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FLORIDA TAXWATCH

ANNUAL REPORT

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The Tampa Tribune, Tuesday, February 5, 1990

EDITORIALS

Florida TaxWatch Has Made A Billion-Dollar Difference

It's a birthday that all Floridians have reason to celebrate - the 10th anniversary of the founding of Florida TaxWatch.

Since 1980, this nonprofit, watchdog has diplomatically but persistently hounded state government to stretch each tax dollar.

Its agencies followed 119 of its recommendations, resulting in savings of \$1.1 billion.

That's the difference TaxWatch has made.

TaxWatch has made its mark

If you were asked to name the organization in Florida that you believe did more than any other during the 1980s to make state government more accountable to the people, what would you say?

Perhaps you would mention the League of Cities, or the League of Women Voters, or the American Civil Liberties Union.

Florida's tax structure is not adequate to meet needs caused by rapid growth. It's not only a fair to poor job collect. The situation would profit of Florida TaxWatch Inc. profit, independent government, its 10th anniversary.

Good And Faithful Watchdog

Consumer watchdog monitor public pur

OUR VIEW

Florida. Little or no money vetoed \$...

The Miami Herald TaxWatch Looks Good

In their preface to the report, TaxWatch's Chairman Phil Lewis and President Tim Rankin note that "at least 170 ideas were, or are being, implemented. The net result... is a more productive government."

For this progress, TaxWatch commends the leadership of Gov. Bob Graham and the officials who took the government enough to report back.

And yet, as TaxWatch can afford to rest on its laurels, it must remember that billions of extra taxes are being collected and service needs are being ignored.

Accordingly, TaxWatch offers 111 recommendations.

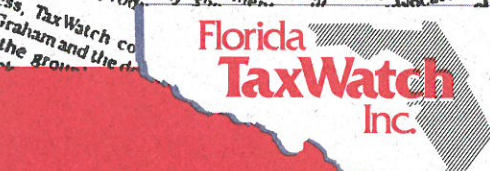
Needed: A watchdog for local government

Dade residents reading their tax bills this fall may wish they had an effective advocate for the cause of fiscal restraint. Local government spending is out of control. Yet when budgets are discussed by local officials, almost everybody has a role in the final decisions except the long-suffering taxpayers.

Granted, self-appointed activists routinely appear at public hearings to grumble about taxes. Tax-limitation advocate George Shulte, for example, is a regular at the Metro Commission and the Dade County Board of Commissioners.

As, however, don't seem to take Mr. Shulte's activists very seriously any more. For one thing, they're badly outnumbered by public trough. Then too, as they make a living, the anti-tax activists have the time or the skills to do the government waste. They are not government watchdogs.

Watchdogs are needed now more than ever. They are needed to make sure that the blue-ribbon panel that studied the issue is a case in point. In just a few years, Metro has been shaper of Metro's board.



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About Florida TaxWatch

Florida TaxWatch is the only statewide organization entirely devoted to state taxing and spending issues in Florida. Since its inception in 1979, Florida TaxWatch has become widely recognized as the watchdog of citizens' hard earned tax dollars. The nationally distributed City and State magazine in 1989 published a poll of the nation's statewide taxpayer research centers. Based on this poll, the publication cited Florida TaxWatch as one of the six most influential and respected taxpayer assistance institutes in the nation.

In recent years, news stories about Florida TaxWatch have run in the *Wall Street Journal*, the *New York Times* and the *Washington Post*. In addition, Florida TaxWatch has been featured on the prestigious *MacNeil/Lehrer Newshour* and several times in the *Wall Street Journal*.

Florida TaxWatch is a private, non-profit, non-partisan research institute supported entirely by voluntary, tax-deductible membership contributions and philanthropic foundation grants. Membership is open to any organization or individual interested in supporting a credible research effort that promotes positive change. Florida TaxWatch members, through their loyal support, help Florida TaxWatch to bring about an effective, responsive government that is accountable to the citizens it serves.

Florida TaxWatch is supported by all types of taxpayers — homeowners, small businesses, large corporations, professional firms, associations, individuals and philanthropic foundations — representing a wide spectrum of Florida's citizens.

Florida TaxWatch is well-known and respected for its empirically sound research products which recommend productivity enhancements and explain statewide impact of economic and tax and spend policies and practices. Without lobbying, Florida TaxWatch has worked diligently and effectively to build government efficiency and promote responsible, cost effective improvements that add value and benefit taxpayers. This diligence has yielded impressive results: three out of four of TaxWatch's cost saving recommendations have been implemented, saving taxpayers \$2.5 billion. That translates to nearly \$350 for every Florida family.

With your help, we will continue our diligence to make certain your tax investments are fair and beneficial to you, the taxpaying customer who supports Florida's government. Florida TaxWatch is ever present to ensure that taxes are equitable, not excessive, that their public benefits and costs are weighed, and that government agencies are more responsive and productive in their use of public funds.

The Florida TaxWatch Board of Trustees is responsible for the general direction and oversight of the research institute and safeguarding the independence of the organization's work. In his capacity as chief executive officer, the President is responsible for formulating and coordinating policies, projects, publications and selecting the professional staff. As an independent research institute and taxpayer watchdog, the research findings, conclusions and recommendations do not necessarily reflect the view of its distinguished Board of Trustees.

Letter from the Chairman and President

Dear Fellow Members:

Even though we're looking ahead with great anticipation toward our 15th year, it is important that we also assess our performance over the year that has passed. Because of the continuing support of our loyal members, Florida TaxWatch has been able to continue its outstanding service to Florida's taxpayers.

During the 1992-93 fiscal year, Florida TaxWatch has published a variety of reports and newsletters with recommendations, observations and information designed solely to improve government for the benefit of all Florida citizens.

In addition, TaxWatch focused its attention on practical and innovative ways to improve government accountability at all levels, to set responsible constitutional limits on the growth of state government, to suggest ways to successfully rightsize government, to reduce and avoid unnecessary and duplicative costs of government and to increase governments' productivity and accountability.

