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STATE OF THE STATE ADDRESS
JANUARY 10, 1991

GOVERNOR ROY ROMER

INTRODUCTION

GOOD MORNING.

THIS SPEECH IS ABOUT TOUGH CHOICES AND LONG-RANGE CHALLENGES. BEFORE I ADDRESS STATE ISSUES, HOWEVER, I MUST SPEAK ABOUT THE THREAT OF WAR IN THE PERSIAN GULF. IT IS A SOBERING TIME. IT IS BROUGHT HOME TO US BY THE FACT THAT ONE OF OUR COLLEAGUES, MIKE COFFMAN, IS SERVING ON BEHALF OF ALL OF US. OUR HEARTS GO OUT TO HIM AND TO THE OTHER MEN AND WOMEN WHO ARE SERVING IN OPERATION DESERT SHIELD AND TO THEIR FAMILIES.

IN LESS THAN A WEEK, OUR NATION MAY BE AT WAR. WE ALL HOPE AND PRAY THAT IT CAN BE AVOIDED. THE COSTS OF WAR ARE TRAGIC IN HUMAN LIVES.

LET ME RETURN TO STATE ISSUES. THEY PRESENT TOUGH CHOICES AND LONG-RANGE CHALLENGES. THE OUTLOOK FOR THE NEXT FISCAL YEAR CALLS FOR FRUGALITY AND FISCAL CONSTRAINT. THE COSTS OF STATE SERVICES ARE OUT-PACING THE REVENUES WE HAVE TO PAY FOR THEM. LAST SUMMER I IMPOSED A 2 PERCENT RESTRICTION ON MOST GENERAL FUND APPROPRIATIONS, INCLUDING THE DISTRIBUTIONS TO PUBLIC EDUCATION. I TOOK THIS ACTION BECAUSE IT WAS CLEAR THAT THE GROWTH OF STATE REVENUES WAS INSUFFICIENT TO SUPPORT THE APPROPRIATIONS BILL AS WRITTEN. REVENUES IN THIS FISCAL YEAR WILL GROW AT ABOUT 60 PERCENT THE RATE OF FISCAL 1989.

BUT I DO NOT BELIEVE THAT ACROSS-THE-BOARD CUTS ARE A RESPONSIBLE WAY TO MANAGE GOVERNMENT SPENDING OVER THE LONG TERM.

WE WILL CONTINUE TO MONITOR REVENUES CLOSELY. IT IS MY INTENTION TO LIFT A PORTION OF THE RESTRICTION ON PUBLIC EDUCATION IF REVENUES ARE SUFFICIENT. I DO NOT BELIEVE THAT THERE WILL BE ENOUGH REVENUE TO LIFT ADDITIONAL RESTRICTIONS. I HAVE BUILT MY 1991-92 PRELIMINARY BUDGET FROM THIS RESTRICTED BASE AND I URGE YOU TO DO THE SAME.

WE NEED TO REMIND OURSELVES, WHAT ARE THOSE SERVICES THAT DOMINATE THE STATE BUDGET?

- EDUCATION. 40 CENTS OF EVERY STATE DOLLAR GO TO SCHOOLING FOR THE GROWING POPULATION OF K-12 STUDENTS. AN ADDITIONAL 20 CENTS GO TO THE STATE'S GROWING SYSTEM OF 2-YEAR AND 4-YEAR COLLEGES AND UNIVERSITIES.
- PROTECTING THE PUBLIC. TO ACCOMMODATE THE STATE'S GROWING PRISON POPULATION, MORE THAN \$35 MILLION OF NEW ANNUAL OPERATIONAL COSTS WILL BE REQUIRED FOR NEW FACILITIES AND FOR ADDITIONAL CORRECTIONAL BEDS.
- FEDERAL AND SERVICE MANDATES. DUE TO NEW FEDERAL MANDATES AND RECENT LEGAL DECISIONS, MEDICAID COSTS ARE ACCELERATING RAPIDLY.

WE MUST RECOGNIZE THAT THESE GOVERNMENT EXPENDITURES RESULT IN MEASURABLE BENEFITS--IN HIGHER QUALITY EDUCATION, IN INCREASED PUBLIC PROTECTION, AND IN HUMANE CARE FOR COLORADO'S NEEDIEST CITIZENS.

BUT AT THE SAME TIME, THE CLOSE VOTE ON AMENDMENT ONE--WHICH WOULD HAVE LIMITED BOTH TAXES AND SPENDING--TELLS US THAT THE EXECUTIVE BRANCH AND THE LEGISLATURE NEED TO ENGAGE IN A DIALOGUE WITH OUR CITIZENS. WE MUST ESTABLISH PRIORITIES AMONG OUR EXPENDITURES--AND THEN ADEQUATELY FUND OUR TOP PRIORITIES.

THIS IS THE POINT OF THE TAX STUDY THAT WE HAVE BEEN PREPARING FOR. WE CANNOT ADEQUATELY ADDRESS TAXES, THEIR LEVELS, AND THEIR SOURCES WITHOUT A COMPREHENSIVE DISCUSSION OF THEIR USES.

FOR THIS PURPOSE, WE HAVE BEEN COLLECTING DATA ON STATE AND LOCAL TAXES AND EXPENDITURES. I WANT TO WORK WITH THE LEGISLATURE TO COMBINE ALL OF THE AVAILABLE INFORMATION ON HOW THE STATE AND LOCAL GOVERNMENTS SPEND MONEY TO PROVIDE SERVICES IN ALL AREAS. AND I WANT THIS INFORMATION TO BE IN TERMS THAT EVERYONE CAN UNDERSTAND.

AT THAT POINT WE CAN DISCUSS WITH COLORADANS WHETHER OR NOT THEY AGREE WITH OUR MIX OF TAXES, THEIR LEVELS AND THE SERVICES THEY PROVIDE. FROM THESE DISCUSSIONS, WE WILL DEVELOP CHANGES IN OUR TAX STRUCTURE AND IN HOW PUBLIC MONEY IS SPENT.

I WANT TO EMPHASIZE THAT I WILL CONTINUE TO PUSH COLORADO GOVERNMENT TO OPERATE IN AN EFFICIENT MANNER.

I WILL BE PUSHING HARD TO IMPLEMENT A STATE-OF-THE-ART CUSTOMER SERVICE APPROACH CALLED TOTAL QUALITY MANAGEMENT THROUGHOUT STATE GOVERNMENT. LIKE THE BEST BUSINESSES IN THE COUNTRY, ALL COLORADO STATE EMPLOYEES MUST RECOGNIZE WHO THEIR CUSTOMERS ARE, WHAT THEIR NEEDS ARE, AND WORK TO SATISFY THOSE NEEDS IN THE MOST EFFICIENT AND FAIR MANNER POSSIBLE.

