 2008 Hurricane Ike made landfall on the northern end of Galveston Island. It devastated the island, and threatened the future of LSR in that location. As a result of damage to local infrastructure, on October 20, 2008 the dates for the rally were pushed back a month to December 11th -14th. Lone Star Rally publicly supported COG, as the following excerpt, written by LSR, and published in Cycle Trader, an online news source for bikers, indicates (www.blog.cycletrader.com/2008/09/lone-star-bike-rally-in-galveston-texas.html, 2015).

The Lone Star Rally will now be the "Rally to Rebuild"! Our goal is to help serve our community. We call on the entire biker community to come to Galveston and participate in the programs now listed on our web-site www.lonestarrally.com. It has never been more important! It is our opportunity to help give back to the citizens who have happily welcomed us for seven years. They need us! Let's jumpstart their economy!

In spite of such public expressions of support for COG, and the attempt to encourage attendees to come to the rally, LSR lost money during the 2008 rally. According to the COG Police Department, attendance dropped from a high of 486,000 in 2007 to around 9,000 in 2008 (www.galvestonpolice.net/official/, 2015). Hurricane Ike was responsible. Additionally,

according to participants and to public records public support for LSR was wavering (Interviews: # 18, 11/03/2014; #16, 07/14/2014).

On February 26, 2009, only two months after the 2008 rally, the COG City council agenda action item #12 was a motion for the city to consider seeking a Request for Proposal (RFP) from motorcycle rally promoters other than Lone Star Rally for 2010, 2011, and 2012. Two council members voted to seek RFPs, three voted against, and one abstained. Five local citizens spoke against keeping the current rally promoter and in favor of seeking RFPs. The motion failed for lack of four affirmative council votes. The minutes of this council meeting may be found in Appendix #22. While the city did not vote to issue an RFP, the collaborators were not immediately able to resolve their interorganizational conflicts. On October 26, 2009, the rally promoter stated “I’m fed up. If I don’t seen an earnest effort by January 15 we are finding a new city” to reporters at KHOU.com, an online news outlet for the Houston area. From the perspective of LSR, a key issue was the city’s slowness in issuing the special event permit necessary for the rally to take place (www.khou.com/story/news/local/2014/07/10/11176176/, 2015). In the first nine years of operations a special events permit was used. Failure to issue a permit could be, and was, interpreted by LSR as COG dissatisfaction with the rally.

Resolution of this high level conflict included development of the formal contract that now governs the collaboration in Dyad 2 organizations and appointment of a new LSR managing director. Thus, each organization made concessions. Under these terms the COG City council signed the first contract with LSR on November 4, 2011. The current contract covers the rally through 2016. Both the initial contract and the subsequent contract are included in the appendices as #23 and #24. Interview comments indicate that participants are aware of this past

conflict. The following comment, made by a COG official, describes that conflict and its resolution.

Umm...This particular promoter has done a good job with Lone Star. Prior to her involvement.... her predecessor....didn't do a very good job, and the city was considering telling them that they had to cease and desist. I don't remember his name..... Actually, I do remember, but I am not going to say..... Nevertheless, he was asked to move on with a little push from the city. They brought in _____, and she is very different. She has done a wonderful job.....The negotiation was that if they want to be here we get a promoter who treats people ok. Part of that is that we now have a contract that sets it all out, but it also gives us room to work out the details..

A serious past interorganizational conflict threatened the survival of Dyad 2, which was successfully resolved. What, if anything, does that conflict indicate about current levels of interorganizational conflict? In Dyad 2, 6 of 7 COG and all 6 LSR participants indicated the occasional presence of current interorganizational conflict. A KWIC search in NVivo indicates the most frequent key phrase found to be “it gets worked out”. The following excerpts illustrate participant perceptions of the current low level of interorganizational conflict found in Dyad 2.

Little things. The bigger things get worked out in advance... There may be some back and forth in the planning stages..... We communicate pretty well from what I see.....

Sure. I think I already mentioned the seawall. And sometimes the noise In residential areas causes problems. We work it out.

Oh, well..... the city and the promoter have different objectives..... they have to compromise. But it generally works out.

All of the Dyad 2 participants verbalized awareness that there is now a contract that spells out the rights and responsibilities of both organizations. The quotes below, the first from COG and

the second from LSR, are illustrative of many participant comments regarding the contract and its connection to formal conflict resolution processes.

You know, we have a sort of formal process in place because our contract with the rally tells what should happen if there is disagreement.....

Yes. There is a sort of formal process in place. It is written into the contract that if high level conflict does arise we have to have the ability..... to talk and to work it out.

In conclusion, research findings for Dyad 1 indicate that interorganizational conflict is managed through conflict avoidance, advance planning, and informal or quasi-formal conflict resolution processes. For Dyad 1, this finding strengthens the findings related to strategic and governance capacity, and is associated with the ability of boundary-spanning actors to avoid or reduce interorganizational conflicts (Bryson, Crosby, & Stone, 2006; Markusen, 2014; Mayer, 2012; Noble & Jones, 2006). The Dyad 2 findings show that, at one time, the collaboration had a level of interorganizational conflict that threatened collaboration survival. Resolution of that conflict involved appointment by LSR of a new Managing Director and a contract agreed to by both parties that spells out the rights and responsibilities of each organization. Interestingly, the contract does not attempt to regulate all aspects of each annual rally, but rather sets “patterns of responsibility” (Interviews # 20 & #21, 11/03/14). Currently interorganizational conflict in Dyad 2 is characterized as low level conflict that, similarly to the conflict observed in Dyad 1, is prevented or resolved in advance planning meetings. The findings reveal that conflict resolution practices have been successful in both dyads, although they have taken different patterns.

Factor Five: External Stakeholder Influence over Collaboration Actions

Both resource dependence theory (RDT) (Arya & Lin, 2007; Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Drees & Heugens, 2013; McNamara, Pazzaglia & Sonpar, 2015; Pfeffer & Salancik, 1978, 2003), and goal congruence theory (GCT) (Cairnes & Harris, 2011; Lundin, 2007b; Meyers, Ricucci, & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham 2012) state that collaborations are susceptible to pressures from organizations or individual actors in their the external environment. This is particularly notable in cross-sector collaborations and in situations where collaboration goals or actions may be controversial (Bryson, Crosby, & Stone, 2006; Cairnes & Harris, 2011; Grisham, Hanks, & Longoria, 2014; Meyers, Ricucci, & Lurie, 2001; Ott, 2012; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham 2012).

If sufficiently powerful, external stakeholder pressure may change the way resources are allocated to the extent that collaboration survival may be threatened. External stakeholders may withdraw resources or support, or require that certain conditions be met in order for support to continue (Davis & Cobb, 2009; Lundin, 2007b). The number of stakeholder interests and issues in an urban setting is likely very large. However, stakeholders (individual, group, organization) are not equally able to exert pressure on a collaboration (equally salient), nor are they concerned with the same issues (Grisham, Hanks, & Longoria, 2014; Pfeffer & Salancik, 1978, 2003).

Operationalization of external stakeholders' ability to influence resource allocation and, thus, collaboration goals, uses Mitchell, Agle, and Wood's (1997) framework that categorizes stakeholders into three types. First, latent stakeholders are groups or individuals concerned with issues that are perceived by policy makers as legitimate. They will be listened to, but typically cannot force an immediate policy response. Second, expectant stakeholders are groups or

individuals concerned with issues that are perceived, by policymakers, as both legitimate and urgent. These stakeholders receive more attention than expectant stakeholders, however, they also cannot force immediate policy changes. Third, definitive stakeholders are groups or individuals concerned with issues that are perceived as both legitimate and urgent, and who do have the power to force policy makers to respond. They are salient, and response to pressures from them is likely (Bryson, Crosby, & Stone, 2015; Markusen, 2014; Mitchell, Agle, and Wood, 1997). The framework is useful because it addresses the capacity for stakeholders to increase (or decrease) their ability to affect collaborative actions. For example, if general public opinion becomes consolidated and targeted the general public may become a definitive stakeholder in the eyes of policymakers. The capacity for the general public to force policy responses was found in Dyad 2, and will be discussed, below.

Interview questions #20 and #24 through #30 (Appendix #5) were designed to examine the power of stakeholders to affect resource allocation decisions. Changing the resources available to a collaborations changes the goals of the collaboration by limiting the number of options available. In this context, external stakeholders may attempt to influence which public spaces are available for vendors and concerts, the dates of rally operation, traffic flows, access to local businesses, and the timing of music events (to meet noise ordinance standards). Participants were asked, first, the extent to which general public opinion influenced resource allocation and affected collaboration actions. They were then asked if they could identify specific individuals or groups with the power to influence the motorcycle rallies by causing changes in use of public space, traffic flows, and dates of operation. Participants were encouraged to identify definitive stakeholders by being reassured of the privacy of their answers. Additionally, to identify key definitive stakeholders KWIC searches in NVivo exploring the ability of external stakeholders to

affect the collaborations were utilized. The searches focused on words and phrases developed by the coding team such as “changes, hot shot, call the shots, important guy, important business, has high level connections, big wig, traffic, traffic problems, traffic bottlenecks, dislike motorcycles, noise ordinance, and thinks it’s low class” were utilized.

The Salience of General Public and Business Community Opinion. Non-specific public opinion was not perceived as important to resource allocation or goal congruence in Dyad 1. Only 2 city participants and 3 rally participants stated that generalized expressions of public opinion would impact collaboration plans and actions. These findings may be found in Table 11, below (line 69). The three Dyad 1 quotes presented below directly relate to Mitchell, Agle and Wood’s (1997) framework for assessing stakeholder salience. The first quote addresses general public opinion and identifies the University of Arkansas (U of A) as a definitive stakeholder. What the U of A wants *vis-à-vis* BB&BBQ is not public opinion. The quote is used because it supports the Mitchell, Agle, and Wood (1997) framework for stakeholder salience.

It’s like complaining about Wal-Mart. Complaints are expected, but don’t accomplish much. Well.....let me back up. If the complaint was serious, if it was something the city had a legitimate reason to get involved in..... if it involved a lot of citizens.....not just the complainers or if it involved someone with a specific concern and a lot of local clout, then, yes, public opinion get action. If it was the University it would be acted on.

Some of the public loves the rally and some don’t.Tthis is important..... the objections are usually about noise, or that it’s a low class event..... these are nebulous, nonspecific quarrels. If there were a specific issue the city would ... orif public opinion was consolidated we would pay attention. If the business community makes a real case that it is hurting, then the city would pay attention.

Local opinion hum the public in general probably not much. They could if they organize, but that hasn't happened... partly because the public has gotten used to the rally. Public opposition used to be higher than it is recently. The only time public opinion reached a level that it affected rally planning was about the parade from the Mall that blocked crosstown traffic for about 4 hours, and the city responded by requiring the rally to change the route and that does not happen anymore.

Less than half of Dyad 1 participants indicated that public comments in city council meetings or by the general business community affect collaboration actions. These findings are presented, below, in Table 11 (lines 69-71). In Dyad 2, perceptions of the relevance of public opinion are different. All of the Dyad 2 participants perceive that general public opinion has an effect on the motorcycle rally, as the following quotes indicate.

We have an ordinance about noise after midnight. The bikers can be fined if they are cruising the neighborhoods after then. Citizens pushed on the council until they got that one, I think. That washum..... maybe only the second year.

Anything more recent?

Traffic flow from Houston. There are only two ways on and off the Island and bikers used to clog it up. That's not the way it works anymore. People have to be able to get to work, to the hospital, and like that.

This promoter listens to the public. The other promoter.....the one ... um... prior to this one was not a fan of public opinion but they have a lot of meetings where the public can come and talk to the city and the rally together, and they do care about citizens and about the business community as well.

These quotes directly link public opinion to the presence of goal conflict in Dyad 2, as discussed previously. The damage to COG by Hurricane Ike (2008), consolidated general public opposition to LSR. Non-specific complaints related to the perception that “the current managing director was not interested in Galveston, and Lone Star was benefiting the promoters, but not

Galveston” (Interview # 24, 2/12/15), became targeted and specific, and thus moved the complainants from expectant to definitive stakeholders.

It was citizen complaints..... citizen the only word I can come up with is “outrage” at the old promoter is why we got a new managing director. She seems very good at responding to citizens and to local businesses. Our businessmen are part of the public. The Mom and Pops are people who live on the island. They are the public, too.

The negotiated result, previously discussed, was appointment of a new managing director, development of a multi-year contract, and changes in tax collection methods. This ensured that citizen complaints about the previous managing director were addressed, that COG benefited financially, and that LSR was assured of operations in the foreseeable future. One COG official, when asked to give an example of rally changes that are the result of public opinion, stated:

..... Um..... Motorcycles on the beaches would be good. We used to let them ride all up and down the beaches all over the place. That’s no longer the case. Our beaches are our livelihood. The public insisted that we can’t let them be trashed or harmed.

So, no riding on the beaches.

No. That’s not it. They can. Lone Star needed that. The bikers come for the beaches. If we cut that off Lone Star loses numbers. But it is in defined places where we can control the traffic and the trash, and not in protected areas.

The quote above clearly illustrates a change in the resources available to LSR that was insisted on by COG, in response to citizen demand. It also illustrates a resource allocation concession made by COG to LSR to help it remain attractive to attendees. This indicates that COG perceives that it benefits from the presence of LSR. This type of negotiated settlement has positive implications for collaboration stability (Bryson, Crosby, and Stone, 2009; Huxham, 1996; Sullivan, Barnes, & Matka, 2006; Vangen & Winchester, 2014).

Table 11. The Salience of General Public and Business Community Opinion

The Salience of General Public Opinion		COF	BBB	COG	LSR
Individual Responses					
69.	Public opinion, in general, has a large impact on the collaboration	2	3	7	6
70.	Public comment in city council meetings affects the collaboration if it is targeted.	3	4	7	6
71.	The general business community shapes actions taken by the collaboration	3	3	7	6
Themed Responses in NVivo*		COF	BBB	COG	LSR
72.	Public opinion does not shape actions because the rally is institutionalized.	34	39	6	9
73.	The public is invited to participate in rally planning meetings	0	0	45	49
74.	<i>Public opinion is important if a lot of people target a specific issue**</i>	47	47	49	45

*Themed responses were developed using KWIC searches in NVivo. Several approaches were utilized to adequately explore the construct.

**Broad consensus among participants is indicated in *italics*.

The findings in Table 11 (lines 69-71), presented above, clearly show that participants from Dyad 2 emphasize the ability of the general public and business community to affect allocation of resources and thus, the goals of the collaboration. This is not the same pattern as is observed in Dyad 1, where neither general public opinion nor the business community are perceived by participants to affect the collaboration. What emerges from the NVivo themed searches is the perception, in Dyad 1, that public opinion is less salient currently than in the past because the rally has become institutionalized (Table 11, line 72). This perception was rarely voiced in Dyad 2, where public opinion is actively solicited by the collaboration. The general public is invited to participate in early rally planning meetings (Table 11, line 73). Participant perceptions of the salience of the general public is not the same in the dyads. Neither are participant perceptions of the salience of key individual or group stakeholders.

The Salience of Key Individuals and Groups. The findings reveal the presence of definitive stakeholders in both dyads (Table 12, lines 75-77). Dyad 1 responses indicate that specific complaints made by powerful key actors, are important and will be responded to (Mitchell, Agle & Wood, 1997). Themed searches were developed, in NVivo to explore the stakeholders identified in individual responses. The themed searches suggest that the power of key stakeholders to shape collaboration actions is much stronger in Dyad 1 than in Dyad 2.

The criterion was participant perceptions of the ability of specific stakeholders to influence the resource allocation actions and the goals pursued by the collaborations. The following quote, made by a BB&BBQ official aptly illustrates the findings for Dyad 1.

Well the University (of Arkansas) does. They control Baum Stadium and they set..... no rally on football days. At one time the rally was set for the A&M day and it was going to be played in Dallas, and when A&M came into the SEC that year we had to change the dates that year..... I..... Also the churches..... we help the vendors check out by midnight on Saturday, and _____ is out at 2:00 in the morning.... they start that early..... cleaning the parking lots all up and down Dickson and Maple so when church services start..... really the goal is to have it pristine by 8:00 am. So I guess they really can influence planning... because a lot of planning goes into that (laughing)!!! This year... I saw _____ working on that and they had it finished by 7:00 am.

Table 12, below, illustrates the presence of external stakeholder groups perceived by participants as having the power to influence resource allocations and the goals the collaborations are hoping to achieve. It also shows that the influence of key stakeholders is highly situational. For example, the following quote emphasizes the importance of the Galveston Island Port Authority to Dyad 2.

The Port Authority has a good bit of influence. They control some of the parking lots and space near the Strand. The Cruise lines don't care They are booked months in advance. What they do care about is that departing passengers have access to the ships. The Port Authority has some influence on that and the city has some. They are here all year, and we have to work with that.

Table 12. The Salience of Individuals and Organizations

The Salience of Key Stakeholders		COF	BBB	COG	LSR
Individual Responses					
75.	Specific local businesses shape actions taken by the collaboration**	7	8	0	0
76.	The University and the Churches shape actions taken by the collaboration**	7	8	0	0
77.	The Port Authority and the Hospital shape actions taken by the collaborations**	0	0	7	6
Themed Responses in NVivo*		COF	BBB	COG	LSR
78.	Local higher education has influenced collaboration actions (dates/locations)	47	56	0	0
79.	A specific local business has influenced collaboration actions	54	78	0	0
80.	The churches in the Dickson Street area have influenced collaboration actions	47	64	0	0

*Themed responses were developed using KWIC searches in NVivo. Several approaches were utilized to adequately explore the construct.

** KWIC searches were conducted to further investigate individual responses.

In Dyad 1, participants from the COF and BB&BBQ named one specific business, located on Dickson Street, as having influenced actions taken by the dyad. In response to this stakeholder the collaboration altered street closings, traffic flows, and parking to facilitate access for its customers. Additionally, churches in or near the Dickson Street neighborhood have the power to influence the collaboration. For example, BB&BBQ ends at midnight on Saturday and volunteers spend the rest of the night cleaning up church parking lots and surrounding areas, to

be ready for Sunday morning services. In Dyad 2, LSR makes sure that general public access to the hospitals and the cruise lines is not blocked by vendors selling their wares or bikers attending the rally. These are negotiated actions that accommodate the demands of definitive stakeholders.

The findings clearly indicate that, in Dyad 1, the general public did not have salient influence on resource allocation decisions affecting collaboration actions but key local stakeholders appeared to have such influence. Important public concerns, according to Dyad 1 participants, were addressed in previous years, but were not now sufficiently salient to garner current responses. This is not the case with key local stakeholders, who continue to influence the use of public space and other collaboration actions during each annual rally. The opposite pattern is reported by participants in Dyad 2, where the general public not only has the power to influence collaborative actions, but is invited to participate in planning. Key local stakeholders had, in the past, concerns with resources such as traffic patterns allowing access to the hospital and the cruise lines. Their concerns were addressed by the collaboration, and have required little further accommodation.

The findings about definitive stakeholders are cross-sectional data, gathered at the time of the interviews, and they do not allow firm conclusions about the impact of key stakeholders over time. However, inferences may be made, as participants in both dyads have been involved more than ten years. Participants referred to the ongoing influence of key stakeholders, such as the University of Arkansas (Dyad 1) and the Galveston Island Port Authority (Dyad 2). What the literature suggests is that stakeholders vary in what they expect depending on their social and political context (Meyers, Ricucci, & Lurie, 2001; Pfeffer & Salancik, 1978, 2003). Sustainable collaborations foster good stakeholder relationships and respond to definitive stakeholders in the social and political environment within which they operate.

Conclusion

The findings based on research factors discussed in this chapter were drawn from two bodies of theory: RDT and GC). The unique combination of these two bodies of literature allowed the researcher to examine public-private collaborations in a systematic and rigorous fashion, still largely absent in the collaboration scholarship. Given the importance of tourism for many urban areas, the findings highlight the importance of the research, as it contributes to the literature, and creates a framework for policy practitioners to evaluate current and potential collaborative ventures.

The discussion moves now to Chapter Six, and looks specifically at the implications of the findings on interorganizational goal congruence and collaboration sustainability both academically and practically as suggested by Bryson, Crosby and Stone (2015), Thompson and Parry (2006) and O’Leary & Vij (2012).

Chapter Six: A Summary of the Findings and Implications for Collaboration Sustainability

The purpose of this dissertation chapter is to discuss the research findings as they address three objectives. The first objective is to combine resource dependence theory (RDT) and goal congruence theory (GCT) to extend our understanding of how collaborating organizations align their respective organizational goals and manage their interdependencies in complex, urban, inter-sectoral, environments (Bryson, Crosby, & Stone, 2006, 2015; Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Myers, Ricucci & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Pfeffer & Salancik, 1978, 2003). Second, the dissertation applies RDT and GCT to a level of government where the academic literature is scarce. Third, a replicable, literature-based, framework is developed that furthers our understanding of goal alignment and goal congruence in urban cross-sector collaborations (Bryson, Crosby, & Stone, 2015; Ryan, Mottiar, & Quinn, 2012). The framework also has practical applications, in that it may be used by urban policy-makers to guide their evaluations of potential collaborators and proposals. The research is important to policy practitioners because of growth in the number of urban public-private collaborations promoting large-scale annual tourist events such as these. The incentive to collaborate is the perception that there is economic opportunity linked to expansion of local tourism (Becker & Patterson, 2005; Colomb, 2012; Jamieson, 2004; Markusen, 2014; Pratt, 2005; Quinn, 2010; Spirou, 2011; Timur & Getz, 2008). The danger to practitioners is the consequence of failure if a cross-sector

collaboration cannot align organizational and collaborative goals sufficiently to achieve its objectives (Bryson, Crosby, & Stone, 2015; Ryan, Mottiar, & Quinn, 2012). This study was guided by the following research question:

What factors allow public-private collaborators at the municipal level to align their independent goals sufficiently to achieve interorganizational goal congruence and thus maintain the stability of the collaboration over extended periods of time (Casciaro & Piskorski, 2005; Bryson, Crosby & Stone, 2009; Davis & Cobb, 2009; Lundin, 2007a, 2007b; Markusen, 2014; O’Leary and Vij, 2012; Pfeffer & Salancik, 1978, 2003; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2012)?

Framing the Research

Bryson, Crosby, and Stone (2015) suggest that more work needs to be done on building replicable theoretical frameworks that add to the literature and serve as guides for policy practitioners engaged in, or proposing to engage in, collaborations (see also Markusen, 2014; Racherla & Hu, 2010; Zach & Racherla, 2011). This dissertation accomplishes that task in a specific context. The case study settings are two urban motorcycle rallies, discussed in depth in Chapter Two, that have been in operation for fifteen and fourteen years, respectively. Dyad 1 is the City of Fayetteville, Arkansas (COF) and Bikes, Blues & Barbeque (BB&BBQ). Dyad 2 is the City of Galveston, Texas (COG) and Lone Star Rally (LSR). Participant perceptions were gained through the use of 28 semi-structured interviews, 15 in Dyad 1 and 13 in Dyad 2. The interviews were analyzed by an independent coding team, whose efforts formed the basis for

development of themed KWIC searches in NVivo. The themed searches grouped the interviews and allowed investigation of mitigating factors to emerge. A large variety of publicly available documents were used to validate participant perceptions.

The generalizability of the research is acknowledged to be limited because the research is qualitative and because of the specificity of the research setting. Nevertheless, the implications of the findings go beyond this particular policy niche. The findings indicate that factors leading to goal congruence in this context may apply to collaborations in general, especially those in the tourism industry (Bryson, Crosby, & Stone, 2015; Sullivan, Barnes, & Matka, 2006). According to Guba and Lincoln (2005) no one has satisfactorily explained how criteria assessing quantitative research may be applied to qualitative research. Guba and Lincoln suggest that qualitative research be assessed using the framework of credibility, transferability, dependability, and confirmability.

Summary of the Research Findings

Complex interorganizational relationships were observed in both dyads. Important similarities were found, but also differences indicating that the relevance of some of the research factors may be situational. This summary of findings uses the factors to assess the collaborative relationships in the dyads. The implications of the findings for the literature, for the sustainability of the collaborations, and for policy practitioners are addressed factor by factor.

The factors drawn from RDT include, the 1) power imbalance, and 2) mutual dependence relationships between collaborating organizations, and, 3) the utility of constraint absorption

techniques (such organizational interlocks) that organizations may use to protect individual or shared interests (Casciaro & Piskorski, 2005; De Socio, 2007; Ishihara, 2014). From GCT, comes factor 4), which examines the extent to which collaborative capacities (goal identification, strategic planning, operations, and conflict resolution) affect collaboration outcomes (Lundin, 2007a, 2007b; Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002). Factor 5), the extent to which external stakeholder pressures influence resource allocations and thus affect goal alignment in collaborative relationships is found in both RDT and GCT (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Lundin, 2007a, 2007b; Sullivan, Barnes, & Matka, 2006; Pfeffer & Salancik, 1978, 2003; Vangen & Huxham, 2012). Presentation of the research findings begins with factors one and two.

Factors One and Two: Power and Dependence in Interorganizational Relationships

The RDT literature suggests that organizational control of certain resources and dependence on other resources is important to interorganizational relationships. If two organizations are mutually dependent it encourages them to work together. Successful collaboration is contingent on balanced resource exchanges with collaborators believing that the more powerful organization is not trying to usurp control of the relationship (Pfeffer & Salancik, 1978, 2003). Consequently power was operationalized, in this context, as participant perceptions of control over three key resources: location, the presence of local private-sector amenities, and large-scale event management experience. Organizational dependence was operationalized as participant perceptions of need for those same three key resources (Ashworth & Page, 2010; Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Pfeffer & Salancik, 1978, 2003). Other

resources important to collaboration stability were operationalized by examining the extent to which the dyads negotiate over safety ordinances, permitting for use of public space and other relevant city ordinances (Davis & Cobb, 2009; McNamara, Pazzaglia & Sonpar, 2015). The extent to which the cities are willing to relinquish control is a measure of their level of dependence on the rally.

Initial findings, in Dyad 1, the City of Fayetteville (COF) and Bikes, Blues, and Barbeque (BB&BBQ), suggest that power is slanted in favor of the rally for two reasons. First, COF does not fully control rally location, as there is an alternate resource provider available to BB&BBQ. Second, the alternate resource providers do not have other amenities critical to hosting a rally, primarily a viable entertainment district. However, that resource is within easy reach of the COF's Dickson Street Entertainment district. Thus, irrespective of where the rally is located, COF must provide policing (resources) for rally attendees regardless of whether it remains in the collaboration. The RDT literature suggests that this exerts pressure on COF to retain its current role (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; McNamara, Pazzaglia & Sonpar, 2015; Pfeffer & Salancik, 1978, 2003). Second, McNamara, Pazzaglia and Sonpar (2015) argue that event promotion experience and skills are a scarce private-sector resource. Rally promoter control of this resource should create a dependency for COF. However, it is important to remember that scarce management skills are irrelevant if they are not needed.