Florida officials, both elected and appointed, have joined the media and the state's citizens in looking to Florida TaxWatch for clear, concise, nonpartisan, independent and credible research and recommendations on major public issues.

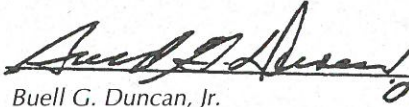
As our state eases slowly out of the recession, it appears growth in tax collections will give legislators additional money to allocate and that there will be no serious discussion of additional taxes. In its watchdog role, Florida TaxWatch must continue to be on alert to see that these additional funds are spent wisely as the social services, criminal justice and education sectors, in particular, seek additional revenue for unmet needs.

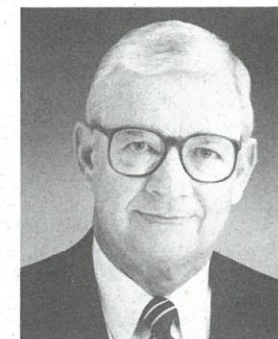
TaxWatch will continue to work with legislative and administrative leaders in state government to have performance and productivity measures mandated by law. Partners in Productivity, a division of Florida TaxWatch, has done important assessments in these areas.

The Davis Productivity Awards, administered by TaxWatch, drew a record number of 545 nominations last year. The dollar savings and added value produced by those state workers honored in the five-year existence of the program now tops \$860 million.

Because of your dedication and support, Florida TaxWatch continues to make a difference and to gain respect for what it has been able to accomplish for the citizens of Florida. Your efforts have helped Florida TaxWatch prompt positive changes that have added \$2.5 billion of value for Florida's taxpayers. None of it would be possible without your support. We look forward to meeting the challenges of our 15th year and working hard and effectively on your behalf.

Respectfully,

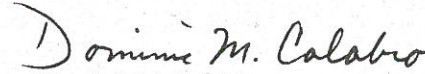

Buell G. Duncan, Jr.
Chairman



Duncan



Calabro

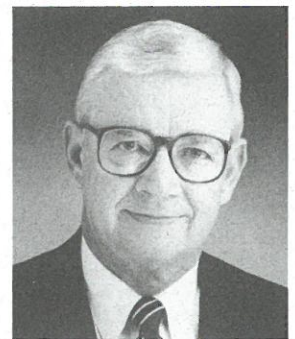

Dominic M. Calabro
President and Chief Executive Officer



"Government productivity will not come about by standing on the sidelines and criticizing. It must be a joint effort by leaders of government and business."

**Mark C. Hollis
President, Publix
Super Markets
Co-Founder
Florida TaxWatch**

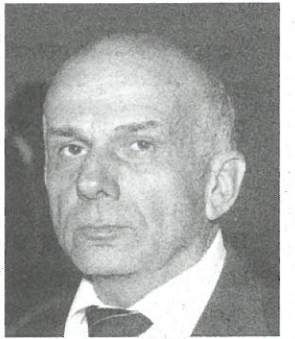
Florida TaxWatch Officers



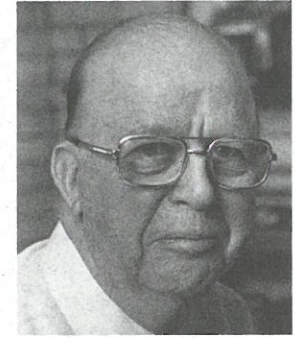
**Chairman
Buell G. Duncan, Jr.**



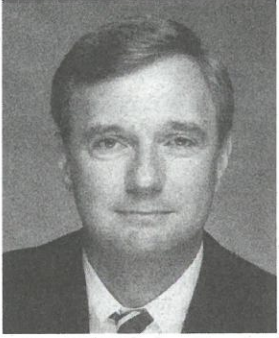
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Executive Officer
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- T. Wayne Davis, Past Chairman 1988-90; 1981-82
- Tom L. Rankin, Past Chairman, 1986-88
- Philip D. Lewis, Past Chairman, 1984-86
- Mark C. Hollis, Past Chairman, 1979-81
- David McIntosh — Member at Large

A Fond and Heartfelt Farewell

In March 1993, the Board of Directors and members of Florida TaxWatch and the citizens of Florida were deeply saddened to learn of the loss of James Elsworth Davis, co-founder of Winn-Dixie Stores, co-founder of Florida TaxWatch and co-founder of the Davis Productivity Awards.

In 1925 Mr. Davis and his three brothers, A.D., M. Austin and Tine W., opened the company's first Florida-based store — a venture in which the entire family took part. Over the next decade, the family opened six more stores in the area, then expanded into Fort Lauderdale, Pompano Beach and West Palm Beach. After purchasing some stores in Tampa in 1931, they had 40 stores and the beginning of a retail empire.

In 1939, the Davis brothers acquired a 70-store chain from Winn & Lovett Grocery Company, changed the name to the now-famous Winn-Dixie Stores, and relocated their headquarters to Jacksonville. During the ensuing years, Mr. Davis and his well-known business savvy helped make Winn-Dixie into the nation's fourth largest supermarket chain.

The Davises succeeded in becoming one of the most esteemed food retailers in the nation. Mr. Davis served as chairman of the Winn-Dixie Stores, Inc. board of directors for 33 years until his semi-retirement in 1983. He also co-founded American Heritage Life Insurance Corporation and was majority stockholder through his family. Since that time, Mr. Davis maintained regular business hours and remained active in a variety of business and philanthropic endeavors.

In 1979, Mr. Davis joined with six other business and civic leaders to form Florida TaxWatch, an organization with the sole purpose of improving the performance and productivity of Florida government while controlling its costs. These distinguished founders shared Mr. Davis's vision in seeking an independent, non-partisan watchdog to monitor state tax and spend policies and report its findings to the taxpayers of Florida.

