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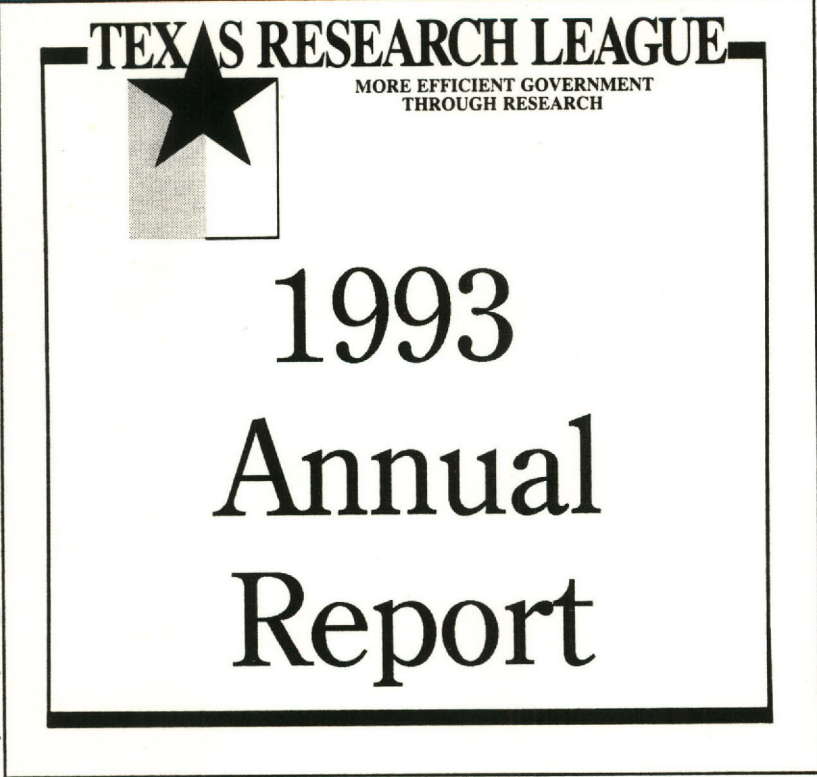
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 Appraisal Practices and Tax Burdens: Texas Local Governments, 1991-92 * Inventory of Texas Basic State
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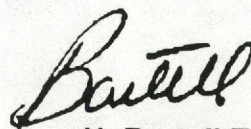
A message from our Chairman. . .

My father was one of the founding members of the Texas Research League. The League was created forty-two years ago because there was no independent, non-partisan public policy research agency in our state. The need to fill that void was vital to the future of Texas. Efficient and effective state government depended upon quality research work and confidence in the source of that effort.

Today there are unlimited sources of information. The organizations and individuals studying issues and interpreting the data are too numerous to count. Moreover, I think their growth is geometric. What differentiates the TRL from the others continues to be independence, non-partisanship and high quality. These enduring qualities are its underlying value and why the League is as important today as it was when it was born.

Membership is for all who can invest and believe in the future of Texas. Broad private support ensures independence and diversity. Contributors, especially those who also actively participate in the League's work, do so with the certain knowledge that their efforts are meaningful. It is not a sense of giving back, but of investing for the benefit of all Texans.

Thank you for the privilege of serving as your chairman this past year. I am more certain than ever of the League's potential to contribute in its unique way to better state government. We do make a difference.



H. Bartell Zachry Jr.
Chairman of the Board
H. B. Zachry Company
1993 League Chairman

... from our President ...

Since its founding in 1952, the Texas Research League has served as an information resource to state and local governments. In nearly every instance a governmental request was required before a project was undertaken.

In the League's early years, this focus on government-initiated studies was very important because there were few research resources in state and local governments. In the last few years, this has begun to change.

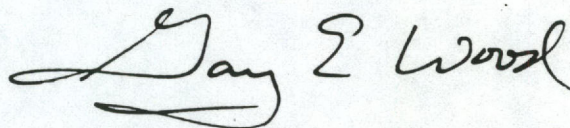
Both the senate and the house have excellent research organizations as do most major state agencies, including the Comptroller of Public Accounts who has a research staff and sources of information second to none. This has created an opportunity for the League to expand its mission by pursuing more self-initiated studies while continuing to accept requests from state government.

It is our intention to tackle this new role with the same integrity and devotion to the facts as have always characterized our work. We will simply be expanding our horizons.

During 1994, along with various other topics, we will focus our attention on education reform and the business climate of Texas. These are both subjects of great interest to all Texans.

The bottom line is that your League is continuing to pursue those tasks for which it was created. However, we are also looking to the future by bringing our talents and experience to bear on research topics of interest to a broader spectrum of the population.

It is our belief that the years ahead will bring excitement and growth at the Texas Research League. With your ongoing help we will continue to promote the goal of more efficient government through research.

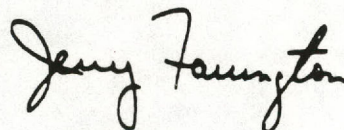


Gary E. Wood
President

& from our Vice Chairman.

