

RAW DATA (TABLE 4.1)

S O U R C E	F/ S/ L	DATE OF STUDY	GOV'T AGENCY	DEPARTMENT	TYPE OF SERVICE CONTRACTED																										QUAL OF SVC = / - / n/c	NOTES	#									
					A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z												
					1	S	1998	Virginia	Chris. Newport Univ						N																											
1	S	1998	Virginia	Chris. Newport Univ																N																-	Housekeeping	2				
1	S	1998	Virginia	Chris. Newport Univ																																+	Printing	3				
1	S	1998	Virginia	Clinch Valley College																N																n/c	Electrical work	4				
1	S	1998	Virginia	Clinch Valley College																																	+	Carpet cleaning	5			
1	S	1998	Virginia	College of William & Mary																																	-	Trash disposal	6			
1	S	1998	Virginia	D of Ag & Consumer Svcs																																	Y	Gypsy moth trapping	7			
1	S	1998	Virginia	D of Conservation																																		-	Computer svcs	8		
1	S	1998	Virginia	D of Crim Just Svcs																																		+	Data base devel	9		
1	S	1998	Virginia	D of Empl Rtns Cnslrs																																			n/c	Mediation training	10	
1	S	1998	Virginia	D of Forestry																																		+	Cold storage rep/maint	11		
1	S	1998	Virginia	D of Forestry																																			+	Pinecone picking	12	
1	S	1998	Virginia	D of Forestry																																			n/c	Prep. stewardship plans	13	
1	S	1998	Virginia	D of Forestry																																			+	Seedling delivery	14	
1	S	1998	Virginia	D of Forestry																																			n/c	Coordination of volunteers	15	
1	S	1998	Virginia	D of Game & Fish																																			n/c	Magazine Sub Rnwl	16	
1	S	1998	Virginia	D of Game & Fish																																			n/c	Big game ck stn dist	17	
1	S	1998	Virginia	D of Hist Resources																																				n/c	Confed Cemetery Mgt.	18
1	S	1998	Virginia	D of Juvenile Justice																																			+	Substance Abuse svcs	19	
1	S	1998	Virginia	D of Juvenile Justice																																			n/c	Food service	20	
1	S	1998	Virginia	D of Labor & Industry																																				n/c	Supply	21
1	S	1998	Virginia	D of Labor & Industry																																				n/c	Duplication	22
1	S	1998	Virginia	D of Mines																																				+	Title searches	23
1	S	1998	Virginia	D of Motor Vehicles																																				n/c	Data Entry	24
1	S	1998	Virginia	D of Motor Vehicles																																				n/c	Groundskeeping	25
1	S	1998	Virginia	D of Motor Vehicles																																				n/c	Signage	26
1	S	1998	Virginia	D of Motor Vehicles																																				+	Driver Improv Clinic	27
1	S	1998	Virginia	D of Motor Vehicles																																				+	Security	28
1	S	1998	Virginia	D of State Police																																				n/c	Printing	29
1	S	1998	Virginia	Dept of Accounts																																				+	Payroll	30
1	S	1998	Virginia	Dept of Gen Svcs																																				+	Courier services	31
1	S	1998	Virginia	Dept of Gen Svcs																																				n/c	Small constuction/remodeling	32
1	S	1998	Virginia	Dept of Gen Svcs																																				+	Sample kit prep 4 lab analysis	33
1	S	1998	Virginia	Dept of Info Tech																																				+	Delivery of computer reports	34

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1	S	1998	Virginia	Dept of Info Tech			Y																						+	Storing computer tapes	35		
1	S	1998	Virginia	Dept of Info Tech																				Y					+	Reducing inventory	36		
1	S	1998	Virginia	Dept of Taxation													N											+	Bank courier svcs	37			
1	S	1998	Virginia	Dept of Treasury													Y											n/c	Auction running	38			
1	S	1998	Virginia	Frontier Culture Museum					Y																			+	Landscaping	39			
1	S	1998	Virginia	Frontier Culture Museum																								n/c	Fundraising	40			
1	S	1998	Virginia	Frontier Culture Museum																	Y							+	Security	41			
1	S	1998	Virginia	George Mason Univ	N																							+	Mail svcs	42			
1	S	1998	Virginia	George Mason Univ																								+	Parking services	43			