Dyad 1 participants perceived that COF is not dependent on the sales tax revenue generated by rally attendees. Tax revenues generated by BB&BBQ vendors and attendees are appreciated, and would be missed, but they are not critical to the city's ability to either attract other tourism ventures or to stabilize its budget (Interview #9, 6/18/2014). Table 1, Chapter Two, showed that education services comprise 30.7% of COF's economic activity, while culture and

entertainment services make up 12.9% (BOC, 2015a & 2015b). The relational power of COF is enhanced because it is not dependent on the rally for tax revenues (Casciaro & Piskorski, 2005; McNamara, Pazzaglia & Sonpar, 2015).

The balance of power in Dyad 1 is further demonstrated by negotiations over the use of public space and alcohol consumption. For example, while COF grants annual noise ordinance variances for BB&BBQ it has never granted a variance allowing alcohol consumption outside of previously established parameters. This favors COF's interests as it lessens the burden on the COF police department (Interview #9, 6/18/2014). Participants from COF and BB&BBQ suggested that if the collaboration were to collapse, the city would not seek another promoter. However, as long as BB&BBQ is in operation, COF has an incentive to stay in the collaboration (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Pfeffer & Salancik, 1978, 2003). Dyad 1 findings, overall, suggest that the power and dependence relationships in the dyad are balanced, but precarious (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Drees & Heugens, 2013; Hillman, Withers, & Collins, 2009; McNamara, Pazzaglia & Sonpar, 2015; Pfeffer & Salancik, 1978, 2003). Support for BB&BBQ is not uniform among city employees.

This perception is derived from responses by high-level COF participants who indicated that the city would not be unduly distressed if BB&BBQ ceased to exist. As discussed in depth in Chapter Five, city participation in the collaboration is, in part, due to the proximity of an alternate resource provider for BB&BBQ. The city must provide services to all visitors. Thus, some research participants perceive that remaining in the collaboration allows the city to influence BB&BBQ rally planning, and thus has a benefit.

The findings in Dyad 2, Lone Star Rally (LSR) and the City of Galveston (COG), initially suggested that the power relationship is biased in favor of the COG, as LSR is dependent

on COG for location (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; McNamara, Pazzaglia & Sonpar, 2015; Pfeffer & Salancik, 1978, 2003). After all, COG is the only municipality on a small island, it has restaurants, hotels, bars, and lovely beaches (amenities). Other locations available to LSR are not in close geographic proximity and do not offer the same natural and locational amenities (Markusen, 2014; McNamara, Pazzaglia & Sonpar, 2015; Quinn, 2010). The RDT literature contends that such dependency pressure on one organization strengthens the power of the other. A mitigating variable emerged when both COG and LSR participants indicated that the city is heavily dependent on the sales tax revenue generated by LSR vendors and attendees and is loath to lose rally revenues (Interview #24, 2/12/15; Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Drees & Heugens, 2013; Hillman, Withers, & Collins, 2009; McNamara, Pazzaglia & Sonpar, 2015). United States Department of Commerce statistics, (Table 1, Chapter Two) show that “art, entertainment, recreation, accommodation, food service” comprise 27.1% of the COG economy (BOC, 2015a & 2015b) compared to a much smaller percentage in Dyad 1.

The RDT literature suggests that dependence on tax revenues exerts pressure on COG to remain in the collaboration and thus increases the relational power of LSR (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Drees & Heugens, 2013; Hillman, Withers, & Collins, 2009; McNamara, Pazzaglia & Sonpar, 2015). Resource dependencies, such as this one, may be exacerbated by other variables. For example, if COG needs a large-scale tourist event to bolster its economy, then private-sector event management skills held by LSR assume an important role in Dyad 2 (Casciaro & Piskorski, 2005; Quinn, 2010). Thus, COG is dependent on LSR for both tax revenues and management skills. Examination of negotiations over non-safety ordinances support the power and dependence findings. Themed responses in NVivo suggest that the results

of negotiations over non-safety ordinances and use of public space are evenly balanced. Some, such as placing control of security forces under the COG police department, favor COG interests, and others, such as allowing alcohol consumption on Stewart Beach, favor LSR. The findings, following the RDT literature, suggest that the power and dependence relationships in Dyad 2 are relatively balanced, but tilted slightly in favor of LSR (Casciaro & Piskorski, 2005).

Three points are important here. First, the findings related to interorganizational power and dependence have positive implications for the long term sustainability of Dyad 2 that are not necessarily seen in Dyad 1 despite its fifteen-year existence. Second, the findings accord well with previous scholarship utilizing resource power and dependence as a lens through which interorganizational relationships may be examined (Casciaro & Piskorski, 2005). Third, the practical implications of the findings indicate that policy practitioners should pay close attention to the balance between resources they have to offer and those that they may need when considering potential long-term collaborations.

Factor Three: Managing Power and Dependence through Organizational Interlocks

The resource dependence literature (RDT) suggests that organizational interlocks, in the form of dual actors, mitigate the effects of organizational constraints associated with sector origination (public, private, or non-profit) by creating networks of actors with relationships that are both professional and personal (De Socio, 2007; Lehman & Gilson, 2013; Jansen, Hocevar, Rendon, & Thomas, 2008; Noble & Jones, 2006). The literature suggests that individuals at the top level of their organizations are in a position to create bridges to other organizations that promote interorganizational communication and conflict avoidance, thus facilitating

collaboration stability (Berardo, 2014). However, RDT also suggests that organizational interlocks may be a method for Organization A to shape the resource allocation decisions made by Organization B in a desired direction, thus potentially reducing A's dependency on B (Casciaro & Piskorski, 2005; Davis & Cobb, 2009; Pfeffer & Salancik, 1978, 2003). The literature further suggests that dual or boundary-spanning actors may have an opportunity to personally benefit from their positions, which may have negative consequences for the organizations they represent (Sullivan, Barnes, & Matka, 2006; Noble & Jones, 2006; Shropshire, 2010).

Organizational interlocks were operationalized first by pinpointing individuals who self-identified as having a dual role and by asking participants to identify others with such a role. Participants were then asked for their perceptions of the effect of boundary-spanning actors on resource allocations in the collaborations (Henry, Lubell, & McCoy, 2011; Noble & Jones, 2006; O'Mahony & Bechky, 2008). In all four organizations two individuals self-identified as occupying such a dual role (Table 6, lines 19 & 20). Individuals who self-reported that they are dual actors perceive that their bridging function is essential to smooth collaboration relationships and interorganizational actions (Berardo, 2014; Jansen, Hocevar, Rendon & Thomas, 2008). However, the perception that the boundary-spanning function of dual actors is important to collaboration stability may not extend throughout an organization (Henry, Lubell & McCoy, 2011; Noble & Jones, 2006).

The findings regarding the presence and efficacy of dual actors relate both to hierarchical position and organizational sector and apply to both dyads. Henry, Lubell, and McCoy (2011), argue that public sector constraints and policy priorities, such as transparency, are taken seriously by lower level public sector employees, and efforts to ameliorate such constraints are

not approved by this group of research participants. For example, a KWIC search in NVivo turned up 41 negative COF comments and 59 negative COG comments related to dual actors and their function. In comparison, the same search found few negative comments made by BB&BBQ or LSR participants (Table 6, line 27). A perceptual theme emerged among street-level city participants that dual actors have an opportunity to misuse public funds or promote their personal interests, and such actions may be harmful to the city.

Opposition to dual actors was particularly strong among COG street-level participants in Dyad 2, four of whom made comments such as “scandal, embarrassing” and “bad name for the city”. They were referring to a 2008 event, discussed in Chapter 5, involving an LSR actor perceived to be personally profiting from his relationship with COG. Lower level COG participants strongly support the idea that dual actors should be very clear about their organizational affiliation and their priorities as boundary-spanners. Comments from street-level COF participants indicate acceptance of the need for dual actors to promote collaboration functionality, but do not necessarily imply complete support (Berardo, 2014).

In both dyads, support for the role of dual actors was strongest among public and private sector actors high in their respective organizational hierarchies. Support for the bridging function of dual actors was reported by all rally participants, regardless of hierarchical position. These findings support the argument made by Henry, Lubell, and McCoy (2011), that the bridging function (Berardo, 2014) of dual actors is efficacious in promoting smooth organizational interactions, however, public-sector constraints cause public-sector actors to be wary of such interlocks. Policy practitioners are advised to be aware that differing organizational cultures may have consequences related to organizational purpose that are especially notable at the interface between organizations (Berardo, 2014; Henry, Lubell, & McCoy, 2011; Jansen, Hocevar,

Rendon, and Thomas, 2008; Noble & Jones, 2006; O'Mahony & Bechky, 2008). To enjoy the support of staff policy practitioners would do well to ensure that actors representing city government understand their roles and understand the ultimate purposes of local governments (Interview # 24, 02/12/15; Ibarra & Hunter, 2007).

Factor Four: Collaborative Capacities in Public-Private Collaborations

Collaborative capacity refers to the extent to which collaborating organizations have the ability to agree on strategic and operational goals and have mechanisms in place to work together to achieve an objective (Dietrich, Eskerod, Dalcher, & Sandhawalia, 2010; Huxham & Vangen, 2000; Sullivan, Barnes, & Matka, 2006; Sullivan & Skelcher, 2002; Thompson & Perry, 2006).

Collaborative capacity was operationalized using three steps. The first step was to identify the extent to which the participants can identify the goals of their own organization, the goals of their collaborator, and the goals of the collaboration itself. Stokol; et al. (2008), argue that goal misunderstandings have negative implications for collaboration sustainability. The second step involved examination of participant perceptions of how effectively the collaborations plan and implement a large-scale annual tourist event. This was accomplished using an adaptation of the framework developed by Sullivan, Barnes, and Matka (2006). The framework is discussed in depth in Chapter Four. For the third step participants were asked their perceptions of whether the dyads have the capacity to resolve interorganizational conflicts that may arise because of differences in organizational sector, mission, goals, and resources (Ashworth & Page, 2010; Crosby & Bryson, 2010; Mayer, 2012; Moore, 2014; Van de Ven & Walker, 1984). Discussion of the findings first addresses goal identification in the dyads.

Goal Identification. Vangen and Huxham (2011) state that public-private collaborations are sometimes weakened because information about organizational goals may not extend through all levels of a hierarchy. Street-level implementers may not clearly understand what their organization is trying to achieve as it collaborates with another. This may be from lack of goal dissemination or from the presence of multiple, sometimes confounding, goals (Moore, 2014; Vangen & Huxham, 2011).

In Dyad 1, four of the seven COF participants were unable to articulate why the city is involved in promoting an annual motorcycle rally. According to Crosby and Bryson (2010) and Lundin (2007b) this might not be particularly important if the participants were general city employees. However, all of the participants in this research are intricately involved in rally promotion. Five of the seven could state their perceptions of BB&BBQ goals. This indicates that most COF participants understand the goals of BB&BBQ than they do the goals of the city. However, skepticism about the stated goal of BB&BBQ, which is a 501 (c) 3, was strongly voiced by several participants. Grisham, Hanks, and Longoria (2014) argue non-profit organizations that do not fit common perceptions of “public good” associated with non-profit status may arouse suspicion. In practical terms, this means that perhaps COF participants do understand the goals of the collaboration and BB&BBQ but do not perceive the stated goals to be the actual goals (Grisham, Hanks & Longoria, 2014; Vangen & Winchester, 2014). This has potentially adverse implications for collaboration sustainability in Dyad 1.

In Dyad 2 no such perceptual splits were observed. All of the participants were able to clearly articulate the goals of their own organization, the goals of the collaborating organization, and the goals of the collaboration. The goal of COG is to support the tourist industry and generate tax dollars. The goal of LSR is promote a huge annual motorcycle rally and to make a

profit doing so. The goal of the collaboration is for COG and LSR to work successfully together to help each other achieve their individual objectives (Grisham, Hanks & Longoria, 2014). Clear goal identification, such as is seen in Dyad 2, has positive implications for the sustainability of the collaboration.

These findings have potentially important implications for policy practitioners (Grisham, Hanks, & Longoria, 2014; Stokol, et al., 2008; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2011). When support for the collaboration is tenuous or when participants are concerned that elite networks of dual actors are in operation the city must assure that organizational and collaborative objectives are clearly identified. The findings of this dissertation suggest that some COF participants are skeptical of city involvement in the collaboration and of the stated goals of BB&BBQ. This may be because collaboration goals are not clearly stated, or because they are not believed. This research is not sufficient to uncover such links between findings, but it suggests that they may be there. Further research on this issue could be useful. Policy practitioners would be advised to clearly understand the influence that misunderstood or unstated goals may have on goal alignment between collaborators over extended periods of time (Grisham, Hanks, & Longoria, 2014; Stokol, et al., 2008; Sullivan, Barnes, & Matka, 2006; Vangen & Huxham, 2011).

Collaborative Capacity. In both dyads participants were unanimous that strategic planning is collaborative, done well in advance, and adequate. Participants reported operational planning to be flexible and open. This means that the rallies are perceived to be well planned and managed. Participants report adequate processes and procedures and that they have the skills and tools necessary to collaboratively manage a large-scale annual tourist event (Sullivan, Barnes, &

Matka, 2006). Quinn (2010), specifically addressing large-scale event promotion, suggests that high levels of operational capacity stabilize event collaborations. These findings have positive implications for collaboration stability in both Dyads.

Conflict Resolution. Meyers, Ricucci, and Lurie (2001) suggest that the more complex an interorganizational environment is the more likely it is that goal conflicts will occur. How such conflicts are resolved has important consequences for the sustainability of public-private collaborations. Mediation and arbitration are conflict resolution processes involving third parties, and were not observed in either dyad (Mayer, 2012; Moore, 2014). This is an important consideration because the literature suggests that third party resolution may solve immediate problems but give rise to others. Formal processes are public and build regulatory frameworks constraining future actions (Mayer, 2012; Moore, 2014; Van de Ven & Walker, 1984). Thus, having the capacity to resolve interorganizational conflicts without third party intervention has positive implications for the sustainability of both dyads as it preserves a degree of flexibility needed when these events require changes over time.

Participants in both dyads unanimously reported that conflicts do currently occur, but that most were small and are typically worked out during annual planning meetings, and that conflict resolution is quasi-formal, as described by Mayer (2012) and Moore (2014). These scholars argue that quasi-formal processes, such as meeting to resolve conflict, and informal processes, such as the use of organizational interlocks, are effective tools because of the presence of established relationships and patterns of action. According to participants in both dyads quasi-formal method of conflict resolution have been utilized in the past, and are currently used for any conflicts not prevented by the use of organizational interlocks or resolved in planning sessions.

Participants from both dyads reported instances of past conflicts that potentially threatened collaboration survival. However, the conflicts had different underlying causes and, thus, resolution processes were different.

In both dyads, procedures resolving high-level conflicts left no traces in the public records. The results of the negotiations are public, but not the discussions leading to their resolution. This finding accords with the literature as Mayer (2012) argues that the publicity surrounding third party resolution processes may be one reason they are avoided. While the sources of conflict that threatened collaboration stability in the dyads were different, the patterns of conflict resolution were similar. Both dyads used informal or quasi-formal processes, and the resolutions involved concessions from both of the collaborators. The agreements are still in place (as of fall, 2015) and apply to current collaborative relationships. Both have weathered significant conflicts and developed high levels of interorganizational conflict resolution capacity.

The implications for policy practitioners are substantial. While specific to these case studies, the discussion has illustrated that the consequences when public-private collaborations fail to resolve high-level conflict in a timely manner can be significant. Policy practitioners should consider constraints due to sector origination (public, private, or non-profit) and conflict resolution capacities carefully when evaluating potential collaborators (Noble & Jones; 2006; Mayer, 2012; Vangen & Winchester, 2014). Policy practitioners should, as well, as be very cognizant of local political cultures and attitudes, which may either support or be suspicious of semi-private conflict resolution by high-level elite actors.

Factor Five: RDT & GCT: Managing External Stakeholder Pressures

When the goals of a collaboration are controversial and involve urban governments, local external stakeholders may influence not only resource allocation decisions, but ultimately the goal alignment and congruence of a collaboration (Bryson, Crosby, & Stone, 2006; Cairnes & Harris, 2011; Grisham, Hanks, & Longoria, 2014; Meyers, Ricucci, & Lurie, 2001; Sullivan, Barnes, & Matka, 2006). This dissertation operationalized external stakeholders' abilities to influence resource allocations and affect collaboration goals using the Mitchell, Agle, and Wood (1997) framework which categorizes stakeholders into three types: latent, expectant, and definitive. These categories are discussed at length in Chapter Five. Two stakeholder groups, identified in both the goal congruence and tourism literatures, were investigated: the general public and key individuals or groups in the respective communities (Markusen & Gadwa, 2010; Meyers, Ricucci, & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Quinn, 2009).

In Dyad 1, the general public was perceived by more than half of the participants to be latent stakeholders. According to participants, public concerns were legitimate and listened to, but not acted upon. First, participants indicated that when public opinion consolidates around a specific issue it is addressed. Second, Dyad 1 participants indicate that the rally has been in existence long enough (15 years) to be considered institutionalized (Cairnes & Harris, 2011; Grisham, Hanks, & Longoria, 2014; Meyers, Ricucci, & Lurie, 2001). This finding was substantiated by a themed search in NVivo that indicates that the Dyad 1 public has gotten used to the BB&BBQ.

Participant perceptions of the salience of public opinion in Dyad 2 are different, suggesting that the situational factors of each case are relevant. All of the City of Galveston

(COG) and Lone Star Rally (LSR) participants reported that public opinion is important. Comments made in city council meetings are listened to and incorporated into annual rally planning. The findings indicate differences in the salience of key individual and group stakeholders, and suggest that the definitive power of key stakeholders to shape collaboration actions is much stronger in Dyad 1. All participants in Dyad 1 report that the churches and businesses in the rally vicinity have shaped BB&BBQ since its inception. Vendors near the churches must be gone by 2 a.m. on Sunday morning, and the parking lots cleaned before services. The University of Arkansas, located in immediate vicinity to the main rally events, controls rally dates through its sports schedule. In response to the salience of stakeholders, street closing in the Dickson Street Entertainment are managed in a manner that minimizes inconveniences to local merchants as little as possible. These actions are responses to specific demands made by key stakeholders with the definitive power to affect collaborative actions (Bryson, Crosby, & Stone, 2006; Cairnes & Harris, 2011; Grisham, Hanks, & Longoria, 2014; Meyers, Ricucci, & Lurie, 2001; Mitchell, Agle, & Wood, 1997; Sullivan, Barnes, & Matka, 2006). For example, in Dyad 2, traffic access to the cruise ship port was insisted on by the Galveston Port Authority and the local hospital early in LSR history. This is now part of annual planning, and does not require yearly reevaluation.

Regardless of the differences in stakeholder influence in the respective case study locations, response to definitive stakeholders is readily observed. When collaborations are flexible and responsive to their external environment it has positive implications for collaboration sustainability and increases the likelihood that the relationships will continue (McNamara, Pazzaglia & Sonpar, 2015; Meier & O'Toole, 2006; Parent & Deephouse, 2007; Vangen & Winchester, 2014).

Collaboration Sustainability

The findings of this dissertation indicate that the case study collaborations are sustainable collaborations. Balanced patterns of resource power and dependence appear to be similar in both dyads. As suggested by the literature, collaborations operating in a particular policy niche, such as collaborative promotion of similar annual tourist events, will likely have similar patterns of resource dependence and exchange and similar implementation processes (Casciaro & Piskorski, 2005; Crosby & Bryson, 2010; Gulati & Gargulio, 1999; Lundin, 2007a; Pfeffer & Salancik, 1978, 2003; Poppelaars, 2007). The factors that influence resource allocations in the case study dyads are situational, but stable.

Dyad 1's ability to sustain the collaboration is potentially affected by skepticism among city participants about the nonprofit status and goals of its collaborator, however, this is balanced by other considerations. A strong network of elite dual actors currently in place has been able to solve or prevent conflicts. Other than goal identification, collaborative capacity is high. Strategic, operational, and practice capacities are sufficient to maintain operations. The collaboration exhibits sufficient internal conflict resolution capacity, and thus can support its goals. Dyad 1 collaboration successfully accommodates the demands of definitive external stakeholders, whether the general public or key actors. Collaboration sustainability is promoted by a generally quiescent and unorganized public.

Dyad 2 is hampered by public-sector skepticism of the role of dual actors. Elite networks of policy actors are present, but their role as problem solvers is neither fully supported nor understood by lower-level implementers. Nevertheless, collaborative capacity is high. Goal identification, strategic, operational, and practice capacities are sufficient to maintain operations.

Faced with high-level, and public conflict, the collaborators found a method to internally negotiate their differences. The multi-year contract that was the outcome of quasi-formal conflict resolution is supported by both organizations. Dyad 2 exhibits a very different but effective, method of stakeholder management. It invites stakeholders to be part of rally planning, which treats them all as definitive stakeholders, at least initially. This bodes well for collaboration sustainability. The research suggests that policy makers assess the research factors, as they apply to individual circumstances, when considering becoming a member of a public-private, tourism focused, collaboration.

Recommendations for Further Research

Several of the research findings would be enhanced by further exploration. The first of these is goal identification, specifically as it relates to cross-sector collaborations in the tourist industry. Grisham, Hanks, and Longoria (2014) suggest that skepticism or misunderstanding of stated goals may lead to low morale among public sector implementers. Examination of the import of this on public-private collaborations is outside of the scope of this dissertation. Nevertheless, exploration of this topic would be useful to expand the academic literature and as a tool for policy practitioners.

McNamara, Pazzaglia and Sonpar (2015) and Berardo (2014) suggest that effective stakeholder management requires the development of bridging social networks designed to foster negotiations that may alter low-level collaboration goals but may support higher-level goals. Investigation of the extent to which low-level goals, such as operational goals, are subject to negotiation in order to preserve higher-level goals, such as collaboration objectives, has

important implications to the cross-sector collaboration literature. There are compelling reasons to further understanding of this topic, both for the literature and for policy practitioners.

Conclusion: Meeting the Dissertation Objectives

The argument this dissertation makes is that factors drawn from two disparate bodies of literature (RDT and GCT) can be beneficially combined to further our understanding are important to our understanding of goal alignment and congruence in cross-sectoral collaborations and can identify key challenges in managing collaborations in inter-sectoral environments. Both literatures suggest that the primary challenges in public-private collaborations arise as a result of the different levels of power and dependence, and different purposes of individual organizations (Bryson, Crosby and Stone, 2006). However, if tourism is perceived to be an economic opportunity, cross-sector goals may not be as different as casual observation may suggest, as collaborating organizations are seeking to maximize a perceived economic opportunity (Huxham, 1996; Rosdil, 2010; Ruppert, 2006; Markusen, 2014; Vangen & Winchester, 2014).

Another important objective of this dissertation was to assist policy decision makers and practitioners operating in urban environments with suggestions how to manage and address collaboration challenges. In the context of tourism development collaborations are common but rarely discussed. This dissertation research demonstrates that factors drawn from both resource dependence theory (RDT) and goal congruence theory (GCT) are important to expansion of our understanding of cross-sector collaborations. Factors drawn from the theories may be successfully utilized to advance our understanding of goal alignment and congruence in this context (Bryson, Crosby, & Stone, 2006, 2015; Casciaro & Piskorski, 2005; Davis & Cobb,

2009; Myers, Ricucci & Lurie, 2001; Sullivan, Barnes, & Matka, 2006; Pfeffer & Salancik, 1978, 2003). Indeed, the framework derived from the five factors may be successfully transferred to other public-private collaboration settings because it may be used to evaluate a current collaborative relationship or to evaluate a proposed collaborative relationship.

Using qualitative methods, the dissertation applies RDT and GCT to a level of government where the academic literature is scarce. A replicable, literature based, framework was developed that may be used by other scholars to further our understanding of goal alignment and goal congruence in urban cross-sector collaborations (Bryson, Crosby, & Stone, 2015; Ryan, Mottiar, & Quinn, 2012). Additionally, the research has practical applications, in that the suggestions it proposes may be used by urban policy practitioners to guide their evaluations of potential collaborators and collaboration proposals.

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Appendices

Appendix 1. Initial IRB Approval



UNIVERSITY OF
ARKANSAS

J. William Fulbright College of Arts and Sciences
Department of Political Science

March 26, 2014

MEMORANDUM

TO: Anne Diallo
Margaret Reid

FROM: Ro Windwalker
IRB Coordinator

RE: New Protocol Approval
IRB Protocol #: 14-03-619

Protocol Title: Factors Affecting the Sustainability of Public-Private Collaborations at the Municipal Level: The Case of Motorcycle Rallies

Review Type: 1 EXEMPT 0 EXPEDITED 0 FULL IRB

Approved Project Period: Start Date: 03/26/2014 Expiration Date: 03/20/2015

Your protocol has been approved by the IRB. Protocols are approved for a maximum period of one year. If you wish to continue the project past the approved project period (see above), you must submit a request, using the form Continuing Review for IRB Approved Projects, prior to the expiration date. This form is available from the IRB Coordinator or on the Research Compliance website (<http://vpred.uark.edu/210.php>). As a courtesy, you will be sent a reminder two months in advance of that date. However, failure to receive a reminder does not negate your obligation to make the request in sufficient time for review and approval. Federal regulations prohibit retroactive approval of continuation. Failure to receive approval to continue the project prior to the expiration date will result in Termination of the protocol approval. The IRB Coordinator can give you guidance on submission times.

This protocol has been approved for 40 participants. If you wish to make any modifications in the approved protocol, including enrolling more than this number, you must seek approval prior to implementing those changes. All modifications should be requested in writing (email is acceptable) and must provide sufficient detail to assess the impact of the change.

If you have questions or need any assistance from the IRB, please contact me at 210 Administration Building, 5-2208, or irb@uark.edu.

Appendix 2. IRB Extension Application

Anne B. Diallo
Visiting Assistant Professor, Political Science
428 Old Main

January 15, 2015

Continuing Review for IRB Approved Projects

Protocol # 14-03-619

Factors Affecting the Sustainability of Public-Private Collaborations at the Municipal Level: The Case of Motorcycle Rallies

I have not instituted any changes in the original protocol. However, I need to change the protocol to reflect the number of individual interviewed. I initially planned to interview 40 individuals.

- 10 from Galveston city government
- 10 From Fayetteville city government
- 10 from Bikes, Blues & BBQ
- 10 from the Lone Star Rally

I have not completed the proposed number of interviews, and I do not think that I will complete that number. I am confident that the research goals can be accomplished with fewer interviews, as fewer individuals are involved in actual rally planning and activities than I originally anticipated.

I have completed and transcribed 24 interviews and need to get 4 more interviews. I currently have completed:

- 7 from Galveston city government
- 5 from Fayetteville city government
- 7 from BB&BBQ
- 5 from Lone Star Rally

I would like to extend the interview period to enable me to interview 2 more city of Fayetteville employees and 2 more Lone Star Rally employees.

- The Managing Director of Lone Star Rally has agreed to be interviewed by phone. I have had difficulty in setting this up due to scheduling constraints. I do not feel that this is from resistance to be interviewed on her part, but rather because she is very busy.
- The crew foreman for Lone Star Rally is scheduled for a phone interview at 3:00 pm on January, 20, 2015.
- The Fayetteville Chief of Police is scheduled to be interviewed in person January at 10:00 am January, 20, 2015.
- One additional Fayetteville employee.

14. No individuals who have agreed to be interviewed have withdrawn from the study, however one person has refused to be interviewed and one has made himself unavailable.

