

State Engineering Association Day **SPECIAL NEWSLETTER**

Wisconsin State Capitol - April 18, 2007

State Engineering Association • 608-233-4696 / wisea@wisea.org

Dear SEA members, legislators and citizens:

The State Engineering Association (SEA) is pleased to share with you this special newsletter, outlining what we believe to be the critical issues facing our association, state government and the citizens of Wisconsin. Each year, SEA members visit the Capitol as a group on **State Engineering Association Day** to talk with legislators about issues that affect SEA and its members. SEA members are, of course, not just state employees. They are taxpayers and voters. This year, members are especially interested in discussing topics related to making government work better. Among those topics:

- **Outsourcing work through private contracts when that is not always efficient;**
- **Good faith bargaining and fair rules for represented state employees;**
- **Open and ethical elections and government, including:**
- **Civil service reforms to strengthen professionalism.**

This newsletter goes out to all 1,100 SEA members as a way to summarize key issues the association has identified as special concerns.

The newsletter is also shared with state legislators and other public officials, as well as opinion leaders including news media. We have no secret agenda. SEA believes the best government is open and widely participatory government.

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SEA CONCERNS

1. Contracting out

Studies consistently show that contracting out engineering work costs taxpayers more than having state employees do the work. In 2004, the state confirmed taxpayers pay 18% more when such work is contracted out. SEA supports thorough cost analysis via Act 89 and other ways to ensure work is assigned to provide best value for taxpayers.

2. Reorganization / downsizing

State employees are often first to feel the brunt of state budget cuts. Agency reorganization and downsizing especially cause concern. SEA has raised this issue in bargaining and to state agencies, legislators and the governor.

3. Labor agreements

SEA bargains for its members in a positive, professional manner. We expect the state to do likewise, operating in good faith and proceeding on a timely basis.

4. Wages, expenses, benefits

SEA member salaries have fallen below wage data averages available from the government and private surveys of the employment

market. This trend penalizes career state employees and worsens hiring and retention problems. State agencies increasingly rely on special funds to help lure new workers, creating compensation inequities and further pressure on veteran staff. We support the creation of a progressively salaried, technical career ladder system.

Mileage reimbursement and travel expenses:

Use of state versus personal autos has been a SEA issue for years. The state obliges some employees to drive their own cars while receiving far less mileage reimbursement than covers costs.

Sick pay conversion: SEA has no formal opinion about the benefits for elected officials; we do recognize the need to attract competent, dedicated state employees, but benefits must be properly disclosed.

5. Retirement

SEA will continue to be a watchdog of the Wisconsin Retirement System. We endorse stable WRS benefits for past, present and future members. SEA also will work with other organizations to improve benefits and to ensure the integrity of the fund.

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SEA Day is one small effort toward the end. Last year's day saw nearly 100 of our members moving through the halls of the State Capitol.

Some members also took time to watch public policy being made by attending that day's JCOER committee hearing. They expressed surprise that while 13 state employee contracts were discussed and passed, committee members asked only two questions. One of those concerned how a particular bargaining unit was to pay back health insurance costs from the 2003-'05 contract years, and the other regarded a \$150,000 set aside to cover child care for the bargaining unit members.

After hearing very little testimony on each contract, the committee broke for a closed session discussion with OSER. The closed session covered effects on unsettled contracts. Once the open session began, it took only minutes for the committee to approve all the contracts. Some of our members expected to observe greater scrutiny of these important matters.

Besides taking employee contracts seriously, SEA believes that treating employees fairly in the workplace and agreeing to equitable compensation and expenses are essential conditions if we are to build more trust within the halls of government, and with our citizens.

SEA endured a couple of years of hard bargaining beyond an expired contract before the state approached reasonable compensation adjustments. The four-year set of contracts is barely signed, and we're about to begin the process again. We hope for better cooperation this time.

Our members want their legislators to know that as state workers we provide great service at an economical cost.

A state study comparing private consultants versus state engineer costs showed that state engineers are at least 18% more cost effective than private alternatives.