The business community of Texas began to see some promising signs in 1993, but pressure continues to be felt by the oil industry, a major source of support for the League. Regardless, we once again set a record for contributions, reaffirming the importance of the League in the minds of its supporters.

We want to thank the Finance and Membership Committee for its hard work. We also want to thank you, the supporters of the League, for your continued devotion to and support of our mission. Texas needs the Texas Research League, and only through your generosity can it continue its work.



Jerry Farrington
 Chairman of the Board
 and Chief Executive Officer
 Texas Utilities Company
 1993 League Vice Chairman

COMPARATIVE REVENUES AND EXPENSES CASH BASIS—UNAUDITED

	1993	1992	1991
REVENUES			
Contributions	\$1,030,047	\$1,028,815	\$1,024,123
Other	52,148	76,201	142,092
TOTAL REVENUES	\$1,082,195	\$1,105,016	\$1,166,215
EXPENSES			
Salaries	\$ 621,332	\$ 682,968	\$ 690,497
Employee Benefits	167,055	151,047	179,251
Research Support Services	12,483	17,069	17,725
Research Publications	28,476	30,907	33,521
Travel	35,904	38,312	37,576
Headquarters	146,708	139,977	120,186
Operating Expenses	58,199	67,169	54,468
Organization	25,297	38,957	66,675
TOTAL EXPENSES*	\$1,095,454	\$1,166,406	\$1,199,899
EXCESS REVENUES OVER EXPENSES			
	(\$13,259)	(\$61,390)	(\$33,684)

*Excludes Capital Expenditures

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TEXAS RESEARCH LEAGUE
MORE EFFICIENT GOVERNMENT
THROUGH RESEARCH

ANALYSIS

Analysis, the League's monthly publication, serves both as a newsletter for League supporters and as an outlet for distributing the results of staff research.

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TEXAS RESEARCH LEAGUE
ON TEXAS STATE FINANCE

BULLETIN

Bulletins provide brief updates on a variety of topics to keep readers informed on matters too time sensitive to await the next *Analysis* press date.

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Alvin A. Burger Memorial Intern Program

The League's intern program, a memorial to its first executive director, has three goals:

- to give practical research experience to participating students,
- to give the League staff an opportunity to work with an elite group of potential League or government employees, and
- to expand the League's research capability.

The League's 1993 intern program was financed through the generous support of the following:

Effie & Wofford Cain Foundation, Austin

Fasken Foundation, Midland

Alice K. Meyer Foundation, San Antonio

Sid Richardson Foundation, Fort Worth

Hatton Sumners Foundation, Dallas

The Trull Foundation, Palacios

1993 research interns were Melissa Bacon, Phillip Golden, John Posey, Rebecca Rentz and Alan Thomas.

Looking Back on 1993

Following developments of the 73rd Texas Legislature and responding to information requests from a variety of sources took a great deal of staff time during the first half of 1993. Still, a number of research studies were completed.

TNRCC: Evaluating the New Organization was a report to the Lt. Governor that looked at the structural realignment of the Texas Water Commission and the Texas Air Control Board into the Texas Natural Resource Conservation Commission. The League study found that, for the most part, the new agency was functioning smoothly.

Bench Marks - 1992-93 School District Budgets in Texas presented for the 17th year a comprehensive look at the financial operations of Texas' school districts. This report was used extensively by all of the participants in the recent court challenge to the public school finance system.

Appraisal Practices and Tax Burdens: Texas Local Governments, 1991-92 provides the information useful for individual taxpayers, particularly businesses, to determine if their property is taxed equitably.

Inventory of Texas Basic State Human Resource Management Statutes pulls together policies promulgated in a variety of sources into a personnel reference guide for state agencies.

Comparative Compensation Packages: Private, State and Local Government Employers compares salary and benefit packages offered by the private sector and by local governments with those available to state employees.

The Eyes of Texas: An Analysis of Legislative Oversight describes the role of the boards, commissions, committees and councils that have been established to provide legislative oversight of state programs and agencies.

... and Ahead to 1994.

In addition to the research reports published on an annual basis such as **Bench Marks** and **Appraisal Practices**, the League staff will be involved in a number of important studies.

The Texas Business Climate will be the subject of a year-long study that looks at the pitfalls the state should avoid in order to preserve an economic setting that fosters continued growth. The project will take a look at the business climate in states on the upswing and in states experiencing trouble. Warning flags will be raised in areas where it appears that Texas might be headed down the wrong path.

School-Linked Social Services will be addressed in a series of reports prepared at the request of the Texas Health and Human Services Commission with a supporting endorsement from the Lt. Governor. The study will examine children and family needs, will provide a general overview of programs currently available, and will discuss the problems with the present system that might be remedied with an integrated approach to service delivery. Implementation concepts, a review of existing service programs, and finance issues also will be addressed.

Are Jury Awards and Court Settlements in Texas out of line with those in other states. A League study will attempt to compile reliable data that can be used to answer that question.

Employee Retirement Benefit Systems are in trouble in some states. This study will take a look at the Texas situation.

TNRCC: Permitting and Enforcement will be a second report to the Lt. Governor looking at activities of the state's new super environmental agency.

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□ Elected Life Member

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