- The owner of Lone Star Rally refused to be interviewed. He gave no reason for his refusal other than he did not want to discuss his business. This has not been pursued. He did verbally indicate that he was willing for the Managing Director to be interviewed.
- One individual from the Fayetteville Chamber of Commerce agreed to be interviewed, but missed the appointment. He has not responded to follow-up emails.

Appendix 3. IRB Extension Approval



UNIVERSITY OF
ARKANSAS

Office of Research Compliance
Institutional Review Board

March 26, 2014

MEMORANDUM

TO: Anne Diallo
Margaret Reid

FROM: Ro Windwalker
IRB Coordinator

RE: New Protocol Approval

IRB Protocol #: 14-03-619

Protocol Title: *Factors Affecting the Sustainability of Public-Private Collaborations at the Municipal Level: The Case of Motorcycle Rallies*

Review Type: ☒ EXEMPT ☐ EXPEDITED ☐ FULL IRB

Approved Project Period: Start Date: 03/26/2014 Expiration Date: 03/20/2015

Your protocol has been approved by the IRB. Protocols are approved for a maximum period of one year. If you wish to continue the project past the approved project period (see above), you must submit a request, using the form *Continuing Review for IRB Approved Projects*, prior to the expiration date. This form is available from the IRB Coordinator or on the Research Compliance website (<http://vpred.uark.edu/210.php>). As a courtesy, you will be sent a reminder two months in advance of that date. However, failure to receive a reminder does not negate your obligation to make the request in sufficient time for review and approval. Federal regulations prohibit retroactive approval of continuation. Failure to receive approval to continue the project prior to the expiration date will result in Termination of the protocol approval. The IRB Coordinator can give you guidance on submission times.

This protocol has been approved for 40 participants. If you wish to make any modifications in the approved protocol, including enrolling more than this number, you must seek approval prior to implementing those changes. All modifications should be requested in writing (email is acceptable) and must provide sufficient detail to assess the impact of the change.

If you have questions or need any assistance from the IRB, please contact me at 210 Administration Building, 5-2208, or irb@uark.edu.

210 Administration Building • 1 University of Arkansas • Fayetteville, AR 72701
Voice (479) 575-2208 • Fax (479) 575-3846 • Email irb@uark.edu

The University of Arkansas is an equal opportunity/affirmative action institution.

Appendix 4. Informed Consent

INFORMED CONSENT

Title: Factors Affecting the Sustainability of Public-Private Collaborations at the Municipal Level: The Case of Motorcycle Rallies

Researcher:
Compliance Office:
Anne B. Diallo, MPA, Graduate Student
Department of Political Science
Sponsored Programs
University of Arkansas
Arkansas Research Compliance
317 Old Main
Hall
Fayetteville, AR 72701-1201
adiallo@uark.edu
479-575-3356
or 479-575-0000

Research
Rosemary Ruff, Director
Faculty Advisor Research &
University of
120 Ozark
Fayetteville, AR 72701-1201
rruff@uark.edu
479-575-3845

Dissertation Chair:
Dr. Margaret Reid
Chair, Department of Political Science
University of Arkansas
428 Old Main
mreid@uark.edu
479-575-3356

Description: You have been asked to participate in an interview because you are involved, in some capacity, with the annual motorcycle rally that happens in Fayetteville or Galveston. The data from this research will be used for academic purposes and to assist future planners in forming public-private collaborations.

Procedures: The interview will take approximately one hour. It will be recorded. That recording will be transcribed by the researcher and used, along with other interviews, to create data for analysis. If you do not wish to be recorded the interviewer will take handwritten notes. Each interview will be assigned a code number that will be used instead of a name. You have the right to see the transcript of your interview if you want. To see the transcript of your interview you may contact the researcher by email at adiallo@uark.edu or by phone at 479-575-3356.

Risks and Benefits: There is no monetary compensation or other benefit offered for participation in the research. There are no foreseeable risks associated with the study.

Requirement for Participation: You must be 18 years of age to participate in this project.

Voluntary Participation and Right to Withdraw: Your participation in this research study is completely voluntary. If you decide to participate, you are free to stop at any time without penalty by just stopping and/or telling the investigator. To withdraw from the study after data collection has been completed, contact the researcher by email at adiallo@uark.edu or by phone at 479-575-3356.

Confidentiality: You will be assigned a code number that will be used to match the interviews. All information will be recorded anonymously. Only the researcher will know your name, but will not divulge it or your answers to anyone. All information will be held in the strictest of confidence. Results from the research will be reported only as aggregate data.

Informed Consent:

I, (please print)

_____, have read the description of the research, including the purpose of the study, the procedures to be used, the potential risks and side effects, the confidentiality, as well as the option to withdraw from the study at any time. Each of these items has been explained to me by the investigator. The investigator has answered all of my questions regarding the study, and I believe I understand what is involved. My signature below indicates that I freely agree to participate in this dissertation research and that I have received a copy of this agreement from the investigator.

Signature

Date

NOTE TO RESEARCHER(S):

If the study includes children, you must not only have the consent of the parents or guardians, but also the consent of the children from the time they are old enough to give it (around 4 or 5 years of age). Below age 7 or 8, consent may be verbal.

This research project has been reviewed and approved by the Institutional Review Board for the Protection of Human Subjects at the University of Arkansas-Fayetteville. If you believe there is any infringement upon your rights as a research subject, you may contact the Research Compliance Coordinator by email at rruff@uark.edu or by phone at 479-575-3845 or 479-575-0000.

Appendix 5. Interview Guidelines

Factors Affecting the Sustainability of Public-Private Collaborations at the Municipal Level: The Case of Motorcycle Rallies

Motorcycle Rally Interview Guide

Introduction of interviewer and topic:

Hello. My name is Anne Diallo. I am a Public Policy PhD student at the University of Arkansas, and am working on a dissertation project that examines collaborations between city governments and private organizations that promote large-scale tourist events, such as motorcycle rallies. I am doing this because we do not understand very well what makes public-private collaborations successful. I am interested in the motorcycle rallies in Fayetteville and Galveston because these rallies have been successful, but they have failed in other cities.

You have been asked to participate in an interview because you are or have been involved with the annual motorcycle rally in Fayetteville or Galveston. The interview should take no more than one hour of your time. I really appreciate your taking the time to help me in this project.

Before we begin, I would like your permission to record the interview. All recordings will be destroyed after the research is completed. If requested, I will be happy to share a summary of my findings with your city.

If yes: Thank you very much. I will be using this device to record our conversation. Will it be okay if I also take some notes to make sure that I remember your responses correctly? Additionally, my notes will serve as a backup in case of equipment failure.

If no: That is fine. Thank you. Will it be okay if I take notes while you speak so that I remember your responses correctly?

First, I will ask you some questions about your specific responsibilities, then I will ask about the rally in general.

1. Who is your primary employer; the city or the rally sponsor?
2. How many years have you been involved with the rally?
3. Have you been involved in the past in promoting other large tourist events? If yes:
Can you explain where and in what capacity?

4. Have you visited other cities with motorcycle rallies? If yes: What did you get from that experience? Can you explain?
5. Have you always had the same kind of rally responsibilities? If no: What other kinds of rally-related jobs have you done?
6. I'm going to read a list of some examples and would like for you to indicate which items most closely relate to your rally responsibilities.
 - Planning
 - Permitting
 - Policing
 - Volunteer coordination
 - Vendor contract management
 - Media relations & publicity
 - Event management

If these do not describe your role or roles please tell me what you do. Is there anything you would like to add about your responsibilities?

7. What, specifically, are the responsibilities of the city in supporting the rally? Can you elaborate?
8. What, specifically, are the responsibilities of the rally sponsor in promoting the rally?
9. Why do you think responsibility is handled that way?
10. Suppose the City were to cease supporting the rally. Could the rally sponsor find a third party to take over?
11. Suppose the rally sponsor were to back out of the rally. Could the city find a third party to take over?
12. Do you think it is more the city or the sponsor that determines rally events & locations?
13. In your opinion does the relationship between the city and the sponsor change from year to year or stay about the same? Can you explain that a little?
14. Why do you think the priorities of the city are? I am going to read some examples but please feel free to mention anything that comes to mind.
 - Economic development
 - Generate sales taxes
 - Become a tourist destination
 - Support local businesses
 - Get public support

Can you rank these starting with 1 for the goal you think is most important to the city?

15. What do you think the priorities of the rally sponsor are? I am going to read the checklist again.
 - Make money
 - Become a tourist destination
 - Support local businesses

- Support a fun event
- Get public support

Can you rank these starting with 1 for the goal you think is most important to the rally?

16. What are the primary areas of cooperation between the city and the rally sponsor?
17. Does conflict sometimes occur about what the city wants and what the rally sponsor wants?
18. If the parties disagree is there a process that is used to resolve differences? Does this depend on what the disagreement is about? Could you give an example?
19. Are third parties ever called in to support the respective sides or help resolve a conflict?
20. How much do you think that public opinion affects activities such as the parade, camping locations, vendors, or street closings?
21. Have you conducted surveys or tallied phone calls and emails to determine what rally attendees want to experience?
22. How much does what rally attendees want affect sponsor efforts to provide specific events or locations? For example: access to Dickson Street/Seawall or the parade route?
23. Do the wishes of the local hospitality industry affect rally events and locations? How much or in what way?
24. Do you think that other local businesses affect rally events and locations? How so? For example: local motorcycle shops and beer distributors.
25. Can you think of other specific groups or interests that have a large influence on the rally? Examples might include local businesses, citizen groups, or rally attendees.
26. The public speaks about the rally at City council Meetings and sometimes to newspaper reporters and in letters to the editor. In your opinion, would the rally be different if this kind of input from the local public didn't occur?
27. In your opinion, which is more important to the rally, public opinion or the opinion of the business community?
28. If you can, tell me how the rally compares with the way it was when it first started. Why do you think changes in the rally have happened?
29. Other than the city, can you think of an organization that has the ability to push the rally sponsors so that the event is kept or changed?
30. At one time access to Dickson St/the Seawall was limited. Why do you think this happened? Why do you think it changed again?
31. Are you involved with both city government and the rally sponsor? For example, working for one and volunteering for the other. If yes: What roles do you have with each organization?
32. In your opinion is there a benefit to the rally in this type of dual involvement?

33. Can you think of people who are involved with both city government and the rally sponsor? Examples could include a member of the Rally Board of Directors/Steering Committee or the Chamber of Commerce.
34. Are the city's rules and regulations governing the rally clear to you?
35. If you have questions about what can and cannot be done, are the answers easy to get?
36. To what extent do city and rally sponsor employees share everyday decision-making about the details involving the rally?
37. To what extent do you have the power to make independent decisions about your area of rally responsibility? Examples could include decisions about activities, or events
38. Could you and the person you work most closely with on rally promotion make a decision without consulting your individual superiors? For example: Deciding on the number of vendors or which sponsor products to choose?
39. Do you clearly understand what your responsibilities related to the rally are?
40. Are there procedures in place setting out how the city and the rally sponsor work together?
41. Is it clear to you whom to contact for vendor or volunteer or policing issues?
42. Do you understand who you are supposed to work with? Does that remain fairly stable? Is it made clear to you when changes happen?

Concluding Statement:

Thank you for participating and allowing me to interview you for my research. I'd like to remind you that all the information will remain confidential. I will not discuss it, or the individuals who participated. If you have questions or concerns please feel free to contact me. Thank you, again.

Appendix 6. The Codebook and Instructions for Coding Team

Factors Affecting the Sustainability of Public-Private Collaborations at the Municipal Level: The Case of Motorcycle Rallies

Codebook

Instructions to the coding team: In this study I am looking at the perceptions of the participants. So the interviews need to be evaluated in terms of what feelings or ideas that the participants express. This may be a little tricky. I need you to do two things when you are coding. First, highlight the word, phrase, or sentence you have identified in the color assigned to that broad variable. Second, write the specific code (for example—MDC-8) next to the line where you placed the highlight. Two kinds of coding are happening here. With the highlighting of phrases you are following basic qualitative coding techniques and making subjective judgments about what the participants mean in relation to the themes. Refining these judgments about meaning into alphanumeric categories allows quantitative analysis of participant perceptions.

The themes of the research have been theoretically identified and the interviews explore those themes. The interviews are transcribed verbatim. A sample of the interviews from all segments of the sample is given to the coding team and the coders carefully read each interview and identify words, phrases or sentences that fit the categories in the following code list.

In some cases you may have more than one code on a line. You may find that you need to apply a code to a word, phrase, or sentence that occurred at a different place in the interview! You may have to go back and forth!! However, it is important for you to understand that when the research is analyzed only ONE code can be applied to a phrase or sentence. When I look at what the coding team has done I will have to resolve issues where the team is not in agreement on what something means. This includes instances where the team thinks more than one code applies. In what you do it is ok to apply more than one code, but as the research progresses decisions will need to be made that assign one value to each word, phrase or sentence.

Also, I need for you to indicate to me if you think something important is contained in the interview that I have not created a code for. Each variable is discussed briefly to give you an idea of what I am looking for. If you identify something I have missed or have questions please email me at adiallo@uark.edu

Employment/Volunteer Information

EVR-1 Participant works or volunteers only for the RALLY

EVR-2 Participant works or volunteers for both the CITY and the RALLY

EVR-3 Participant has been involved less than 5 years

EVR-4 Participant has been involved 5 to 10 years

EVR-5 Participant has been involved more than 10 years

EVR-6 Participant has been involved in producing other large-scale tourist events

EVR-7 Participant has been involved in producing small-scale tourist events

EVR-8 Participant has not been involved in producing other tourist events

EVR-9 Participant has visited other cities with motorcycle rallies
EVR-10 Participant has not visited other cities with motorcycle rallies
EVR-11 The purpose of visit was to gain information for RALLY management
EVR-12 If answer to EVR-11 is yes, participant indicates the purpose of the visit was for fun
EVR-13 Participant has always had the same type of RALLY responsibilities
EVR-14 Participant has NOT always had the same type of RALLY responsibilities
EVR-15 Participant indicates responsibility has increased
EVR-16 Participant is involved primarily in RALLY Planning
EVR-17 Participant is involved primarily in RALLY Permitting
EVR-18 Participant is involved primarily in RALLY Policing/Security
EVR-19 Participant is involved primarily in RALLY Vendor Contract Management
EVR-20 Participant is involved primarily in Overall Event management

EVC-1 Participant works or volunteers only for the CITY
EVC-2 Participant works or volunteers for both the CITY and the RALLY
EVC-3 Participant has been involved less than 5 years
EVC-4 Participant has been involved 5 to 10 years
EVC-5 Participant has been involved more than 10 years
EVC-6 Participant has been involved in producing other large-scale tourist events
EVC-7 Participant has been involved in producing small-scale tourist events
EVC-8 Participant has not been involved in producing other tourist events
EVC-9 Participant has visited other cities with motorcycle rallies
EVC-10 Participant has not visited other cities with motorcycle rallies
EVC-11 Purpose of visit was to gain information for RALLY management
EVC-12 If answer to EVC-11 is yes, participant indicates the purpose of the visit was for fun
EVC-13 Participant has always had the same type of rally responsibilities
EVC-14 Participant has NOT always had the same type of rally responsibilities
EVC-15 Participant indicates responsibility has increased
EVC-16 Participant is involved primarily in RALLY Planning
EVC-17 Participant is involved primarily in RALLY Permitting
EVC-18 Participant is involved primarily in RALLY Policing/Security
EVC-19 Participant is involved primarily in RALLY Vendor Contract Management
EVC-20 Participant is involved primarily in Overall Event management

Mutual Dependence: To what extent are the CITY and the promoter dependent on each other for resources necessary to holding the motorcycle RALLY? Examples of resource may include policing, permitting, formal vendor contracts, tax collection, management skills, personnel, volunteers, etc.

MDR-1 RALLY participant identifies CITY control of resources as limited or specific to certain areas such as policing or street closures

MDR-2 RALLY participant identifies RALLY control of resources as limited or specific to certain areas such as volunteers and event management

MDR-3 RALLY participant indicates some level of shared resources

MDR-4 RALLY participant rejects the idea of dependence on the CITY for resources

MDR-5 RALLY participant partially indicates dependence on the CITY for resources but does not mention a specific resource

MDR-6 RALLY participant partially acknowledges resource dependence and states a specific resource (policing, permitting, formal vendor contracts, taxing, or others)

MDR-7 RALLY participant acknowledges dependence on the CITY for resources or authority

MDR-8 RALLY participant makes derogatory or disparaging statements about the CITY

MDR-9 RALLY participant makes complementary statements about the CITY

MDR-10 Rally participant assigns a value to his/her perception of what CITY priorities are in supporting the rally. They are asked to rank them in importance. Coding note: Please indicate the number assigned for these in the code column.

Economic development, in general

Generating sales taxes

Becoming a tourist destination

Supporting local businesses

Supporting a fun event for the local public

Other

MDC-1 CITY participant identifies CITY control of resources/responsibility as limited or specific to certain areas such as policing or street closures

MDC-2 CITY participant identifies RALLY control of resources/responsibility specific to certain areas such as volunteers and event management

MDC-3 CITY participant indicates some level of shared resources

MDC-4 CITY participant rejects the idea of dependence on the RALLY for resources

MDC-5 CITY participant partially acknowledges dependence on the RALLY for resources but does not mention a specific resource

MDC-6 CITY participant partially acknowledges dependence and states a specific resource (policing, permitting, formal vendor contracts, taxing, or others)

MDC-7 CITY participant acknowledges dependence on the RALLY for resources/authority

MDC-8 CITY participant makes derogatory or disparaging statements about the RALLY

MDC-9 CITY participant makes complementary statements about the RALLY

MDC-10 CITY participant assigns a value to his/her perception of what RALLY priorities are in supporting the rally. They are asked to rank them in importance. Coding note: Please indicate these in the annotated interview code column.

Economic development, in general

Generating sales taxes

Becoming a tourist destination

Supporting local businesses

Supporting a fun event for the local public

Other

Power Imbalance: To what extent does one organization determine whether or not the RALLY happens? The questions ask participants which organization determines dates, events, and locations or to imagine one or the other organization pulling out of the collaboration. I also ask participants to identify the presence of other potential partners.

PIR-1 RALLY participant thinks the RALLY has sole power to determine dates, events, locations, etc.

PIR-2 RALLY participant thinks the CITY has the sole power to determine dates, events, locations, etc.

PIR-3 RALLY participant thinks dates and locations are determined together (power is evenly balanced)

PIR-4 RALLY participant thinks some external organization influences dates, events, locations

PIR-5 RALLY participant identifies other cities as potential partners

PIR-6 RALLY participant perceives difficulty in finding another collaborator

PIR-7 RALLY participant states moving to a new location would be difficult

PIR-8 RALLY participant states the finding a new collaborator/location would be easy

PIR-9 RALLY participant thinks the CITY could/would run the rally itself

PIR-10 RALLY participant thinks the RALLY would get smaller or fail if the city stopped supporting it and pulled out

PIR-11 RALLY participant states that the relationship between the organizations is stable over time.

PIR-12 RALLY participant states that the relationship between the organizations is NOT stable over time.

PIC-1 CITY participant thinks the RALLY has sole power to determine dates, events, locations, etc

PIC-2 CITY participant thinks the CITY has sole power to determine dates, events, locations, etc.

PIC-3 CITY participant thinks dates and locations are determined together (power is evenly balanced)

PIC-4 CITY participant thinks some external organization influences dates, locations

PIC-5 CITY participant identifies other rally promoters as potential partners

PIC-6 CITY participant perceives difficulty in finding another collaborator

PIC-7 CITY participant states finding a new promoter would be difficult

PIC-8 CITY participant thinks that the RALLY could easily find a new location/collaborator

PIC-9 CITY participant states that the CITY would take over the rally and produce it every year

PIR-10 CITY participant thinks the RALLY would get smaller or fail if the rally promoter pulled out

PIC-11 CITY participant states that the relationship between the organizations is stable over time.

PIC-12 CITY participant states that the relationship between the organizations is NOT stable over time.

External Stakeholders: Are there any external stakeholders that are perceived by participants to have the ability to influence collaboration events or locations, or times? Why are those stakeholders relevant? What connections or attributes are identified? Note: By stakeholder I mean any person, group, business, or organization that is not part of the CITY or the RALLY.

ESR-1 RALLY participant states that external stakeholders CANNOT influence events or locations, times, dates

ESR-2 RALLY participant states that external stakeholders CAN influence events, locations, times, dates

ESR-3 RALLY participant identifies a stakeholder that can influence some events or locations, times, dates and gives a specific example.

ESR-4 RALLY participant identifies the public or public opinion in general

ESR-5 RALLY participant identifies an institution of higher learning

ESR-6 RALLY participant identifies a powerful individual or key actor

ESR-7 RALLY participant identifies an interest group or citizen group

ESR-8 RALLY participant identifies a churches or churches in general

ESR-9 RALLY participant indicates source of ability of stakeholder to influence the collaboration as the need for the city to respond to public opinion

ESR-10 RALLY participant indicates source of ability of stakeholder to influence the collaboration as presence of city ordinances

ESR-11 RALLY participant indicates source of ability of stakeholder to influence the collaboration as business interests necessary for the local economy

ESR-12 RALLY participant indicates source of ability of stakeholder to influence the collaboration as size or other importance of stakeholder

ESC-1 CITY participant states that external stakeholders CANNOT influence events or locations, times, dates

ESC-2 CITY participant states that external stakeholders CAN influence events, locations, times, dates

ESC-3 CITY participant identifies a stakeholder that can influence some events or locations, times, dates and gives a specific example.

ESC-4 CITY participant identifies the public or public opinion in general

ESC-5 CITY participant identifies an institution of higher learning

ESC-6 CITY participant identifies a powerful individual or key actor

ESC-7 CITY participant identifies an interest group or citizen group

ESC-8 CITY participant identifies a churches or churches in general

ESR-9 CITY participant indicates source of ability of stakeholder to influence the collaboration as the need for the city to respond to public opinion

ESR-10 CITY participant indicates source of ability of stakeholder to influence the collaboration as presence of city ordinances

ESR-11 CITY participant indicates source of ability of stakeholder to influence the collaboration as business interests necessary for the local economy

ESR-12 CITY participant indicates source of ability of stakeholder to influence the collaboration as size or other importance of stakeholder

Constraint Absorption Mechanisms: These are methods that may serve to stabilize relationships between two organizations that have different goals or purposes, but are working together (collaborating) to achieve an objective. Here I ask about dual actors and about formal versus informal conflict resolution methods. Dual actors are people who belong in some way to both organizations.

CAR-1 RALLY participant identifies one or more dual actors by name or position

CAR-2 Participant identifies self as a dual actor

CAR-3 RALLY participant states there are no dual actors.

CAR-4 RALLY participant states that the presence of a dual actor is good for the relationship

CAR-5 RALLY participant states that the presence of a dual actor is bad for the relationship

CAR-6 RALLY participant states dual actors facilitate communication between orgs

CAR-7 RALLY participant states dual actors do not facilitate communication

CAR-8 RALLY participant states dual actors facilitate stability between organizations

CAR-9 RALLY participant states dual actors do not facilitate stability between organizations

CAR-10 RALLY participant states that dual actors can cause problems in general

CAR-11 RALLY participant states that dual actors can cause problems but that is not the case in this collaboration

CAR-12 RALLY participant states that conflict between organizations does occur

CAR-13 RALLY participant states that conflict between organizations does NOT occur

CAR-14 RALLY participant states that conflict does occur but has always been settled informally

CAR-15 RALLY participant states that conflict has never escalated to the point of needing formal processes

CAR-16 RALLY participant states that conflict between organizations does occur and formal resolution processes are in place

CAR-17 RALLY participant states that conflict between organizations does occur and resolution is sometimes formal and sometimes informal

CAC-1 CITY participant identifies one or more dual actors by name or position

CAC-2 participant identifies self as a dual actor

CAC-2 CITY participant states there are no dual actors.

CAC-3 CITY participant states that the presence of a dual actor is good for the relationship

CAC-4 CITY participant states that the presence of a dual actor is bad for the relationship

CAC-6 CITY participant states dual actors facilitate communication

CAC-7 CITY participant states dual actors do not facilitate communication

CAC-8 CITY participant states dual actors facilitate stability between organizations

CAC-9 CITY participant states dual actors do not facilitate stability between organizations

CAR-10 CITY participant states that dual actors can cause problems in general

CAR-11 CITY participant states that dual actors can cause problems but that is not the case in this collaboration

CAC-12 CITY participant states that conflict between organizations does occur

CAC-13 CITY participant states that conflict between organizations does NOT occur

CAC-14 CITY participant states that conflict does occur but has always been settled informally

CAC-15 CITY participant states that conflict has never escalated to the point of needing formal processes

CAC-16 CITY participant states that conflict between organizations does occur and formal resolution processes are in place

CAC-17 CITY participant states that conflict between organizations does occur and resolution is sometimes formal and sometimes informal

Collaborative Capacity: This is the ability to achieve goals (or not achieve goals) because of the presence or absence of clearly defined rules, regulations and processes. Between organizations these may include perceptions of ease of communication and trust between people in another organization. It may also internally refer to perceptions of having the tools needed to adequately do a job. What I am examining is participant perceptions of whether they have the tools necessary to perform a job.

CCR-1 RALLY participant indicates RALLY rules and regs are easy to understand

CCR-2 RALLY participant indicate RALLY rules and regs are confusing or unclear

CCR-3 RALLY Participant indicates that questions about rules and processes are easy to get

CCR-4 RALLY Participant indicates that questions about rules and processes NOT easy to get

CCR-5- RALLY participant perceives responsibility is clear

CCR-6 RALLY participant indicates responsibility is sometimes NOT clear

CCR-7 RALLY participant does work directly with someone at the CITY

CCR-8 RALLY participant does NOT work directly with someone at the CITY

CCR-9 RALLY participant does not work directly with CITY but indicates another person who does

CCR-10 RALLY participant indicates that communication with the CITY is easy to accomplish

CCR-11 RALLY participant indicates that communication with the CITY is NOT easy to accomplish

CCR-12 RALLY participant indicates perception that RALLY and CITY employees/volunteers share everyday decision-making (Lower level decisions such as parking, safety, siting vendor tents, etc)

CCR-13 RALLY participant indicates perception that RALLY and CITY employees/volunteers DO NOT share everyday decision-making (Lower level decisions such as parking, safety, svendor tents)

CCR-14 RALLY participant states that there are formal processes in place setting out how the RALLY and CITY employees work together.