1	S	1998	Virginia	George Mason Univ																								+	Housing mgt	44			
1	S	1998	Virginia	George Mason Univ																								+	Publication design	45			
1	S	1998	Virginia	George Mason Univ																								+	Travel mgt	46			
1	S	1998	Virginia	George Mason Univ																								+	Univ activities scheduling	47			
1	S	1998	Virginia	Gunston Hall					Y																			+	Groundskeeping	48			
1	S	1998	Virginia	James Madison Univ	Y																							n/c	Mail svcs	49			
1	S	1998	Virginia	James Madison Univ																			Y					n/c	Chartered bus service	50			
1	S	1998	Virginia	James Madison Univ																						Y		n/c	Printing	51			
1	S	1998	Virginia	Jmstown/Yrktwn Fndtn																	Y							+	Recycling/ disposal	52			
1	S	1998	Virginia	Longwood College								Y																+	Custodial svcs	53			
1	S	1998	Virginia	Marine Resrcs Comm.	Y																							n/c	Secretarial Svcs.	54			
1	S	1998	Virginia	Marine Resrcs Comm.										Y														n/c	Marine Repair	55			
1	S	1998	Virginia	Mary Washington Clg	Y																							+	Lockbox svcs	56			
1	S	1998	Virginia	Mary Washington Clg	Y																							+	Postal	57			
1	S	1998	Virginia	Mary Washington Clg																					Y			+	Copying	58			
1	S	1998	Virginia	Norfolk State						Y																		+	Billing svcs	59			
1	S	1998	Virginia	Norfolk State							Y																	+	Radio Stn prevent maint	60			
1	S	1998	Virginia	Norfolk State							Y																	+	HVAC maint & svcs	61			
1	S	1998	Virginia	Norfolk State								Y																+	HVAC prev maint	62			
1	S	1998	Virginia	Old Dominion Univ	Y																							+	Pre-sort mail	63			
1	S	1998	Virginia	Old Dominion Univ					Y																			+	Dining svcs	64			
1	S	1998	Virginia	Old Dominion Univ																				Y				+	Car rental svcs	65			
1	S	1998	Virginia	Radford University							Y																	n/c	Irrigation sys maint	66			
1	S	1998	Virginia	Radford University																									-	Janit. Svcs (residence halls)	67		
1	S	1998	Virginia	Radford University																									-	Janit. Svcs (McGuffey hall)	68		

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					A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z			
1	S	1998	Virginia	Radford University																									+	Student health services	69		
1	S	1998	Virginia	Radford University																					Y				+	Office supplies	70		
1	S	1998	Virginia	Science Museum of VA						N																			+	Groundskeeping	71		
1	S	1998	Virginia	Univ of VA	Y																								+	Forms	72		
1	S	1998	Virginia	Univ of VA			Y																						n/c	Computer Maint Upgrade	73		
1	S	1998	Virginia	Univ of VA							Y																		+	Housekeeping	74		
1	S	1998	Virginia	VA Commonwealth U	Y																								+	Mail svcs	75		
1	S	1998	Virginia	VA Commonwealth U		Y																							+	Bookstore	76		
1	S	1998	Virginia	VA Commonwealth U												Y													+	Dental	77		
1	S	1998	Virginia	VA Commonwealth U																	Y								n/c	Transportation	78		
1	S	1998	Virginia	VA Commonwealth U																				Y					+	Office supplies	79		
1	S	1998	Virginia	VA Commonwealth U																					Y	Y			n/c	Printing	80		
1	S	1998	Virginia	VA Comunty. Coll Sys			N																						n/c	Bookstore (Wythville)	81		
1	S	1998	Virginia	VA Comunty. Coll Sys					N																				n/c	Groundskeeping	82		
1	S	1998	Virginia	VA Comunty. Coll Sys							Y																		n/c	Housekeeping	83		
1	S	1998	Virginia	VA Dept of Trans																					Y				n/c	Warehousing	84		
1	S	1998	Virginia	VA Employment Comm	Y																					Y			+	Data dissemination (fax)	85		
1	S	1998	Virginia	VA Employment Comm				Y																					n/c	Data entry	86		
1	S	1998	Virginia	VA Employment Comm				Y																					n/c	Transcribing	87		
1	S	1998	Virginia	VA Employment Comm																					Y				n/c	Warehousing	88		
1	S	1998	Virginia	VA Military Inst																									n/c	Trash svc	89		
1	S	1998	Virginia	VA Museum of Fine Arts				N																					-	Info tech	90		
1	S	1998	Virginia	VA Museum of Fine Arts						Y																			-	Groundskeeping	91		
1	S	1998	Virginia	VA Museum of Fine Arts							Y																		-	Mechanical/Electrical	92		