THIS REPRESENTS A LONG-TERM STRATEGY TO IMPROVE SERVICE AND CONTROL COSTS OF STATE GOVERNMENT, AND MUST BE MATCHED WITH A COMMITMENT TO ADEQUATELY COMPENSATE AND REWARD EMPLOYEES.

EDUCATION

WHAT SHOULD OUR PRIORITIES BE FOR THE COMING YEAR? LET ME GIVE YOU MY LIST. IT BEGINS WITH EDUCATION.

THE LEVEL OF OUR SKILLS AND KNOWLEDGE IS THE SINGLE MOST IMPORTANT FORCE THAT SHAPES OUR FUTURE. IN THE PAST, THIS NATION AND THIS STATE WERE ABLE TO COMPETE SUCCESSFULLY AGAINST MOST OF THE WORLD BECAUSE WE WERE A NATION RICH IN RESOURCES. BUT THE RULES HAVE CHANGED. THE NEW MEASURE OF COMPETITION IS SKILLS AND KNOWLEDGE, NOT NATURAL RESOURCES. WE CAN NO LONGER REST AT THE TOP OF THE ECONOMIC PINNACLE SIMPLY BECAUSE WE ARE RESOURCE RICH. IF WE ARE TO COMPETE, WE HAVE TO BE MORE SKILLED AND MORE PRODUCTIVE.

THAT BRINGS US TO THE MOST IMPORTANT BUSINESS OF COLORADO: TO INCREASE THE SKILL LEVELS OF OUR PEOPLE -- NOT ONLY THOSE WHO ARE IN THE K-12 SYSTEM AND IN HIGHER EDUCATION, BUT ALSO IN OUR ADULT POPULATION.

IN ADDITION TO A SKILLED PEOPLE, A STRONG PUBLIC EDUCATION SYSTEM OFFERS THE MEANS BY WHICH CHILDREN LEARN TO BECOME RESPONSIBLE MEMBERS OF A DEMOCRACY AND CARING NEIGHBORS IN A DIVERSE SOCIETY.

EDUCATION, THEN, MUST BE OUR MOST IMPORTANT AGENDA. FIRST, WE NEED TO FIND A WAY TO FULLY FUND THE SCHOOL FINANCE ACT. IN THAT ACT, WE MADE A COMMITMENT TO DO THREE THINGS: EQUALIZE EDUCATIONAL OPPORTUNITIES, REDUCE PROPERTY TAXES, AND ADEQUATELY FUND OUR SCHOOLS. THESE COMMITMENTS ARE SOUND. TO MAINTAIN THEM, HOWEVER, WE OBLIGATED OURSELVES TO AN INCREASE IN STATE SUPPORT FOR EDUCATION THAT OUTSTRIPS OUR PRESENT REVENUES. WE MADE EDUCATIONAL PROMISES THAT WE DO NOT HAVE THE REVENUES TO KEEP.

WE HAVE TO COME TO TERMS WITH THAT THIS SESSION. WE HAVE SEVERAL OPTIONS. ONE IS TO REDUCE OUR SUPPORT FOR PUBLIC EDUCATION. ALL WHO COMMITTED TO THE NEW SCHOOL FINANCE ACT, I AM SURE, WANT TO AVOID THAT OPTION. I WANT TO AVOID THAT OPTION. THE SECOND OPTION IS TO DELAY THE SPEED WITH WHICH WE REPLACE PROPERTY TAX FUNDING OF SCHOOLS WITH OTHER REVENUE. THE THIRD OPTION IS TO IDENTIFY ADDITIONAL REVENUE. I WILL WORK WITH YOU TO EXPLORE THESE OPTIONS.

FUNDING EDUCATION IS ONLY ONE OF THE JOBS WE NEED TO DO. WE ALSO NEED TO ENSURE THAT WE ARE GETTING THE MOST FROM

EXISTING DOLLARS SPENT IN TERMS OF EDUCATIONAL OUTCOMES FOR STUDENTS. THIS MEANS THAT WE MUST UNDERTAKE AND ENCOURAGE APPROPRIATE REFORM AND RESTRUCTURING OF EDUCATION.

- WE HAVE BEGUN THIS PROCESS WITH REFORMS IN TEACHER TENURE, TEACHER CERTIFICATION AND, THIS YEAR, A LICENSURE PROCESS FOR TEACHERS AND ADMINISTRATORS.
- WE ARE INCREASING OUR INVESTMENTS IN QUALITY PRESCHOOL AND EARLY CHILDHOOD EDUCATION. THIS ACTION PAYS OFF IN STUDENTS WHO ARE ENGAGED IN LEARNING AND WHO STAY IN SCHOOL. THAT'S WHY I HAVE ASKED YOU TO INCREASE THE PILOT PRESCHOOL PROJECT BY ANOTHER 750 SLOTS, FOR A TOTAL OF 3,500. THIS CONTINUED EXPANSION IS CRITICAL.
- WITH THE HELP OF THE PRIVATE SECTOR AND FEDERAL FUNDS, WE ARE LAUNCHING A "PARENTS AS FIRST TEACHERS" PROGRAM TO ENSURE THAT EVERY PARENT HAS ACCESS TO TRAINING AND INSTRUCTION ON BEING AN EFFECTIVE FIRST TEACHER. PARENTAL INVOLVEMENT AND EFFECTIVE SCHOOL-PARENT PARTNERSHIPS CORRELATE STRONGLY WITH STUDENT SUCCESS.
- WE NEED TO CONTINUE TO RETHINK THE ASSEMBLY-LINE APPROACH THAT CHARACTERIZES SOME OF OUR ELEMENTARY AND SECONDARY SCHOOLS, TO RESTRUCTURE SCHEDULES AND INSTRUCTION TO SERVE INDIVIDUAL LEARNING STYLES AND SPEEDS. WITH THE HELP OF THE PRIVATE SECTOR, WE HAVE EXPANDED THE GOVERNOR'S CREATIVITY SCHOOLS INITIATIVE TO 50 SCHOOLS. THIS INITIATIVE, ALONG WITH THE "RE: LEARNING" SCHOOLS NETWORK AND OTHERS, IS PROVIDING VALUABLE MODELS OF THE RESTRUCTURING PROCESS.
- WE NEED TO FOCUS HARD ON TEACHER EDUCATION TO ENSURE THAT NEW AND EXISTING TEACHERS ARE GETTING THE TOOLS AND PREPARATION THEY NEED TO BE EFFECTIVE AND CREATIVE IN THESE EVOLVING EDUCATIONAL ENVIRONMENTS.
- WE NEED TO LOOK ANEW AT TECHNOLOGY AS A TOOL TO ENHANCE SCHOOL PRODUCTIVITY AS WELL AS AN OPPORTUNITY TO ADAPT THE LEARNING PROCESS TO THE NEEDS OF INDIVIDUAL STUDENTS. COMPUTER LITERACY IS A SKILL THAT EVERY STUDENT WILL NEED FOR THE FUTURE. WE NEED TO EXPLORE WHETHER WE CAN USE THE FUNDING MECHANISMS IN THE SCHOOL FINANCE ACT TO CREATE INCENTIVES FOR LOCAL SCHOOL DISTRICTS TO MAKE APPROPRIATE USE OF TECHNOLOGY.
- ACCURATE AND AUTHENTIC MEASUREMENTS OF STUDENT ACHIEVEMENT ARE IMPORTANT FOR ACCOUNTABILITY. AND, FOR BETTER OR FOR WORSE, ASSESSMENT SYSTEMS HAVE PROFOUND IMPACTS ON CURRICULUM AND INSTRUCTION. IF