CCR-15 RALLY participant states that he/she is NOT aware of formal processes in place setting out how the RALLY and CITY employees work together

CCR-16 RALLY participant indicates a clear understanding of who they work/communicate with at the city

CCR-17 RALLY participant indicates there is NOT a clear understanding of who they work/communicate with at the city

CCR-18 RALLY participant indicates clear understanding of who they work with at the CITY

CCR-19 RALLY participant indicates NO clear understanding of who to work with at the CITY

CCR-20 RALLY participant indicates that the personnel they work with at the CITY stays stable

CCR-21 RALLY participant indicates that the personnel they work with at the CITY changes often

CCR-22 RALLY participant indicates that personnel changes at the CITY are made clear (communicated) well

CCR-23 RALLY participant indicates that personnel changes at the CITY are NOT made clear (communicated) well

CCC-1 CITY participant indicates CITY rules and regs are easy to understand

CCC-2 CITY participant indicate CITY rules and regs are confusing or unclear

CCC-3 CITY Participant indicates that questions about rules and processes are easy to get

CCC-4 CITY Participant indicates that questions about rules and processes are NOT easy to get

CCC-5- CITY participant perceives responsibility is clear

CCC-6 CITY participant indicates responsibility is sometimes NOT clear

CCC-7 CITY participant does work directly with someone at the RALLY

CCC-8 CITY participant does NOT work directly with someone at the RALLY

CCC-9 CITY participant does not work directly with RALLY but indicates another person who does

CCC-10 CITY participant indicates that communication with the RALLY is easy to accomplish

CCC-11 CITY participant indicates that communication with the RALLY is NOT easy to accomplish

CCC-12 CITY participant indicates perception that RALLY and CITY employees/volunteers DO share everyday decision-making (Lower level decisions such as parking, safety, siting vendor tents, etc)

CCC-13 CITY participant indicates perception that RALLY and CITY employees/volunteers DO NOT share everyday decision-making (Lower level decisions such as parking, safety, siting vendor tents)

CCC-14 CITY participant states that there are formal processes in place setting out how the RALLY and CITY employees work together.

CCC-15 CITY participant states that he/she is NOT aware of formal processes in place setting out how the RALLY and CITY employees work together

CCC-16 CITY participant indicates clear understanding of who they work/communicate with at the city

CCC-17 CITY participant indicates there is NOT a clear understanding of who they work/communicate with at the RALLY

CCC-18 CITY participant indicates clear understanding of who they work with at the RALLY

CCC-19 CITY participant indicates NO clear understanding of who they work with at the RALLY

CCC-20 CITY participant indicates that the personnel they work with at the RALLY stays stable

CCC-21 CITY participant indicates that the personnel they work with at the RALLY changes often

CCC-22 CITY participant indicates that personnel changes at the RALLY are made clear (communicated) well

CCC-23 CITY participant indicates that personnel changes at the RALLY are NOT made clear (communicated) well

Changes Over Time

CTR-1 RALLY participant indicates pleasure that rally has grown

CTR-1 RALLY participant indicates NO pleasure that rally has grown

CTR-2 RALLY participant indicates rally is NOT as much fun as it used to be

CTR-3 RALLY participant indicates rally is JUST as much fun as it used to be

CTR-4 RALLY participants there are too many rules and regulations now

CTR-5 RALLY participant indicates changes in management of RALLY are good (board of directors, new director)

CTR-6 RALLY participant wishes we could have the old parade back

CTR-7 RALLY participant indicates processes are more formal

CTR-8 RALLY participant indicates increased formalization (more rules and regs) has made it better

CTR-9 RALLY participant does not like increased formalization

CTR-10 RALLY participant that the purpose of the rally has changed

CTR-11 RALLY participant indicates purpose of the rally has not changed

Appendix 7. Introductory Letter to Bike, Blues, and Barbeque

Anne Burgin Diallo

Visiting Assistant Professor
Department of Political Science
Public Policy PhD Candidate
University of Arkansas

April 28, 2014

To [REDACTED],

My name is Anne Diallo. I am a Public Policy PhD candidate at the University of Arkansas, and am working on a dissertation project examining collaborations between city government and organizations that promote large-scale tourist events, such as motorcycle rallies. I am examining successful large-scale tourist events and identifying factors contributing to that success.

The rallies I have chosen as case studies are Bikes, Blues, & BBQ in Fayetteville and the Lone Star Rally in Galveston. Galveston and Fayetteville are similar in some respects and different in others. The same is true of the motorcycle rallies hosted in these cities. What is important is that both rallies have been existence for longer than ten years, and continue to be well managed and well attended.

My research plan has two components. First, I will examine publicly available documents related to the rallies. These documents include city council meeting minutes and any agreements between the cities and the rally sponsoring organizations. Second, I plan to interview current key city and rally employees who are involved in rally promotion and management. I am writing to ask for the support of the Bikes, blues, and Barbeque in interviewing rally employees and volunteers. The interviewees will be assured of anonymity and privacy to the extent allowed by law. The information I gain from each city will be analyzed and examined to see if there are any factors that both rallies have in common that contribute to their success and longevity. My research results will be available to the city if desired. My dissertation chair is Dr. Margaret Reid, who is also chair of the Political Science Department at the University. The other members of my dissertation committee are Dr. Brinck Kerr, who is Director of the Public Policy Program, and Dr. John Gaber, who is an expert in Urban Politics and Planning. These individuals are responsible for overseeing all aspects of my research.

Regards,
Anne B. Diallo

Note: followed up with phone calls. Permission for interviews received May 5, 2014.

Appendix 8. Introductory Letter to the City of Fayetteville

Anne Burgin Diallo

Visiting Assistant Professor
Department of Political Science
Public Policy PhD Candidate
University of Arkansas

April 9, 2014

Dear [REDACTED],

My name is Anne Diallo. I am a Public Policy PhD candidate at the University of Arkansas, and am working on a dissertation project examining collaborations between city government and organizations that promote large-scale tourist events, such as motorcycle rallies. I am examining successful large-scale tourist events and identifying factors contributing to that success.

The rallies I have chosen as case studies are Bikes, Blues, & BBQ in Fayetteville and the Lone Star Rally in Galveston. Galveston and Fayetteville are similar in some respects and different in others. The same is true of the motorcycle rallies hosted in these cities. What is important is that both rallies have been existence for longer than ten years, and continue to be well managed and well attended.

My research plan has two components. First, I will examine publicly available documents related to the rallies. These documents include city council meeting minutes and any agreements between the cities and the rally sponsoring organizations. Second, I plan to interview current key city and rally employees who are involved in rally promotion and management. I am writing to ask for the support of the city government in interviewing these city employees. The interviewees will be assured of anonymity and privacy to the extent allowed by law. The information I gain from each city will be analyzed and examined to see if there are any factors that both rallies have in common that contribute to their success and longevity. My research results will be available to the city if desired.

My dissertation chair is Dr. Margaret Reid, who is also chair of the Political Science Department at the University. The other members of my dissertation committee are Dr. Brinck Kerr, who is Director of the Public Policy Program, and Dr. John Gaber, who is an expert in Urban Politics and Planning. These individuals are responsible for overseeing all aspects of my research.

Regards,
Anne B. Diallo

Note: Met with [REDACTED], City of Fayetteville. Permission received from [REDACTED] to interview city employees on April 15, 2014.

Appendix 9. Introductory Letter to Lone Star Rally

Anne Burgin Diallo
317 Old Main
Visiting Assistant Professor
Department of Political Science
Public Policy PhD Candidate
University of Arkansas



April 30, 2014

To [REDACTED],

My name is Anne Diallo. I am a Public Policy PhD candidate at the University of Arkansas, and am working on a dissertation project examining collaborations between city government and organizations that promote large-scale tourist events, such as motorcycle rallies. I am examining successful large-scale tourist events and identifying factors contributing to that success.

The rallies I have chosen as case studies are Bikes, Blues, & BBQ in Fayetteville and the Lone Star Rally in Galveston. Galveston and Fayetteville are similar in some respects and different in others. The same is true of the motorcycle rallies hosted in these cities. What is important is that both rallies have been existence for longer than ten years, and continue to be well managed and well attended.

My research plan has two components. First, I will examine publicly available documents related to the rallies. These documents include city council meeting minutes and any agreements between the cities and the rally sponsoring organizations. Second, I plan to interview current key city and rally employees who are involved in rally promotion and management. I am writing to ask for the support of Lone Star Rally in interviewing rally employees. The interviewees will be assured of anonymity and privacy to the extent allowed by law. The information I gain from each rally will be analyzed and examined to see if there are any factors that both rallies have in common that contribute to their success and longevity. My research results will be available to the city if desired.

My dissertation chair is Dr. Margaret Reid, who is also chair of the Political Science Department at the University. The other members of my dissertation committee are Dr. Brinck Kerr, who is Director of the Public Policy Program, and Dr. John Gaber, who is an expert in Urban Politics and Planning. These individuals are responsible for overseeing all aspects of my research.

Regards,
Anne B. Diallo

Note: Followed up with phone calls and permission given for interviews on July 18, 2014

Appendix 10. Introductory Letter to the City of Galveston

Anne Burgin Diallo

Visiting Assistant Professor, Department of Political Science
Public Policy PhD Candidate
University of Arkansas

April 21, 2014

Dear [REDACTED]:

My name is Anne Diallo. I am a Public Policy PhD candidate at the University of Arkansas, and am working on a dissertation project examining collaborations between city government and organizations that promote large-scale tourist events, such as motorcycle rallies. I am examining successful large-scale tourist events and identifying factors contributing to that success. The rallies I have chosen as case studies are Bikes, Blues, & BBQ in Fayetteville and the Lone Star Rally in Galveston. Galveston and Fayetteville are similar in some respects and different in others. The same is true of the motorcycle rallies hosted in these cities. What is important is that both rallies have been existence for longer than ten years, and continue to be well managed and well attended. Galveston is familiar to me from many years of summer vacations. My research plan has two components. First, I will examine publicly available documents related to the rallies. These documents include city council meeting minutes and any agreements between the cities and the rally sponsoring organizations. Second, I plan to interview current key city and rally employees who are involved in rally promotion and management. I am writing to ask for the support of the city government in interviewing city employees. The interviewees will be assured of anonymity and privacy to the extent allowed by law. The information I gain from each city will be analyzed and examined to identify factors that the rallies have in common that contribute to success and longevity. My research results will be readily available to the cities.

My dissertation chair is Dr. Margaret Reid, who is also chair of the Political Science Department at the University. The other members of my dissertation committee are Dr. Brinck Kerr, who is Director of the Public Policy Program, and Dr. John Gaber, who is an expert in Urban Politics and Planning. These individuals are responsible for overseeing all aspects of my research. The City of Fayetteville has agreed to participate and is allowing me to interview key employees critical to the success of the motorcycle rally. These include individuals in the police, recreation, and parking departments. I hope that Galveston will also support the interviews. I plan to be in Galveston from May 19 through the 25th and again from June 10th through 18th. I would be pleased to present my abstract to the Mayor and any interested City council members. I am hoping to hear from you soon.

Regards,
Anne B. Diallo

Note: Reply received by phone, and permission given for interviews, on May 13, 2014.

Appendix 11. 2005 Approved Special Event Permit for BB&BBQ

2005
①

EVENT APPROVAL FORM

Event Name: Bikes, Blues, and BBQ - 2005 Event Date: Sept. 28 - Oct. 1, 2005

Forms Included: ☒ Section I - Event Permit Application
☒ Section II - Major Event
☒ Section III - Noise Ordinance Variance

APPROVALS (City Officials):	
<u>Parking/Events Coordinator</u>	<u>8-29-05</u> Date
<u>Police Chief</u>	<u>9/8/05</u> Date
<u>Fire Chief</u>	<u>9-9-05</u> Date
<u>Transportation</u>	<u>9/12/05</u> Date
<u>Mayor or Designee</u>	<u>9/15/05</u> Date

Comments:

Parking Division (Special Events)

Checked with the Walton Arts Center; they do not have any events scheduled for Sunday. (S.Jenkins)

Police Department

Fire Department

Transportation Division

Mayor's Administration

8-30-05

2.
2005

5. Both parties to this Contract, agree that this is the full and complete agreement between the parties and any oral, implied or written agreements not specified herein are null and void.
6. Both parties agree that any disputes relating to this Contract shall be submitted to binding arbitration. The parties will jointly agree upon the selection of an arbitrator and if they can not jointly agree on an arbitrator then they each will select an arbitrator. If the arbitrators can not reach a decision between themselves then they shall select a third arbitrator and the majority decision of the arbitrators shall control. The decision of the arbitrators shall be the sole and final decision concerning any dispute and the parties agree to be bound by the arbitrator's decision.
7. Both parties agree that time is of the essence.
8. Both parties agree that this agreement shall be binding on the parties hereto and their successors and assigns.

IN WITNESS WHEREOF, the parties hereto have set their original hands and seals to this agreement in original duplicates on the date and year set forth herein above.

Attest:

By: _____

Its Secretary

BIKES, BLUES AND BARBECUE, INC.

By: _____

Its Chairman

Attest:

Its Secretary

received
6-17-05 ME

ORIGINAL

2005
(3)

APPROVED

City of Fayetteville, Arkansas
Event Permit Application
Section I

Any individual or organization planning to host or produce a festival or event which will be held on City of Fayetteville property or utilize City resources must complete this application and return it with the appropriate fees to the City of Fayetteville Parking Management Division for approval. Any misrepresentation in this application or deviation from the final approved specifications and activities described herein may result in the immediate revocation of the approved permit. No application will be processed without the Hold Harmless Clause being signed. Please do not write on the back side of any page of this form.

Event Name: BIKES, BLUES AND BBQ
Event Date(s): SEPTEMBER 28, 29, 30 AND OCTOBER 1, 2005
Event Producer: BIKES, BLUES AND BBQ, INC.

Primary Contact:			
Primary contact is the person who is to be contacted regarding the application or event			
Address:			
City:	<u>FAYETTEVILLE</u>	State:	<u>AR</u>
Zip:	<u>72701</u>		
Phone:	Day:	Night:	
	Cell:	Fax:	
	Email:		
Secondary Contact:			
Phone:	Day:	Night:	
	Cell:	Fax:	
	Email:		

Event Location:

LOT 50, 55, 56, 60, 70, 1, 7, 12, C, 10, 3, 5, 13, 62
DOWNTOWN SQUARE, DICKSON STREET, ALL OF ENTERTAINMENT DISTRICT
NWA Mall

Event Types: Check all that apply

<input checked="" type="checkbox"/>	Not for Profit		Wedding Ceremony		Walk/Run Footrace
	For Profit		Wedding Reception		Competition
<input checked="" type="checkbox"/>	Public		Meeting/Dinner	<input checked="" type="checkbox"/>	Parade
	Private		Press Conference		Rally Demonstration
<input checked="" type="checkbox"/>	Concert		Auction	<input checked="" type="checkbox"/>	Festival
	Trade Show/Expo		Block Party		Other

2005
4

Event Description:

MOTORCYCLE Rally AND FESTIVAL

Event Duration:	Hours of Operation:	Start	End
Starting Date: <u>09/28/05</u>	Day 1	<u>3:PM</u>	<u>12:AM</u>
	Day 2	<u>10:AM</u>	<u>12:AM</u>
Ending Date: <u>10/02/05</u>	Day 3	<u>10:AM</u>	<u>12:AM</u>
	Day 4	<u>10:AM</u>	<u>12:AM</u>
Site Preparation:	Starting Date: <u>09/27/05</u>	Time: <u>12:PM</u>	
Dismantle/Cleanup:	Ending Date: <u>10/02/05</u>	Time: <u>2:PM</u>	
Total Attendance: <u>200,000</u>	Peak Attendance: <u>150,000</u>	Time: <u>6:PM</u>	

Event Features: Check all that apply

<input checked="" type="checkbox"/>	Alcoholic Beverages Served	<input checked="" type="checkbox"/>	Security Required
<input checked="" type="checkbox"/>	Alcoholic Beverages Sold	<input checked="" type="checkbox"/>	Street Closings
<input checked="" type="checkbox"/>	Carnival Rides	<input checked="" type="checkbox"/>	Temporary Electrical Service
<input checked="" type="checkbox"/>	Crowd Control Required	<input checked="" type="checkbox"/>	Temporary Restrooms
<input checked="" type="checkbox"/>	Elevated Noise Levels (Section III required)	<input checked="" type="checkbox"/>	Tents
<input checked="" type="checkbox"/>	Emergency Medical Services Required	<input checked="" type="checkbox"/>	Vendor Booths
<input checked="" type="checkbox"/>	Fireworks Display	<input checked="" type="checkbox"/>	Vendor Food
<input checked="" type="checkbox"/>	Parade/March	<input checked="" type="checkbox"/>	Other

If you have checked any of the features above, please continue with Section II – Major Event Permit Application.

Hold Harmless Clause:

The City shall not be liable to user's employees, agents, invitees, licensee, visitors, or to any other person, for injury to person or damage to property on or about the leased premises caused by the negligence or misconduct of user, its agents, servant or employees, or of any other person entering upon the leased premises under express or implied invitation by user, or caused by the building improvements located on the leased premises becoming out of repair, or caused by leakage of gas, oil, water, smoke, or steam or by electricity emanating from the leased premises. The event producer agrees to indemnify and hold harmless the City from any loss, attorney's fees, and expenses or claims arising out of any such damage or injury. The City reserves the right to revoke this application at any time.

The applicant ensures compliance with the following:

- The observance of applicable laws and ordinances;
- Any stipulations or restrictions of the permit;
- Any stipulations or rules outlined in the Event Permit Application Instructions/Rules;
- The applicant assumes all liabilities that may arise by street closing and related activity.

Permit applied for and all terms and stipulation agreed to by:

Signature: _____

Date: 5/17/05

2005
5

SECTION II

Major Event Permit Application

Event Name: BIKES, BLUES AND BBQ

Event Date(s): SEPTEMBER 28, 29, 30 AND OCTOBER 1, 2005

Site Map Requirement:

Major events require a site map (you may acquire a map from the Parking Management Office). Indicate on map the exact placement of the following items, if applicable.

> Gate(s)/Official Entrance(s)	> Vendor Booths/Tents	> Security Tent(s)
> Restroom Facilities/Portable Toilets	> Money Rooms	> Emergency Medical Tent(s)
> Performance Areas/Lighting	> Fencing	> Sign/Banner Placement
> Dumpsters & Trash Containers	> Food Areas	> Street Closures/Barricades
> Event Headquarters	> Alcohol Areas	> Communication Center

Street Closure:

Date: 9/30/05 Time: 5:00pm

Reopen:

Date: 10/2/05 Time: 5:00am

List streets to be closed (provide map):

(See attachments)

Security:

It is the responsibility of an event producer to provide adequate security for an event, and to ensure that an adequate number of security personnel are present to manage the expected size of the event's crowd. Security must include proper crowd control. Security personnel must meet the requirements of the Fayetteville Police Department.

Number of off-duty police or private security personnel being provided: _____

Organization providing off-duty or private security: BIKES, BLUES & BBQ, Inc.

Contact: _____ Phone: _____

Type of Security	Number of Personnel	Check if not Needed
Gate Security	<u>2</u>	
Alcohol Sales Security	<u>2</u>	
Money Handling Security	<u>4</u>	
Stage/Artists Security	<u>4</u>	
Parking Lot Security	<u>6</u>	
Overnight Security (outside of event hours)	<u>4</u>	

2005
(6)

Emergency Response/Fire Team:

Special emergency response team required?

Yes ☒

No ☐

Type of response unit required:

(see attachment from
Fire Dept.)

Fee: \$ 2,219.82

Paid: 8-26-05

Vendors:

List types of vendor booths (food, clothing, crafts, etc.):

FOOD, CLOTHING, JEWELRY, MOTORCYCLES, MOTORCYCLE ACCESSORIES, TRAILERS
BEVERAGE, INSURANCE SALES, MOTORCYCLE ATTORNEYS, VARIOUS CRAFTS

Alcoholic Beverages:

Alcoholic Beverage Vendor(s):

BIKES, BLUES AND BBQ, INC.

ABC License Number:

PROVIDED BY ABC 30 DAYS PRIOR TO EVENT

Fireworks:

Fireworks Provider/Handler:

NONE

Fireworks Permit Number:

NONE

Electrical Service:

How will electrical service be supplied:

Public Utilities ☒

Generator ☐

On-call Electrician:

Business Phone:

521-6550

Emergency Phone (during event):

\$500.00 Paid for utility services.
8-26-05 ck #1433

Restroom Facilities:

Number of permanent facilities:

N/A

Number of portable facilities:

125

Company Supplying Portables:

Contact:

Phone:

2005

7

SECTION III
REQUEST FOR VARIANCE FROM
CITY OF FAYETTEVILLE NOISE ORDINANCE

Section I: Organizational and General Variance Information

1. Name and address of organization requesting variance:
BIKES, BLUES AND BBQ, INC.
112 W. CENTER-SUITE 580 P.O. BOX 712
FAYETTEVILLE, AR 72701
2. Name and telephone number of contact person:

3. Variance is requested for (date and time):
SEPTEMBER 28, 29, 30 AND OCTOBER 1, 2005
4. The decibel level will not exceed: 80dba PRIOR TO 11pm & 70dba BETWEEN 11pm AND 12AM
5. Place of event: DICKSON STREET ENTERTAINMENT DISTRICT, WALTON
ARTS CENTER PARKING LOT, OTHER CITY & PRIVATE PARKING LOTS
6. Event will be held (check one): Indoors _____ Outdoors ☒
7. Number of people expected to attend: 250,000
8. Sound system to be used: _____
9. Description of entertainment planned: MUSIC ON WAC LOT & US PIZZA LOT
MOTORCYCLE RIDE & DEMONSTRATIONS AT NWA MALL
10. Why do you not expect to be able to comply with normal requirements of the Noise Ordinance?

2005
8

11. Actions planned by organization/applicant to assure compliance with the Noise Ordinance or with restrictions designated in Variance, if granted:

SOUND SUPERVISOR WILL ENSURE APPROPRIATE LEVELS.

Section II: Contact Person(s)

1. Contact persons designated by applicant to be responsible for receiving complaints or requests during event:

Primary Contact:

Name

Phone No. During Event

Address

EVENT DIRECTOR

Position

Secondary Contact:

Name

Phone No. During Event

Address

BOARD OF DIRECTORS

Position

Signature

2. This request is submitted on behalf of organization/applicant by:

Name

Phone No.

Address

EVENT DIRECTOR

Position

Signature

Section III: Approvals

1. (This Section applies only if prior approval from the University of Arkansas Student Services is required.)

The foregoing request has been submitted and reviewed by the Office of Student Services and the Director of Arkansas Union.

Signature, Director of Campus Activities

Date

Trash, Recycling, and Clean Up Plans/Procedures:

Please contact the Solid Waste & Recycling Division for all your events refuse and recycling needs at 479-575-8397.

Name of trash and recycling coordinator: _____

Name of clean up coordinator: _____

Number of people on clean-up crew: 80 to 100

Number and Size of Dumpsters: _____ Type of Dumpsters: 30 yd

Number of times to be serviced: _____

Briefly describe plan for trash and recycle removal (how will trash be collected and disposed of?):

250 EVENT BOXES w/ POLY LINERS. DURING ENTIRE EVENT, VOLUNTEERS
WILL WORK BOTH SIDES OF DICKSON ST TO MONITOR AND EMPTY BINS

Briefly describe plan for clean up after event is concluded:

WILL BE CONTRACTED FOR FINAL CLEAN-UP BEGINNING 6AM, SUNDAY, OCTOBER
2ND FOR DICKSON STREET FROM RR TRACKS TO BLOCK ST, INCLUDING ALL
PUBLIC LOTS, IDOT'S, WAC, ETC.

Clean Up Deposit Required: ~~\$500.00~~ \$3000.00

This fee is payable in advance to the City of Fayetteville for clean up and removal of debris. An inspection of the event location will be performed by City personnel within 24 hours after the ending date and time of the event as established in this permit. Upon establishment of a satisfactory inspection of the site of the clean up performed by the event producer, the clean up deposit will be refunded within thirty (30) days of the inspection. If said clean up was not totally successful, then all or a portion of the deposit may be forfeited to the City in order to pay for the appropriate clean up efforts. Clean up tasks performed by the City are charged out at \$50.00 per hour. If cleanup efforts performed by the City exceed ~~\$500.00~~, \$3000.00 the event producer will be billed the additional cost.

Clean Up Deposit Received:

Date: 8-26-05 Amount: \$3000.00 Check #: 1431

Refundable to:

Name: Bikes, Blues & BBQ

Address: _____

City, St, Zip: _____

Telephone No.: _____

2005 10

STREET CLOSINGS

Parade – Saturday, October 1, 2005 (parade starts at 1:00pm)

11:00am Steele Blvd. from Joyce St. to Van Asche
1:00pm Joyce St. from Steele Blvd. to N. College Ave.
N. College Ave. from Joyce St. to Dickson St.
Dickson St. from N. College Ave. to East St.
East St. from Dickson St. to Mountain St.
Mountain St. from East St. to Block Ave.
Block Ave. from Mountain St. to Dickson St.
Dickson St. from Block Ave. to Arkansas Ave.
3:00pm Parade ends on Arkansas Ave.
All streets will reopen immediately after parade passes

Dickson Street Events – Friday, September 30, 2005

5:00pm Dickson St. from St. Charles to Arkansas Ave.
5:00am Reopen street

Dickson Street Events – Saturday, October 1, 2005

12:00pm Dickson St. from St. Charles to Arkansas Ave.
3:00pm West Ave. from Lafayette to Spring St.
School Ave. from Dickson St. to Spring St.
One lane of St. Charles from Dickson St. to Lafayette
5:00am Reopen streets

Appendix 12. 2009 Approved Special Event Permit for BB&BBQ

Received
6-11-09 pm
HE

ORIGINAL

APPROV'
9-17-09

City of Fayetteville, Arkansas Event Permit Application Section I

2009

(2)

Any individual or organization planning to host or produce a festival or event which will be held on City of Fayetteville property or utilize City resources must complete this application and return it with the appropriate fees to the City of Fayetteville Parking Management Division for approval. Any misrepresentation in this application or deviation from the final approved specifications and activities described herein may result in the immediate revocation of the approved permit. No application will be processed without the Hold Harmless Clause being signed. Please do not write on the back side of any page of this form.

Event Name: Bikes, Blues, & BBQ
Event Date(s): September 23, 24, 25, 26 2009
Event Producer: Bikes, Blues, and BBQ, Inc.

Primary Contact:			
Primary contact is the person who is to be contacted regarding the application or event			
Address:			
City:	Fayetteville	State:	AR
Zip:	72702		
Phone:	Day:	Night:	
	Cell:	Fax:	
Email: bikesbluesandbbq@gmail.com			
Secondary Contact:			
Phone:	Day:	Night:	
	Cell:	Fax:	
Email:			

Event Location:
Lot 50, 55, 56, 60, 70, 1, 7, 12, C, 10, 3, 5, 13, 62, Downtown Square, Dickson Street
Entertainment District, Randal Tyson Track Facility, Baum Stadium Parking Lots

Event Types: Check all that apply

<input checked="" type="checkbox"/> Not for Profit	<input type="checkbox"/> Wedding Ceremony	<input type="checkbox"/> Walk/Run Footrace
<input type="checkbox"/> For Profit	<input type="checkbox"/> Wedding Reception	<input type="checkbox"/> Competition
<input checked="" type="checkbox"/> Public	<input type="checkbox"/> Meeting/Dinner	<input checked="" type="checkbox"/> Parade
<input type="checkbox"/> Private	<input type="checkbox"/> Press Conference	<input type="checkbox"/> Rally Demonstration
<input checked="" type="checkbox"/> Concert	<input type="checkbox"/> Auction	<input checked="" type="checkbox"/> Festival
<input type="checkbox"/> Trade Show/Expo	<input type="checkbox"/> Block Party	<input type="checkbox"/> Other

Event Description:

Motorcycle Rally and Festival

2009 

Event Duration:		Hours of Operation:		Start	End
Starting Date:	09/23/08	Day 1		3pm	12am
		Day 2		10am	12am
Ending Date:	09/26/08	Day 3		10am	12am
		Day 4		10am	12am
Site Preparation:		Starting Date:	09/21/08	Time:	8:00 AM
Dismantle/Cleanup:		Ending Date:	09/27/08	Time:	5:00 PM
Total Attendance: 250,000		Peak Attendance: 150,000		Time: 6 pm	

Event Features: Check all that apply

<input type="checkbox"/> Alcoholic Beverages Served	<input checked="" type="checkbox"/> Security Required
<input checked="" type="checkbox"/> Alcoholic Beverages Sold	<input checked="" type="checkbox"/> Street Closings
<input type="checkbox"/> Carnival Rides	<input checked="" type="checkbox"/> Temporary Electrical Service
<input checked="" type="checkbox"/> Crowd Control Required	<input checked="" type="checkbox"/> Temporary Restrooms
<input checked="" type="checkbox"/> Elevated Noise Levels (Section III required)	<input checked="" type="checkbox"/> Tents
<input type="checkbox"/> Emergency Medical Services Required	<input checked="" type="checkbox"/> Vendor Booths
<input checked="" type="checkbox"/> Parade/March	<input checked="" type="checkbox"/> Vendor Food
	<input type="checkbox"/> Other

If you have checked any of the features above, please continue with Section II – Major Event Permit Application.