HOW TO USE THIS NEWSLETTER:

Look throughout this issue for bullet points summarizing the issues raised in each article.

SEA members: Use this newsletter as a source of information to educate the public, to motivate your discussions with elected officials, and to inspire further participation and action.

Legislators and other state officials: Please look at the issues we've summarized in this newsletter and bear them in mind as you pursue another state budget and make critical decisions on policies addressing our state's many needs.

News media: Feel free to quote from this newsletter and to use it as background in your reporting.

Yet the state continues to sign no-bid contracts that provide annual four to six percent increases to consultant engineers, while refusing to provide even modest increases to its own employees. Little surprise, then, that taxpayers are paying more for engineering work when it is contracted out.

When the Department of Transportation (DOT) dragged its feet for months in response to SEA's request for a copy of the contracting cost comparison study, newspapers filed Open Records requests. The report eventually was released, but the department was fined for violating the Open Records law. That is not the mark of transparent government.

It's no wonder that state employees wonder sometimes who is in charge at the Capitol: Legislators, governors and department executives, or private contractors who have donated campaign dollars to both parties.

Meanwhile, politicizing of Wisconsin's civil service system continues to increase. Anyone who reads the headlines knows that agency officials have solicited campaign contributions for the governor from consultants doing business with the state. Some of these officials even steered state business to firms that donated to political campaigns, in an apparent effort to gain political advantage for their supervisors. Legislators are, in some cases, not discernibly different on this score, nor is this clearly a one-sided, partisan influence.

SEA's members are very interested in ensuring that the state gets the best value out of every tax dollar. But it's

obvious we also have to get the state to be more open and honest in carrying out its programs and studies, and not let political considerations drive bad public policy.

Citizens need to ensure that the state follows its own rules. The process of contracting and running state programs in general must be done as openly as possible, so that taxpayers can measure government effectiveness.

For its part, SEA pledges that its members will continue to provide value to Wisconsin's taxpayers. We will work hard to protect people's health, safety and quality of life. We are determined to make the best use of tax dollars, because we are taxpayers too.

As dedicated professionals, we are intent upon finding positive solutions to improve the way the state does business. To achieve improvement, we will present our ideas and concerns to those who can implement change. We look forward to an open exchange of ideas with our members, our neighbors, and opinion leaders.

That's a start, but we must also reform state government, returning Wisconsin to the days when it was a national model for clean elections and government. Our members and taxpayers at large need to demand further reforms.

Together we can help bring that about. Please share these thoughts and this newsletter with your legislators, neighbors, friends, and family.

Respectfully,

State Engineering Association Board

Tom Muga, Leroy Stublaski, Gretchen Wheat, Duane Hubeler, John S. Bolka, Khader Abu Al-eis, Thomas Peronto, Dawn Marshall, Tony Allard, Jeremy Tomesh, Mohamad M. Hayek, John Lund, Brian Mattson, Sandy Anderson, Monte Ewing, Bob Schaefer

For more details on the issues discussed in this newsletter, as well as other talking points, stop by Room 400NE in the Capitol on SEA Day. Handouts and face-to-face help will be available.

Legislative Update

By Gretchen Wheat

Second Vice President

Elections and campaign finance reform

We the people are looking for honest government. Will current proposals bring elections and campaign finances into the light? SEA members should let state legislators know your thoughts.

Senate Bill SB-12 is a key measure to reform state government. It would make numerous changes in campaign financing law and provide for significantly more public money for state office campaigns.

On the reporting side, SB-12 would require that more financial activity be disclosed by eliminating exemptions for non-resident political committees such as national political parties. This includes a significant amount of currently unregulated activity in the form of mass media communications (issue ads and soft money). A large number of registrants would also be required to report daily in the period immediately preceding the election.

On the public funding side, currently available grants would be increased, and new matching grants would be provided for eligible candidates who are the targets of independent expenditures or whose non-publicly funded opponent exceeds certain spending thresholds.