In 1989, Mr. Davis and his brother, A.D., saw still another of their dreams become a reality with the introduction of the Davis Productivity Awards. The program was created as a way to recognize and reward the "productive unsung heroes of

state government" whose work measurably improves performance and enhances productivity. Administered by Florida TaxWatch and co-sponsored by The Florida Council of 100 and TaxWatch, the Davis Productivity Awards is now the state's preeminent public sector productivity awards program that both encourages and rewards value-added public service.

This kind of recognition instills a sense of pride in the accomplishments achieved and provides an incentive for all state employees to think about innovative approaches and cost saving procedures. The ultimate result is more cost effective and higher quality state services. In its five years of operation, Davis Productivity Award winners have added more than \$861 million of value for Florida taxpayers.

"Florida and Florida TaxWatch have lost a "giant" of a leader with the passing of J.E. Davis," observed Florida TaxWatch Chairman Buell G. Duncan, Jr. "He was a man of unusual vision, tireless energy and the highest principles, which he dedicated to building the state of Florida."

Mr. Davis's contributions to society were numerous and far-reaching. He co-founded the Institution for World Capitalism at Jacksonville University to educate future leaders of the former USSR and Eastern Europe in the principles of democratic capitalism. In 1984 he was instrumental in convincing the Minnesota-based Mayo Clinic to expand its operations to Jacksonville.

In June 1993, J.E. Davis was posthumously awarded the Lifetime Achievement Award by Leadership Florida, a fitting tribute bestowed upon him by the hundreds of friends, business and civic colleagues who admired and respected this remarkable and gifted man.



J.E. Davis

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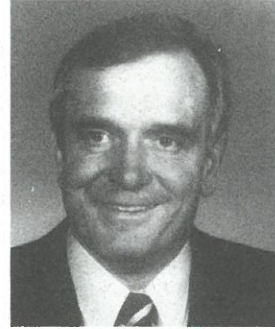
* Executive Committee



LAWTON CHILES
GOVERNOR

STATE OF FLORIDA
Office of the Governor

THE CAPITOL
TALLAHASSEE, FLORIDA 32399-0001



November 23, 1993

Greetings:

It is a pleasure to extend warmest regards to the members and board of directors of Florida TaxWatch as you mark 14 years of service to Florida's taxpayers.

Our administration has worked to help Florida grow smarter and to make our state government run more efficiently. Florida TaxWatch has helped in that effort by encouraging cost savings, innovations and management improvements resulting in significant savings for Florida and its taxpayers.

By acting as a watchdog, you have encouraged fiscal responsibility and helped us tap the power of entrepreneurial government -- government at the side of its citizens, not on their backs. This year, let's continue our work to return government to the people.

Best wishes for a productive annual meeting and continued success in the future.

With kind regards, I am

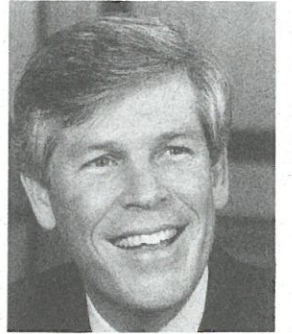
Sincerely,

Lawton Chiles
LAWTON CHILES

CONNIE MACK
FLORIDA

United States Senate

WASHINGTON, DC 20510-0904



November 29, 1993

Greetings,

I congratulate you on 14 years of distinguished service to Florida's taxpaying citizens. You have made a very positive and long-lasting impact during those years.

Your watchdog function in closely monitoring state government's tax and spend policies make you one of Florida's most valuable non-profit and non-partisan organizations.

The highly credible research reports you produce are rightly noted for their timeliness in addressing the issues that most concern the people of Florida. You've been tremendously helpful in quantifying the excess of tax dollars Florida sends to the federal government compared to what it receives from Washington.

Best wishes for many more years of success in helping to make government work better and smarter for the benefit of all citizens.

Sincerely,

Connie Mack

Connie Mack
United States Senator

BOB GRAHAM
FLORIDA

United States Senate
WASHINGTON, DC 20510-0903



November 16, 1993

Florida TaxWatch, Inc.
Post Office Box 10209
Tallahassee, Florida 32302

Dear TaxWatch Members:

It is a pleasure to extend congratulations as you celebrate completion of your 14th year of service to Florida's citizens.

TaxWatch was born the year after I was elected Florida's governor and I have watched your organization grow into one of the nation's most effective watchdogs. The many outstanding TaxWatch reports are a valuable information and evaluation tool for both Florida's citizens and government officials.

Again, congratulations, and best wishes for a future which is as bright as your past.

With kind regards,

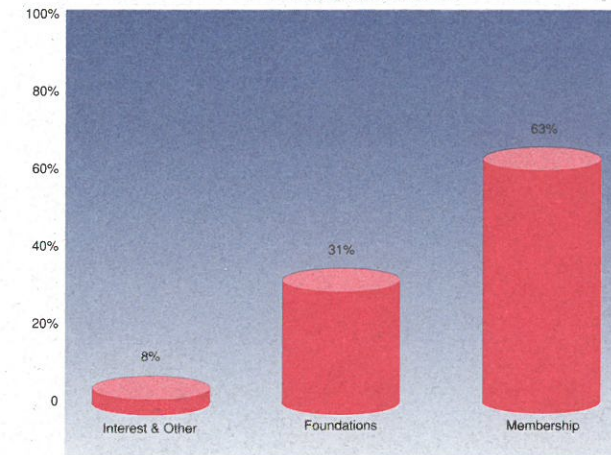
Sincerely,

United States Senator

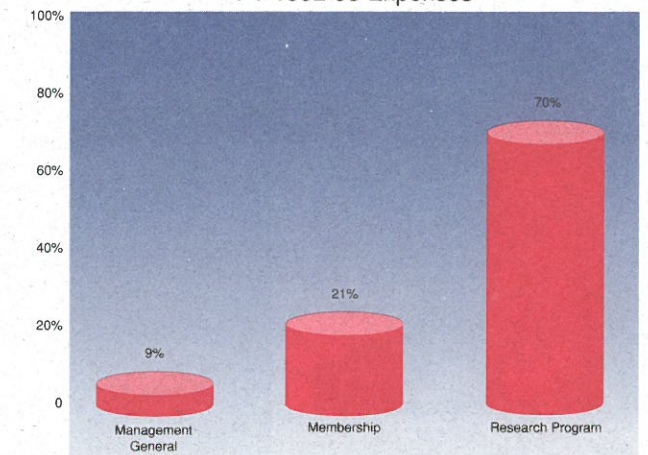
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Treasurer's Report