1	S	1998	Virginia	VA Museum of Fine Arts													Y												+	Photography	93		
1	S	1998	Virginia	VA Museum of Fine Arts																	Y								+	Security	94		
1	S	1998	Virginia	VA St Univ		Y																							+	Bookstore	95		
1	S	1998	Virginia	VA St Univ			Y																						+	Computer Center	96		
1	S	1998	Virginia	VA St Univ					Y																				+	Food service	97		
1	S	1998	Virginia	VA Tech (VPI)							Y																		+	Custodial svcs	98		
1	S	1998	Virginia	VA Tech (VPI)									Y																+	Laundry	99		
1	S	1998	Virginia	VA Tech (VPI)																					Y				+	Food warehouse dist	100		
1	S	1998	Virginia	VA Tech (VPI)																					Y				+	Central stores/ofc supplies	101		
2	L	1988	20 L.A. cities	Various	n/c																								n/c	Payroll	102		

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					A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z			
2	L	1988	20 L.A. cities	Various						n/c																			n/c	Street Tree Maintenance	103		
2	L	1988	20 L.A. cities	Various						Y																			n/c	Turf Maintenance	104		
2	L	1988	20 L.A. cities	Various							Y																		n/c	Asphalt overlay	105		
2	L	1988	20 L.A. cities	Various							Y																		n/c	Street Cleaning	106		
2	L	1988	20 L.A. cities	Various							Y																		n/c	Traffic Signal Maintenance	107		
2	L	1988	20 L.A. cities	Various								Y																	n/c	Janitorial Services	108		
2	L	1988	20 L.A. cities	Various																Y									n/c	Residential refuse collection	109		
3	L	1991	32 Localities	Wastewater plants																			n/c					n/a	Waste water plant construction	110			
4	F	2002	Treasury	ATF			n/a																						+	Positive IT results; unreliable \$ data	111		
4	F	2002	HHS	CMS			n/a																						+	Positive IT results; unreliable \$ data	112		
4	F	2002	Treasury	Departmental Offices			n/a																						+	Positive IT results; unreliable \$ data	113		
4	F	2002	Defense	DLA			n/a																						+	Positive IT results; unreliable \$ data	114		
4	F	2002	NASA	NASA			n/a																						+	Positive IT results; unreliable \$ data	115		
4	F	2002	Peace Corps	Peace Corps			n/a																						+	Positive IT results; unreliable \$ data	116		
5	L	?	Scottsdale, AZ	Fire Department																		Y						+	Better fire protection at lower costs	117			
6	F	2001	OPM	Investigative Services																Y								+	Background investigations	118			
7	S	1999	States	Various state prisons															n/c										n/a	Adult male prisons	119		
8	L	1998	Phoenix, AZ	District Attorney																Y									n/a	Public defender	120		
8	L	1998	Phoenix, AZ	Fire Department						Y																			n/a	Billing and collection services	121		
8	L	1998	Phoenix, AZ	Public Works																	Y								n/a	Landfill Operations	122		
8	L	1998	Phoenix, AZ	Public Works																	Y								n/a	Refuse collection	123		
8	L	1998	Phoenix, AZ	Street Transportation						Y																			n/a	Landscape Maint	124		
9	L	2001	San Diego County	Information Technology			Y																						+	Outsourced entire IT function	125		
10	L	2001	Wisconsin	452 WI. cities & villages																Y									n/a	82 municipal services	126		
11	L	1993	Localities	271 water utilities																				Y					n/a	238 public, 33 private H2O utils	127		
12	F	1995	Navy	Center for Naval Analysis										Y															-	Jet maintenance	128		
13	L	1995	Localities	30 Large cities in US																			Y						n/a	Bus transportation	129		
14	L	1986	5 Localities	Tidewater VA																			Y						n/a	Bus trans replaced with taxis	130		
15	F	1981	Gen Svcs Admin	4 GSA Regions								Y																	n/a	GSA overpays by 50%	131		
16	F	1983	Army	Stewart Sub-post										Y															n/a	Maintenance	132		
16	F	1983	Army	West Point								N																	n/a	Custodial services	133		
16	F	1983	Army	West Point									Y																n/a	Laundry/dry cleaning	134		
16	F	1983	Army	West Point																	Y								n/a	Refuse collection	135		
17	F	1985	Air Force	AF Academy, CO						Y																			n/a	Commissary	136		

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					A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z			