WE BELIEVE THAT ALL STUDENTS ARE CAPABLE OF HIGH LEVELS OF LEARNING, THAT EFFORT MATTERS, AND THAT STUDENTS NEED TO LEARN PROBLEM SOLVING SKILLS, THEN OUR ASSESSMENT SYSTEM SHOULD DRIVE THESE RESULTS.

IN JULY OF LAST YEAR, I ACCEPTED THE CHAIRMANSHIP OF THE NATIONAL EDUCATION GOALS PANEL. THIS PANEL IS RESPONSIBLE FOR DESIGNING THE ANNUAL REPORT CARD BY WHICH THE NATION WILL MEASURE ITS PROGRESS TOWARD THE NATIONAL EDUCATION GOALS. THE PANEL'S RESPONSIBILITIES INCLUDE SETTING GOALS FOR STUDENT OUTCOMES AND DEVELOPING NEW TOOLS TO MEASURE STUDENT ACHIEVEMENT. I WILL CONTINUE TO DEVOTE A SIGNIFICANT AMOUNT OF MY TIME TO THIS EFFORT IN THE COMING MONTHS. I HOPE THAT WE CAN WORK IN PARTNERSHIP TO MAKE COLORADO A LEADER IN IMPLEMENTING NEW MODELS OF ASSESSMENT.

- WE NEED TO EXPECT HIGH LEVELS OF MATH AND SCIENCE ACHIEVEMENT FROM ALL STUDENTS. LAST YEAR, I ESTABLISHED THE COLORADO MATH-SCIENCE-TECHNOLOGY COMMISSION, ON WHICH SEVERAL MEMBERS OF THE GENERAL ASSEMBLY SERVE. THE COMMISSION IS DEVELOPING A PLAN TO IMPROVE MATH AND SCIENCE EDUCATION FOR ALL OF COLORADO'S STUDENTS -- KINDERGARTEN THROUGH HIGHER EDUCATION. THIS PLAN, FOR WHICH WE HOPE TO RECEIVE FEDERAL GRANT FUNDING, RELIES ON THE COLLABORATION OF STATE AND FEDERAL GOVERNMENT, THE BUSINESS COMMUNITY, AND THE SCHOOLS. IT HOLDS GREAT PROMISE FOR SPURRING SIGNIFICANT REFORM IN THIS VITAL AREA.

- RESTRUCTURING CAN ONLY OCCUR WHERE SCHOOLS HAVE THE FLEXIBILITY TO INNOVATE AND ARE MANAGED IN AN ATMOSPHERE OF COLLABORATION AND TRUST. I INTERVENED IN THE DENVER PUBLIC SCHOOL STRIKE FOR THIS REASON. WE NEEDED TO AVOID THE EDUCATIONAL CHAOS THAT RESULTS FROM A STRIKE. AND WE NEED TO SUPPORT AN APPROPRIATE MANAGEMENT PHILOSOPHY AND PRACTICE IN THE DENVER PUBLIC SCHOOLS.

WE NEED TO HAVE TEACHER CONTRACTS THAT DO NOT CREATE UNNECESSARY AND INSURMOUNTABLE BARRIERS TO GOOD MANAGEMENT. BUT AT THE SAME TIME, THESE CONTRACTS NEED TO PROTECT TEACHERS' RIGHTS AND NOT ONLY ALLOW, BUT ENCOURAGE TEACHERS TO APPROPRIATELY PARTICIPATE IN THE DECISION-MAKING PROCESS OF SCHOOLS. WE WILL BE WORKING THIS OUT IN THE DAYS AHEAD.

- IN HIGHER EDUCATION, WE MUST BUILD ON THE FOUNDATION THAT WE HAVE ESTABLISHED OVER THE PAST FEW YEARS FOR EXCELLENCE AND ACCESS. IN OUR CURRENT SITUATION OF CONSTRAINED RESOURCES, WE MUST STRATEGICALLY TARGET FUNDS TO OUR 15 HIGH PERFORMANCE PROGRAMS OF EXCELLENCE -- FROM THE HAZARDOUS MATERIALS TRAINING

PROGRAM AT FRONT RANGE COMMUNITY COLLEGE TO THE COLORADO SPACE GRANT CONSORTIUM.

WE MUST CONTINUE OUR ASSAULT ON BARRIERS TO ACCESS. I AM AGAIN PROPOSING THAT WE INCREASE STATE FUNDS FOR STUDENTS WHO ARE ELIGIBLE FOR NEED-BASED FINANCIAL AID.

WE MUST CONTINUE TO BUILD ON EFFORTS TO STRENGTHEN ACCOUNTABILITY FOR OUTCOMES THROUGHOUT THE SYSTEM WITH THE TOOL OF THE RECENTLY DEVELOPED SCORECARD.

- o A FINAL AREA OF CRITICAL FOCUS IN EDUCATION IS LIFE-LONG LEARNING. THAT IS WHY JOB TRAINING PROGRAMS FOR NEW AND EXISTING FIRMS IS A PRIORITY IN MY BUDGET. AND THAT IS WHY I WILL CONTINUE TO WORK WITH THE ADULT LITERACY COMMISSION TO ENSURE THAT THE INSTITUTIONS AND COMMUNITIES IN THIS STATE ARE ENGAGED TO THEIR FULL CAPACITY IN THE WAR ON ILLITERACY.