Under current law, the Wisconsin Election Campaign Fund (WECF) receives approximately \$267,000 per year through the \$1 tax form check off. Current funding is so small that there is little incentive for candidates to comply with spending limits to receive public funding.

Increased funding would be realized in one of two ways:

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- The state income tax form check-off would increase from \$1 to \$5;
- Individuals could make tax deductible donations up to the amount of their state income tax liability. (Donations would collect to a new non-profit entity, the Public Integrity Endowment, with all monies subsequently transferring to the WECF.)

The check-off increase to \$5 would provide an estimated \$1.4 million annually to the WECF. More difficult to estimate is the amount that would be donated, but if 10% of individuals currently designating \$1 would designate 10% of their tax liability, WECF would receive an additional \$4.3 million, bringing combined check-offs and donations to nearly \$6 million annually.

Unlike current law, taxpayers selecting the \$5 check-off would indicate which of two places their money will go:

- General account for all eligible state candidates (currently, all check-off funds go here);
- Or, the account of an eligible political party.

The Department of Revenue (DOR) estimated non-matching funds likely to be needed for state partisan general elections (at \$8.9 million) and non-partisan and spe-

cial elections (\$805,000) based on assumptions about the number of candidates that might qualify for grants. For example: gubernatorial race, \$2.8 million (two candidates at \$1.4 million); Senate races, \$1 million (20 at \$52,500); and Assembly races, \$3.8 million (145 at \$26,250).

An extra \$2.6 million may be needed for matching grants (based on independent expenditures reported to the State Elections Board in 2003-'04). Also, administering the law would cost an estimated \$100,000 annually, on top of certain one-time costs.

Comparison of what may be collected under the bill versus estimated expenses indicates state campaigns will not be fully supported at present levels. It's unclear whether, as intended, the bill would help reduce or at least slow galloping growth in campaign spending. But, if you support a move toward broader public campaign finance, with disclosure (and consequences) for independent expenditures, you will likely believe this bill is a good start.

On the Legislature website, <http://www.legis.state.wi.us/>, it's easy to find your legislators and their committee assignments. Also, review these other bills about election and campaign finance reform:

Who is SEA?

The State Engineering Association is a bargaining unit for about 1,100 engineers and engineering-related professionals employed by more than a dozen Wisconsin state agencies. Annually for the past nine years, SEA members across the state have set aside a day of personal time to travel to Madison and exchange information and express their personal views to legislators. Employees in SEA-represented positions implement a myriad of engineering services. We are a group of people dedicated to ensuring the quality and safety of life of everyone in Wisconsin.

Professional Integrity

Every SEA member is a professional, committed to the precise practice of engineering and dedicated to provide the best value and quality service.

Stewardship

State employees not only pay taxes, but are charged with overseeing and spending taxpayer dollars to get the best value for the state. SEA members take own-

ership of the work we do. We are committed to protect the public interest and save tax dollars by being knowledgeable about state programs and accountable to voters. Our value is unsurpassed: contracting work to private consultants has proven to be much more costly than using SEA members to perform design and construction work at state agencies.

Quality

We influence the quality of life of everyone in Wisconsin by: protecting health, safety and welfare; enforcing requirements for safe construction of facilities and infrastructure; designing and maintaining the transportation system; enforcing laws enacted by the legislature; and ensuring the quality of our land, air and water.

SEA ORGANIZATION

We are an independent association unaffiliated with other state or national labor organizations. This enables us to act independently while developing alliances with other groups on specific issues and common goals.

- **AB-27 / SB-10 relating to: reporting of certain information concerning individual contributions received on campaign finance reports. Introduced by the Joint Committee for Review of Administrative Rules, co-chaired by Senator Robert Jauch and Representative Daniel LeMahieu.**
- **AB-126 relating to: creating an Elections Division in the Office of the**

Secretary of State and transferring the functions of the Elections Board to the division, other than functions relating to campaign financing. Introduced by Representatives Sherman, Bies and Sheridan.