FY 1992-93 Income



FY 1992-93 Expenses



Florida TaxWatch further expanded its voluntary membership participation by 15 percent, thereby broadening its statewide representation of taxpayer concerns in Florida during the fiscal year ended September 30, 1993. This widening support demonstrates the recognized quality and enhanced public value of the Foundation's mission and research program accomplishments.

During its last fiscal year, Florida TaxWatch continued to adhere to the fiscal standards which have been its hallmark. The Foundation's Financial Statements and Auditor's Report for FY 1993 indicate expenses were kept below income and were held under the amount budgeted—a practice which has continued during all the years since the Foundation's inception.

Total expenses of \$1,069,728 were kept below the expense budget by 14.6%. Also, total expenses were held below total income by \$39,478, including depreciation.

The Auditor's report for FY 1993 demonstrates the sound management practices and proper financial controls applied by the Foundation which ensure effective and productive operations with direct accountability.

According to the audited record of expenses, all expenditures went to prepare, conduct, publish, disseminate and properly communicate the research program's findings, conclusions and recommendations about Florida government tax and spend policies and practices. No funds were expended on lobbying activities, as is specifically restricted by the Foundation's Articles of Incorporation and Bylaws.

Respectfully,

Byron E. Hodnett

Treasurer

Florida TaxWatch Membership Development



Joseph P. Lacher,
President/Florida Region,
Southern Bell

A Winning Combination— Your Participation Works With TaxWatch!

Many of the ways in which Florida TaxWatch utilizes to maintain and increase its vitally important membership base is through the diligent and dedicated efforts of business and civic leaders. Their willingness to volunteer their time, talent and creative energies is highly effective in increasing TaxWatch support and building participation in TaxWatch programs.

These fellow Floridians have worked tirelessly and patiently to help Florida TaxWatch enhance its membership base across the state and widen its support from corporate and family foundations.

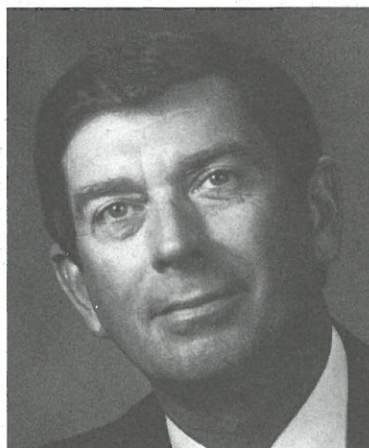
It is through their efforts and the valuable support, participation and donations of Florida TaxWatch's members, that our contributions grew in 1992-93 by 15.5 percent.

Our thanks and sincere appreciation to each and every one of the talented and highly motivated individuals and companies who donate their valuable time to Florida TaxWatch.

The Membership Advisory Task Force, chaired by Joe Lacher with able assistance by Tom Hunt, set new goals for expanding and enhancing Florida TaxWatch's membership base over the next year.



Governor Wayne Mixson is typically enthusiastic as he continues to devote his time and efforts to a variety of Florida TaxWatch projects and events. The Governor is pictured here with Florida TaxWatch Membership Director Barbara "Babs" Taff.



Thomas E. Hunt, Regional
Director, Southern Bell

Partners In Productivity: A Solid Foundation For Building Better Government

Partners In Productivity is a public/private cooperative initiative to identify, implement, measure and reward major cost savings and performance enhancements in Florida state government. Its purpose is to help institutionalize productivity enhancement as an ongoing top priority throughout this decade and beyond.

Sponsored by Florida TaxWatch and The Florida Council of 100, this initiative was established under a 1987 Executive Order by former Governor Bob Martinez. It is also supported by a resolution from Florida's elected Cabinet and the commitment of the legislative leadership.

Partners in Productivity is designed to make substantial and lasting positive changes in state government. Its goal is to turn the thinking and consequences of government management upside down by reducing bureaucratic disincentives and helping managers better motivate and manage.

Partners in Productivity's accomplishments have attracted national attention. Partners is the recipient of a 1989 Certificate of Merit for Distinguished Research from the Governmental Research Association and a 1991 award for state government innovation from the National Center for Public Productivity.

In 1988-89, a task force of 39 of the state's corporate chief executives worked cooperatively with the state's four largest agencies — the Florida Departments of Education, Transportation, Health and Rehabilitative Services and Corrections - which together spend about 3/4 of the state's \$35 billion budget. The Task Force issued four reports containing 274 recommendations in 24 major areas worth a total of \$727 million.

In December 1990, Partners released Report Cards on the agencies' initial success which showed that more than 60

percent of the recommendations had been implemented fully or substantially and another 19 percent were implemented partially for savings of \$99 million. A final accounting of all cost savings and management improvements will be issued in 1994.

In July 1992, a Partners in Productivity Task Force chaired by FPL Group Chairman James Broadhead released a 96-page report on *Improving Florida Government's Performance*. This report contains preliminary performance and productivity measures for all state agencies.

These measures are intended to provide our government leaders and Florida taxpayers with both a broad view and detailed empirical assessments of how well the state is doing in key human, economic and environmental areas.