Hold Harmless Clause:

The City shall not be liable to user's employees, agents, invitees, licensee, visitors, or to any other person, for injury to person or damage to property on or about the leased premises caused by the negligence or misconduct of user, its agents, servant or employees, or of any other person entering upon the leased premises under express or implied invitation by user, or caused by the building improvements located on the leased premises becoming out of repair, or caused by leakage of gas, oil, water, smoke, or steam or by electricity emanating from the leased premises. The event producer agrees to indemnify and hold harmless the City from any loss, attorney's fees, and expenses or claims arising out of any such damage or injury. The City reserves the right to revoke this application at any time.

The applicant ensures compliance with the following:

- The observance of applicable laws and ordinances;
- Any stipulations or restrictions of the permit;
- Any stipulations or rules outlined in the Event Permit Application Instructions/Rules;
- The applicant's obligations that may arise by street closing and related activity.

Permit application is submitted in accordance with the stipulation agreed to by:

Signature: _____

Date: 6/29/09

[Print Form](#)

[Print Form](#)

Page 2

Section I Event Permit Application

SECTION II

Major Event Permit Application

2009

(H)

Event Name: Bikes, Blues, and BBQ

Event Date(s): September 23, 24, 25, 26 2009

Site Map Requirement:

Major events require a site map (you may acquire a map from the Parking Management Office). Indicate on map the exact placement of the following items, if applicable.

> Gate(s)/Official Entrance(s)	> Vendor Booths/Tents	> Security Tent(s)
> Restroom Facilities/Portable Toilets	> Money Rooms	> Emergency Medical Tent(s)
> Performance Areas/Lighting	> Fencing	> Sign/Banner Placement
> Dumpsters & Trash Containers	> Food Areas	> Street Closures/Barricades
> Event Headquarters	> Alcohol Areas	> Communication Center

Street Closure:

Date: _____ Time: _____

Reopen:

Date: _____ Time: _____

List streets to be closed (provide map):

As Needed Per Fayetteville Police Department ✓

Security:

It is the responsibility of an event producer to provide adequate security for an event, and to ensure that an adequate number of security personnel are present to manage the expected size of the event's crowd. Security must include proper crowd control. Security personnel must meet the requirements of the Fayetteville Police Department. ✱

Number of off-duty police or private security personnel being provided: 40

Organization providing off-duty or private security: Bikes, Blues, and BBQ Inc.

Contact: _____

Phone: _____

Type of Security	Number of Personnel	Check if not Needed
Gate Security	4 <input checked="" type="checkbox"/>	<input type="checkbox"/>
Alcohol Sales Security	4 <input checked="" type="checkbox"/>	<input type="checkbox"/>
Money Handling Security	4 <input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage/Artists Security	4 <input checked="" type="checkbox"/>	<input type="checkbox"/>
Parking Lot Security	6 <input checked="" type="checkbox"/>	<input type="checkbox"/>
Overnight Security (outside of event hours)	4 <input checked="" type="checkbox"/>	<input type="checkbox"/>

Fire \$2,349⁰⁰

5
2009

Emergency Response/Fire Team:

Special emergency response team required?

Yes ☒

No ☐

Type of response unit required: Mobile Response Team Fee: \$ 2,349.00

Vendors:

List types of vendor booths (food, clothing, crafts, etc.):

Food, Clothing, Motorcycles and Accessories for Motorcycles, Trailers, Beverages, Insurance Sales, Motorcycle Attorneys, Various Crafts and Jewelry, Miscellaneous Information

Alcoholic Beverages:

Alcoholic Beverage Vendor(s): Bikes, Blues, and BBQ Inc.

ABC License Number: Provided by ABC 30 days prior to event

Fireworks:

Fireworks Provider/Handler: N/A

Fireworks Permit Number: N/A

Electrical Service:

How will electrical service be supplied :

Public Utilities ☒

Generator ☒

On-call Electrician: Rakes Electric

Business Phone: _____

Emergency Phone (during event): 479-841-9019

Restroom Facilities:

Number of permanent facilities: N/A

Number of portable facilities: 200

Company Supplying Portables: _____

Contact: Don Thone

Phon: _____

2009
6

Trash, Recycling, and Clean Up Plans/Procedures:

Please contact the Solid Waste & Recycling Division for all your events refuse and recycling needs at 479-575-8397.

Name of trash and recycling coordinator: _____

Name of clean up coordinator: _____

Number of people on clean-up crew: _____

Number and Size of Dumpsters: 40 cubic yards Type of Dumpsters: Roll Off

Number of times to be serviced: As Needed

Briefly describe plan for trash and recycle removal (how will trash be collected and disposed of?):

300 Event Boxes w/ Poly Liners. During the entire event, volunteers will work both sides of Dickson Street and all
vendor lots to monitor and empty cans.

Briefly describe plan for clean up after event is concluded:

Will be contracted for Final Clean-Up beginning 5 am on Sunday September 27 for all event areas.

Clean Up Deposit Required: \$500.00

This fee is payable in advance to the City of Fayetteville for clean up and removal of debris. An inspection of the event location will be performed by City personnel within 24 hours after the ending date and time of the event as established in this permit. Upon establishment of a satisfactory inspection of the site of the clean up performed by the event producer, the clean up deposit will be refunded within thirty (30) days of the inspection. If said clean up was not totally successful, then all or a portion of the deposit may be forfeited to the City in order to pay for the appropriate clean up efforts. Clean up tasks performed by the City are charged out at \$50.00 per hour. If cleanup efforts performed by the City exceed \$500.00, the event producer will be billed the additional cost.

Clean Up Deposit Received:

Date: 9/16/09 Amount: \$1500.00 Check #: 4881

Refundable to:

Name:

Bikes, Blues, and BBQ, Inc.

Address:

City, St, Zip:

Telephone No.:

refund of
posit subject to
fees due to
ty being paid
full.

Page 3

Section II Major Event Permit Application

2009
③

SECTION III
REQUEST FOR VARIANCE FROM
CITY OF FAYETTEVILLE NOISE ORDINANCE

Section 1: Organizational and General Variance Information

1. Name and address of organization requesting variance:
Bikes, Blues, and BBQ, Inc.

Fayetteville, AR 72702

2. Name and telephone number of contact person:

3. Variance is requested for (date and time):
September 23, 24, 25, 26 2009 5PM - 12AM

4. The decibel level will not exceed: 85 dba before 11pm/75 btwn 11 & 12

5. Place of event: Dickson Street Entertainment District, WAC Parking Lot,
and other City and Private Lots

6. Event will be held (check one): Indoors _____ Outdoors ☒ _____
7. Number of people expected to attend: 250,000

8. Sound system to be used: _____
9. Description of entertainment planned: Outdoor music stage on WAC Lot
and Motorcycle Riding Demonstrations at Randall Tyson Track Facility

10. Why do you **not** expect to be able to comply with normal requirements of the Noise Ordinance:

11. Actions planned by organization/applicant to assure compliance with the Noise Ordinance or with restrictions designated in Variance, if granted:
Sound Supervisor will ensure appropriate license

Section II: Contact Person(s)

1. Contact persons designated by applicant to be responsible for receiving complaints or requests during event:

Primary Contact:

Name _____
Address _____
Signature _____

Phone No. During Event _____
Event Director
Position

Secondary Contact:

Neal Crawford
Name _____
Fayetteville, AR 72702
Address _____
Signature _____

Phone No. During Event _____
Board Member
Position

2. This request is submitted on behalf of organization/applicant by:

Name _____
Address _____
Signature _____

Phone No. _____
Event Director
Position

Section III: Approvals

1. (This Section applies only if prior approval from the University of Arkansas Student Services is required.)

The foregoing request has been submitted and reviewed by the Office of Student Services and the Director of Arkansas Union.

Signature, Director of Campus Activities

Date



FAYETTEVILLE

THE CITY OF FAYETTEVILLE, ARKANSAS

POLICE DEPARTMENT

(4)
2009

June 23, 2009

Alcoholic Beverage Control Division
1515 West 7th Street, Suite 503
Little Rock, AR 72201

RE: Bikes, Blues & BBQ

Dear Sir:

The City of Fayetteville owns the following parking lot described herein below:

The parking lot located at the Southwest corner of Dickson Street and West Avenue with said lot beginning at that corner and running in a southerly direction along the west side of West Avenue to the north side of Spring Street then going west to the east right of way of the Arkansas Missouri railroad tracks thence north along said railroad tracks to the south side of Dickson Street and thence running east to the west side of West Avenue which is the point of beginning.

Please accept this letter as the City of Fayetteville's permission for Bikes, Blues and BBQ to use this parking lot for their event including the right to sell beer and spirits on the premises from September 23, 2009, through September 26, 2009.

Sincerely yours,

Chief of Police

Parking and Telecommunications Manager

FAYETTEVILLE POLICE DEPARTMENT
100-A WEST ROCK STREET
FAYETTEVILLE, AR 72701

DELIVERIES: 100-A WEST ROCK STREET 72701
PHONE: (479) 587-3555 FAX: (479) 587-3522

STREET CLOSINGS

BBBQ 2009

2009
10

Parade – Saturday, September 26, 2009 (parade starts at 4:00pm)

3:00pm Staging on Beechwood
4:00pm Parade begins at Track Center
Parade route map attached

Dickson Street Closing – Friday-Saturday, Sept. 25-26, 2009

All street closings are determined by the Fayetteville Police Department as needed when excessive vehicular and pedestrian traffic becomes hazardous.

Anticipated closures:

4:00pm From Powerhouse Drive to Church Street
4:00-6:00am Cleanup of sidewalks and streets
6:00am Reopen streets

College Ave. Redirection – Friday-Saturday, Sept. 25-26, 2009

College Ave. south bound lane from Lafayette St. to Dickson St:

Right hand lane designated for motorcycles only; right turn on Dickson St.

Left hand lane designated for all other vehicles; no right turn on Dickson St.

No Shuttle Service – Train Only

Passenger train will run back and forth between Dickson Street and Baum Stadium every 25 minutes. (Wristbands will be issued for train riders.)

12pm – 1am Thursday
9am – 1am Friday
9am – 2am Saturday

Appendix 13. 2014 Approved Special Event Permit for BB&BBQ

ORIGINAL

City of Fayetteville, Arkansas
Event Permit Application
Section I

2014
APPROVED
①

Any individual or organization planning to host or produce a festival or event which will be held on City of Fayetteville property or utilize City resources must complete this application and return it with the appropriate fees to the City of Fayetteville Parking Management Division for approval. Any misrepresentation in this application or deviation from the final approved specifications and activities described herein may result in the immediate revocation of the approved permit. No application will be processed without the Hold Harmless Clause being signed. Please do not write on the back side of any page of this form.

Event Name: Bikes, Blues & BBQ

Event Date(s): September 24, 25, 26, 27, 2014

Event Producer: Bikes, Blues & BBQ

Primary Contact: _____
Primary contact is person who is to be contacted regarding the application or event

Address: _____

City: Fayetteville **State:** AR **Zip:** 72702

Phone: Day: _____ Night: _____
Cell: _____ Fax: _____
Email: _____

Secondary Contact: _____

Phone: Day: _____ Night: _____
Cell: _____ Fax: _____
Email: _____

Event Location: _____
Lot 50,55,56,60,70,1,7,12,C,10,3,5,13,62, Downtown Square, Dickson Street Entertainment District, Randal Tyson Track Facility, Baum Stadium Parking lot, and Washington Co. Fairgrounds

Event Types: Check all that apply

<input checked="" type="checkbox"/> Not for Profit	<input checked="" type="checkbox"/> Wedding Ceremony	<input type="checkbox"/> Walk Run Footrace
<input type="checkbox"/> For Profit	<input type="checkbox"/> Wedding Reception	<input type="checkbox"/> Competition
<input checked="" type="checkbox"/> Public	<input type="checkbox"/> Meeting Dinner	<input checked="" type="checkbox"/> Parade
<input type="checkbox"/> Private	<input type="checkbox"/> Press Conference	<input type="checkbox"/> Rally Demonstration
<input checked="" type="checkbox"/> Concert	<input type="checkbox"/> Auction	<input checked="" type="checkbox"/> Festival
<input type="checkbox"/> Trade Show Expo	<input type="checkbox"/> Block Party	<input type="checkbox"/> Other _____

EVENT APPROVALS (via e-mail)

2014
2

From:
Sent: Wednesday, May 07, 2014 12:11 PM
Subject: Bikes Blues & BBQ

The Event Permit Application for Bikes Blues and BBQ is now out on the Special Events Calendar. The event is scheduled for September 24-27, 2014. Please note their request for Fireworks (see attached).

.....
From:
Sent: Wednesday, May 07, 2014 11:11 AM
Subject: RE: Bikes Blues & BBQ

Go ahead and send this application around for review. We will have to hold meetings with the event producers as we normally do each year before we actually approve this event. Thank you.

Parking & Telecommunications Manager

.....
From:
Sent: Thursday, September 18, 2014 8:48 AM
Subject: RE: Bikes Blues & BBQ

The Police Department approves of this Special Event Application. Meetings have been held to handle the details of this event.

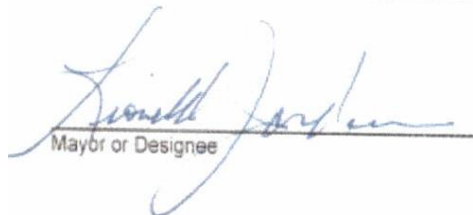
Fayetteville Police Department

.....
From:
Sent: Thursday, July 24, 2014 2:45 PM
Subject: BBBQ approval

With the deletion of a Public Firework Display from their application Fire approves the Special Event Permit for BBBQ.

Fayetteville Fire Department

Approval to suspend paid parking in the Entertainment District during Bikes Blues and BBQ, Wednesday, September 24 through Saturday, September 27, 2014.



Mayor or Designee

9/19/14

Date

Section II Major Event Permit Application

2014
3

Event Name: Bikes, Blues & BBQ
Event Date(s): September 24, 25, 26, 27, 2014

Site Map Requirements:

Major events require a site map. Indicate on map the exact placement of the following items, if applicable.

> Gates(s)/Official Entrance(s)	> Vendor Booths/Tents	> Security Tent(s)
> Restroom Facilities/Portable Toilets	> Money Rooms	> Emergency Medical Tent(s)
> Performance Areas/Lighting	> Fencing	> Sign/Banner Placement
> Dumpsters & Trash Containers	> Food Areas	> Street Closures/Barricades
> Event Headquarters	> Alcohol Areas	> Communication Center

Street Closure:

Reopen:

Date: _____ Time: _____ Date: _____ Time: _____

List streets to be closed (provide map):

TBD by Fayetteville Police Department

Security:

It is the responsibility of an event producer to provide adequate security for an event and to ensure that an adequate number of security personnel are present to manage the expected size of the event's crowd. Security must include proper crowd control. Security personnel must meet the requirements of the Fayetteville Police Department.

Number of off-duty police or private security personnel being provided: 40

Organization providing off-duty or private security: Bikes, Blues and BBQ

Contact: _____ Phone: _____

Type of Security	Number of Personnel	Check if NOT Needed
Gate Security	4	<input type="checkbox"/>
Alcohol Sales Security	4	<input type="checkbox"/>
Money Handling Security	4	<input type="checkbox"/>
Stage/Artist Security	4	<input type="checkbox"/>
Parking Lot Security	6	<input type="checkbox"/>
Overnight Security (outside of event hours)	4	<input type="checkbox"/>

Event Description:

Motorcycle Rally & Festival

2014
4

Event Duration:		Hours of Operation:		Start	End
Starting Date:	9/24/2014	Day 1	3:00 p.m.	12:00 a.m.	
Ending Date:	9/27/2014	Day 2	12:00 p.m.	12:00 a.m.	
		Day 3	10:00 a.m.	12:00 a.m.	
Site Preparation:	Starting Date: 9/21/14	Time:	8:00 a.m.		
Dismantle/Cleanup	Ending Date: 9/28/2014	Time:	8:00 a.m.		
Total Attendance:	400,000	Peak Attendance:	150,000	Time:	6:00 p.m.

Event Features: Check all that apply

<input type="checkbox"/> Alcoholic Beverages Served	<input type="checkbox"/> EMS Required	<input checked="" type="checkbox"/> Temporary Electrical Service
<input checked="" type="checkbox"/> Alcoholic Beverages Sold	<input type="checkbox"/> Fireworks **	<input checked="" type="checkbox"/> Temporary Restrooms
<input type="checkbox"/> Carnival Rides	** See City Code 94.05	<input checked="" type="checkbox"/> Tents
<input checked="" type="checkbox"/> Crowd Control Required	<input checked="" type="checkbox"/> Parade/March	<input checked="" type="checkbox"/> Vendor Booths
<input checked="" type="checkbox"/> Elevated Noise Levels *	<input checked="" type="checkbox"/> Security Required	<input checked="" type="checkbox"/> Vendor Food
* Section III Required	<input checked="" type="checkbox"/> Street Closings	<input type="checkbox"/> Other

If you have checked any of the features above, please continue with Section II - Major Event Permit Application.

Hold Harmless Clause:

The City shall not be liable to user's employees, agents, invitees, licensee, visitors, or to any other person, for injury to person or damage to property on or about the leased premises caused by the negligence or misconduct of user, its agents, servant or employees, or of any other person entering upon the leased premises under express or implied invitation by user, or caused by the building improvements located on the leased premises becoming out of repair, or caused by leakage of gas, oil, water, smoke, or steam or by electricity emanating from the leased premises. The event producer agrees to indemnify and hold harmless the City from any loss, attorney's fees, and expenses or claims arising out of any such damage or injury. The City reserves the right to revoke this application at any time.

The applicant ensures compliance with the following:

- The observance of applicable laws and ordinances;
- Any stipulations or restrictions of the permit;
- Any stipulations or rules outlined in the Event Permit Application Instructions/Rules;
- The applicant assumes all liabilities that may arise by street closing and related activity.

Permit applied for and all terms and stipulations agreed to by:

Signature: _____

Date: 1-22-14

Return completed form to: parking@ci.fayetteville.ar.us or Fax 479.575.8250
Parking Management, 113 W Mountain St. Fayetteville, AR 72701 / Phone 479.575.8280

Emergency Response/Fire Team:

Special emergency response team required?

Yes ☐

No ☒

Vendors:

List types of vendor booths (food, clothing, crafts, etc.):

Food, Clothing, Motorcycles and Motorcycle Accessories, Trailers, Beverages, Insurance Sales, Motorcycle Attorneys, Various Crafts and Jewelry, Miscellaneous Information

2014
5

Alcoholic Beverages:

Alcoholic Beverage Vendor(s): Bikes, Blues and BBQ

ABC License Number: Provided by ADC 30 days prior to event

Fireworks:

Fireworks Provider/Handler: n/a

Fireworks Permit Number: n/a

Electrical Service:

How will electrical service be supplied:

Public Utilities



Generator



On-call Electrician:

Business Phone:

Emergency Phone (during event):

Restroom Facilities:

Number of permanent facilities: n/a

Number of portable facilities: 240

Company Supplying Portables:

Contact:

Phone:

Trash, Recycling, and Clean Up Plans/Procedures:

Please contact the Solid Waste & Recycling Division for all your events refuse and recycling needs at 479-575-8397.

Name of trash and recycling coordinator: _____

Name of clean up coordinator: _____

Number of people on clean up crew: 100

Number and Size of Dumpsters: 40 cubic yards Type of Dumpsters: Hog Box

Number of times to be serviced: As Needed

Briefly describe plan for trash and recycle removal (how will trash be collected and disposed of?):

300 event boxes with poly liners. During the event, volunteers will work Dickson Street and all vendors to monitor and empty boxes.

Briefly describe plan for clean up after event is concluded:

Contracted for Final Clean up beginning 5:00 a.m. on Sunday, September 28 for all event areas.

Clean Up Deposit Required: \$500.00

This fee is payable in advance to the City of Fayetteville for clean up and removal of debris. An inspection of the event location will be performed by City personnel within 24 hours after the ending date and time of the event as established in this permit. Upon establishment of a satisfactory inspection of the site of the clean up performed by the event producer, the clean up deposit will be refunded within thirty (30) days of the inspection. If said clean up was not totally successful, then all or a portion of the deposit may be forfeited to the City in order to pay for the appropriate clean up efforts. Clean up tasks performed by the City are charged out at \$50.00 per hour. If clean up efforts performed by the City exceed \$500.00, the event producer will be billed the additional cost.

Clean Up Deposit Received:

Date: 9/3/14 Amount: \$ 1,000.00 Check #: 811214

Refundable to: Name: _____
Address: _____
City, St, Zip: _____
Telephone No.: _____

Return completed form to: parking@ci.fayetteville.ar.us or Fax 479.575.8250
Parking Management, 113 W Mountain St, Fayetteville, AR 72701 / Phone 479.575.8280

Appendix 14. 2009 City of Fayetteville Sales Tax Ordinance No. 5283.

Amending the 1995 city tax code.


Doc ID: 013170230002 Type: REL
Kind: ORDINANCE
Recorded: 11/17/2009 at 03:28:29 PM
Fee Amt: \$20.00 Page 1 of 2
Washington County, AR
Bette Stamos Circuit Clerk
File **2009-00036592**

ORDINANCE NO. 5283

AN ORDINANCE TO AMEND CHAPTER 35: **TAXATION** OF THE
FAYETTEVILLE CODE TO INCORPORATE AMENDMENTS OF STATE
LAW AFFECTING THE HOTEL, MOTEL AND RESTAURANT TAX

WHEREAS, on March 1, 1977, the Fayetteville Board of Directors passed Ordinance No. 2310 levying a one percent Hotel, Motel, and Restaurant Tax and creating the Advertising and Promotion Commission; and

WHEREAS, on July 5, 1995, the City Council passed Ordinance No. 3900 which levied a one percent Hotel, Motel, and Restaurant tax to be used by the City Parks and Recreation Department for the promotion and development of City parks and recreation areas; and

WHEREAS, Ordinance No. 3900 was referred to the voters pursuant to A.C.A. §14-55-301 (a) who adopted the ordinance; and

WHEREAS, state law has been amended since the passage of those ordinances (which have been codified into Chapter 35: **Taxation** of the Fayetteville Code); and

WHEREAS, the City Council desires to incorporate all aspects of the current state law regarding the Hotel, Motel and Restaurant tax into the Fayetteville Code.

NOW, THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FAYETTEVILLE, ARKANSAS:

Section 1: That the City Council of the City of Fayetteville, Arkansas hereby amends the names of Article II and Article III of Chapter 35: **Taxation** of the Fayetteville Code from their current "Transient Occupancy Tax" and "Additional Occupancy Tax" to "Hotel, Motel and Restaurant Tax" and "Parks Hotel, Motel and Restaurant Tax."



Section 2: That the City Council of the City of Fayetteville, Arkansas hereby amends Chapter 35: **Taxation** of the Fayetteville Code by amending §35.20 **Levy of Tax** and §35.31 **Levy of Parks HMR tax** by adding a following sentence at the end of each section: "The levy of this tax shall also be applied to and include all items described in A.C.A. §26-75-602 **Levying authority** as currently enacted and as may be amended in the future."

Section 3: That the City Council of the City of Fayetteville, Arkansas hereby amends §35.24 **Advertising and Promotion Fund**, subsection (B) by enacting and adding the following sentence: "The Advertising and Promotion Fund may be used for any purpose authorized by state law within A.C.A. §26-75-606 as currently enacted and as may be amended in the future."

PASSED and **APPROVED** this 20th day of October, 2009.

APPROVED:

ATTEST:

By: 
LIONELD JORDAN, Mayor

By: 
SONDRA E. SMITH, City Clerk/Treasurer



Appendix 15. City of Fayetteville. Sales Tax Ordinance 4912.

Code addressing sales taxes for Bike, Blues, and BBQ Vendors

FAYETTEVILLE CODE OF ORDINANCES TITLE III ADMINISTRATION CD35:6 35.36-35.39

Reserved 35.40

Enforcement Of Tax Laws And Code Compliance For Outdoor Vendors During The Bikes, Blues, And Barbeque, Inc. Annual Festival

(A) During the annual Bikes, Blues and Barbeque festival; Bikes, Blues and Barbeque, Inc. shall ensure that all outdoor vendors have all necessary health permits and zoning compliance permits prior to issuing its permit to allow the vendor to operate.

(B) Bikes, Blues and Barbeque, Inc. shall require all of its authorized vendors to conspicuously display its authorizing permit during all hours of operation.

(C) Bikes, Blues and Barbeque, Inc. shall ensure that each authorized vendor shall remit all required sales and use taxes at the end of each day's operation and shall remove its authorizing permit from any vendor who fails to timely and completely remit these taxes.

(D) If a vendor attempts to sell goods or services without all the required permits conspicuously displayed, such vendor shall be guilty of a violation and be subject to the penalty provided for in §35.99.

(E) The above permit requirement shall not be applicable to vendors at the Fayetteville Farmer's Market, for merchants with an established physical address and building and established record of proper HMR tax remission to the City, or other vendors specifically exempted by state law from such permit requirements.

(Ord. 4912, 8-15-06)

35.41-35.98 Reserved 35.99

Penalty It shall be unlawful for any taxpayer, as defined in '35.21, to fail to remit to the city by the twentieth day of each month all collections of the tax for the preceding month as levied by '35.20, and, upon conviction thereof, the taxpayer shall be punished by a fine of not more than \$500.00, or double that sum for each repetition of such offense.

(Code 1965, §18A-(b); Ord. No. 2310, 3-1-77; Ord. No. 2648, 7-15-80; Ord. No. 2711, 3-24-81; Ord. No. 2869, 10- 19-82, Ord. No. 4318, 6-20-2001)

Appendix 16. COG, 01/13/2000. City council Minutes. Alcohol.

Requiring waivers for alcohol consumption in designated areas for Special Events.

THE MINUTES OF THE REGULAR MEETING OF THE CITY COUNCIL OF THE
CITY OF GALVESTON HELD JANUARY 13, 2000 - 2:00 P.M.