- **AB-155 relating to: filing requirements for candidates for partisan state office under the campaign finance law. Introduced by Representatives Bies, Gunderson, Hines, Pocan, Van Roy and Vos; cosponsored by Senators A. Lasee and Olsen.**
- **SB-77 relating to: the scope of regulated activity under the campaign finance law. Introduced by Senators Erpenbach, Ellis, Lehman, Wirch, Harsdorf, Carpenter, Risser, Cowles and Breske; cosponsored by Representatives Travis, Hebl, Turner, Sherman, Black, Davis, Berceau, Sheridan, Van Akkeren, Pocan, Zepnick, Cullen, Soletski and Kaufert.**

TOP-FLIGHT ENGINEERS, QUESTIONABLE SALARIES

Since 1985, the state has steadily increased the number of consultants and decreased the number of public employees that work for the Department of Transportation. (DOT). You earn a lot more if you're an engineer who works for a private firm under state contract than you do if you're a state employee with the same credentials, one who is perhaps charged with overseeing the very quality of your private consulting work.

If your paycheck is issued by an engineering consulting firm, that means that when you drive to a state office building to work every day, you probably receive a much bigger paycheck than a comparable state worker. How much bigger? As much as 25 % to 30%. And, since employees of white-collar professional companies, such as engineering consulting firms, provide outstanding benefits, your insurance benefits as a consultant are probably as good if not better than state employees receive.

All that is clear from an economic comparison of salaries paid to SEA represented engineers, against salaries paid

to consultants who worked on the preliminary design of the Southeast Freeways project beginning in 2005. The contract specified that the state provide office facilities, furniture, computers, and so forth to consultants.

Thus, the consultants were essentially direct replacements for state employees who could be working in those same facilities, making a direct comparison of salaries meaningful. The only notable difference: The contract specified that consulting firms would be able to bill the state for employee parking costs. The state charges many of its employees for using lots that it owns or leases.

The contract is cost-plus; that is, the state pays the consultant's salary, company overhead and profit. Overhead and profit are fixed multipliers that are applied to the salary rate that is paid. Therefore, a cost overrun will generate more billings and therefore more profit.

The net result of the analysis: When management and administrative/clerical employees are removed, the average salary paid to consulting non-supervisory engineers on this project in 2005 was **\$36.13** per hour.

In comparison, as of June 2005, the average salary paid to state employees in pay ranges 14-46 through 14-48, which includes engineers and other professionals in engineering related occupations (architects, etc.) was **\$28.41**. Thus, the average salary level paid to a consultant engineer working on the Southeast Freeways project was **27.2%** higher than the average salary paid to a comparable state employee.

It is well documented that consultant-led projects cost 18% more than projects led by SEA-represented engineers. Why do consultant-led projects in general cost only 18% more instead of at least 27% more? Because the economic analysis that determined that consultants cost 18% more was based on total project costs, not just engineering costs. Numerous project costs are independent of engineering costs. When assessing project totals,

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those independent costs dilute the cost differential.

Was the state's increase in consultant use intended to save taxpayers money? If that was the plan, it has been a dismal failure for more than 20 years.

Meanwhile, why does OSER insist that there's no engineer recruiting problem, while supervisors insist that there is a serious problem? Why are most new employees recruited and paid using Hiring Above the Minimum (HAM) procedures?

Why in the last round of bargaining with SEA did OSER insist that state employees should not be paid a meaningful raise? Unfortunately we don't have answers. But we have some new tools to get them.

Act 89, the contracting reform bill created into Wisconsin law last year, is an outgrowth of recognition by the Legislature that contracting out for professional services is often not cost-effective.