17	F	1985	Air Force	Eglin AFB, FL																									n/a	Photo lab, AV svcs, library svcs	137		
17	F	1985	Army	Fort Dix, N.J.								n/a																	n/a	Laundry/dry cleaning	138		
17	F	1985	Army	Fort Leavenworth, KS																									n/a	Packing and crating	139		
17	F	1985	Army	Fort Monmouth, NJ																									n/a	Motor vehicle maintenance	140		
17	F	1985	Army	Fort Riley, KS																									n/a	Test examiner/proctor services	141		
17	F	1985	Air Force	Hill AFB, UT							Y																		n/a	Housekeeping	142		
17	F	1985	Air Force	Lowry AFB				Y																					n/a	Commissary	143		
17	F	1985	Air Force	Lowry AFB																Y									n/a	Refuse collection	144		
17	F	1985	Air Force	Mather AFB					Y																				n/a	Groundskeeping	145		
17	F	1985	Marine Corps	MC Air Stn, Beaufort						Y																			n/a	Family housing maint	146		
17	F	1985	Air Force	McClellan AFB, CA															Y										n/a	Precision msrmnt equip lab	147		
17	F	1985	Navy	Naval Air Propulsion Ctr							Y																		n/a	Custodial services	148		
17	F	1985	Navy	Naval Air Stn, Lemoore				Y																					n/a	Mess attendant services	149		
17	F	1985	Army	Sharpe Army Depot, CA																									n/a	Supply mgt	150		
17	F	1985	Army	St. Louis Area Spt Ctr											Y											Y			n/a	Installation support	151		
17	F	1985	Army	Tobyhanna Army Depot							Y																		n/a	Custodial services	152		
17	F	1985	Navy	USN Stn, Mayport, FL																				Y					n/a	Motor vehicle ops & maintenance	153		
17	F	1985	Air Force	Vance AFB																Y									n/a	Flight simulator ops	154		
17	F	1985	Air Force	Warner Robins Air Log Ctr																	N								n/a	Precision msrmnt equip lab	155		
18	L	1982	Clark County, WA	Public Defenders Ofc																									-	Quality of legal rep declined at >\$	156		
19	S	1997	Arizona	Dept of Corrections																									n/a	15 st vs 1 pvt minimum secty prison	157		
20	S	1996	Louisiana	Dept of Corrections																									n/a	1 st vs 2 pvt max/med sec prisons	158		
21	S	1998	Florida	Dept of Corrections																									+/-	Bay Correctional Facility 0 savings	159		
21	S	1998	Florida	Dept of Corrections																									+/-	Moore Haven Crrctnl Fac 4% svngs	160		
22	S	1985	Florida	Dept of Corrections																									+/-	1 pub vs 1 pvt juvenile detention ctr	161		
23	S	1995	Tennessee	Dept of Corrections																									n/c	No savings & no quality differences	162		
24	S	1996	3 States	Welfare						Y																			+	Child support enforcement	163		
25	F	2000	Army	Fort Riley, KN																									n/a	Storage & warehouse activity	164		
25	F	2000	Air Force	Laughlin AFB TX																									n/a	Engine repair	165		
25	F	2000	Air Force	Laughlin AFB TX																									n/a	Base operating support	166		
25	F	2000	Navy	Naval Med Ctr, San Diego							Y																		n/a	Child care center	167		
25	F	2000	Navy	Navy Base, San Diego, CA																									n/a	Regional youth & family svcs activity	168		
25	F	2000	Air Force	Wright-Patterson AFB, OH																									n/a	Base operating support	169		
26	F	2000	Defense	Various																									n/a	286 DoD A-76 Competitions	170		

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27	F	1997	Air Force	OK City Air Log Center, OK											N														n/a	B-1B airplane repair	171		
28	F	1997	Air Force	Aero Gdnc & Met.Ctr. OH										N															n/a	Repair of 254 parts	172		
29	F	1999	Air Force	Anderson AFB, Guam							Y																		n/a	Family housing maint	173		
29	F	1999	Air Force	Anderson AFB, Guam																									n/a	Refuse collection	174		
29	F	1999	Air Force	Andrews AFB, MD	Y																								n/a	Admin support for medical records	175		
29	F	1999	Air Force	Bolling AFB, D.C.							Y																		n/a	Family housing maint	176		
29	F	1999	Air Force	Davis Monthan AFB, AZ							Y																		n/a	Family housing maint	177		
29	F	1999	OSD	Def Commissary Agency					Y																				n/a	Commissary	178		
29	F	1999	OSD	Def Commissary Agency					Y																				n/a	Commissary (Camp Pendleton)	179		
29	F	1999	OSD	Def Commissary Agency					Y																				n/a	Commissary (Kaneohe Bay, HI)	180		