FAMILIES AND CHILDREN

WE CANNOT MAKE EDUCATIONAL INSTITUTIONS FUNCTION UNLESS WE MAKE SURE FAMILIES ARE ABLE TO FUNCTION. THE FIRST EDUCATORS ARE THE PARENTS.

ONE OF THE HIGHEST PRIORITIES OF THIS ADMINISTRATION FOR THE NEXT FOUR YEARS WILL BE THE FAMILY AND THE CHILD. WE NEED TO REVISIT THE IMPORTANCE OF THE INSTITUTION OF THE FAMILY. WE KNOW THAT THE FORM OF THE FAMILY HAS CHANGED OVER SEVERAL GENERATIONS. BUT WHAT REALLY MATTERS ARE THE FUNCTIONS A FAMILY PERFORMS, NOT THE FORM IT TAKES.

THOSE FAMILY FUNCTIONS, NOW AS IN THE PAST, INCLUDE PROVIDING FOR BASIC NEEDS AND EMOTIONAL SUPPORT, PASSING ON THE VALUES AND RULES OF SOCIETY, INSTILLING A LOVE OF LEARNING, NURTURING SELF-ESTEEM, AND PROVIDING A SENSE OF BELONGING AND HOPE FOR THE FUTURE.

GOVERNMENT AFFECTS FAMILIES IN A NUMBER OF WAYS. IN DEALING WITH FAMILIES AT RISK, WE SOMETIMES BREAK UP THE FAMILY IN ORDER TO DEAL WITH INDIVIDUAL FAMILY MEMBERS ACCORDING TO THE RULES OF OUR PROGRAMS. WE NEED TO GET SMARTER, MORE COMPASSIONATE AND MORE EFFECTIVE IN THE WAYS WE WORK WITH FAMILIES.

OVER THE PAST YEAR, WE STUDIED THIS. WE ARE NOW READY TO PUT A PLAN IN PLACE. IT CALLS FOR SEVERAL THINGS.

STARTING THIS YEAR, WE WILL REVAMP OUR BUDGET PROCEDURES TO ENSURE BETTER OUTCOMES FOR FAMILIES. THROUGH PROGRAM BUDGETING, WE WILL TARGET OUR RESOURCES ACROSS DEPARTMENTS TOWARD PROGRAMS THAT HAVE A LONG-TERM PAYOFF

-- THIS IS A LONG RANGE CHALLENGE. WE WILL PUT MORE INTO PREVENTION STRATEGIES, SUCH AS PRENATAL CARE, PRESCHOOL EDUCATION AND FAMILY PRESERVATION. WE MAY HAVE TO DISCARD LESS EFFECTIVE PROGRAMS -- A TOUGH CHOICE.

WE'RE GOING TO DELIVER SERVICES IN A MORE INTEGRATED AND HUMANE WAY. THE DEPARTMENTS OF SOCIAL SERVICES, INSTITUTIONS, HEALTH, EDUCATION, GOVERNOR'S JOB TRAINING OFFICE AND THE COMMISSION ON HIGHER EDUCATION WILL WORK TOGETHER WITH THE PRIVATE SECTOR TO PILOT ONE-STOP FAMILY CENTERS. LEADVILLE HAS ALREADY EXPERIENCED GREAT SUCCESS WITH A SIMILAR MODEL OF PUBLIC AND PRIVATE EFFORT. THE LEADVILLE CENTER OFFERS EARLY CHILDHOOD CARE AND EDUCATION, TRANSPORTATION TO THE WORKPLACE FOR PARENTS, PARENTING CLASSES, AND A WHOLE LIST OF OTHER SERVICES.

WE ARE CALLING ON EVERY PLACE OF BUSINESS TO CONSIDER HOW WORK PRACTICES AND POLICIES IMPEDE OR ENHANCE FAMILY FUNCTIONING. THE FIRST IMPRESSIONS INITIATIVE, THE OFFICE OF CHILD CARE SERVICES, AND THE OFFICE OF BUSINESS DEVELOPMENT ARE READY TO PROVIDE ASSISTANCE TO ANY BUSINESS WILLING TO LOOK AT WORK AND FAMILY OPTIONS.

WE ARE URGING EVERY COMMUNITY TO DO WHAT IS NECESSARY TO BECOME A GOOD AND SAFE PLACE FOR FAMILIES TO RAISE THEIR CHILDREN. LAST YEAR, WE DECLARED THE 90s THE "DECADE OF THE CHILD AND FAMILY." THIS SPRING WE WILL JOIN WITH OVER 500 "DECADE OF THE CHILD" ORGANIZATIONS TO SPONSOR FORUMS AND HELP COMMUNITIES DEVELOP ACTION PLANS.

I HAVE CREATED A COMMISSION ON FAMILIES AND CHILDREN TO ASSIST IN CARRYING OUT THIS PLAN. IT'S AN AMBITIOUS PLAN AND IT'S GOING TO TAKE THE WORK OF EVERY GOVERNMENT AGENCY, EVERY BUSINESS, EVERY NEIGHBORHOOD, AND EVERY CITIZEN TO GET THE JOB DONE.

ECONOMIC DEVELOPMENT

IN THE LAST FOUR YEARS, WE'VE MADE SUBSTANTIAL PROGRESS IN ECONOMIC DEVELOPMENT AND JOB CREATION AS A RESULT OF OUR JOINT EFFORTS. THE FIGURES SHOW IMPROVEMENT; 27,400 JOBS WERE ADDED TO THE ECONOMY IN THE FIRST NINE MONTHS OF 1990.

THE UNEMPLOYMENT RATE IS CONTINUING TO DROP. THE LATEST MONTHLY STATISTICS -- WHICH ARE BEING ANNOUNCED TODAY -- SHOW COLORADO'S UNEMPLOYMENT TO BE AT 4.4 PERCENT, WHICH IS THE LOWEST SINCE 1974.

BUSINESS FAILURES CONTINUED TO DROP, WHILE THE LEVEL OF NEW STARTUPS REMAINED HIGH. RETAIL SALES GREW BY MORE THAN 6 PERCENT IN 1990, SPURRED PARTLY BY AN INCREASE IN PERSONAL INCOME OF 6.1 PERCENT THROUGH THE FIRST HALF OF THE YEAR.

COLORADO'S REAL ESTATE MARKET SHOWED SIGNS OF A COMEBACK IN 1990. THROUGH OCTOBER, HOUSING CONTRACTS HAD INCREASED COMPARED TO THE PREVIOUS YEAR, WHILE FORECLOSURES DROPPED.