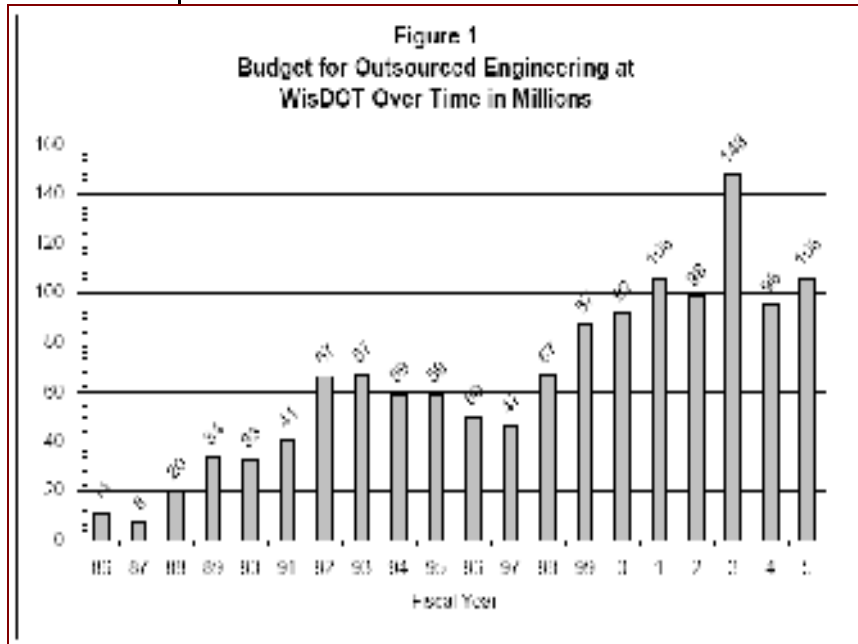
Beyond the example in this article, news media have reported cases where the state has contracted out for professional services at costs that greatly exceed the estimated costs that would have been incurred if the state had simply hired adequate staff to perform the work.

SEA testified at administrative hearings set up last year to develop department rules needed to implement the act. SEA continues to monitor state departments as they implement Act 89's provisions comparing contract cost performance to in-house work. Will the state take this law seriously or will it simply look for ways to get around the requirements and continue to hire more expensive contractors?

Legislators likewise need to monitor the new law they have enacted, ensuring that it is carried out, so we all will

know the same real numbers and can make wise policy and spending decisions on behalf of taxpayers.

Article based on research by SEA's George Mickelson.



STATE'S FLEET POLICIES: Inequities continue

By Larry Legro

Despite all the government office buildings in Madison and elsewhere, the state could not get much accomplished if its employees could not travel. Unhappily, the state's travel reimbursement and fleet use policies are structured in such a way that state employees sometimes are forced to waste time or spend their own money to get to a work site. This need not be the case. Indeed, if we don't solve this problem it could end up costing taxpayers even more in the long run.

To paraphrase rocker Jerry Garcia, traveling on the state's behalf is sometimes a long, strange trip. One of the special ironies of being a SEA member who is a transportation engineer working on highway construction projects is how the state's complex travel reimbursement and fleet policies can make traversing those highways for state business inconvenient and expensive.

But these policies affect many state employees who must travel to work sites. To take just one example: the state essentially runs its own car rental business, compelling the vast majority of state employees either to use government cars or pay some expense out of their own pockets.

cludes legislators, judges and board members. Important to note is that provisions in labor agreements applying to travel and lodging expenses supersede analogous provisions under the UTSA travel schedule amounts. In other words, UTSA can be bargained during represented em-

Let's take a brief look at the byzantine rules and laws governing travel reimbursement, and see how they affect the ability of state employees to do their best work without undue burden.

State law [Section 20.916(8) Wis. Stats.] mandates uniform travel schedule allowances (UTSA) for its employees. This law charges the secretary of the Department of Employee Relations (duties since transferred to the Office of State Employment Relations, or OSER) in conjunction with the legislative Joint Committee on Employment Operations, to establish UTSA standards.

UTSA underlies policies for reimbursement of actual, reasonable, and necessary travel expenses in accordance with the provisions of OSER. These policies can also come from applicable statutes or be pursuant to collective bargaining agreements.

