Department of Defense cost reduction program, fiscal year 1966—Continued

[In millions of dollars]

Summary of area	Realized hard savings: Budgeted savings	Realized hard savings: Fund savings	Realized hard savings: Total	Cost avoidance and unrealized decision savings	Total savings [1]	Fiscal year 1966 goal	Fiscal year 1967 goal
III. Reducing operating costs—Continued							
C. Increasing efficiency of operation—Con.							
6. Improving military housing management:							
Army	$4	--------	$4	$4	$8	$7	$6
Navy	6	--------	6	4	10	5	8
Air Force	5	$3	8	2	10	7	7
Total	15	3	18	10	28	19	21
7. Improving real property management:							
Army	7	--------	7	8	15	16	19
Navy	19	4	23	1	24	16	17
Air Force	15	9	24	5	29	22	22
Total	41	13	54	14	68	54	58
8. Packaging, preservation and packing:							
Army	--------	1	1	5	6	3	4
Navy	6	2	8	1	9	4	5
Air Force	4	15	19	4	23	5	5
DSA	1	1	2	1	3	1	1
Total	11	19	30	11	41	13	15
Total reducing operating costs	1, 372	188	1, 560	874	2, 434	1, 919	2, 386
IV. Military assistance program (MAP):							
ISA	--------	3	3	6	9	100	30
Air Force	--------	--------	--------	--------	--------	--------	1
Total MAP	--------	3	3	6	9	100	31
Total program	3, 627	836	4, 463	1, 877	6, 340	5, 999	6, 062
Summary by major category							
I. Buying only what we need	1, 290	375	1, 665	817	2, 482	2, 823	2, 405
II. Buying at the lowest sound price	965	270	1, 235	180	1, 415	1, 157	1, 240
III. Reducing operating costs	1, 372	188	1, 560	874	2, 434	1, 919	2, 386
IV. Military assistance program	--------	3	3	6	9	100	31
Total program	3, 627	836	4, 463	1, 877	6, 340	5, 999	6, 062
Summary by Department/Agency							
Army	680	105	785	567	1, 352	1, 164	1, 197
Navy	1, 174	334	1, 508	330	1, 838	1, 827	1, 865
Air Force	1, 656	345	2, 001	939	2, 940	2, 721	2, 791
DSA	115	48	163	35	198	185	177
DCA	2	1	3	--------	3	2	2
MAP	--------	3	3	6	9	100	30
Total program	3, 627	836	4, 463	1, 877	6, 340	5, 999	6, 062

[1] Includes certain one-time savings not expected to recur in the same amounts in future years.

[2] Fiscal year 1961 actual was 32.9 percent; fiscal year 1966 actual was 44.4 percent; savings are 25 percent per dollar converted.

[3] 1st 9 months of fiscal year 1961 was 38 percent; fiscal year 1966 actual was 9.9 percent; savings are 10 percent per dollar converted.

[4] Represent savings realized from dollars converted in fiscal year 1964 and reflected in the fiscal year 1966 budget estimate. Savings are considered to be realized 2 years subsequent to year of conversion.

[5] Unrealized decision savings totaling $10,000,000 have not yet been processed for audit validation.