EXPORTS OF COLORADO PRODUCTS HAVE INCREASED 67 PERCENT IN THE PAST TWO YEARS AND NOW TOTAL \$3.2 BILLION ANNUALLY. THE NUMBER OF FOREIGN-BASED COMPANIES WITH A SIGNIFICANT PRESENCE IN COLORADO INCREASED FROM 121 IN 1989 TO 160 IN 1990. DURING THAT SAME TIME PERIOD, THE NUMBER OF JOBS CREATED BY THOSE FIRMS INCREASED FROM ABOUT 9,500 TO MORE THAN 13,000.

WE SHOULD FEEL GOOD ABOUT THESE INDICATORS, BUT NOT COMPLACENT. THE NATIONAL ECONOMY HAS ENTERED A RECESSION. RELATIVE TO OTHER STATES, COLORADO MAY BE FORTUNATE. OUR ECONOMY IS ON THE UPSWING SO THE IMPACTS ON OUR STATE MAY BE SHORTER AND LESS SEVERE. BUT THE THREAT OF WAR IN THE PERSIAN GULF, AND THE POSSIBILITY OF RENEWED ESCALATION OF OIL PRICES, IS A SOURCE OF GREAT UNCERTAINTY AND INSTABILITY IN THE ECONOMY. WAR COULD MEAN A LONGER AND MORE SEVERE RECESSION IN THE NATION, AND IN COLORADO.

WE ALSO CANNOT BECOME COMPLACENT BECAUSE WE LIVE IN A COMPETITIVE WORLD THAT THREATENS TO LEAVE US BEHIND.

WHAT DO WE NEED TO DO?

- o FIRST, WE MUST CONTINUE TO BUILD UPON THE SUCCESSFUL RECORD OF THE PAST. WE MUST CONTINUE AN AGGRESSIVE PROGRAM OF BUSINESS DEVELOPMENT THAT MAINTAINS AN EMPHASIS ON THE SMALL, EXISTING COMPANIES IN THIS STATE.
- o WE MUST CONTINUE TO SEEK OPPORTUNITIES FOR STRENGTHENING RURAL ECONOMIES. FOR EXAMPLE, WE MUST CONTINUE TO MAKE OUR 17 SMALL BUSINESS DEVELOPMENT CENTERS EFFECTIVE; 13 OF THESE CENTERS ARE LOCATED IN RURAL AREAS. IN THE PAST YEAR, MORE THAN 5,000 SMALL-BUSINESS OWNERS USED THESE CENTERS TO PREPARE BUSINESS PLANS, TROUBLESHOOT OPERATIONAL PROGRAMS, GAIN FINANCIAL ASSISTANCE, OR ATTEND BUSINESS TRAINING COURSES.
- o WE MUST CONTINUE OUR ENTREPRENEURSHIP TRAINING IN THE LEADING EDGE PROGRAM. IT IS BEING HELD IN 12 RURAL COMMUNITIES AND HAD A PARTICIPATION OF MORE THAN 600 ENTREPRENEURS IN THE PAST YEARS ALONE. WE'RE SEEKING BUDGETARY AUTHORITY TO EXPAND THIS PROGRAM IN THE COMING YEAR.
- o WE MUST CONTINUE TO MAKE REVOLVING LOAN FUNDS AVAILABLE FOR ALL OF COLORADO. THESE FUNDS,

TARGETED TO COMMUNITIES OF LESS THAN 50,000, FUNDED 47 PROJECTS IN THE LAST YEAR.

- o WE MUST CONTINUE OUR AGGRESSIVE INTERNATIONAL MARKETING EFFORTS AND PROMOTE COLORADO EXPORTS AROUND THE WORLD.
- o WE MUST CONTINUE TO EMPHASIZE JOB GROWTH RELATED TO TECHNOLOGY. YOU MAY HAVE READ THE ARTICLE IN LAST SATURDAY'S DENVER POST ABOUT BOULDER AND LONGMONT BEING SECOND IN THE NATION IN ESTABLISHING RESEARCH AND DEVELOPMENT CORPORATIONS. THE CONNECTION BETWEEN SUCH FIRMS AND SPECIFIC UNIVERSITY PROGRAMS AND STAFF IS REAL. FOR EXAMPLE, WHEN YOU LOOK AT THE NOBEL PRIZE-WINNING WORK OF DR. TOM CECH -- AND THE PATENT APPLICANTS RESULTING FROM HIS DISCOVERIES -- THE ECONOMIC CONNECTIONS BECOME CLEAR.
- o WE MUST CONTINUE TO IMPLEMENT THE 1995 STRATEGIC PLAN ON ECONOMIC DEVELOPMENT, WHICH THE LEGISLATURE ASKED THE ADMINISTRATION TO PREPARE.

WORKERS' COMPENSATION

ANOTHER KEY CHALLENGE WE FACE IS REFORMING THE WORKERS' COMPENSATION ACT THIS YEAR. WE MUST ENSURE IT ACCOMPLISHES THE FOLLOWING PURPOSES:

ONE, IT MUST BE FAIR TO WORKERS -- THAT MEANS NO OVERALL REDUCTION IN BENEFITS, BUT A REDUCTION IN COSTS OF DELIVERING BENEFITS.

TWO, IT MUST REDUCE THE ESCALATING COSTS TO BUSINESS -- THAT MEANS GETTING LITIGATION OUT OF THE SYSTEM AS MUCH AS POSSIBLE, CONTROLLING MEDICAL COSTS THROUGH CASE MANAGEMENT, VERIFYING THAT INSURANCE RATES ARE JUSTIFIED, AND REDUCING OVERALL INSURANCE COSTS THROUGH MODIFIED CLAIMS PROCESSING.

THREE, IT MUST RECOGNIZE THAT THE ESSENTIAL PARTIES TO THE SYSTEM ARE EMPLOYEES AND EMPLOYERS. WE NEED AN ADMINISTRATIVE SYSTEM WHICH GIVES THEM AN OPPORTUNITY TO RESOLVE THEIR DISPUTES FAIRLY AND QUICKLY.

INFRASTRUCTURE AND METROPOLITAN TRANSPORTATION

ANOTHER CHALLENGE I WANT TO FOCUS YOUR ATTENTION ON IS COLORADO'S INFRASTRUCTURE.

ALL OF COLORADO'S ECONOMY IS DEPENDENT UPON ADEQUATE INFRASTRUCTURE, SUCH AS ROADS, AIRPORTS AND UTILITIES. WE MUST BE SURE THAT OUR HIGHWAYS ARE BUILT AND MAINTAINED EFFICIENTLY AND GIVE US THE BEST PRODUCT FOR THE DOLLAR SPENT. JUST AS IMPORTANT, WE MUST BE SURE

THAT THE NEEDS OF RURAL COLORADO GET APPROPRIATE ATTENTION AS WE BALANCE OUR INFRASTRUCTURE INVESTMENTS IN COLORADO. THE CAPACITY OF RURAL COMMUNITIES TO MAINTAIN AND EXPAND JOB LEVELS WILL DIRECTLY RELATE TO INVESTMENT IN MAINTAINING INFRASTRUCTURE.