UTSA sets travel reimbursements for mileage (auto, motorcycle and even personal aircraft), in addition to setting the amount of allowable tips, moving expenses, temporary lodging, and other meal and lodging expenses employees incur while on state business. UTSA is brought into the state compensation plan each biennium under 230.12(1) Wis. Stats., and applies to all employees whose compensation is established under 20.923 or 230.12. "Employee" is defined (also see 16.53 (12)(9)2 and 20.916(9)(a)1 Wis. Stats) as all non-represented classified, and unclassified civil service employees. That *in-*

ployee contract talks, and the contractual language will take precedence. These bargaining sessions therefore can be a forum where negotiations for reimbursement of expenses can be made fair for the represented employee, fair for the taxpayer, and fair for the employer.

UTSA and its extensive written policies and practical implementation can become very complicated. If policies are not followed, there can be Internal Revenue Service implications and employee disciplinary issues.

What legislators need to know about fleet issues:

1. State workers can't keep driving personal cars on \$.32 per mile, because costs exceed reimbursements; arguably, no state employee is profiting from driving their own cars until they exceed the IRS rate of \$.485. Below that, they're putting wear on their cars.
2. Staff who live outside Madison and leave from home to statewide work sites save the state and taxpayer time in doing so, and they often do it despite taking the Turndown Rate hit.
3. Employee exceptions to mileage policy should be easier to justify, given valid explanations; i.e., an employee who lives other than in Madison, with valid work-duty justification, should be considered as temporarily headquartered from home. Allow more flexibility for employees who leave from home for temporary work sites.
4. The Turndown Rate (\$.32/mile) needs to be increased, possibly to the Standard Rate (\$.425/mile). This would allow some employees to use their own cars, retaining a customer base of those who prefer to use the state fleet. Less state cars equals savings to the state, but a higher Turndown Rate might balance the savings out.
5. Legislators should speak with JCOER committee members and to DOA Fleet Enterprise management to inform them of this issue.
6. The system must be managed with no abuses, for all state employees, and be fair to all.
7. A state employee driving a personal car pays \$.309 per gallon in state gas taxes, \$.184 of federal excise tax and two cents of environmental fees. These taxes are potentially deductible as unreimbursed, itemized business expenses, but the reality is that the state makes some extra money off its workers.

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As is usually the case, a one-size-fits-all approach doesn't deal with special circumstances. UTSA, and the way the state manages it, are designed to allow for such circumstances, but in practice exceptions haven't been easy to secure for regular, rank-and-file state employees.

Legislators are the exception that proves the rule. They're allowed to call their home districts their "temporary" headquarters. Thus legislators are in effect working in a headquarters city with no fleet operations. Result: They can claim a higher reimbursement.

Other state employees are rarely granted such exception.

The DOA Central Fleet is a car rental business for state agencies. It must make money for DOA, or at the very least break even, at risk of oblivion.

A classified, represented employee in SEA who lives, say, in Beloit cannot claim full reimbursement when she drives her own vehicle, since she is headquartered in Madison and the state fleet is based there.

The DOA owns and operates the central fleet, consisting of state-owned vehicles. Some state employees drive these vehicles, while others drive their own cars. Essentially, the state applies two mileage reimbursement rates to use of the fleet: a Standard Rate of \$.425 per mile, and a so-called Turndown Rate of \$.32 per mile.

The Standard Rate is applied in two cases. In the most common case, a state employee cannot access a state owned vehicle. That is, no state car is available at all, either because none exists in your legally defined headquarters city or they're all for one reason or another unavailable. The other case is that you are a legislator and there is no fleet car in your temporary headquarter city, which is the home district or city where you reside. The Turndown Rate is used when: there is a state fleet car available; employees (but not legislators) choose to drive their own vehicles; and the employee lives in or near a

headquarter city that has a fleet operation available.

The Turndown Rate is a bit punitive since many workers who are headquartered officially in Madison live in surrounding cities. These employees would like the same temporary headquarter status which the state gives to legislators. This would benefit not just these workers but also state government and thus taxpayers.

