

Mr. KNOTT. Yes. Let me say that one of the great contributing factors in that has been the emphasis that we have placed on it among our own people in the 10 regions. We offer a plaque to the region doing the best space management job during the course of the year and in reducing the square footage assignment, and this has developed a spirit of competitiveness.

As you know, under the Public Buildings Act, we have either completed or have under construction some 500 buildings. These are of modern design. These have a better module and provide for better space layout. The buildings that we are leasing, in addition to those that we are building, provide for better layout. We think we have picked up some better know-how on laying out space in workflow fashion so that we get better space utilization.

And the significant thing is that with the amount of space that we have under our control, every square foot of reduction that we effect, if we reduce from 135 next year to 134, we save by avoiding about \$2 million in costs.

Mr. BROOKS. \$2 million a foot?

Mr. KNOTT. \$2 million totally. In other words, we have nearly three-quarters of a million employees in our buildings, most in office space. So that if per employee we reduce by a square foot the average square feet per person, you can see that we are reducing our cost of housing these employees by about \$1.5 to \$2 million, so that it is not an inconsiderable factor when you consider the relatively small and skilled force that we have at work in this area.

Mr. BROOKS. So this would indicate savings between 1963 and 1968 somewhere in the neighborhood of \$20 to \$25 million?

Mr. KNOTT. That's right. And this is a thing, Mr. Chairman, that has to be constantly looked at because it is very easy for it to get out of hand. I will skip over a couple of things here. The record will show these other items, but I did want to point up one on the operation of motor pools, which is a very important function of the agency. The per mile cost of operating motor pool vehicles increased 4 percent from 1963 to 1968, compared to an increase of nearly 11 percent in the private sector.

Another area, in which you performed a very vital role at the time we set up the Federal telecommunications fund is that the average intercity Federal telecommunications per call cost has decreased from \$0.86 in 1965 to \$0.74 in 1968.

The annual transportation cost savings have increased from \$12.5 million in 1964 to \$27.4 million in 1968. And during this same period, the number of personnel assigned to this function has decreased from 216 to 181, resulting in additional savings.

Mr. BROOKS. Did you ever resolve the somewhat lackadaisical attitude of car manufacturers to sell cars to the GSA and to the Government? Have we ever remedied this? Is there still a lack of interest in selling to the Government at wholesale cost, in effect, vehicles for Government use properly equipped with safety devices?

Mr. KNOTT. Well, I believe that the projections of lack of interest were perhaps overrated. There have always been indications that if we continued to add additional requirements that they would not be in a position to bid within the present statutory limitation, and certainly it is to be expected that at some point in time, with increasing costs, you could reach a point that this would be so. But as of today