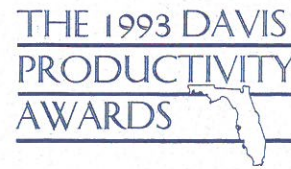
The measures can be used as the basis for an annual "scorecard" (proxy profit and loss statement) to our leaders, managers and taxpayers to promote improved government performance and services while containing costs on behalf of Florida citizens. The scorecard will evaluate progress toward achieving major state goals, assess the performance of each state agency and gauge the level of satisfaction of government service customers.

The performance and productivity measurement system and annual scorecard should be incorporated into Florida law and used as a yardstick to help determine future funding for state agencies.

**PARTNERS
in
PRODUCTIVITY**



The Davis Productivity Awards: Recognition for State Government Innovators

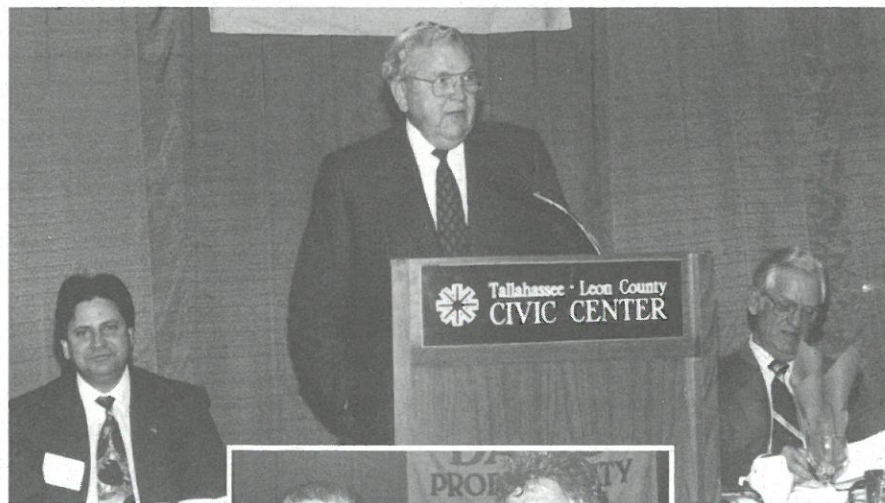


The Davis Productivity Awards is a privately funded program, administered by Florida TaxWatch in partnership with The Florida Council of 100, to recognize and reward Florida state government's "productive unsung heroes" whose work measurably increases productivity and promotes innovation.

The program provides tangible rewards and recognition to individuals and work units nominated for accomplishments above and beyond the call of duty. Up to a total of \$75,000 in cash awards and other recognition is awarded each year.

The Davis Productivity Awards program is made possible through the vision and generosity of the late J.E. Davis and his brother A.D. Davis, both co-founders of Winn-Dixie Stores and Florida TaxWatch and both dedicated to the proposition that rewarding diligence and innovation can and does increase government performance and productivity.

In this, the fifth year of the Davis Productivity Awards program, the number of nominations increased by 20 percent to a total of 545. Since the program's inception in 1989, a total of \$861 million of value has been added by over 1,000 award winners on behalf of Florida's taxpayers. This year's Davis Productivity Awards kickoff luncheon was held on November 10, 1993 at the Tallahassee/Leon County Civic Center.



Right: Winn-Dixie President James Kufeldt presents an Outstanding Work Unit cash award to John Agliato of the Women, Infants and Children Information Project Team.



Above: Senator Pat Thomas greets an audience of 1,200 at the Nov. 10 Kickoff Luncheon as Dominic Calabro and Governor Wayne Mixon enjoy his remarks.



Davis Productivity Awards Judges Panel Chairman Governor Wayne Mixon congratulates 1993 winners.

"If we could set productivity standards between agencies or even between states, or more of our people could excel and be recognized for doing outstanding work, it would be great. Where we don't have to make a profit, we must buck figures to get productivity. It works with business people—it will work with government people."

*The Late J.E. Davis
Florida TaxWatch Chairman
Emeritus and Co-Founder,
Davis Productivity
Awards Co-Founder*

Research that Gets Results ...

With the release of dozens of research reports, position papers and newsletters and the in-depth research activities involved in our special projects, the last year has been a productive one for Florida TaxWatch.

In addition, Florida TaxWatch implemented a Research Advisory Task Force, chaired by Governor Wayne Mixon and comprised of some of Florida's most respected business and civic leaders. We also inaugurated a Communications Advisory Task Force, chaired by former TaxWatch Chairman and Vice President for the Tampa-based Hill and Knowlton, Michael Zagorac. Together, these two task forces helped to shape TaxWatch's research policy and set goals for communicating its message in the coming months and year.

Last August, Florida TaxWatch received the 1993 Award for Most Original Presentation of Research for its 1993 "Turkey Watch" report, TaxWatch's yearly list of questionable or low priority legislative appropriations.

The national award was presented by the 79-year-old Government Research Association (GRA) during the GRA annual conference held in Orlando August 8 through 11, 1993. The GRA is a national association of public and private state and local watchdog organizations similar to Florida TaxWatch who study state and local tax and spend policies and offer recommendations for more responsible, effective public management decisions.

Selected Recent Florida TaxWatch Research Publications

Tax Freedom Day — April 1993

This year's official Tax Freedom Day was May 2, 1993—the day taxpayers began working for themselves instead of state, local and federal tax collectors. This year's date was the latest since TaxWatch began tracking tax freedom days.

This year, it took Floridians 121 out of 365 days to pay their federal, state and local tax bills — 2 days more than last year.