Why? Because giving such workers the Standard Rate would enable them to leave for their statewide temporary work sites from their home, rather than their office in their headquarters city -- just like legislators do. They wouldn't have to drive unnecessarily into their headquarters city, so they'd qualify for the Standard Rate and avoid subsidizing state travel out of their own pockets. Time and money would be saved.

The Standard Rate and the Turndown Rate are calculated by DOA on an irregular schedule.

The rate is also based upon data including costs from the previous year. When gasoline prices recently lurched upward, DOA was not timely in implementing a new rate. When DOA finally did recalculate, it was based on older costs which may not even reflect the present economy. But wait; there's more:

In May 2005, DOA actually went so far as to recalculate the Standard Rate while leaving the Turndown Rate unchanged until early the next year. SEA was very vocal with DOA regarding this discrepancy, and the Association's involvement arguably was instrumental in preventing even more lag in recalculating the Turndown Rate.

The IRS rate (the rate that the federal government calculates for business tax purposes) is historically ten cents per mile greater than the state calculated standard rate. In turn, the state-calculated Standard Rate is historically ten cents per mile higher than the Turndown Rate.

The Turndown Rate is currently 16.5 cents per mile below the IRS rate. This comes about because the state

wants to use its fleet operation as much as possible, and thus all but requires non-elected employees to use state cars or be penalized with a lower rate, which does not cover the costs of operating a personal motor vehicle. The DOA essentially is telling most employees, "Do it our way, or pay your own way down the highway."

Some might argue that it would be too complicated to figure out a more rational policy that didn't penalize state employees are who just trying to get their work done, and who complete their travel in an efficient manner. But clearly, the state is quite capable, when it desires, of figuring actual costs down almost to the last mill, even in very special cases, and apportioning them fairly.

One example where state travel costs are accurately, fairly and carefully calculated involves the state ride-sharing van pool program, which charges riders based upon the total operating cost of the van, with the exact mileages that it travels, based upon where its riders live and where the van has to travel each day. The monthly charge to each rider can change if the route changes.

Obviously, it doesn't work that precisely when state employees must use a personal or state-owned vehicle. But it could.

Beyond that, gasoline taxes derived when state employees drive personal vehicles on state business are an additional benefit to the state, because employees are not being reimbursed in full for their expenses including those taxes.

The state thus has arranged for itself a two-fer: It low-balls state workers on their personal vehicle mileage rate, pocketing the difference, and also gets back some additional money in gasoline taxes.

The state is not so cavalier about its own operating costs. The DOA Central Fleet is a car rental business for state agencies. It must make money for DOA, or at the very least break even, at risk of oblivion.

The mileage reimbursement for use of an automobile has been an issue with SEA for many years, and it continues to be. Only now are other state employees, many of them represented, beginning to feel the same way.

The central fleet will be a growing issue with other bargaining units. Unhappy state employees collectively could, as a group, stop using the fleet entirely. Such an effective boycott would spell the end of central fleet.

State employees by and large probably would prefer that this not happen. Nevertheless, absent wiser policies, it could happen. The state would then have to rely entirely on private cars and commercial rental cars. That's why the state would be wise to start thinking about the longer term and not just what looks good on the ledger sheet.

SEA meets 9:30 to 10 am in Capitol, Room 400 NE

Directions: From N. Hamilton St. / North Wing entrance, take N.E. elevator to the 4th floor and stay left. If bumped, look for a SEA rep in the Rotunda.

Parking on Capitol Square is limited and strictly enforced. See lots / ramps marked on map, next page. Recommended: Ramp #4, enter from E. Mifflin St., N. Butler St. or N. Webster St. (takes Visa, MC, cash). Lots 2 and 3 are NOT suitable because they have maximum two-hour meters and you risk a ticket.

Vending: North Wing basement.