1. DECLARATION OF A QUORUM AND CALL MEETING TO ORDER.
2. INVOCATION: CM. J. THOMAS
3. PLEDGE OF ALLEGIANCE
4. ROLL CALL: Present: Mayor Quiroga, MPT Allen, CM L. Thomas, CM Puccetti, CM
Bowers, CM J. Thomas, CM Clayton
Staff: City Secretary Lawrence, City Manager LeBlanc, Acting City
Attorney Gervais

- B. Consider an Ordinance amending "The City Code", to clarify conflicting provisions concerning consumption of alcoholic beverages on Seawall Boulevard for the regularly scheduled festival weekends of Mardi Gras and Dickens, as well as other special events upon approval by City Council.

ORDINANCE NO. 00-03 was read by caption: AMENDING "THE CODE OF THE CITY OF GALVESTON 1982, AS AMENDED" TO ALLOW ALCOHOLIC BEVERAGES ON SEAWALL BOULEVARD FOR THE REGULARLY SCHEDULED FESTIVAL WEEKENDS OF MARDI GRAS AND DICKENS, AS WELL AS OTHER SPECIAL EVENTS UPON APPROVAL BY CITY COUNCIL; MAKING VARIOUS FINDINGS AND PROVISIONS RELATED TO THE SUBJECT.

MPT Allen made Motion to approve with the following change: the intention of Council is that Mardi Gras and Dickens, which will be considered festivals, and any other special event that wants to come to Council and obtain the waiver for the consumption of alcohol, Council can designate a certain area and also attach conditions to the waiver. The Seawall ordinance should be clear that the waiver would only pertain to a certain entertainment district. Second by CM J. Thomas. Unanimously approved.

Appendix 17. City of Galveston, 08/09/2004. City council Minutes. Alcohol.

Allowing alcohol consumption on Stewart Beach (Seawall Boulevard).

THE MINUTES OF THE REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF GALVESTON HELD SEPTEMBER 9, 2004 - 5:30 P.M..

1. DECLARATION OF A QUORUM AND CALL MEETING TO ORDER.
 2. INVOCATION: CM Cole asked citizens to pause in memory of those who died on September 11, 2001, of those have died since then in the quest for peace and in honor of all of those who continue in the quest for peace.
 3. PLEDGE OF ALLEGIANCE
 4. ROLL CALL: Present: Mayor Thomas, MPT Jaworski, CM Roberts, CM Cole, CM Banks, CM Bolton-Legg, CM Weber
Staff: City Manager LeBlanc, City Attorney Green, City Secretary Lawrence
- C. Consider for approval an Ordinance of the City of Galveston, Texas, amending Chapter 4, "Alcoholic Beverages", Section 4-4, "Scope", of "The Code of the City of Galveston 1982, as amended" to amend the prohibition against the consumption of alcoholic beverages on public rights-of-way to exclude the public rights-of-way located between the East Line of 6th Street and the East Line of 10th Street South of Seawall Boulevard.

ORDINANCE NO. 04-082 was read by caption: AMENDING CHAPTER 4, "ALCOHOLIC BEVERAGES", SECTION 4-4, "SCOPE" OF "THE CODE OF THE CITY OF GALVESTON, 1982" TO AMEND THE PROHIBITION AGAINST THE CONSUMPTION OF ALCOHOLIC BEVERAGES ON PUBLIC RIGHTS-OF-WAY TO EXCLUDE THE PUBLIC RIGHTS-OF-WAY LOCATED BETWEEN THE EAST LINE OF 6TH STREET AND THE EAST LINE OF 10TH STREET SOUTH OF SEAWALL BOULEVARD; MAKING VARIOUS FINDINGS AND PROVISIONS RELATED TO THE SUBJECT.

City Attorney Green explained the City Code alcohol consumption prohibition had previously been amended to exclude an area of Stewart Beach, commonly referred to as corporate village. Historically alcohol had been permitted, but we want to clarify City Code. After the changes were adopted, it was discovered there was conflict because the City Code prohibits the consumption of alcoholic beverages in public right-of-ways and streets with the exception of the Central Business

District. In this area there are several public right-of-ways. This needs to be cleared up because it is too problematic to allow alcohol but not on these small areas. This will allow the consumption of alcohol in the public right-of-ways in this limited area between the east line of 6th Street and the east line of 10th Street south of Seawall Blvd.

Motion to approve by MPT Jaworski. Second by Bolton-Legg. Unanimously approved.

Appendix 18. City of Galveston, 04/14/ 2005. City council Minutes. Alcohol.

Prohibiting alcohol consumption on Stewart Beach.

THE MINUTES OF THE REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF GALVESTON HELD APRIL 14, 2005 - 5:30 P.M.

1. DECLARATION OF A QUORUM AND CALL MEETING TO ORDER.
2. MOMENT OF SILENCE
3. PLEDGE OF ALLEGIANCE
4. ROLL CALL: Present: Mayor Thomas, CM Roberts, CM Cole, MPT Jaworski, CM Bolton-Legg, CM Weber
Absent: CM Banks
Staff: City Manager LeBlanc; City Attorney Green; City Secretary Lawrence

- E. Consider for approval an Ordinance of the City of Galveston, Texas, amending Chapter 4, "Alcoholic Beverages" of "The Code of the City of Galveston 1982, as amended" to prohibit the consumption of alcoholic beverages upon the area commonly known as "Stewart Beach" and the area between the east right-of-way line of 6th Street to the east right-of-way line of 10th Street south of Seawall Boulevard; repealing Ordinance No's. 03-107, 04-074, and 04-082 which authorized conditional alcohol consumption for Park Board and Texas South Beach events pursuant to a terminated concessionaire agreement between the parties.

ORDINANCE NO. 05-021 was read by caption: AMENDING CHAPTER 4, ALCOHOLIC BEVERAGES" OF "THE CODE OF THE CITY OF GALVESTON 1982, AS

April 14, 2005

AMENDED" TO PROHIBIT THE CONSUMPTION OF ALCOHOLIC BEVERAGES UPON THE AREA COMMONLY KNOWN AS "STEWART BEACH" AND THE AREA BETWEEN THE EAST RIGHT-OF-WAY LINE OF 6TH STREET TO THE EAST RIGHT-OF-WAY LINE OF 10TH STREET SOUTH OF SEAWALL BOULEVARD; REPEALING ORDINANCE NO'S. 03-107, 04-074, AND 04-082 WHICH AUTHORIZED CONDITIONAL ALCOHOL CONSUMPTION FOR PARK BOARD AND TEXAS SOUTH BEACH EVENTS PURSUANT TO A TERMINATED CONCESSIONAIRE AGREEMENT BETWEEN THE PARTIES; MAKING VARIOUS FINDINGS AND PROVISIONS RELATED TO THE SUBJECT.

Motion to approve by CM Weber. Second by CM Roberts. Unanimously approved by those present.

Appendix 19. City of Galveston, 08/09/ 2007. City council Minutes. Alcohol.

Allowing alcohol consumption on Stewart Beach on a case by case permit basis.

THE MINUTES OF THE REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF GALVESTON HELD AUGUST 9, 2007, 5:30 P.M.

1. DECLARATION OF A QUORUM AND CALL MEETING TO ORDER.
2. MOMENT OF SILENCE
3. PLEDGE OF ALLEGIANCE
4. ROLL CALL: Present: Mayor Thomas, CM Pena, CM Puccetti, MPT Weber, CM Bolton-Legg, CM Roberts, CM Colbert.
Staff: City Manager LeBlanc, City Attorney Green, City Secretary Lawrence; Director of Planning and Community Services O'Donohoe
5. DECLARATION OF CONFLICT
None

B. Consider for approval an Ordinance of the City of Galveston, Texas, amending "the Code of the City of Galveston 1982, as amended" to allow alcoholic beverages for designated Special Events located at Stewart Beach upon approval by City Council.

ORDINANCE NO. 07-054 was read by caption: AMENDING "THE CODE OF THE CITY OF GALVESTON, 1982, AS AMENDED" TO ALLOW THE CONSUMPTION OF ALCOHOLIC BEVERAGES DURING DESIGNATED SPECIAL EVENTS LOCATED AT "STEWART BEACH" UPON APPROVAL BY CITY COUNCIL; MAKING VARIOUS FINDINGS AND PROVISIONS RELATED TO THE SUBJECT.

Motion to approve by CM Bolton-Legg. Second by MPT Weber.

Ms. Green stated currently alcohol is prohibited at Stewart Beach. The proposed ordinance will give Council the flexibility, on a case by case basis, to consider each application "with conditions" for the consumption of alcohol at Stewart Beach.

Unanimously approved.

aa

Appendix 20. City of Galveston. 2001 Ordinance 01-049: Special Events.

ORDINANCE NO. 01-049

AN ORDINANCE OF THE CITY OF GALVESTON, TEXAS, AMENDING CHAPTER 6, ARTICLE II "SPECIAL EVENTS", OF "THE CODE OF THE CITY OF GALVESTON, 1982, AS AMENDED" AND ADOPTING A SPECIAL EVENT PERMIT APPLICATION; MAKING VARIOUS FINDINGS AND PROVISIONS RELATED TO THE SUBJECT

WHEREAS, on August 14, 1997, City Council adopted Ordinance No. 97-64 establishing a "Special Events" policy to provide uniform guidelines for organizers, promoters, and sponsor for the conducting of special events; and,

WHEREAS, City and Park Board staff have developed a Special Event Permit Application to assist event organizers in planning safe and successful events that create a minimal impact on the areas surrounding the event site; and,

WHEREAS, the City Council of the City of Galveston, Texas, deems it in the public interest to amend the Special Events policies and to adopt a Special Event Permit Application;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GALVESTON, TEXAS:

SECTION 1. The findings and recitations set out in the preamble to this Ordinance are found to be true and correct and they are adopted by the City Council and made a part hereof for all purposes.

SECTION 2. Section 6-15, Chapter 6, Article II, "Special Events" of "The Code of the City of Galveston 1982, as amended", is hereby amended to read and provide as follows:

Sec. 6-15. Definitions.

(a) Applicant. Applicant shall include the person, or other entity applying for the special event permit. Application shall include, but not be limited to, the event's sponsor, organizer, or promoter.

(b) Special Event. A "Special Event" is any event that is held in whole or part on property owned, managed or controlled by the City of Galveston, including City right-of-way, that will:

1. Have substantial visitor impact on the City of Galveston, or
2. Result in a gathering of large crowds

A "Special Event" as determined by the City of Galveston shall include but not be limited to, the following:

1. Circus or carnival
2. Temporary outdoor concert, jazz or music festival, except those sponsored by the City
3. Outdoor public exhibition
4. Outdoor cooking contest
5. Parades or processions
6. Community events or celebrations
7. Outdoor public festivals
8. Street dances
9. Fun runs or other events in which City streets are closed

"Special Event" shall not include "Mardi Gras" or "Dickens on the Strand," which are governed by other provisions of The City Code. In addition, activities at properties under the management and operation of the Park Board of Trustees are excluded from these provisions.

SECTION 3. Section 6-16, Chapter 6, Article II, "Special Events" of "The Code of the City of Galveston 1982, as amended", is hereby amended to read and provide as follows:

Sec. 6-16. Permit required.

It shall be unlawful for any person, or other entity, to conduct, hold or sponsor a special event on property owned, managed, or controlled by the city, including city right-of-ways without having first obtained from the city a special event permit pursuant to the provisions of this article and the Special Event Permit Application provisions. These provisions shall apply to both profit and nonprofit events or organizations.

SECTION 4. Section 6-17, Chapter 6, Article II, "Special Events" of "The Code of the City of Galveston 1982, as amended", is hereby amended to read and provide as follows:

Sec. 6-17. Application.

Each applicant must complete in full the City of Galveston "Special Event Permit Application" furnished by the City Manager. Applicants shall submit the completed written application to the City Manager as early as 180 days before the event, but must be received no later than 75 calendar days before the first day of the special event. Failure to submit completed

applications within the required time may result in denial of the applicant's request.

In addition to the information furnished on the application form, the applicant shall:

- (1) Submit proof that the applicant has full authority to use or occupy the premises for the purpose stated in the application; and,
- (2) Submit a statement signed by the sponsor of the event, if any, that such sponsor has engaged the applicant to conduct the event; and
- (3) Include a fee of two hundred dollars (\$200.00) for each permit request. The fee shall apply regardless of whether the applicant or the event is a profit or nonprofit organization.
- (4) Details of the event are required as stated in the permit application. Requests for dates or times that conflict with previously scheduled events will not be considered; however, the organizer may revise the request to apply for a different date or time.

SECTION 5. Section 6-18, Chapter 6, Article II, "Special Events" of "The Code of the City of Galveston 1982, as amended", is hereby amended to read and provide as follows:

Sec. 6-18. Conditions for granting application; approval or denial of application.

(a) Public interest. The City Manager shall not grant the permit required in this article if the City Manager finds that granting the permit will be contrary to the public interest. The City Manager reserves the right to deny any application that may be inconsistent with the city's goals of promoting family activities.

(b) Payment of all required City services and all permit fees are due and payable no later than 15 days before the event.

(c) The City Manager reserves the right to approve or disapprove one or more elements of the proposed special event. The City Manager's decision is final and not appealable.

SECTION 6. Section 6-19, Chapter 6, Article II, "Special Events" of "The Code of the City of Galveston 1982, as amended", is hereby amended to read and provide as follows:

Sec. 6-19. Deposits, insurance.

(a) Cleaning deposits.

(1) All costs for clean-up during and after the special event are the responsibility of the applicant. Every applicant, upon approval of the application shall post a cash deposit with the city in an amount set by the city manager. However, in no event, shall such amount be less than one thousand dollars (\$1,000.00). The deposit requirement shall apply regardless of whether the applicant or the event is a profit or nonprofit organization.

(b) Other fees and permits.

(1) Applicants organizers must secure and maintain at their cost, all licenses, permits or other authorizations necessary to conduct the special event and the city must be provided a copy of all such required licenses, permits or authorizations no later than fifteen (15) days prior to the beginning of the special event. Additional fees may include, but not be limited to, temporary licenses to use city right-of-ways; payment of parking meter fees, or costs of bagging parking meters; payment for delivery or set-up of traffic barricades.

(2) Any use of the city right-of-ways will require a city-approved traffic control plan. Any costs involved in the development of this plan are the responsibility of the applicant.

(3) An applicant applying for a seller's permit to sell food or beverages must indicate Galveston as the origin of sales.

(4) The sale or furnishing of alcoholic beverages will require an additional permit from the Texas Alcohol and Beverage Commission, and is allowed only in areas where consumption is permitted by the City Code.

(5) The provisions of this section shall apply regardless of whether the applicant or the event is a profit or nonprofit organization.

(d) Insurance and indemnification.

(1) Organizers must obtain and maintain at their own expense, insurance policies for an amount and coverage as established by the city risk manager and as provided for in the permit application.

Such policies must name the city as an "additional insured." Any other entities that might be impacted by this event shall also be named as an additional insured.

Applicant must provide the city with proof of the required insurance no less than ten (10) days before the first day of the event. All policies will

require a waiver of subrogation. Such proof of policy must be in a form acceptable to the city's risk manager.

(2) Applicant must specifically agree to indemnify, defend and hold the city, its officers, directors, agents, representatives, and employees harmless from and against any and all claims, expenses, damages or other liabilities, including reasonable attorneys fees and court costs, arising out of bodily injury or property damages arising out of or in connection with the event.

(3) The provisions of this section shall apply regardless of whether the applicant or the event is a profit or nonprofit organization.

SECTION 7. Section 6-20, Chapter 6, Article II, "Special Events" of "The Code of the City of Galveston 1982, as amended", is hereby amended to read and provide as follows:

Sec. 6-20. Miscellaneous provisions.

...
(b) Sanitation. Applicant is responsible for sanitation for the event as provided for in the application. . .

SECTION 8. It is declared the intention of the City Council that the sections, paragraphs, sentences, clauses, and phrases of this Ordinance are severable. If any phrase, clause, sentence, paragraph or section of this Ordinance should be declared invalid by a final judgment or decree of any court of competent jurisdiction, such invalidity shall not affect any of the remaining phrases, clauses, sentences, paragraphs, and sections of this Ordinance.

SECTION 9. All Ordinances or parts thereof in conflict herewith are repealed to the extent of such conflict only.

SECTION 10. In accordance with the provisions of Sections 12 and 13 of Article II of the City Charter this Ordinance has been publicly available in the office of the City Secretary for not less than 72 hours prior to its adoption; that this Ordinance may be read and published by descriptive caption only.

SECTION 11. This Ordinance shall be and become effective from and after its adoption and publication in accordance with the provisions of the Charter of the City of Galveston.

APPROVED AS TO FORM:

SUSIE GREEN
CITY ATTORNEY

L-Ordinances
Special Events Code & Permit

5

I, Barbara S. Lawrence, Secretary of the City Council of the City of Galveston, do hereby certify that the foregoing is a true and correct copy of an Ordinance adopted by the City Council of the City of Galveston at its regular meeting held on the 12th day of July, 2001, as the same appears in records of this office.

IN TESTIMONY WHEREOF, I subscribe my name hereto officially under the corporate seal of the City of Galveston this ____ day of _____, 2__.

Secretary for the City Council
of the City of Galveston

Appendix 21. City of Galveston. 03/ 24/2005. Council and Park Board Meeting.

Creating the COG Special Event Department under the Department of Parks and Recreation

-Lone Star Motorcycle Rally

Mayor Thomas said Ms. Puccetti would clarify the role of the Park Board and Mr. LeBlanc would clarify the role of the City.

Ms. Puccetti stated the Park Board's role in the Motorcycle Rally is to provide seed money to help the rally move forward. It has also helped with advertising and some of the graphic design. She added she sees the Park Board having a limited role and the City as having the lead role through the Special Events Policy.

Mr. LeBlanc said the City takes the lead on special events. Once it receives a formal application to hold the event, the City's role is to look at the event and what is proposed to determine what is allowed and what is not allowed by current City codes and laws. Then, the plan is taken to the appropriate departments, particularly police and traffic control to determine what is needed as far as city services that have to be provided and the cost of those services. Staff works with the applicant to arrive at a cost. The City works closely with the Park Board. The City approves the event, gives the permits, provides all the public safety and public health services and charges for those services.

CM Cole recommended that the publicity and notices of the event include information on the trolley rails and let people know they need to be careful in driving.

CM Weber said the City has a Special Events Ordinance in place which dictates policy that is to be followed by promoters or organizers of the event. The ordinance needs to be reviewed and updated. He asked that members of the Park Board look at the policy and let Council know their considerations. CM Weber added that he thinks it is time to consider a special events division which would be a joint venture of the City and the

Park Board.

Ms. Puccetti said she thought CM Weber's suggestion is a valid one and a discussion of the idea should be included on the agenda of the next joint meeting of the Park Board and City Council. Also, discussion of the report of the sub committee on the Hotel/Motel Tax allocations should be on the agenda. She also asked that Mardi Gras restructuring and refinance be on the agenda as well as a check list for ordinances changes for special events. Ms. Puccetti said they would be ready for another meeting toward the end of May. Mayor Thomas asked the Park Board to notify Council when it is ready for another meeting.

Mayor Thomas thanked Jim Guidry, the Galveston County Daily News and Darrell John for their attendance and efforts to publicize the meeting.

Moment of Silence: In remembrance of the recent explosion in Texas City.

VIII. Adjournment

The Park Board adjourned at 11:00 a.m.

The City Council adjourned at 11:00 a.m.

Appendix 22. City of Galveston. 02/26/2009. City council Minutes. Seeking RFP.

**THE MINUTES OF THE REGULAR MEETING OF THE CITY COUNCIL
OF THE CITY OF GALVESTON HELD FEBRUARY 26, 2009- 4:00 PM**

1. **DECLARATION OF A QUORUM AND CALL MEETING TO ORDER.**
2. **MOMENT OF SILENCE**
3. **PLEDGE OF ALLEGIANCE**
4. **ROLL CALL:** Present: Mayor Thomas, CM Beeton, MPT Weber, CM Colbert, CM Fennewald, CM Woods
Absent: CM Mahoney
Staff: City Manager LeBlanc, City Attorney Green, City Secretary Lawrence, Asst. City Manager Wade, Asst. City Manager Rinderer, Planning Division Head/HPO Schwarz

- F. Discuss the Lone Star Motorcycle Rally and consider for action providing the City Manager direction for the 2009 Rally and the request for proposals for future motorcycle rallies. (Beeton/Woods)

After discussion, CM Beeton moved that City Council give Mr. LeBlanc direction to prepare an RFP for a motorcycle rally to be held on Galveston Island during the years 2010, 2011 and 2012. The RFP would be soliciting promoters who would be interested in entering into a three year contract with the city for such an event. Second by CM Woods.

Vote: In Favor: CM Beeton, CM Woods. Opposed: MPT Weber, Mayor Thomas, CM Fennewald. Abstaining: CM Colbert. Absent and not voting: CM Mahoney. Motion failed for lack of four affirmative votes.

Appendix 23. 2009 Lone Star Rally Contract. 2010 & 11 Rally Years.

LONE STAR MOTORCYCLE RALLY AGREEMENT

This Exclusive Agreement and Contract (hereinafter "Agreement") is entered into this 24th day of September, 2009, by and between Lone Star Rally, Inc. (hereinafter "LSR") and the City of Galveston (hereinafter "City"), also known collectively as "the parties".

LSR and City have "partnered" over the past eight (8) years to plan organize, promote, and manage a motorcycle rally/event known as the "Lone Star Rally", which encompasses/has taken place in Galveston, Texas and adjoining venues.

The City Manager is designated by the City Council to implement, administer, and enforce this Agreement.

The parties agree as follows:

1. Duration The term of this Agreement shall be through November 15, 2010 unless sooner terminated or amended as provided by the terms of this contract.
2. Dates The annual motorcycle rally produced by LSR shall be from:

Thursday, November 4, 2010, at 12:01 a.m. through Sunday, November 7, 2010 at 11:59 a.m.

Thursday, November 3, 2011, at 12:01 a.m. through Sunday, November 6, 2011, at 11:59 p.m.
3. Exclusivity City agrees that for the term of this Agreement, it will not accept or approve any other Special Event application for a motorcycle or any event resembling a motorcycle rally for the period commencing one hundred twenty (120) days prior to the start of the event and ending one hundred twenty (120) days after the conclusion of the event.
4. Venue The rally/event shall take place in the same area of the city as the fall, 2008 rally with the following street closures/diversions/traffic patterns:

Close along the Strand from 20th to 25th
Traffic will flow East to West
Close 21st from Mechanic to Harborside
Close 22nd from Mechanic to the alley between Strand & Harborside
Close 23rd from Mechanic to Harborside
Close Mechanic from 25th to 26th
Close Mechanic from Friday at 5:00p.m. until close of business on Sunday for parking between 21st and 25th streets
Close Moody Avenue North from 6:00p.m. Tuesday, before the rally to the end of the rally.

Utilize Harborside West, Central and East and the 21st Pier (these are privately owned property venues and not under control of the city. LSR shall be responsible for all activities in this area and will be in compliance with the property owners' requirements.

THE CITY RESERVES THE RIGHT TO AMEND A STREET CLOSURE DUE TO PUBLIC SAFETY CONCERNS INCLUDING BUT NOT LIMITED TO THE CITY'S ABILITY TO DELIVER POLICE, FIRE, AND MEDICAL EMERGENCY SERVICES TO THE EVENT LOCATION AND IN THE VICINITY OF THE EVENT LOCATION.

5. Vendors LSR shall have the exclusive right to assign and sell space in the closed/utilized City public areas in accordance with City codes and retain 100% of the proceeds less any applicable fees and taxes. City agrees to not unreasonably interfere with assignment of the vendors' locations or with the vendors LSR chooses to contract with. LSR agrees not to put rally vendors adjacent to retailers selling like merchandise. Vendors shall obtain all required permits and inspections. City shall retain the right to remove vendors that are blocking public access or have not obtained required permits, or for health and safety violations.

Load-in of vendors will commence as follows:

Tuesday beginning at 6:00P on all privately owned lots. LSR reserves the right to load-in vendors earlier for those vendors with the affected property owner's permission.

Commencing at 6:00 a.m. Wednesday on all public streets.

All vendors must be removed from public streets by 12:00 a.m. on the Monday morning following event.

LSR will take reasonable actions to assure all vendors designate the City of Galveston for sales tax revenue purposes

City agrees to enforce all existing codes, laws, and statutes regarding temporary outside vendor sales.

6. Permits City agrees to fully cooperate with LSR in the obtaining of all necessary event permits; fire, police, traffic, sanitation, EMS, and code enforcement which shall be issued no later than sixty (60) days prior to the beginning of the rally each year and no permit shall be unreasonably withheld/denied.
7. Beverages City and LSR agree that, in order to bear the expenses of producing the rally. LSR must be able to sell vendor space to vendors with temporary permits from the Texas Alcoholic Beverage Commission enabling them to

sell alcoholic beverages to rally participants in any and all rally areas, subject to state and local alcoholic beverage regulations. LSR further agrees that the sale of glass beverage containers shall be prohibited.

8. Advertising City and LSR agree that, in order to bear the expense of producing the rally, LSR must be able to sell advertising and sponsorship regarding the rally/event and retain 100% of the revenue, less any applicable fees and taxes.

9. Parking City and LSR agree that, in order to bear the expense of producing the rally, LSR must be able to sell parking, parking permits, and "thru traffic" permits and retain 100% of the revenue less any applicable taxes and fees. Accordingly, LSR has the exclusive right during each rally to sell and/or advertise and/or utilize the temporarily closed public area for parking/"thru traffic" purposes, subject to plan review and approval by City manager or his designee. Vehicles are not allowed on esplanades or sidewalks at any time without prior City Manager or his designee approval.

City shall retain the right to open any public parking areas that are blocking public access for health and safety requirements.

Other areas to be left open to public access shall be Bank of America, Tremont House Hotel and other major corporations that have to allow direct facility access to their customers during the rally even

10. Required Facilities All trash containers, recycling containers, dumpsters, portable toilets, fencing, barriers, barricades, etc. that have been supplied/provided at/for the prior rallies will continue to be provided in the same manner as for previous rally with the following exceptions/clarifications:
- a. Island Transit offset fees for each day of event
 - b. Parking Meter offset fees for each day of event

11. Professional Event Services

All security, fire, safety, code enforcement, and emergency medical services that have been utilized/provided for at prior rallies will continue to be provided in the same manner under the same arrangement as for prior rallies with the following exceptions/clarifications:

The LSR shall be responsible for paying for these professional services directly to the individuals providing the services, and this does not cause to an employer /employee relationship to the City.

LSR shall be responsible for providing and hiring certified peace officers to provide security for crowd and traffic control, based on projected attendance. LSR shall submit a

security plan to the Galveston Police Chief for determination of the law enforcement officer staffing reasonably required to provide security control services. The Police Chief must approve the security plan and LSR must modify the plan in accordance with the Police Chief's recommendations. Such law enforcement officers shall be paid directly by LSR. Provided that consistent with the analyses of security, traffic and crowd control needs and in order to maintain a command structure for the event, the Police Chief may require that all or a portion of the designated number of peace officers be on-duty Galveston police officers for which the promoter shall make payment to the City.