29	F	1999	Air Force	Edwards AFB, CA																									n/a	Base supply	181		
29	F	1999	Air Force	Eglin AFB, FL													Y								Y				n/a	Range mobile target support	182		
29	F	1999	Air Force	Eglin AFB, FL												Y													n/a	Library services	183		
29	F	1999	Air Force	Elmendorf AFB, AK																					Y				n/a	Power production	184		
29	F	1999	Army	Ft. Sam Houston, TX					Y																				n/a	Dining svcs	185		
29	F	1999	Air Force	Goodfellow AFB, TX						Y																			n/a	Groundskeeping	186		
29	F	1999	Air Force	Grand Forks AFB, ND																									n/a	Base operating support	187		
29	F	1999	Air Force	Hill AFB, UT							Y																		n/a	Groundskeeping	188		
29	F	1999	Air Force	Hurlburt Field, FL										Y															n/a	Transient aircraft maintenance	189		
29	F	1999	Air Force	Keesler AFB, MS							Y																		n/a	Groundskeeping	190		
29	F	1999	Air Force	Lackland AFB, TX																									n/a	Animal caretaking	191		
29	F	1999	Air Force	Little Rock AFB, AR										Y														Y	n/a	Transient aircraft maintenance	192		
29	F	1999	Air Force	McGuire AFB, NJ																									n/a	Family housing maint	193		
29	F	1999	Air Force	Nellis AFB, Nevada																									n/a	Family housing maint	194		
29	F	1999	Navy	Pacific Fleet																									n/a	Family service centers	195		
29	F	1999	Navy	Rough & Ready Island, CA																						Y			n/a	Telecommunications Center	196		
29	F	1999	Air Force	Tinker AFB, OK																						Y			n/a	Communication functions	197		
29	F	1999	Air Force	Tyndall AFB, FL																									n/a	Base operating support	198		
29	F	1999	Air Force	Vandenberg AFB, CA																									n/a	Civil engineering	199		
30	L	1997	Indianapolis, IN	White River Enviro Ptnrshp																						Y			+	2 waste water plants	200		
31	L	1986	Various	Local Water Utilities																									n/c	68 public, 59 pvt water utilities	201		
32	L	1996	Charlotte, NC	Public Works																									n/a	Solid waste disposal	202		
33	S	2001	Various	State prisons																									n/a	17 prison privatization studies	203		
34	L	1983	Various	Local Water Utilities																									n/a	262 public, 57 pvt water utilities	204		

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35	S	1997	Various	416 statewide agencies																									n/a	3,104 progams & svcs prtvd	205		
36	S	2001	Ohio	Dept of Corrections						-																		n/a	Paid>than gov employees 4 food svc	206			
36	S	2002	Oklahoma	Dept of Transportation						n/a																		-	Bad grass mowing	207			
36	S	2002	Oklahoma	Dept of Transportation							n/a																	-	Not clearing snow;caused exit danger	208			
36	L	2002	TarponSprings, FL	Garbage pickup																								-	Poor quality by Waste Mgt, Inc	209			
36	S	2002	Ohio	MIS (Dpt of Job & Fam Svc)			N																					-	Krs \$105 @ hr; govt \$42 @ hr	210			
36	L	2000	Plm Bch Cnty,FL	School Board																								-	Poor school custodial service	211			
36	S	2002	New Jersey	Vehicle inspections																								-	Corruption, long lines, more costly	212			
36	L	2000	MilwaukeeCounty	Welfare Program																								n/a	Unauthorized spending by Kr	213			
37	S,L	1993	Various	Social Services																								n/a	50 states, 25 counties	214			
38	S,L	2001	Various	Social Services																								-	Welfare pvtzn: > cost; < quality	215			
39	L	2003	Stocton, CA	Utilities																								-	"Brain drain" not recoverable	216			
40	L	2001	Lee County, FL	Water Utilities																								-	Kr did not conduct enough O&M	217			
40	L	2001	Atlanta, GA	Water Utilities																								-	Dry fire hydrants, long svc delays	218			
40	L	2001	New Orleans, LA	Water Utilities																								-	Raw sewage diverted to river	219			
40	L	2001	Pekin, ILL	Water Utilities																								-	Low H2O pressure, hi rates	220			
40	L	2001	S.F., CA	Water Utilities																								-	Kr bad consultancy	221			
40	L	2001	Jersey City, NJ	Water Utilities																								n/c	"Pvtzn no worse, no better"	222			
																															223		
																															224		
																															225		