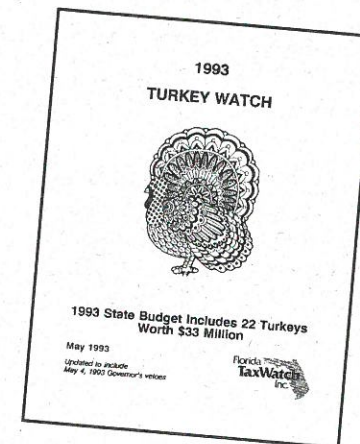
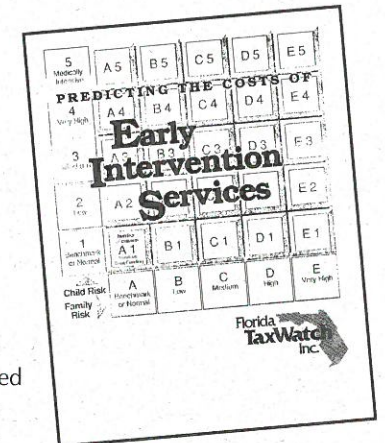
TaxWatch also reports that the Florida Tax Index hit 463.4 in 1992, meaning total taxes Floridians pay to federal, state and local governments have more than quadrupled since 1977—increasing 363.4% and representing an average annual growth of 10.2%.

1993 Turkey Watch — May 1993

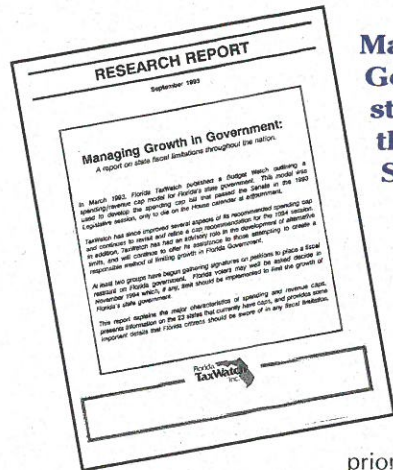
This is the year the "budget turkeys" came home to roost—again. A total of 22 turkeys have been spotted worth nearly \$33 million, costing \$6.09 for each Florida household. The average turkey cost every man, woman and child in Florida \$2.43.

Predicting the Costs of Early Intervention Services — July 1993

This report describes a new methodology that clusters disadvantaged and handicapped children into places with similar service needs and costs. To develop it, Florida TaxWatch examined research, observed programs and conducted independent fiscal analyses as part of an independent study for the State of Florida. This valuable information will make possible efficient and effective integrated efforts to serve children who can immeasurably benefit from early intervention.



Research that Gets Results *continued*



Managing Florida Government: A report on state fiscal limitations throughout the nation. — September 1993

A spending/revenue cap that would limit the growth of total state government appropriations to growth in the personal income of Floridians. The proposed cap is designed to ensure that lawmakers justify their appropriation decisions and prioritize expenditures. It would also

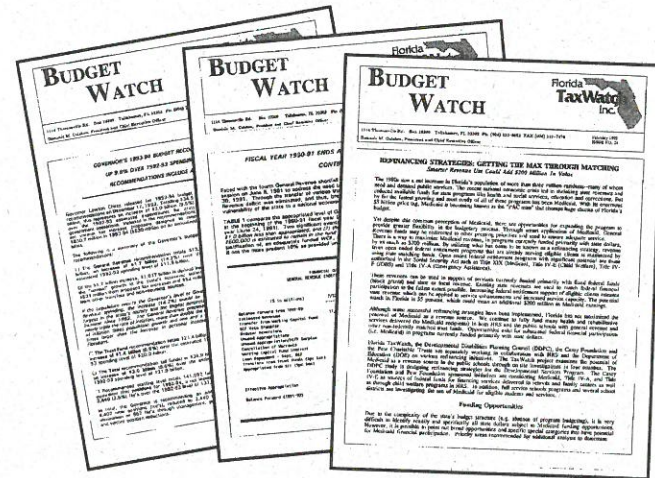
break the cycle of appropriation levels growing faster than Floridians' personal income and would help maintain an affordable level of government. The TaxWatch spending/revenue cap allows the Legislature to offer tax relief if funds in the Working Capital Fund (WCF) exceed 5% of general revenue. It also requires tax relief if the fund balance in the WCF exceeds 10% of the General Revenue fund.

Budget Watch Series

#27 — A Spending/Revenue Cap for Florida's Government: A Move to Improve the Relationship Between Government and the Governed — March 1993

#28 — Improved Intangible Tax Compliance Can Fund Education Technology — March 1993.

#29 — Why Increasing Florida's Cigarette Tax to Fund an Expanded Prison System Was Fiscally Unsound — July 1993.



Ideas in Action

Alternate Capital Financing Sources for the State University System—Pat Neff Groner — April 1993

The Vision Thing: Florida's Salvation — Dr. Roger Kaufman — April 1993

Non-Tax Capital Funding Alternatives — Pat N. Groner — May 1993

Florida Leads the Way in Health Care Reform—M. Clayton Hollis — June 1993

CCMS—An Independent Apolitical Statewide System for the Delivery of Human Services — Maxene Kleier — June 1993

Some Facts About a Clear and Present Danger — Walter Dartland — June 1993

Government Information Technology and Growth Management — Drs. Craig E. Reese and Keith Baker — August 1993

Certainty vs. Knowledge — The Challenge to Western Civilization — Dr. Neil S. Crispo, Director of Research and Operations, Florida TaxWatch — September 1993