Should the Fire Chief determine that fire crew personnel are necessary the event, LSR shall be responsible for any and all such costs. LSR agrees to pay to the city the total salary costs of providing the designated number of fire crew personnel and required supervisory personnel, in which instance the promoter shall furnish a deposit sufficient to cover the cost of the same not less than ten (10) business days prior to the event.

LSR shall be responsible for providing medical services to include EMT's or other certified medical personnel.

Other services directly provided by the City shall include traffic control and sanitation services and will be on a direct reimbursement basis of city labor (overtime rates), benefits, equipment and materials/supplies expended. Payment of these reimbursable items shall be made in full no later than 30 calendar days after yearly event terminates.

12. Musical Entertainment

LSR intends to provide musical entertainment to/for rally attendees/participants at stages set up within the rally area/venue. LSR shall comply with City noise and amplified sound regulations. LSR agrees to set up stages to direct the amplified sound away from surrounding neighborhoods and hospitals. City agrees that it will not unreasonably withhold permission and/public relations access to the musical entertainment, which is expected to conclude at 11:00p.m. on rally days and commence no earlier than noon.

LSR shall be required to control the quality of musical content to avoid community offensive language and presentation.

13. Air Devices

LSR will provide its sponsors (no more than four separate entities), not its vendors, with the opportunity to display inflatable air devices and hot air balloon at/during the rally and City agrees to not unreasonably withhold permission/access regarding same.

There shall be no devices hung from existing street lights or interference into the public ROW. These devices shall be applied for and approved by the city ninety days prior to event dates.

14. Media Coverage

LSR reserves the right to invite local and national news media to attend the rally/event and City agrees not to unreasonably interfere with same. LSR agrees to provide the City's Public Information Officer courtesy review of all printed material (posters, flyers, etc.) press releases and media advisories prior to release.

15. Damage & Restoration of City property:

All grounds and city right-of ways must be returned to a similar or improved condition than their state before the event. All costs for clean-up during and after the event are the responsibility of LSR. LSR is required to post a deposit with the City in an amount set by the City Manager as a part of the special event permit issuance. Any amount of the deposit not used shall be returned to LSR. If the condition of the event locations are not returned to a similar state as required by this section, LSR shall be responsible for all additional costs incurred by the City not covered by the deposit. This amount shall be due and payable upon demand and may be deducted from any other deposits in possession by the city for any other purposes.

16. Notice It is up to LSR to secure the following and the City makes no commitment; As in the past the Park Board of Trustees/Galveston Island Convention and Visitors Bureau may provide notice of and information regarding the rally each year on its website and/or in its calendar of events commencing at least one hundred twenty (120) days prior to each year's rally/event.

17. Insurance

LSR agrees to obtain general liability insurance policy regarding, and covering the event from an insurance carrier licensed to do business in the State of Texas in an aggregate coverage amount of not less than \$2,000,000.00 and to have the following entities named as additional insured: City of Galveston and to the extent necessary Galveston Park Board of Trustees.

Insurance shall also provide for additional endorsement for alcoholic operations, owned and non owned, rented vehicles and LSR shall seek similar insurance certificates from their vendors as feasible, with same additional insured requirements. The insurance shall be secured on an "Occurrence basis"

There shall also be a policy endorsement issued to the City for pollution control: vendor discharge of grease, etc and a bond in the amount of \$50,000 for public ROW cleanup if not performed by LSR.

18. Existing City Ordinances

LSR will remain in compliance with all city ordinances in place at time of execution of this document and those subsequently approved. LSR shall

retain the option of terminating this agreement based on any future ordinance changes.

19. Contractual

This Agreement is entered into and performable under the laws of Texas and venue shall be in state district court Galveston, County, Texas.

20. Severance

If any part of the Agreement is held to be invalid or illegal, then that part of the Agreement is severed and the entire remaining Agreement remains in full force and effect.

21. Authority By their signatures hereon, each signatory holds out and affirms that her or she has full authority to enter into each and every part of this Agreement on behalf of the entity he or she represents and that the other party can rely on same.

22. Termination

The agreement maybe terminated by either party with ninety (90) days written notice to the other party.

The City Manager reserves the right to revoke this Agreement or any portion of this Agreement if the City Manager determines that a violation of any condition of this contract exists, the event poses an immediate threat to health or safety, LSR or any person associated with LSR has failed to obtain any other permit required pursuant to his Agreement or City Code, or LSR demonstrates an inability or unwillingness to conduct the event pursuant to the terms and conditions set forth in this Agreement.

23. Indemnification

LSR hereby covenants and agrees that they will, jointly and severally, indemnify and hold the City harmless against liability for any and all claims, judgments and associated legal expenses and costs and for claims and litigation arising out of the function including, but not limited to, those for damage to property or injury to or death of persons.

24. Notice Any written notice regarding or pursuant to this Agreement regarding LSR shall be sent to:

Attn:

2009-2011
Rally years

COUNCIL APPROVAL

date 9.24.09

sig Ram M...

CITY COUNCIL ITEM SIGNATURE PAGE
AGENDA NO. 9-14-09

TITLE OF ITEM AS IT IS TO APPEAR ON CITY COUNCIL AGENDA:

Consider approval of Lone Star Rally exclusive agreement for a two (2) year period and authorize the City Manager to execute the agreement.

AGENDA DATE REQUESTED: 9/24/2009

AN ORDINANCE OR RESOLUTION REQUIRED? YES X NO UNSURE

DEPARTMENT HEAD REQUESTING ITEM: Royal Perkins

IS OTHER DEPARTMENTS AFFECTED? YES X NO (IF YES, LIST AND OBTAIN THEIR APPROVAL)

STAFF REVIEW	DATE	APPROVED	SIGNATURE
FINANCE DIRECTOR:	<u>09.14.09</u>	<u>✓</u>	<u>JM</u>

COMMENTS: _____

CITY ATTORNEY:	<u>9/14/09</u>	<u>✓</u>	<u>[Signature]</u>
----------------	----------------	----------	--------------------

COMMENTS: _____

CITY MANAGER:	<u>9/15/09</u>	<u>/</u>	<u>[Signature]</u>
---------------	----------------	----------	--------------------

COMMENTS: _____

NAME OF COUNCIL MEMBER WHO'S DISTRICT IS AFFECTED: N/A

IF NECESSARY, HAVE YOU NOTIFIED? YES N/A NO

IS FISCAL POLICY STATEMENT ATTACHED? X YES NO

HAS ALL APPROPRIATE ADVERTISING BEEN COMPLETED? X YES NO

Appendix 24. City of Galveston. 2011 Lone Star Contract. Rally Years 2012-2016.

LONE STAR MOTORCYCLE RALLY AGREEMENT



This Exclusive Agreement and Contract (hereinafter "Agreement") is entered into this 7th NOVEMBER, 2011. By and between Lone Star Rally, Inc. (hereinafter "LSR") and the City of Galveston (hereinafter "City"), also known collectively as "the parties".

LSR and City have "partnered" over the past 9 years to plan, organize, promote and manage a motorcycle rally/event known as the "Lone Star Motorcycle Rally", which has taken place in Galveston, Texas.

The City Manager is designated by the City Council to implement, administer and enforce this agreement.

The parties agree as follows:

1. Term: The original term of this Agreement shall be from the Effective date through November 30, 2014, unless sooner terminated or amended as provided by the terms of this Agreement. Thereafter, subject to the terms set out herein and upon mutual written agreement of the parties, this Agreement may be extended for an additional two year term through November 30, 2016.
2. Dates: The annual motorcycle rally produced by LSR from 2012 through 2016:
 - ❖ Thursday, November 4, 2012, at 12:01 a.m. through Sunday, November 7, 2012 at 11:59 p.m.
 - ❖ Thursday, October 31, 2013, at 12:01 a.m. through Sunday, November 3, 2013 at 11:59 p.m.
 - ❖ Thursday, November 6, 2014, at 12:01 a.m. through Sunday, November 9, 2014 at 11:59 p.m.
 - ❖ Thursday, November 5, 2015, at 12:01 a.m. through Sunday, November 8, 2015 at 11:59 p.m.
 - ❖ Thursday, November 3, 2016, at 12:01 a.m., through Sunday, November 6, 2016 at 11:59 p.m.
3. Exclusivity: City agrees that for the term of this Agreement, it will not accept or approve any other Special Event application for a motorcycle rally or any event resembling a motorcycle rally for the period commencing one hundred twenty (120) days prior to the start of the event and ending one hundred twenty (120) days after the conclusion of the event.
4. Venue: The rally/event shall take place in Galveston with the following street closures/diversions/traffic patterns:
 - Close along the Strand from the west side of 20th Street to the east side of 25th Street from 6:00 pm Wednesday until the end of the rally on Sunday
 - Traffic will flow east to west
 - Close from 6:00 pm on Tuesday until the end of the rally:

- 21st Street from the south side of Harborside to the north side of Mechanic;
- 22nd Street from the south side of the alley between Harborside and Strand to the north side of Mechanic;
- 23rd Street from the south side of Harborside to the north side of Mechanic;
- 24th Street from the south side of Harborside to the north side of Mechanic;
- Close Mechanic from Friday at 5:00 p.m. until close of business on Sunday for parking between 21st Street and 25th Street;
- Close Seawall Blvd. from the East side of 25th Street to the west side of 21st Street

Utilize Harborside West, Central and East and the 21st Street Pier (these are privately owned property venues and are not under the control of the city. LSR shall be responsible for all activities in this area and will be in compliance with the property owners' requirements;

THE CITY RESERVES THE RIGHT TO AMEND A STREET CLOSURE DUE TO PUBLIC SAFETY OR OTHER CONCERNS. THESE CONCERNS INCLUDE, BUT ARE NOT LIMITED TO THE CITY'S ABILITY TO DELIVER POLICE, FIRE AND EMERGENCY MEDICAL SERVICES TO THE EVENT LOCATION AND IN THE VICINITY OF THE EVENT LOCATION. IF THE ISSUES REQUIRING THE AMENDMENT ARE GENERAL PUBLIC CONCERNS, LSR SHALL BE INFORMED OF THESE CONCERNS AND SHALL HAVE THE RIGHT TO TRY TO RESOLVE THEM.

5. Vendors: LSR shall have the exclusive right to assign and sell space in the closed/utilized City public areas in accordance with City codes and retain 100% of the proceeds less any applicable fees and taxes. City agrees to not unreasonably interfere with assignment of the vendors' locations or with the vendors LSR chooses to contract with. LSR agrees not to put rally vendors adjacent to local retailers selling like merchandise without the consent of the retailer(s). Vendors shall obtain all required permits and inspections. City shall retain the right to remove vendors that are blocking public access or have not obtained required permits, or for health and safety violations.

Load-in vendors will commence as follows:

Tuesday, beginning at 9:00 a.m. on all privately owned lots, with the permission of affected property owners;

On all closed public streets as noted above;

All vendors must be removed from public streets by 12:00 a.m. on Monday morning following the event.

LSR will inform all vendors that they must designate the City of Galveston for sales tax revenue purposes, and will provide a list of such vendors and vendor contact information to the City to assist with sales tax enforcement.

City agrees to enforce all existing codes, laws and statutes regarding temporary outside vendor sales.

6. LSR Permits: Subject to required Health and Safety permits, the City agrees that LSR shall not be required to obtain any type of city permit or authorization other than this Agreement in connection with the Events. This paragraph applies only to LSR, and not to third parties (including LSR's vendors).
7. Beverages: City and LSR agree that, in order to bear the expenses of producing the rally, LSR must be able to sell vendor space to vendors with temporary permits from the Texas Alcoholic Beverage Commission, enabling them to sell alcoholic beverages to rally participants in any and all rally areas, subject to state and local alcoholic beverage regulations. LSR further agrees that the sale of glass beverage containers shall be prohibited.
8. Event Name, Advertising and Signage: The City and LSR agree that, in order to bear the expense of producing the rally, LSR must (and shall) have the exclusive right to sell advertising and sponsorship regarding the event which involve any use of City or public property, and retain 100% of the revenue. In addition, LSR shall have the exclusive right to regulate and grant permits for all rally related signage in the event areas and around the perimeter of the event areas. For purposes of this agreement, the "perimeter of the event areas" shall mean the outermost edges of the entertainment areas as approved by Council and depicted in its approved plan. Accordingly, the City shall not issue permits to any person or entity for balcony, building or other signs to be posted in or around the perimeter of the event area during the rally. Instead, inquiries regarding such signage shall be referred to LSR. LSR may post building, balcony or other signs or may allow its permittees to do so at any time during the rally or in the 48 hour period leading up to the rally. Neither LSR or its permittees shall be required to obtain any permit from the City with regard to such signs. If LSR informs City during the rally of a sign posted without LSR's consent, the City will use its best efforts to cause the sign to be promptly removed. LSR (at its own risk) may remove any signs posted without its consent, if the City does not promptly remove such signs or cause them to be promptly removed. This section does not apply to private properties.
9. Parking: City and LSR agree that, in order to bear the expense of producing the rally, LSR must be able to sell parking, parking permits, and "thru traffic" permits and retains 100% of the revenue less any applicable taxes and fees. Accordingly, LSR has the exclusive right during each rally to sell and/or advertise and/or utilize the temporarily closed public area for parking/thru traffic purposed, subject to plan review and approval by the City Manager or his designee. Vehicles are not allowed on esplanades or sidewalks at any time without prior City Manager/design approval.

The City shall retain the right to open any public parking areas that are blocking public access for health and safety requirements.

Other areas to be left open to public access shall be the Bank of America, Tremont House Hotel and other major corporations that have to allow direct facility access to their customers during the rally.

10. Required Facilities: All trash containers, recycling containers, portable toilets, barriers, barricades, etc., will be provided as follows:
 - Trash Containers (LSR and Park Board)
 - Recycling Containers (LSR)

- Dumpsters (LSR and City, as necessary)
- Portable Toilets (LSR)
- Barricades and Barriers (City's Traffic Division)

11. LSR will utilize city personnel for security, fire, code enforcement, sanitation and traffic control, as agreed upon by LSR and the designated City Departments. LSR will utilize Galveston Ambulance Service for emergency medical services. LSR will pay security, fire and code enforcement directly to the individual employees. LSR will pay the City for sanitation and traffic control services and will pay Galveston Ambulance Service for emergency medical services. In the event that Traffic and Sanitation costs escalate, becoming prohibitive, LSR has the right to utilize private companies to provide these services, provided the perspective plans meet with the City's requirements.

LSR will hire certified peace officers to provide security for crowd and traffic control, based on projected attendance. LSR shall coordinate a security plan with the City of Galveston Police Department that must be approved by the Chief of Police for determination of law enforcement officer staffing reasonably required to provide security services. Such law enforcement officers shall be paid directly by LSR.

Payment for services made directly to personnel (security, fire and code enforcement) will be made by LSR no later than Tuesday following the event.

Traffic control and sanitation services will be paid directly to the City by LSR on a reimbursement basis of City labor, benefits, equipment and materials/supplies expended. Payment of these services shall be made in full no later than 30 days upon receipt of bills from the City.

12. Musical Entertainment: LSR intends to provide musical entertainment for rally attendees/participants at stages set up within the rally area/venue. LSR shall comply with City noise and amplified sound regulations. LSR agrees to set up stages to direct the amplified sound away from surrounding neighborhoods and hospitals. City agrees that it will not unreasonably withhold permission and public relations access to the musical entertainment, which will conclude at 11:00 p.m. on rally days and commence no earlier than noon. LSR shall control the quality of musical content to avoid community offensive language and presentation.
13. Air Devices: LSR will provide its sponsors (no more than 6 separate entities), not its vendors, with the opportunity to display inflatable air devices and hot air balloon at/during the rally and City agrees to not unreasonably withhold permission/access regarding same. Any devices approved by the City shall be applied for and approved by the sixty (60) days prior to rally dates.
14. Media Coverage: LSR reserves the right to invite local and national news media to attend the rally and the City agrees not to unreasonably interfere with same. LSR agrees to provide the City's Public Information Officer courtesy review of all printed material (posters, flyers, etc.) press releases and media advisories prior to release.
15. Restoration of City Property: LSR shall repair and restore at its own expense any City property damaged by LSR or by any vendor to which LSR has granted a permit.

16. Notice: It is the responsibility of LSR to secure the following and the City makes no commitment: The Park Board of Trustees/Galveston Island Convention and Visitors Bureau may provide notice of and information regarding the rally each year on its website and/or in its calendar of events commencing at least one hundred twenty (120) days prior to each year's rally/event.
17. Insurance: LSR agrees to obtain general liability insurance policy regarding, and covering the event from an insurance carrier licensed to do business in the State of Texas in an aggregate coverage amount of not less than \$5,000,000 and to have the following entities named as additional insured: City of Galveston and to the extent necessary Galveston Park Board of Trustees.

Insurance shall also provide for additional endorsement for alcoholic operations, owned and non-owned, rented vehicles and LSR shall seek similar insurance certificated from their vendors as feasible, with same additional insured requirements. The insurance shall be secured on an "Occurrence Basis".
18. Existing City Ordinances: LSR will comply with all City ordinances in place at the time of the execution of this document and those subsequently approved. LSR shall retain the option of terminating this agreement based on any future ordinance changes.
19. Force Majeure: Neither party shall be required to perform any term, condition or covenant in this agreement so long as such performance is delayed, or prevented by force majeure, which shall mean, but is not limited to, acts of God, strikes, lockouts, material or labor restrictions by any governmental authority, civil riots, floods, hurricanes, natural disasters and any other cause not reasonably within the control of the parties hereto, and which by the exercise of due diligence either party is unable, wholly or in part to prevent or overcome. The party that is unable to carry out its responsibility shall notify the other party in writing within a reasonable time prior to the event. The notice shall suspend the responsible party's duty to perform while the force majeure event is ongoing.
20. Contractual: This agreement is entered into and performable under the laws of Texas and venue shall be in Galveston County.
21. Severance: If any part of the Agreement is held to be invalid or illegal, then that part of the agreement is severed and the entire remaining Agreement remains in full force and effect.
22. Authority: By their signatures hereon, each signatory holds out and affirms that he or she has full authority to enter into each and every part of this Agreement on behalf of the entity he or she represents and that the other party can rely on same.
23. Termination: With just cause, the agreement may be terminated by either party within ninety (90) days written notice to the other party.
24. "City Manager shall have the right, upon ten (10) days advance notice, to terminate this Agreement prior to expiration of the Term in the event that LSR materially breaches its obligations under this agreement, and if such breach is capable of being cured, fails to cure the same breach

within twenty (20) business days of receipt of notice from the City Manager which specifies the nature of the breach."

25. LSR will meet with and work with the City Manager concerning providing a financial summary report after the conclusion of the event. Details will be agreed upon between LSR officials and the City Manager.
26. Indemnification: LSR hereby covenants and agrees that they will, jointly and severally indemnify and hold harmless against liability for any and all claims, judgments and associated legal expenses and costs and for claims and litigation arising out of the function including; but not limited to, those for damage to property or injury to or death of persons. LSR AGREES TO INDEMNIFY, SAVE, AND HOLD HARMLESS THE CITY, ITS EMPLOYEES, OFFICIALS, AND AGENTS FROM ANY AND ALL CLAIMS, ACTIONS, DAMAGES, LAWSUITS, PROCEEDINGS, JUDGMENTS, OR LIABILITIES, FOR PERSONAL INJURY, DEATH, OR PROPERTY DAMAGE RESULTING (OR ALLEGED TO HAVE RESULTED) SOLELY FROM LSR'S ACTS OR OMISSIONS OR SOLELY FROM THE ACTS OR OMISSIONS OF ANY LSR EMPLOYEE, CONTRACTOR OR AGENT (COLLECTIVELY, "CLAIMS"). THE FOREGOING INDEMNITY SHALL NOT APPLY TO ANY CLAIMS THAT RESULT (OR ARE ALLEGED TO HAVE RESULTED) IN WHOLE OR IN PART FROM CITY'S ACTS OR OMISSIONS OR FROM THE ACTS OR OMISSIONS OF ANY CITY EMPLOYEE, CONTRACTOR OR OTHER AGENT.

IN THE EVENT OF ANY CLAIM FOR WHICH CITY MAY BE ENTITLED TO INDEMNIFY UNDER THE ABOVE PARAGRAPH, CITY WILL PROVIDE LSR WITH TIMELY NOTICE OF SUCH CLAIM. THEREAFTER, LSR SHALL AT ITS OWN EXPENSE, FAITHFULLY AND COMPLETELY DEFEND AND PROTECT CITY AGAINST ANY AND ALL LIABILITIES ARISING FROM SUCH CLAIM.

IF LSR SHOULD FAIL TO SO DEFEND, CITY MAY DEFEND, PAY OR SETTLE THE CLAIM OR OTHER CAUSE OF ACTION WITH FULL RIGHTS OF RECOURSE AGAINST LSR FOR ANY AND ALL FEES, COSTS, EXPENSES, AND PAYMENTS, INCLUDING BUT NOT LIMITED TO ATTORNEY FEES AND SETTLEMENT PAYMENTS, MADE OR AGREED TO BE PAID IN ORDER TO DISCHARGE THE CLAIM.

27. Notice: Any written notice regarding or pursuant to this Agreement regarding LSR shall be sent to:

Any written notice regarding or pursuant to this Agreement regarding the City shall be sent to:

City Manager
City of Galveston
P.O. Box 779
Galveston, TX 77553

With copy to:
Susie Green, City Attorney
City of Galveston

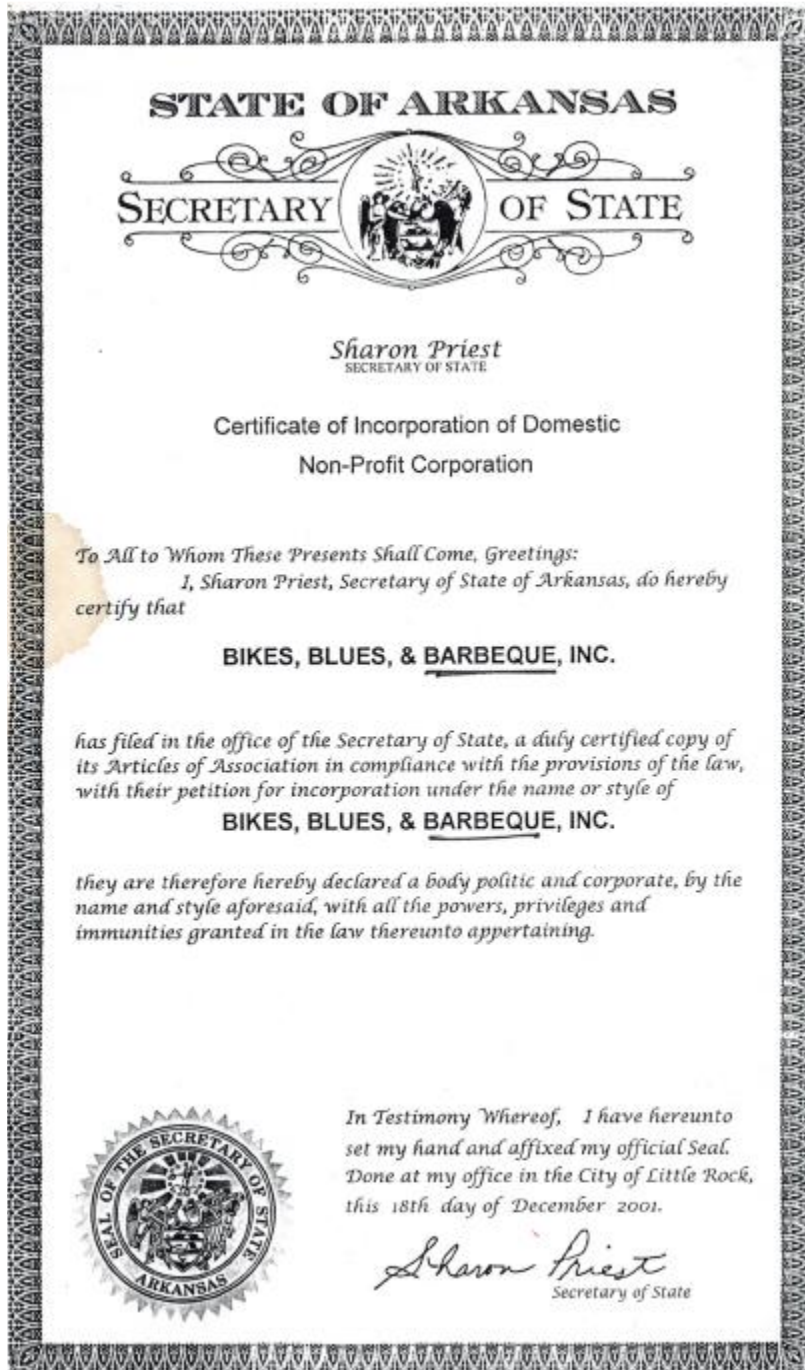
2002 2016
Rally years

Appendix 25. City of Galveston. Oct. 27, 2011 Contract Approval.

**MEETING 36 OF 48 2010 – 2012
MINUTES OF THE CITY COUNCIL OF THE CITY OF GALVESTON
REGULAR MEETING
THURSDAY– OCTOBER 27, 2011**

1. **DECLARATION OF A QUORUM AND CALL MEETING TO ORDER**
Meeting called to order at 4:05 pm.
 2. **MOMENT OF SILENCE**
 3. **PLEDGE OF ALLEGIANCE**
 4. **ROLL CALL**
Present: Dianna Puccetti, Elizabeth Beeton, Chris Gonzales, Mayor Joe Jaworski, Linda Colbert, Steve Greenberg, Rusty Legg.
 5. **CONFLICTS OF INTEREST**
None.
- B. Consider for approval the partnership agreement/contract between the City of Galveston and Lone Star Rally Inc. for the planning, organizing, promoting and managing of the motorcycle event known as Lone Star motorcycle rally. The term is for three (3) years with an option to extend two (2) additional years.**
Motion to approve by CM Puccetti, second by CM Legg.
Unanimously approved.

Appendix 26. Bikes, Blues, and Barbeque Articles of Incorporation.



FILED
CORPORATIONS DIVISION

NO. _____

01 DEC 18 PM 12:06

SHARON PRIEST
SECRETARY OF STATE
STATE OF ARKANSAS

BY _____

ARTICLES OF INCORPORATION
OF
BIKES, BLUES, & BARBEQUE, INC.

THE UNDERSIGNED in order to form Bikes, Blues, & Barbeque, Inc. pursuant to the Nonprofit Corporation Law of Arkansas (the "Act"), respectfully states as follows:

1. Name. The name of the nonprofit corporation shall be "Bikes, Blues, & Barbeque, Inc."

2. Benefit. The nonprofit corporation is a public benefit corporation as set forth in the Act.

3. Purposes. The purposes for which the nonprofit corporation is exclusively formed are:

a. for religious, charitable, scientific, literary and educational purposes within the meaning of § 501(c)(3) of the Internal Revenue Code and to hold, dispose of, invest, reinvest or deal with any property in such manner as in the judgment of the directors will best promote these purposes (except as limited by (i) any instrument under which property is received, (ii) these Articles of Incorporation, (iii) the bylaws or (iv) applicable laws); and

b. to engage in all activities necessary, proper or incidental to the execution of the purposes set forth in this Section 3.

