

Governor's Ad Hoc Commission on Operations,  
Revenues & Expenditures (CORE) 1973-1974

On August 3, 1973, Governor John A. Burns authorized, through Executive Order No. 73-1, the establishment of the Ad Hoc Commission on Operations, Revenues and Expenditures (CORE). The Commission's objective was to study the revenues, operations and expenses of Hawaii's State Government and provide independent advice on how the State could improve its efficiency and effectiveness.

The eighteen Commission members, all appointed by the Governor, were selected for their prominence in Hawaii's government, business and labor sectors. Mr. Andrew T. F. Ing, Financial Vice President of Hawaiian Electric Company, Inc., and Mr. Walter H. Kupau, President of the Hawaii State Federation of Labor AFL-CIO, were elected chairman and vice-chairman, respectively, of the Commission. The heads of the State's Departments of Budget & Finance, Taxation, and Planning and Economic Development served as ex-officio members of the Commission.

CORE members worked part-time and received no pay for their voluntary services. The Commission did employ a salaried staff to do research, coordinate Commission activities and perform clerical duties. Staff members were paid by the Governor's office. Mrs. Mildred Kosaki served as CORE's Executive Secretary, the head of the Commission's staff.

The Commission did its work by (1) gathering information (e.g., oral and written testimonies of government officials; suggestions from individuals and organizations), (2) analyzing the information (e.g., staff research papers), and (3) formulating recommendations.

To expedite its work, the Commission formed committees and task forces to focus on specific subject areas.

The CORE committees and task forces were:

- (1) Committee on Health and Social Services
  - (a) Task Force on Health Facilities
  - (b) " " " Housing
  - (c) " " " Welfare Eligibility and Level of Support
- (2) Committee on Revenues
- (3) Committee on Education
- (4) Committee on Support Services.

In compliance with Executive Order No. 73-1, a final report of the Commission's findings, conclusions and recommendations was submitted to the Governor in November 1974, prior to the beginning of the 1975 Legislative session.

The Commission officially ceased operation on November 15, 1974.

Governor's Ad Hoc Commission on Operations, Revenues & Expenditures  
CORE Records 1973-1974

Box  
number

CORE General

- OGOV3-1 CORE Report to the Governor (3)  
CORE Meetings & Work Sessions - Agendas  
" " " " " - Minutes  
CORE Research Memos Nos. 1-21  
Commission Members--Background Information  
Background Information on CORE members  
Ethics Question (re: qualifications of CORE members)  
Proxies  
Correspondences  
OGOV3-2 Correspondence to Individual Commissioners (from CORE Executive Secretary)  
Correspondence for Committees  
Correspondence, Ad Hoc Commission (2)  
Correspondence, General (2)  
Information--Requests, Responses, Acknowledgments (2)  
Review of CORE Materials--Requests, Acknowledgments  
Requests for Aid--Research

CORE Staff

- Staffing  
Correspondence, Staff  
CORE Expenditures  
HPERB Hearing (re: union status of CORE staff members)

Testimonies before CORE

- Testimonies: Administration  
" : Non-administration

Suggestions

- Suggestions: Organizations  
" : Public

Committees & Task Forces

Committee on Health & Social Services

- OGOV3-3 Agenda  
Minutes  
Correspondence, Internal  
Correspondence, General  
Data Book  
Environmental Planning  
Handouts  
Miscellaneous Items  
Health Facilities Task Force  
Minutes  
Correspondence, Task Force  
Correspondence, General  
Work Plan  
CORE Materials  
Act 97 Hospital Documentation  
County/State Hospitals  
Health Department Materials  
DOH Revenues & Expenditures

Committees & Task Forces (continued)

Comments: Hawaii's Health Program  
 Hawaii Comprehensive Health Planning  
 Hawaii--Medical Assistance Program  
 Insurance (Medical)  
 Medicaid Statistics  
 Responses about Medicaid  
Medicaid 1973  
Title XIX Provider Manual (Medicaid)  
 Testimonies Before the State Legislature (1970-1974)  
 General

## Housing Task Force

Minutes  
 Correspondence  
 Speakers--Requests, Acknowledgments  
 Work Plan: includes Health Task Force Report (2)  
 Hawaii Housing Authority's Testimony before the 1974 State Legislature  
 Hawaii Housing Authority (background information)  
 Land Use Commission  
 Hawaii-Related Data  
 Hawaiian Studies & Reports (2)

## Task Force on Welfare Eligibility &amp; Level of Support

Correspondences  
 Correspondences, General  
 Work Plan  
 CORE Materials  
 DSSH Materials (2)  
 DSSH Testimony  
 Hawaii-Related Data

## Committee on Revenues

Agendas  
 Minutes  
 Revenue Advisory Committee Minutes  
 Correspondences  
 Handouts (3)  
 Revenues & Expenditures  
 A-95 Clearinghouse  
 1965 Advisory Committee on Taxation and Finance: Summary Report  
 1973-1975 Appropriations & Allocations  
 Comptroller's Reports  
 Expenditures (General)  
 Finances (General)  
 GO Plan: GOP Plan For Fiscal Reform  
 Hotel Taxes  
 State Debt - CIP  
 State Government  
 State & Local Government  
 Tax Burden  
 Tax Recommendations  
 Tax Structure  
 Testimony before House Finance Committee (subj.: the economy) - 1973

## Committee on Education

Agenda (incomplete)  
 Minutes  
 Correspondence, Formal Education  
 Correspondence, General

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Committees and Task Forces (continued)

- Data Book
- Work Plan
- Comments: Education
- Handouts
- Lower Education
  - Lower Education & Continuing Education
  - Curriculum & Programs
  - Enrollment
  - Facilities
  - Management & Organization
  - Personnel
  - Revenues & Expenditures
  - Hawaii Suggestions
  - General

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- Higher Education
  - Community Colleges
  - Manoa & Hilo
  - Degree Fields
  - Faculty
  - Measures of Effectiveness
  - Revenues & Expenditures
  - Students
  - Hawaii Suggestions
  - General

Committee on Support Services (also called Government Wide Support)

- Minutes
- Correspondence
- Handouts
- Collective Bargaining
- Construction
- Government Reorganization
- MIS-EDP (Management Information Service-Electronic Data Processing)
- MIS-EDP Hawaii
- Productivity & Compensation
- PPBS (2)

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Data Tables used in Report to Governor (2)