ALSO, WE MUST REACH A SOLUTION ON METRO TRANSPORTATION. THE METROPOLITAN TRANSPORTATION DEVELOPMENT COMMISSION HAS WORKED SINCE THE CLOSE OF THE LAST LEGISLATIVE SESSION TO CRAFT A REVISED PLAN THAT BALANCES NEEDED ROAD IMPROVEMENTS WITH OTHER FORMS OF TRANSIT. THE MTDC ALSO HAS WORKED HARD TO FORGE THE COALITION AMONG METRO LEADERS THAT IT WILL TAKE TO GET THE BILL PASSED THIS SESSION AND THEN IN AN ELECTION BY THE PEOPLE OF THE METRO AREA. LET'S GET THIS JOB DONE NOW, BEFORE OUR TRANSPORTATION PROBLEMS THREATEN OUR FUTURE PROSPERITY -- THE PROSPERITY OF BOTH URBAN AND RURAL COLORADO.

IT'S A TOUGH CHOICE, BUT WE'VE GOT TO MAKE IT.

ENVIRONMENT

IN THE LAST FOUR YEARS, WE HAVE MADE REAL PROGRESS IN CLEANING UP THE ENVIRONMENT AND PRESERVING THE BEAUTY OF THIS SPECIAL PLACE. DENVER AND FRONT RANGE AIR QUALITY HAVE IMPROVED DRAMATICALLY. COLORADO HAS BECOME A MODEL TO THE NATION FOR HOW TO TACKLE AIR POLLUTION.

WE ARE CLEANING UP RADIOACTIVE MILL TAILINGS ON THE WEST SLOPE. CLEANUP HAS BEGUN AT ROCKY FLATS. COLORADO CITIZENS ARE RECYCLING IN RECORD NUMBERS.

AS WE MOVE INTO THE 1990s, I WANT TO STRESS THE BELIEF I HAVE HELD THROUGHOUT MY ADMINISTRATION -- THAT ENVIRONMENTAL QUALITY AND ECONOMIC PROSPERITY ARE NOT ONLY COMPATIBLE BUT DEPENDENT ON ONE ANOTHER. WE NEED A SOUND ECONOMY; WE NEED A CLEAN ENVIRONMENT. BOTH ARE NECESSARY TO ENSURE COLORADO'S SUCCESS IN THE FUTURE. A STRONG ECONOMY HAS MORE CHOICES ABOUT THE KIND OF INDUSTRY IT ATTRACTS. AN APPEALING ENVIRONMENT IS A SELLING POINT IN BRINGING BUSINESSES AND WORKERS TO THE STATE.

THE KEY TO ENVIRONMENTAL PROGRESS IS DEVELOPING AN ENVIRONMENTAL ETHIC, WHICH SAYS THAT WE WILL EACH LIVE IN THIS PLACE AND AT THIS TIME IN A MANNER THAT CAN BE SUSTAINED, NOT JUST FOR SEVERAL YEARS OR DECADES, BUT FOR GENERATIONS TO COME.

SINCE EARTH DAY IN APRIL, I HAVE BEEN HIGHLIGHTING SOME OF THE IMPORTANT ACTIONS WE NEED TO TAKE TO PROTECT AND ENHANCE OUR ENVIRONMENT. LET ME TOUCH ON JUST A FEW TODAY.

GREAT OUTDOORS COLORADO!

ONE OF MY TOP ENVIRONMENTAL PRIORITIES IS INVESTMENT IN THIS STATE'S MAGNIFICENT OUTDOORS -- OUR PARKS, WILDLIFE, TRAILS AND OPEN SPACE. OUR OUTDOORS IS WHAT MAKES THIS STATE UNIQUE. IT DEFINES US AS A PEOPLE AND IS THE REASON MANY OF US CHOOSE TO LIVE HERE.

LAST APRIL, I LAUNCHED A NEW INITIATIVE -- GREAT OUTDOORS COLORADO! I APPOINTED A CITIZEN COMMITTEE TO LOOK AT HOW WE CAN PRESERVE WHAT WE HAVE NOW AND WHAT OUTDOOR AND RECREATIONAL ACTIVITIES WE COULD HAVE 50 YEARS FROM NOW.

HERE IS WHAT THEY FOUND: COLORADO'S OUTDOOR RESOURCES ARE UNDER TREMENDOUS STRESS. DEMAND FOR TRAILS, WATCHABLE WILDLIFE FACILITIES, AND PARKS AND OPEN SPACE CLOSE TO WHERE PEOPLE LIVE, FAR OUTPACE THE SUPPLY. POPULAR AREAS ARE OVERUSED AND WEARING OUT. WILDLIFE HABITAT AND NONGAME SPECIES NEED MORE ATTENTION.

WE ARE USING UP OUR OUTDOORS FASTER THAN WE CAN MAINTAIN IT.

THE CITIZEN'S COMMITTEE WILL RELEASE ITS FINAL REPORT ON JANUARY 20, RECOMMENDING SPECIFIC ACTIONS ON PARKS AND RECREATION AREAS, WILDLIFE HABITAT AND OPEN SPACE PRESERVATION.

I SUPPORT THE COMMITTEE'S VISION AND LEADERSHIP. SENATOR BISHOP WILL INTRODUCE LEGISLATION THIS SESSION. I ASK THAT YOU TAKE THAT PROPOSAL SERIOUSLY AND THAT YOU REFER A GREAT OUTDOORS COLORADO PROGRAM TO THE VOTERS FOR THE 1992 ELECTION. THIS IS ANOTHER TOUGH CHOICE. BUT IT IS PART OF OUR LONG-RANGE CHALLENGE.

WATER

THROUGHOUT THIS STATE'S HISTORY, WATER HAS BEEN THE KEY TO COLORADO'S DEVELOPMENT AND COLORADO'S BEAUTY. TODAY, WE SEEM TO BE AT A STANDSTILL IN OUR ABILITY TO RESOLVE MAJOR WATER POLICY ISSUES. WE MUST BREAK THAT DEADLOCK. WE HAVE THE OPPORTUNITY TO MAKE PROGRESS IN AT LEAST THREE AREAS OVER THE NEXT SEVERAL MONTHS.

