

proved work scheduling, and replacement of contract technicians with military or civilian direct hire personnel.

III.C.6. *Improving military housing management*

A summary of the savings realized in this area during fiscal year 1966 is as follows:

	Realized hard savings			Realized cost avoidance savings	Total realized savings	Fiscal year 1966 goal
	Budgeted savings	Fund savings	Total			
Army.....	\$4		\$4	\$4	\$8	\$7
Navy.....	6		6	4	10	5
Air Force.....	5	\$3	8	2	10	7
Total.....	15	3	18	10	28	19

Savings in this area were achieved from many actions taken at installations throughout the world. Implementation of a DOD policy decision prohibiting furniture procurement for initial issue in new housing units produced significant savings in fiscal year 1966. Increased utilization of family housing quarters, intensified engineering reviews of repair projects, centralized labor force scheduling, utility conservation programs and use of satisfactory but less costly materials for repairs and maintenance are other typical actions which produced savings during fiscal year 1966.

III.C.7. *Real property management*

A summary of the savings realized in this area during fiscal year 1966 is as follows:

	Realized hard savings			Realized cost avoidance savings	Total realized savings	Fiscal year 1966 goal
	Budgeted savings	Fund savings	Total			
Army.....	\$7		\$7	\$3	\$15	\$16
Navy.....	19	\$4	23	1	24	16
Air Force.....	15	9	24	5	29	22
Total.....	41	13	54	14	68	54

The savings achieved in this area represent the accumulation of many individual actions in the functions necessary to maintain and operate the real property at the more than 7,000 installations throughout the world. Typical management actions are those which resulted in lower utility rates, adapting modern methods and techniques to increase labor performance and consolidation and simplification of the maintenance and operation functions to reduce manpower, material and equipment requirements.