4. Registered Agent and Office. The name and street address of the Registered Agent and the Registered Office of the nonprofit corporation shall initially be:

5. Incorporator. The name and address of the incorporator of the nonprofit corporation is:

6. Directors. The nonprofit corporation shall not have members, but shall have a director or directors with rights and privileges as set forth in its bylaws.

7. Duration. The period of existence of the nonprofit corporation shall be perpetual.

8. Exempt Status. No part of the net earnings of the nonprofit corporation will inure to the benefit of or be distributable to any of its directors, officers or other private individuals within the meaning of § 501(c)(3) of the Code (for example, the nonprofit corporation may pay reasonable compensation for services rendered to or for the nonprofit corporation in carrying out its purposes and may make payments and distributions in furtherance of its purposes). No substantial part of the activities of the nonprofit corporation will be the carrying on of propaganda or otherwise attempting to influence legislation, and the nonprofit corporation will not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Regardless of any other provision of these Articles of Incorporation or the bylaws, the nonprofit corporation will not carry on any activities not permitted to be carried on by a corporation exempt from Federal income tax under §501(c)(3) of the Code, contributions to which are deductible under §170(c)(2) of the Code.

9. Dissolution. Upon the dissolution of the nonprofit corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the nonprofit corporation, dispose of all of the assets of the nonprofit corporation exclusively for the purposes of the nonprofit corporation in such manner, or to such charitable, educational, religious, literary, or scientific purposes as shall at the time qualify as an exempt organization or organizations under § 501(c)(3) of the Internal Revenue Code, or the corresponding provision of any future United States Internal Revenue Law, as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by the circuit court of the county in which the principal office of the nonprofit corporation is then located, exclusively for such purposes or to such organization or organizations, as such court shall determine, which are organized and operated exclusively for such purposes.

Dated: December 14, 2001.

Appendix 27. 2014 Lone Star Rally Vendor Permit.

Specifics Of Merchandise Exhibit Space

YOUR ENTIRE DISPLAY MUST FIT WITHIN YOUR DESIGNATED BOOTH SPACE

<u>2014 Food Vendor Booth Space</u>		
Booth Size Requested		_____
First 10 x 20 = \$2386.93	\$	_____
Each Additional 100 sq ft add \$952.50	\$	_____
Food Vendor DEPOSIT	\$	500.00
Water add \$25.00	\$	_____
<u>Additional Electric:</u>		
Additional 20 Amp 110v Quad box w/ 4 outlets add \$119.08	\$	_____
30 Amp 220v add \$216.50	\$	_____
50 Amp 220v add \$297.69	\$	_____
100 Amp 220v add \$433.00	\$	_____
<u>Special Vendor Advertising Options:</u>		
Vendor website listing and link add \$50.00	\$	_____
Coupon in pocket guide add \$250.00	\$	_____
Quarter page ad in pocket guide add \$450.00	\$	_____
TOTAL=		\$ _____

LIST ALL OF YOUR PRODUCTS OR SERVICES DISPLAYED OR SOLD AT YOUR LOCATION: (Be Very Detailed!!)

If a trailer is part of your display, please give the dimensions of the trailer and designate which side of your rig you work out of. .

PLEASE NOTE: The sidewalks, walkways, alleyways, driveways or similar locations can not be used for food preparation or equipment and supply storage. All food preparation and/or equipment and supply storage must be maintained within your paid food vendor space.

Initials: _____

MOVE-IN

Tuesday, November 4, 2014– 10:00 am– 8:00 pm (Lots)
Wednesday, November 5, 2014– 6:00 am– 9:00 pm (Streets)
We will notify you via US mail of your exact check-in day and time

MOVE-OUT

Sunday, November 9, 2014
6:00 pm– Midnight
All vendors and their display must be out by Midnight.

HOURS OF OPERATION

(Booths must remain operational during these hours)

Thursday–Saturday, Nov. 6– Nov. 8, 2014

10 am– 11 pm

Sunday, Nov. 9, 2014

10 am– 6 pm

CANCELLATION POLICY

120-91 Days– Full Refund

90-61 Days– 50% of Booth Space fee Refunded

60-31 Days– 25% of Booth Space Fee Refunded

30-0 Days– NO REFUND

A \$42.00 fee will apply to all returned checks

SET-UP/ TEARDOWN POLICY

Each confirmed exhibitor will receive a confirmation of check-in/set-up times. Teardown times will be posted on the confirmation. No early teardown without show management approval. All lots and streets must be clear of vendor items by Midnight, Nov. 9, 2014.

NO EXCEPTIONS.

MERCHANDISE RESTRICTIONS

Lone Star Rally, Inc. has the exclusive right to display, license, sell and merchandise all event novelties (t-shirts, ride pins, etc.). Lone Star Rally, Inc. further has the right to inspect, approve, reject or otherwise control the display, promotion, sale or other merchandising of products or services by exhibitors at the event in its sole discretion. Any products or services rejected by Lone Star Rally, Inc. must be immediately removed from the event premises and may be removed by Lone Star Rally, Inc. if this does not occur. Galveston codes and/or Rally policy prohibit the selling of sexually explicit material, items with obscenities or profanity, illegal drugs and drug paraphernalia, weapons, merchandise containing racial slurs, manufacturer or copyright infringements, obscenities or other offensive or other detrimental matter. Any such merchandise or displayed matter will be confiscated and not returned. Merchandise designed to be passed off as event merchandise (use of Galveston, date, event name, trademarks, etc.) or which has this effect will not be permitted. No signage may be displayed in Exhibitor space reading "Official Rally Merchandise", "Rally Merchandise", "Rally Tees", "Event Tees" or any similar language advertising the sale of event merchandise. "Lone Star Rally", "Lone Star Motorcycle Rally", "Lone Star Bike Week" and "Galveston Bike Week" are all trademarks of Lone Star Rally, Inc. Any vendor found selling merchandise that infringes on these trademarks may be asked to leave immediately and will be subject to legal recourse.

Alcoholic Beverages may not be sold or served within an exhibitor's space without written consent from Rally Management and all vendors must sell products of the official rally caterer or beverage sponsor (i.e. water, soda) if they wish to sell this product.

Rally Management will determine the appropriateness of products exhibited, and reserves the right to prohibit display or advertisement of products that are in violation of these Exhibitor Regulations or any other reason. By signing this form you are agreeing that the officers of the Lone Star Rally, Inc. have sole and final authority to determine violations of this agreement.

RELEASE OF LIABILITY

Applicant agrees to observe and comply with all applicable laws, statutes, ordinances, rules and regulations. Applicant assumes all costs and liability arising from the use of patented, trademarked, copyrighted or service marked materials, equipment, processes or creative rights. Applicant shall not assign or attempt to sell this agreement or any rights hereunder without the prior written consent of Lone Star Rally, Inc.. Lone Star Rally, Inc. reserves the right to terminate the license granted by this agreement for good cause and, in said event, Applicant agrees to waive and forego all claims for damages and recourse of any kind. Applicant agrees to assume all risks arising out of or relating to its attendance or participation at said event and to protect, defend, indemnify and hold harmless Lone Star Rally, Inc., the City of Galveston, Galveston Park Board of Trustees, GPM, Inc. and each of their agents, servants, contractors and employees from any and all liability, loss, damage or expense it may cause or sustain from any cause whatsoever, including fire, theft, personal injury or property loss. I further acknowledge that I am aware that I can not sell, give or offer for sale any pictures or accounting of this event for publication without the written permission of Lone Star Rally, Inc.

This application is subject to review and approval by show management who reserve the right to reject any applicant for any reason. By signing this application and submitting with a deposit I agree that I have read and understand all of the above terms and conditions.

Signature _____ Date _____

BOOTH SPACE ASSIGNMENT

All booth assignments will be given at the time of exhibitor check-in and are based on a first paid, first reserved basis. Management will work with you as best possible to honor your space requests. Lone Star Rally does not *guarantee* preferred booth locations. Special circumstances require management discretion. **Exhibitors MUST keep within their paid, designated booth space. Your product, signage and set-up must be inside your assigned space. Show Management has the right to request your removal.** Lone Star Rally, Inc. reserves the right to reassign your reserved exhibit space if you do not set up within designated set-up times or call our offices at 832-437-2318.

INSURANCE

Insurance coverage required for this event is a commercial general insurance policy in the amount of at least \$1,000,000, for general liability, which names the **Lone Star Rally, Inc., The City of Galveston, the Galveston Park Board of Trustees, and GPM, Inc.** as additional insured. If you need assistance in obtaining event insurance, please feel free to contact our offices for information.

SALES TAX PERMIT

All federal, state, and local laws governing retail sales tax must be followed. Exhibitor must provide their own Texas sales tax number. Exhibitor is required to display the registration certificate throughout entire Rally. An online application form is available at <http://www.window.state.tx.us/taxpermit>

Proof of Sales Tax must be provided before you are allowed to move-in to your spot. A representative from the Sales Tax Office will be on site at check-in to assist you with obtaining a temporary sales tax number if you do not already have one. **Please display a copy of your Sales Tax Permit in plain sight inside your booth!** All information will be maintained with the strictest of confidentiality.

SAFETY AND SECURITY

Safety of vendors, employees, and rally goers is paramount. Do not place structures, signs, or products on sidewalks or walkways. Do not use city signs or structures including parking meters, signs, or utility poles to post or display vendor signage.

The City of Galveston will have patrol officers scheduled and security within and around the Lone Star Rally designated footprint. However, each vendor is responsible for security of their own property and staff. Contact City of Galveston Police Department for additional security. Expect a \$35 to \$45 per hour rate per officer hired.

FIRE TENT PERMIT

All vendors with a tented space 401 sq. ft. or larger will be required to have a Fire Tent Permit issued through the Fire Marshal's Office in Galveston. Please fill out the form under the vendor section of our website, contact the Fire Marshal's office for proper fee amount and mail your permit form and fee to: Office of the Fire Marshal, City of Galveston, 2517 Avenue H, Suite 207, Galveston, Texas 77550. Phone (409) 797-3870 or email: fmo@cityofgalveston.org.

FOOD VENDORS

All Food Vendors must fill out the application for a Health Permit with the Galveston County Health District. The form can be filled out online at: www.gchd.org/ech/electronic-forms.htm

A \$500.00 deposit will be collected with your application and booth fee. We will thoroughly inspect each vendor's space after load-out to determine your refund. This deposit will be refunded 30 days after the event ends if the vendor abides by the rally regulations and leaves their space free of debris and grease. Any infraction will forfeit the deposit and Show Management has the right to request your removal and refuse your admittance to any future events.

Exhibitors **MUST** keep within their paid, designated booth space. This includes food prep and clean-up. Your product, signage and set-up must be inside your assigned space. Rubberized fireproof mats should be placed underneath any cookers, roasters or grills that are subject to grease drips. The Lone Star Rally provides grease disposal receptacles for your use. **PLEASE USE THEM or TAKE YOUR GREASE WITH YOU.** Do not leave bottles of grease behind for disposal. Storm drains on the streets are NOT for disposal of liquids of any kind. Proper tie downs must be used (barrels, cement buckets, sand bags, etc.). Do not tie down to trees, street signs or city property.

MISCELLANEOUS VENDOR INFORMATION

VENDOR PARKING-

Please park in these designated lots **ONLY**. Do not park in any private lots around the venue.

- Vendors in all areas will park in the large lot at 31st Street and Market. This is free parking with your vendor parking pass. Please place it in your windshield.
- Vendors with self contained RV's can park their RV in the lot across from vendor check-in while space allows. This is first-come, first-serve. Please notify us at check-in if you will stay in this lot.
- Parking meters are operational in Galveston. If you park at a metered spot, expect to pay. The cost is \$11.25 per day.

BASIC AND ADDITIONAL POWER REQUIREMENTS-

If you require additional electrical power for your location, you must order these And pay for them in advance through our office. Not ordering in advance can Result in additional expense for upgrades in hookups on site.

Contact at APS:
Kevin Crawford
713-705-7387

TENTS, TABLES, CHAIRS, WATER BARRELS AND LIGHTING RENTALS-

All vendor booth locations are required to be secured to the ground. Because We are located in the Historic District, **drilling is prohibited**. Water barrels Are available through a tent supplier. **You must order in advance to Receive this service.**

POTABLE WATER-

Those vendors who ordered water in advance (Food Vendors) will find hook-ups Located on the fire hydrants nearest your booth. Most will be located near the Alleyways. **PLEASE PROVIDE YOUR OWN WATER HOSE.**

MISCELLANEOUS VENDOR INFORMATION

PORTABLE TOILETS-

Hundreds of portable toilets including ADA units, are located throughout The downtown site. Most are located in the alleyways halfway down each Numbered street between the Strand and Mechanic and the Strand and Harborside Drive. All others are very visible and easy to locate.

TRASH CANS AND SITE CLEAN UP-

This service is provided by the City of Galveston. Several hundred trash cans will Be scattered throughout the site and maintained by the City Sanitation personnel. We are scheduled for routine cleaning and servicing during the event and through The overnight hours.

GENERAL RULES, REGULATIONS AND HOURS OF OPERATION-

- All booths must remain open during the regular event hours. The hours Are: Thursday, Friday and Saturday, 10 a.m. until 11 p.m. On Sunday, the hours are 10 a.m. until 6 p.m. NO ONE IS ALLOWED TO LOAD-OUT UNTIL AFTER 6 P.M. AND ALL VENDORS MUST BE OFF SITE BY 12:00 MIDNIGHT.
- Night time lighting is mandatory!
- No nudity! No painted breasts!
- No drug or sexually oriented merchandise to be displayed!
- Please see the "Rules" page of your booth application for guidelines for T-Shirt designs and other printed materials to be sold. These rules are Strictly enforced.
- No alcoholic beverages may be sold at any vendor booth.
- No corporate "sharing" of booth space. Each booth must be individually Purchased, insured and permitted. Violators will be closed.
- Any vendor leaving piles of food, cooking oil residue, food waste or other Waste on the ground in or around their location, will lose their deposit or be billed for the clean-up after the fact, and will not be allowed to return to the Lone Star Rally
- Forklift services are available at the convenience of the Lone Star Rally crew. However, you must provide your own legally licensed operator. Please stop A volunteer to make arrangements.

CUSTOMER SERVICE-

Our staff is here to help you. Please ask our staff for assistance in any matter. If they Can't help you personally, they will know someone who can. We consider ourselves The "Miracle" team when it comes to problem solving.

Appendix 28. 2015 Bikes, Blues, and Barbeque Vendor Permit.



VENDOR CHECKLIST

Please use this checklist to ensure that you submit a complete application. **ANY INFORMATION MISSING FROM YOUR APPLICATION MAY DELAY YOUR APPLICATION FROM BEING PROPERLY PROCESSED AND RESULT IN MISSING THE OPPORTUNITY TO PARTICIPATE IN 2015 BIKES, BLUES, AND BBQ.**

FORMS:

Acknowledgement of Receipt of Vendor Rules and Regulations – Page 8

Cleanup Deposit Payable To – Page 9

Non - Food Vendor Application – Page 10

Vendor Fee Calculation – Page 11

Electricity Needs – Page 13

Liability Release Form – Page 14

PAYMENT:

Cleanup Deposit

Vendor Fee

Electrical Fee (if applicable)

Water Fee (if applicable)

OTHER:

Self-Address Stamped Envelope for Cleanup Deposit Refund

Certificate of Insurance

Food Menu with Prices (Food Vendors Only)

Pictures of Merchandise (Non-Food Vendors Only)



INFORMATION, RULES AND REGULATIONS FOR ALL VENDORS

WHAT: The 16th Annual Bikes, Blues and BBQ is a motorcycle rally held in Fayetteville, Arkansas. Admission to the event is **FREE** to the public and the event will be held Wednesday, September 23 – Saturday, September 26.

WHEN: This **FREE** event will be open to the public on Wednesday, September 23 through Saturday, September 26. The rally officially opens to the public at 3:00 p.m. at Dickson St. and the Washington County Fairgrounds and 10:00 a.m. at Baum Stadium on Wednesday, September 23. Vendors should be prepared to open for business at 9:00 a.m. until as late as midnight on Wednesday. On Thursday, Friday, and Saturday, Dickson Street vendors should be open 9:00 a.m. until midnight and Baum Vendors from 9:00 a.m. until 8:00 p.m. The rally officially ends at midnight on Saturday, September 26.

WHERE: The 2015 Bikes, Blues and BBQ rally will be held on Dickson Street, at Baum Stadium on Razorback Road, at the Washington County Fairgrounds, and at the Arvest Ballpark in Springdale. **NOTE:** Further instructions for set-up, staging, etc. will be provided before the event by mail and/or email.

SPACE ALLOCATION: Due to space constraints, vendors must fit within the booth area requested. Trailer tongues, trailer doors, awnings, signage, merchandise tables, cooking equipment, etc. must be within the footprint of the total booth area. If you do not fit within the requested area, you will be asked to modify your layout to fit within the space constraints, or forfeit your vendor space. If you request a specific lot and/or space, the BBB Staff will make every effort to place you in the requested location. However, Bikes, Blues & BBQ does not guarantee that you will be placed in the exact space, and all space assignments are the sole authority of the Board of Bikes, Blues & BBQ and/or its designee(s).

SUBLETTING: Vendors are **NOT** allowed to sublet an official Bikes, Blues & BBQ space. If any vendor is caught subletting, the vendor will be immediately removed from the event and refused admittance to the event in future years.

INSURANCE: Vendors will be required to provide Bikes, Blues and BBQ with a current certificate of insurance, showing liability limits of no less than \$1,000,000 per occurrence for premise and operations liability, and naming Bikes, Blues, and BBQ as an additional insured. Certificate of insurance (COI) should be sent with application.

DEADLINES: Vendor applications and deposit must be received by June 1, 2015 to reserve both vendor space and pricing. All applications received after June 1, 2015 will have no guarantee on location. Vendors with incomplete applications as of June 1, 2015 may forfeit their previously reserved space, and spaces are subject to resale after this date. The deadline for us to receive your final payment is August 31, 2015. *Note: If we have not received your total payment by August 31, we will resell your vendor space and you will lose your deposit. Your down payment must be paid in full when you send in your application. Remember to make a copy for yourself and mail the original back to Bikes, Blues, and BBQ, P.O. BOX 712, FAYETTEVILLE, AR 72702.*



REFUNDS: If you pay for a vendor space and find you are unable to attend the rally, and if you notify us prior to August 31 in writing, we will refund your full vendor fee within 30 days after the end of the event. If you notify us September 1 or later you will not be entitled to a refund of any of your paid vendor fees.

PAYMENT METHODS: Bikes, Blues & BBQ will accept the following forms of payment: Personal/Company Check, Cashier's Check, Money Order, Cash and Credit Card (Visa or Mastercard)

NOTE: Bikes, Blues, and BBQ does not guarantee sales during the event. Refunds will not be issued due to poor sales performance of your products/services. No refunds will be given due to inclement weather.

WEATHER: Bikes, Blues, and BBQ is an outdoor event and will be held rain or shine.

PROHIBITED ITEMS: The following items can **NOT** be displayed, sold or dispersed: Firearms (knives are OK), pornography of any kind, controlled substances of any kind, drug related paraphernalia, and offensive and/or profane items. Prostitution and gambling of any kind are strictly prohibited. Bikes, Blues, and BBQ has the sole authority to determine if a vendor has violated this policy, and if it is concluded this policy has been violated, the vendor will be removed for the remainder of the event without the refund of any of the vendor fee payment. **NOTE: NO STAKES CAN BE DRIVEN INTO ANY LOT WITHOUT APPROVAL FROM Bikes, Blues and BBQ. PLEASE REMEMBER** Bikes, Blues and BBQ reserves the right to refuse (prior to), OR remove during the event any vendor whose products, intentions, or attitudes are not compatible with the family-oriented nature of the Bikes, Blues and BBQ Motorcycle Rally. **Offensive merchandise will result in vendor(s) being removed from the event without refunds.** Please discuss any questionable items in advance.

ELECTRICITY: Electricity will be available for our official lots only. You will need to provide your own extension cords. If you can't use a GFI and you need to be hard wired, you need to include this information on your vendor application. We will need to know this information before the rally. Please contact Kenny Rakes as soon as possible at 479-841-9019. **Additionally, a charge will be applied to all electrical needs. Please refer to page 10.**

WATER: Water is provided for a \$10 fee in the food vending areas only. You will be responsible for your own hoses.

CITY OF FAYETTEVILLE VENDOR PERMIT FEES: The City of Fayetteville at this time does not have a vendor permit fee, however, they are considering enacting one. If the City of Fayetteville enacts a vendor permit fee, then that fee will be charged to the vendor in addition to the fees owed to Bikes, Blues and BBQ.

UPDATED
SECTION
2014

SALES TAX: All vendors are required to pay Arkansas State Sales Tax at the end of the Bikes, Blues and BBQ event. Please report to the designated area (instructions/maps will be included in your vendor packet) on Saturday, September 27th. The Arkansas Department of Finance and Administration employees will be located in this area to collect your sales tax payments and completed tax forms. You

will be provided a sales tax reporting form in your vendor packet that you receive upon arrival. **Failure to pay your taxes will result in the forfeiture of the vendor's cleanup deposit.** The collection times for your venue will be provided in your vendor packet. **NOTE: The Arkansas Department of Finance and Administration representatives will accept the following forms of payment ONLY: Cash, Money Order or Cashier's Check**

SECURITY: Official event security will be provided 8:00 p.m. to 7:00 a.m., Monday, September 21 – Tuesday, September 22 and from 12 midnight to 7:00 a.m., Wednesday, September 23 - Saturday, September 26. Bikes, Blues and BBQ is not responsible for lost or stolen property.

FIRE SAFETY: PLEASE REFER TO THE "SAFETY REQUIRMENTS FOR ALL TENT VENDORS" DOCUMENT ON OUR WEBSITE.

VENDOR AREA: The vendor area is the Walton Arts Center, Fayetteville Depot parking lots, the Baum Stadium parking lot on Razorback Road, the Washington County Fairgrounds, and the Arvest Ballpark. After these lots are full, there may be private parking lots available through Bikes, Blues and BBQ. The rates will vary and there may be water or electricity provided. If you do not go through Bikes, Blues and BBQ to rent these spaces you will not be considered an official Bikes, Blues and BBQ vendor.

VENDOR CAMPING: On the website www.bikesbluesandbbq.org you will find listings of hotels, motels and campsites. You can also call the Fayetteville Visitor's Bureau at 800-766-45626. **Per City of Fayetteville Ordinance, you may not stay in your tent or trailer at night, and NO RV's or campers can be parked behind your vendor space as there is NO room.**

VENDOR PARKING: Limited vendor parking will be provided for **Dickson Street Vendors Only**. If you would like to secure a parking space, you may purchase a space for **\$50.00**. That will reserve one (1) space for you throughout the entire rally. These spaces will be reserved on a first come, first served basis at the rally. If you do not wish to secure a parking space, then you may find parking in other municipal lots, or side streets near the venue.

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VENDOR FEES: From October 1, 2014 to May 29, 2015, the price of a vendor space on Dickson or at Baum Stadium is \$700 per 10' x 10' space. From June 1, 2015 to August 31, 2015 the price of that vendor space is \$800 per 10'x10'. From September 1, 2015 to the rally, the price of that vendor space is \$1,000.

Our satellite venues, the Washington County Fairgrounds and the Arvest Ballpark, are also available to vend at a discounted rate. Please see the Fee Calculation Page for the Washington County Fairgrounds and Arvest Ballpark for more information.

Also, a refundable cleanup deposit of \$200 for non-food vendors and \$500 for food vendors must be paid as well. Please note: your cleanup deposit must be sent in with your vendor application in order to reserve your spot. Vendors who have sent in deposits to hold spaces but have not paid their account balance by the dates listed above will be subject to price increases.

CLEAN UP AND MOVE OUT DEPOSIT: Each vendor will be required to pay a clean up fee of either \$200 or \$500 depending on their trade which will be refunded to you by mail within 15 business days at the end of rally. If the vendor space is not clean at move out, your deposit will be forfeited.

TEAR DOWN: You must be out of the lot by 9:00 a.m. Sunday, September 27th and checked out with a member of the Bikes, Blues and BBQ staff in order to receive your clean-up deposit back. NOTE: If you do not checkout with the staff you will forfeit your deposit.

If the vendor does not move out by the required time, then the vendor will forfeit its deposit unless, in the sole opinion of the board or its designee, the vendor could not move out as a direct result of another vendor being in their way preventing them from moving until the other vendor moved. The board or its designee's decision will be final. Each vendor shall not dump anything on the location, including, but not limited to, waste, waste water, grease, trash, etc. If the vendor does, then they will be charged an additional lot clean up fee which will be determined by the board or its designee. If the vendor does not pay the additional lot clean up fee the vendor will be refused admittance to the event in future years.

HEALTH DEPARTMENT: Food vendors will have additional qualifications to meet according to the laws of the Arkansas State Health Department. Your compliance with their regulations is mandatory to be a food vendor. **THEY WILL INSPECT YOU.** For info, contact Melissa Wonnacott at 479-521-8181.

FOOD VENDORS: All food vendors are required to post their prices during the event. Additionally, food vendors must include a full menu with prices of items to be sold during the rally with their application.

APPARREL VENDORS: Pictures of all merchandise to be sold must be sent to Bikes, Blues, and BBQ staff prior to June 1, 2015.

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VENDOR SUPPLY PURCHASES: ALL vendors are required to purchase additional/replenishment rally supplies (for example, ice, soft drinks, buns/bread products, utensils, etc.) from the official rally supplier. If available, a list of available supplies will be provided to vendors prior to the rally. Vendors will be allowed to set up a temporary charge account with the inventory manager for these supplies. This account is to be settled BEFORE the vendor checks out from the rally.

MOVE IN: There will be a pre-staging location and all vendors are to go to the pre-staging area to check-in and receive the official vendor packet. All move in will be initially coordinated from the pre-staging area.

SET-UP FOR TENT VENDORS: All vendors will be responsible for set up and tear down of their own displays. There will be rally staff available to answer questions and/or help with problems that may arise. Arrival for vendors with only a tent may begin at 12:00 Noon on Tuesday, September 22, however the Bikes, Blues, and BBQ staff will create a definite schedule and you are to arrive at the date and time you are assigned, not any earlier. Please notify the staff no later than July 30 if you are a tent vendor,

ACKNOWLEDGMENT OF RECEIPT OF ALL VENDOR RULES AND REGULATIONS

A signed copy of this Information, Rules and Regulations for Vendors must be returned to Bikes, Blues, and BBQ along with your application, acknowledging you have read said form, and agree to abide by all items therein. Failure to return a signed copy of this Information, Rules and Regulations for Vendors will result in your application being denied.

SUBLETTING: No vendor may sublet their space or any part of it without prior approval of Bikes, Blues, and BBQ.

CONTACT INFORMATION: The Bikes, Blues and BBQ official mailing address is:

Bikes, Blues and BBQ

~~██████████~~

Fayetteville, AR 72702

PHONE: ~~██~~

E-MAIL: ~~██~~

WEBSITE: www.bikesbluesandbbq.org

FINE PRINT: Bikes, Blues and BBQ officials maintain the right to remove any vendor that is in violation of the policies and rules of Bikes, Blues and BBQ. This includes, but is not limited to, laws of Fayetteville, Arkansas, and the ethical conduct of vendor's representatives prior to and during the event.

PRINT NAME: _____ **DATE:** _____

SIGNATURE: _____