IN METRO DENVER, IT IS TIME TO MOVE WISELY INTO THE POST-TWO FORKS ERA. I DO NOT BELIEVE THAT LITIGATION OVER TWO FORKS WILL BE USEFUL, AND I HOPE THE METRO AREA WILL FOREGO LITIGATION AND LOOK FOR OTHER SOLUTIONS TO MEET THE WATER NEEDS OF THE REGION. TOGETHER, WE MUST WORK TO CREATE A MECHANISM TO PLAN, FINANCE, DEVELOP, AND SHARE WATER RESOURCES FOR THE DENVER METROPOLITAN AREA.

IN SO DOING, I BELIEVE WE SHOULD GIVE THE METRO AREA AN OPPORTUNITY TO DEVELOP A METROPOLITAN WATER AUTHORITY WITHOUT LEGISLATIVE INTERVENTION. THIS ADMINISTRATION

WILL DEVOTE WHATEVER TIME IS NECESSARY TO WORK WITH THE METROPOLITAN COMMUNITIES AND FIND A SOLUTION.

NEXT, WE MUST PASS LEGISLATION ON TRANSFERS OF WATER FROM ONE BASIN TO ANOTHER SO THAT WE CAN PROTECT LOCAL ECONOMIES, ENCOURAGE DEVELOPMENT OF WATER RESOURCES WHEN AND WHERE NEEDED, AND PROTECT THE ENVIRONMENT FROM ADVERSE IMPACTS OF TRANSBASIN DIVERSIONS. I BELIEVE WE CAN DO THIS WITHOUT ALTERING THE FUNDAMENTALS OF COLORADO WATER LAW.

I KNOW YOU WILL CONSIDER SEVERAL PROPOSALS ON BASIN OF ORIGIN PROTECTION THIS SESSION. I URGE THAT WE ADDRESS THIS ISSUE. IF WE ARE UNABLE TO DO SO, I WILL CONVENE A GROUP TO REPORT TO ME AND THE GENERAL ASSEMBLY ON AN ACCEPTABLE PROPOSAL.

FINALLY, WE ALL RECOGNIZE THAT WATER IS A SCARCE AND VALUABLE RESOURCE THAT MUST BE USED WISELY. I ASK FOR YOUR ENDORSEMENT THIS SESSION OF A STATE WATER CONSERVATION PROGRAM THAT WOULD:

-- ESTABLISH AN OFFICE OF WATER CONSERVATION AS A CLEARINGHOUSE TO PROVIDE TECHNICAL ASSISTANCE AND COORDINATE THE WATER CONSERVATION PLANS OF STATE AGENCIES.

-- AUTHORIZE THE USE OF \$500,000 FROM THE COLORADO WATER CONSERVATION BOARD CONSTRUCTION FUND FOR WATER EFFICIENCY PROJECTS FOR LOCAL COMMUNITIES. THESE FUNDS WILL PROVIDE INCENTIVES FOR COMMUNITIES TO DEVELOP INNOVATIVE AND AGGRESSIVE CONSERVATION PROGRAMS.

AS WE SUCCEED IN ADDRESSING THESE WATER POLICY ISSUES, WE WILL CREATE THE ATMOSPHERE FOR THE STATE TO DEVELOP A CONSENSUS ON OTHER IMPORTANT ISSUES SUCH AS WETLANDS AND WILDERNESS WATER RIGHTS.

STRUCTURE OF ENVIRONMENTAL PROGRAMS

THE STRUCTURE OF GOVERNMENT SHOULD REFLECT THE STATE'S PRIORITIES IN TODAY'S WORLD. WE WILL BE LOOKING AT AND CHANGING THE STRUCTURE OF THE HEALTH DEPARTMENT TO INCREASE THE EMPHASIS ON ENVIRONMENTAL PROGRAMS, WITHOUT UNDERMINING THE DEPARTMENT'S TRADITIONAL ROLE IN PROTECTING THE PUBLIC'S HEALTH. I INTEND FOR THESE CHANGES TO TAKE THE INTERESTS OF AFFECTED COMMUNITIES INTO ACCOUNT. LEGISLATIVE CHANGES MAY BE NECESSARY. IF THEY ARE, I WILL BE ADVOCATING THEM TO YOU.

IN ADDITION TO THE THREE PRIORITIES I'VE MENTIONED -- GREAT OUTDOORS COLORADO!, WATER, AND A STRUCTURAL EXAMINATION OF OUR ENVIRONMENTAL PROGRAMS, WE ARE CONTINUING OUR EFFORTS ON OTHER IMPORTANT ENVIRONMENTAL ISSUES, SUCH AS AIR QUALITY, WATER QUALITY, SOLID WASTE, AND HAZARDOUS WASTE. WE HAVE PROPOSED SEVERAL PIECES OF

LEGISLATION, ON SOLID WASTE AND ON AIR AND WATER QUALITY, IN OUR LEGISLATIVE AGENDA, AND I URGE YOU TO ACT FAVORABLY ON THEM.

A KEY PRINCIPLE THAT WILL DRIVE OUR THINKING IN ALL THESE AREAS IS THE IDEA OF POLLUTION PREVENTION. WE CANNOT REMAIN A SOCIETY THAT RELIES SOLELY ON CAPTURING POLLUTANTS AT THE END OF A PIPE OR STACK, AND ON BURNING OR BURYING THE POLLUTION WE CAPTURE AND THE WASTE WE PRODUCE. THE RISKS ARE TOO HIGH, AND OUR LAND, AIR AND WATER TOO PRECIOUS TO PUT IN JEOPARDY.

POLLUTION PREVENTION FOCUSES ON FINDING NEW WAYS TO REDUCE THE LEVELS OF TOXINS OUR ACTIVITIES CREATE. SINCE WASTE REDUCTION AT THE SOURCE USUALLY MAKES GOOD ECONOMIC SENSE, BUSINESSES AND INDIVIDUALS SHOULD NATURALLY MOVE IN THIS DIRECTION. THE STATE WILL BE HELPING WITH POLICY DIRECTION, TECHNICAL ASSISTANCE, AND CONSUMER INFORMATION PROGRAMS.

OTHER ISSUES

FINALLY, THERE ARE THREE OTHER ISSUES I WANT TO TALK ABOUT BRIEFLY.

THE FIRST IS CAMPAIGN REFORM. TOGETHER, WE MUST MAKE CERTAIN THAT THIS IS THE YEAR THAT COLORADO ENACTS COMPREHENSIVE CAMPAIGN FINANCE REFORM.

ANOTHER ISSUE THAT CONCERNS ME GREATLY IS HEALTH CARE.