The Daylight of A Free Society — Dr. Neil S. Crispo — September 1993

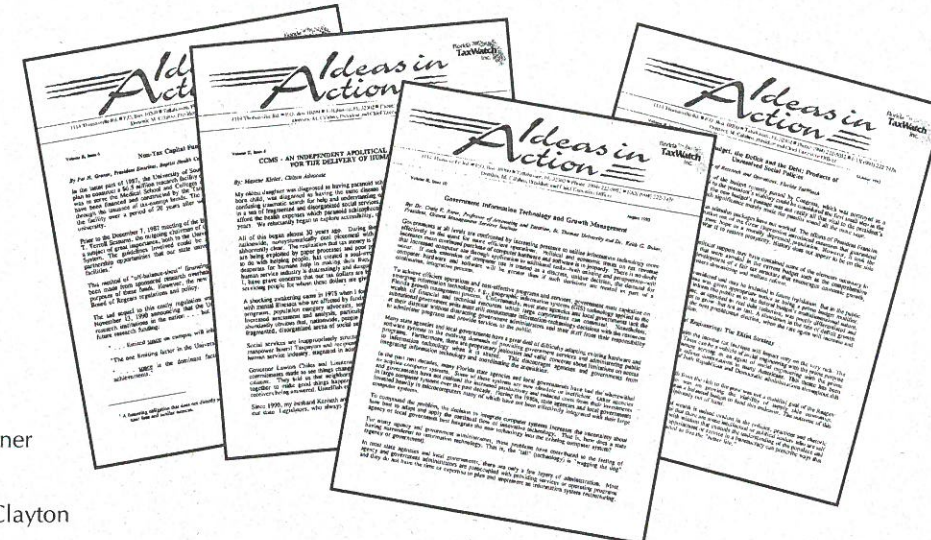
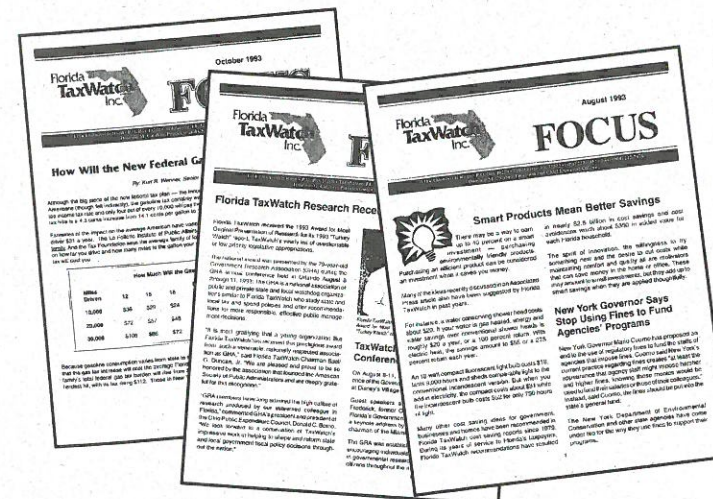
To Cure An Ailing Economy, Fix Government's Predilection for Welfare and Elitism — Dr. Neil S. Crispo — September 1993

Restructuring Within Florida's Executive Branch — William H. Lindner, Secretary, Florida Department of Management Services — September 1993

Focus

April: Special Memorial Edition Saluting J.E. Davis

April: TaxWatch: Early Intervention Participation Could Mean \$26 Million in Federal Dollars Over Two Years; Florida Department of Labor Improves Productivity—TaxWatch Helps Shape Program



May/June: Legislature Kills Performance Standards; Watch What They Do, Not What They Say!

June: A Creative Idea for a Critical Need; Let's Not Sell State Employees Short.

July: TaxWatch to Host National Conference/College of the Future is on Florida's Horizon

August: Smart Products Mean Better Savings

September: Florida TaxWatch's Research Receives Top National Honors

October: How Will the New Federal Gas Hike Affect You?

November: Davis Productivity Awards Holds Fifth Annual Kickoff Luncheon

Summary of Special Projects (Ongoing and In Progress)

1. Leon County Schools/SEDNET—An investigation of Medicaid earnings potential in public schools entailing the development of a site visit protocol and a final summary report.

2. Palm Beach School District Accountability System—The purpose of this project is to develop a "Performance and Productivity" scorecard for the Palm Beach County School District.

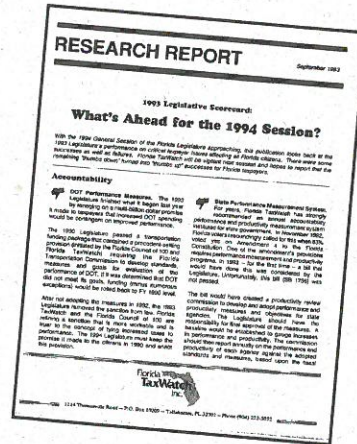
3. PEW Foundation/HRS—This project will assist the Florida Department of Health and Rehabilitative Services with the PEW Foundation Children's Initiative.

4. PECO Study—This study examines the funding deficit for educational capital facilities that will review the current funding sources and facilities needs development process.

5. The Disqualifying Effect of Ad Valorem Property Tax Exemptions on Public School Funding—This project will study the effect of various exemptions and property classifications on ad valorem revenues available to school districts.

6. World Class Chamber of Commerce Education Study—Florida TaxWatch is to develop a Performance and Productivity Index of selected fiscal, achievement and quality indicators.

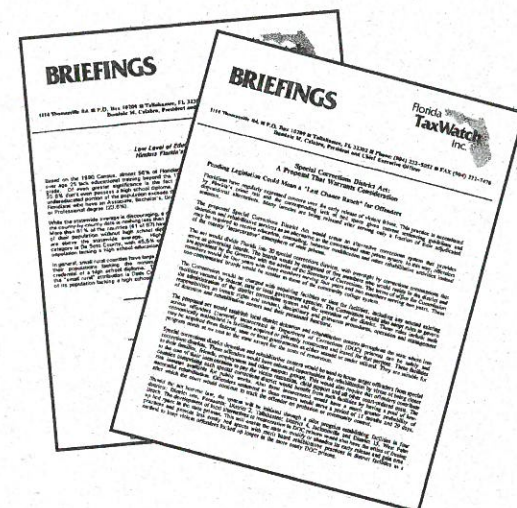
What's Ahead for the 1994 Session? 1993 Legislative Scorecard — September 1993



Briefings

Some Bold Strokes for Better HRS Management — Bob Stiff, Director of Development and Public Relations — September 1993

Three Water Management Districts Propose Tax Increases for 1993-94 — Douglas R. Wager, Research Analyst — September 1993



Florida's Community College Presidents: Salaries, Benefits and Prerequisites — Fall 1993

Take a Look At What the Media Says

R. HATLEY
Publisher
DDY
Editor

RICK GUNTER
Opinion Page Editor
RON J. STARNER
Opinion Page Editor

"Florida TaxWatch, founded in 1979, proposes ways that government can improve the quality of services and reduce costs."