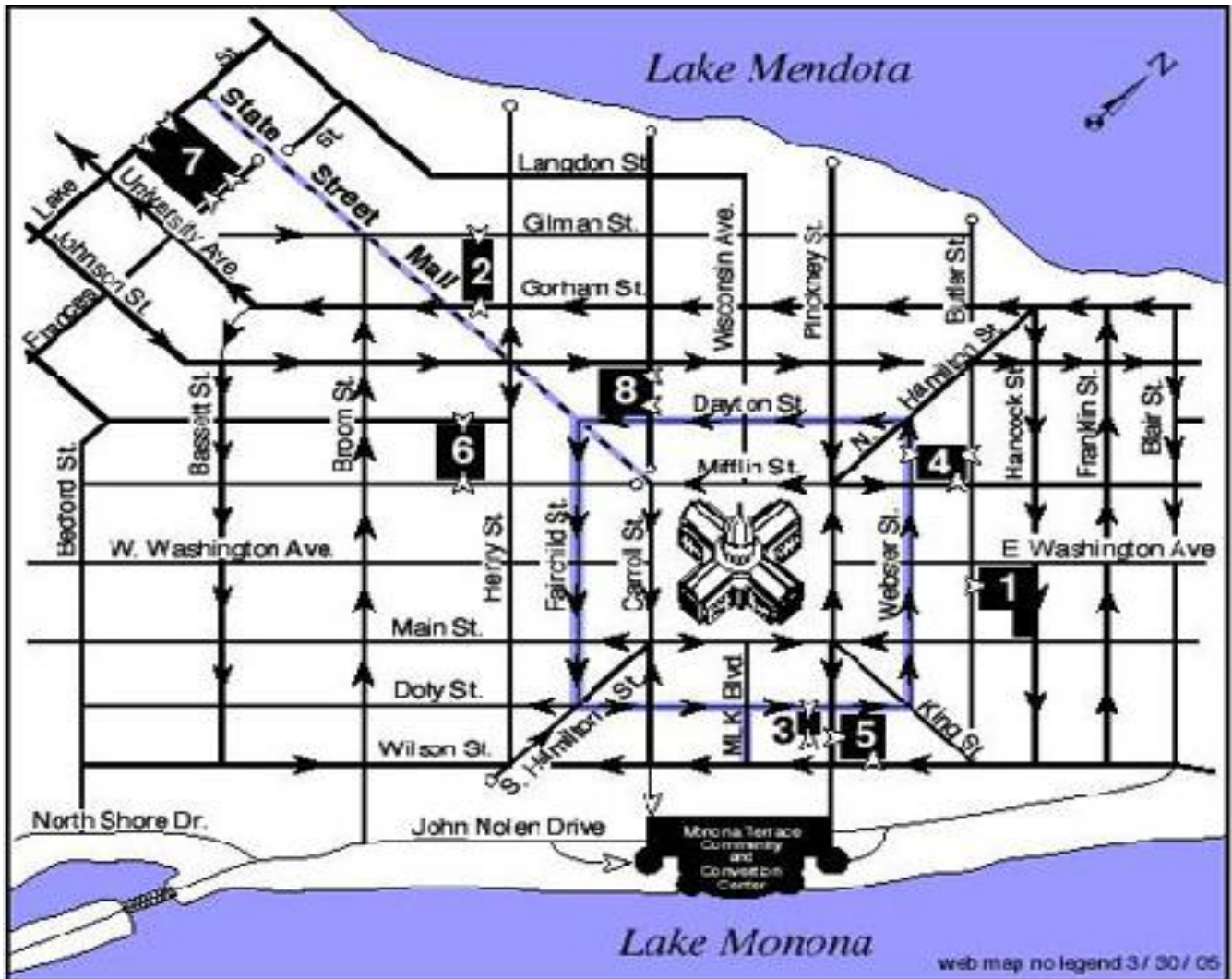
Observation Deck: 6th floor, take NW or W stairs from 4th floor.

Turn to Capitol Square map with parking sites on page 10.

MAP KEY TO SUGGESTED PARKING AREAS

1. Brayton Lot	6. Overture Center Ramp
4. Capitol Sq. N. Ramp	7. State St. Campus Ramp
5. Govt. E. Ramp	8. State St. Capitol Ramp

SEE YOU THERE!



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