RIGHT NOW IN COLORADO ALMOST 30 PERCENT OF THE WOMEN IN THIS STATE DO NOT RECEIVE EARLY AND ADEQUATE PRENATAL CARE. WE HAVE RURAL CITIZENS OF OUR STATE WHO MUST TRAVEL 100 MILES OR MORE TO THE NEAREST HOSPITAL. FORTY PERCENT OF COLORADO'S CHILDREN UNDER AGE TWO ARE NOT IMMUNIZED AGAINST PREVENTABLE CHILDHOOD DISEASES. WE CONTINUE TO LOSE SOME OF OUR MOST PRODUCTIVE CITIZENS TO THE TRAGEDY OF AIDS.

WE'VE MADE SOME PROGRESS. THE REFORM OF OUR MEDICAL MALPRACTICE SYSTEM IS PAYING OFF. MALPRACTICE INSURANCE COSTS ARE FALLING. THE MEDICAID PROGRAM HAS BEEN EXPANDED TO COVER MORE PREGNANT WOMEN AND CHILDREN. WE ESTABLISHED A POOL TO COVER SOME OF COLORADO'S UNINSURED.

HOWEVER, WE MUST DO MORE TO ADDRESS THE LACK OF HEALTH COVERAGE FOR COLORADO'S CITIZENS. FORTY PERCENT OF THE SMALL BUSINESSES IN COLORADO DO NOT PROVIDE HEALTH INSURANCE FOR THEIR EMPLOYEES. MANY WORKING MEN AND WOMEN HAVE NO FORM OF HEALTH COVERAGE AND SO ARE DENIED ACCESS TO BASIC HEALTH CARE. MORE THAN 500,000 COLORADANS ARE NOT COVERED BY HEALTH INSURANCE. ONE-THIRD OF THESE UNINSURED ARE CHILDREN UNDER 18.

I URGE YOUR SERIOUS CONSIDERATION OF THE STATE INSURANCE COMMISSIONER'S PROPOSAL WHICH WOULD IMPROVE ACCESS TO HEALTH INSURANCE. THESE RECOMMENDATIONS ARE AIMED AT HELPING SMALL BUSINESSES PROVIDE HEALTH COVERAGE FOR THEIR EMPLOYEES, AND AT ELIMINATING RESTRICTIVE UNDERWRITING PRACTICES WHICH PREVENT PEOPLE FROM OBTAINING COVERAGE.

THE LAST ISSUE I WANT TO MENTION IS GAMBLING. LAST NOVEMBER, THE CITIZENS OF COLORADO VOTED TO ALLOW LIMITED GAMBLING IN THREE MOUNTAIN TOWNS. WE MUST NOW ESTABLISH THE CONDITIONS UNDER WHICH THIS NEW INDUSTRY IN COLORADO WILL OPERATE.

AS YOU KNOW, I DID NOT SUPPORT THE GAMBLING INITIATIVE. BUT AS I DID WITH LOTTO, I WILL COMPLY WITH THE WILL OF THE PEOPLE OF COLORADO AND IMPLEMENT AND MANAGE IT EFFICIENTLY, EFFECTIVELY, AND WITH THE HIGHEST DEGREE OF INTEGRITY. THE PEOPLE OF COLORADO WERE PROMISED THAT GAMBLING WOULD PAY FOR ITSELF. IT IS OUR OBLIGATION -- YOURS AND MINE -- TO ENSURE THAT IT DOES.

WE MUST BE SURE THAT AS WE IMPLEMENT THIS AMENDMENT, WE PROVIDE THE NECESSARY PROTECTIONS TO THE ENVIRONMENT AND THE HISTORIC CHARACTER OF THESE MOUNTAIN TOWNS.

WE MUST BE SURE THAT AS WE CREATE A NEW EMPLOYMENT BASE, WE REQUIRE THAT PROPER PROVISION IS MADE FOR CHILD CARE AND EMPLOYEE HOUSING. ALSO, WE MUST BE SURE THAT WE DO NOT CREATE UNMANAGEABLE TRAFFIC BOTTLENECKS.

BY GRANTING A CONSTITUTIONAL MONOPOLY ON GAMBLING TO A HIGH MOUNTAIN VALLEY LIKE CENTRAL CITY AND A HIGH MOUNTAIN PLATEAU LIKE CRIPPLE CREEK, WE MUST MAKE SURE THAT WHAT WE CREATE WILL NOT DEGRADE THE AREA AND DAMAGE THE ENVIRONMENT, BUT WILL INSTEAD CREATE SOMETHING THAT WE CAN AT LEAST LOOK AT AND SAY IT WAS BUILT WITH SOME SENSE OF STYLE AND HISTORIC VALUE AND THAT IT RETAINED SOME BEAUTY.

WE'VE SEEN THE RAVAGES THAT EXCESSIVE HASTE CAUSED IN THE OLD GOLD RUSH DAYS. WE CAN TAKE OUR TIME TO DO THIS RIGHT. I WARN US ALL THAT UNLESS WE DO THIS RIGHT, THE WASTE FROM THIS WILL NOT JUST BE TAILINGS PILES ON THE SIDE OF A HILL, BUT IT WILL BE SERIOUS DAMAGE NOT ONLY TO THE ENVIRONMENT BUT TO THE SOCIAL FABRIC OF COLORADO AS WELL.

CONCLUSION

I BEGAN THIS SPEECH BY SAYING IT IS TIME FOR TOUGH CHOICES AND LONG-RANGE CHALLENGES. IT IS OBVIOUS THAT WE ARE IN A TIME OF BELT-TIGHTENING AND FISCAL CONSTRAINT. WE NEED TO MAKE GOVERNMENT MORE EFFICIENT AND WE NEED TO GET MORE PRODUCTIVITY OUT OF EXISTING DOLLARS SPENT.

HOWEVER, WE MUST NOT FORGET THAT THERE IS A DESTINY FOR COLORADO THAT IS UNIQUE. WE ARE A SPECIAL PLACE, WITH A SPECIAL ENVIRONMENT AND A SPECIAL PEOPLE. WE OUGHT NOT ALLOW THE CURRENT PERIOD OF FISCAL AUSTERITY TO DETER US FROM REACHING OUR VISION OF WHAT COLORADO OUGHT TO BE.

THIS IS A PLACE WITH GREAT PROMISE. WE CAN EXCEL. WE NEED TO APPLY THE DISCIPLINE IN THE SHORT RUN THAT ENABLES US TO MAKE INVESTMENTS FOR THE LONG RUN -- WHICH LEADS US TO THE GREATNESS THAT IS OURS TO ACHIEVE.