St. Petersburg Times

Caution traffic jam ahead
TaxWatch has logical ideas
TaxWatch, a citizens' watchdog group, says Florida's Growth Management Act will cause an economic recession that will never end.
At issue is the concurrency requirement that mandates roads, utilities and other services be in place before a shovel of dirt is turned over.

"Heed TaxWatch"

Miami Herald

TaxWatch criticizes area water managers
Florida TaxWatch wishes the South Florida Water Management District were as thorough as it is with its water conservation program.

"If you were asked to name the one organization in Florida that you believe did more than any other to make state government more accountable, what would you say? Well, if someone posed that same question to us, the answer would be obvious: Florida TaxWatch."

Winter Haven News Chief

"TaxWatch is not just an anti-tax junkyard dog that barks mindlessly at every proposed government expenditure. Its research is aimed at determining what services the state needs to maintain prosperity and determining the most efficient and effective ways of providing these services."

Tampa Bay Business

Streamline TaxWatch
TaxWatch has logical ideas

"Florida TaxWatch's reports are invariably constructive in tone. They don't carp the way some anti tax zealots do. TaxWatch thus comes across not as a group that's trying to destroy the government but rather as one that's trying to make it work better."

Miami Herald

Good And Faithful Watchdog
By JAMES M. PERRY
WASHINGTON—The Florida tax structure is not adequately meeting the needs caused by rapid growth. It's not just that...

1993 Annual Report

A Billion-Dollar Difference
Here's a birthday that all Floridians have reason to celebrate - the 10th anniversary of the founding of Florida TaxWatch.
Since 1980, this nonprofit, watchdog organization has diplomatically but persistently urged state government officials to...

"Over the years, TaxWatch has grown and matured into perhaps the most credible and effective private organization in Florida devoted exclusively to trying to get the most bang for the taxpayers' buck."

Ft. Lauderdale News

Bush They Mistrust and a Buchanan They Fear
POLITICS & POLICY
While one in five said Mr. Bush generates an intensity among his supporters that isn't matched by Mr. Bush's conservative record, the vast majority of the conservatives interviewed for leadership...

1993 Annual Report

TaxWatch Herald

"Florida TaxWatch, a private organization that keeps an eye on the state's fiscal well being, has suggested using a non-traditional response to the present budget crisis. TaxWatch does not recommend cutting any direct services—such as counseling and libraries. Instead, middle management cuts likely would preclude teacher layoffs and classroom crowding, giving our children the best education for the least money."

Ft. Myers News Press

TaxWatch: Five counties got most 'turkeys'; 14 got none
TALLAHASSEE (AP) - Florida TaxWatch, a watchdog group, says five counties received the most "turkeys" (state government projects that have no money) while 14 counties got none.

Florida's state taxes rank 36th nationally
TALLAHASSEE (AP) - Florida's state taxes rank 36th nationally, according to a report by the Florida Department of Transportation.

FLORIDA NEWS

St. Petersburg Times
Editor of Editorials Richard Morgan

Taxpayers groups play important role as government watchdog
Most reasonable persons don't object to paying taxes, although they probably don't especially enjoy doing it. They understand as U.S. Supreme Court Justice Oliver Wendell Holmes once said, that "taxes are a price we pay for a civilized society."

News/Sun-Sentinel

Tax

POLITICS & POLICY

While one in five said Mr. Bush generates an intensity among his supporters that isn't matched by Mr. Bush's conservative record, the vast majority of the conservatives interviewed for leadership...

The Reader

The Florida TaxWatch Staff Always Ready to Serve You



Left to right, standing: Kurt Wenner, Senior Research Analyst; Dr. Neil Crispo, Director of Research and Operations; John Hall, Senior Research Analyst; Doug Wager, Research Analyst; Bob Stiff, Director of Development and Public Relations; and Dave Davis, Executive Director of Partners in Productivity. Seated, left to right: Catherine Haagenson, Communications Director; Katy Allen, Administrative Assistant; Dominic Calabro, President and Chief Executive Officer; and Barbara "Babs" Taff, Director of Membership.

Help Shape Florida's Future . . . Join Florida TaxWatch Today!

As a member of Florida TaxWatch, you will receive a variety of benefits for your voluntary, tax deductible contribution. In addition to the knowledge that you are part of an organization which is pursuing prudent, responsible government management and spending policies, you will regularly receive timely, enlightening material to help you make informed decisions as you conduct business for your firm or your family.

Look at the many benefits which a Florida TaxWatch membership brings you:

- A vigilant organization which can and does affect change which you and your fellow citizens want and need.
- Empirically sound, concise research reports resulting from our ongoing monitoring of public tax and spend policies and practices.
- *Florida TaxWatch Focus*, our informative monthly newsletter containing fiscal facts and figures that keep you apprised on Florida TaxWatch accomplishments as well as facts and features of interest concerning Florida government and the officials who manage it.
- Resource materials prepared at your request for your own presentations and events.

Don't let others decide how your tax dollars are spent. You have a right to take part in our state's future. You can play an active role in deciding how our citizens' tax dollars are invested. So get involved! It's your state — and your Florida TaxWatch membership can make a difference!

That's Why a Florida TaxWatch Membership Makes Good Sense!

Please detach at dotted line and mail to:



Florida TaxWatch, Inc.
P.O. Box 10209
Tallahassee, FL 32302

Yes, I would like a tax-deductible membership in Florida TaxWatch.* Please send additional information.

Name _____ Firm _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

*Florida TaxWatch is designated by the Internal Revenue Service as a 501(c)(3) research foundation, supported by contributions from individuals, companies, corporations, and private and corporate foundations.



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