Final
Lahaina Historic Building Restoration Master Plan

September 2025

LAHAINA RESTORATION FOUNDATION

Prepared for:

Lahaina Restoration Foundation

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Cover page: Portion of Registered Map 1262, "Town of Lahaina, Maui," surveyed and drawn by S.E. Bishop, 1884.

Executive Summary

In August 2023, wildfires destroyed the historic town of Lahaina, Maui, and its National Historic Landmark district, renowned for its rich cultural heritage and significance as the former capital of the Hawaiian Kingdom. After suffering the loss of nearly all the community's historic buildings, Lahaina's property owners have come together with the County of Maui, Federal and State agencies, and supporters from around the world to meet the challenge of rebuilding.

Lahaina Restoration Foundation (LRF) enlisted AECOM and MASON to prepare this Building Restoration Master Plan to lay out the roadmap to complete the restoration and reconstruction of eight historic properties owned or managed by LRF. These include landmark buildings that anchor the community and provide homes for unique artifacts, significant stories, and meaningful activities and events.

The Plan provides supporting documentation for next steps, including preparation of scopes of work for design and construction contracting; initiating environmental compliance, consultation, and permitting processes; developing public communications; developing fundraising strategies; and serving as a data source for preparing grant applications.

The proposed rebuilding concepts presented in this Master Plan comply with the United States Secretary of Interior's (SOI) Standards for the Treatment of Historic Properties. The concepts illustrate how to restore or reconstruct each historic building to its appearance prior to the wildfires, with minor modifications—to meet code or accomplish other functional objectives—that are minimally noticeable. For each building, the Plan provides a vision statement, treatment approach, historical background, list of character-defining features, concept-level floorplans and site plan, data assessment, preliminary cost estimate and schedule, and information about environmental compliance and permitting.

The Master Plan Matrix of Costs provides a combined schedule and cost plan. A Microsoft Excel workbook was prepared to model the costs over time to complete all restoration and reconstruction work, including studies, design, permitting, and construction. The example scenario in this Plan shows the estimated $40 million cost to complete the entire rebuilding over a 7-year timeframe. The Matrix of Costs can be refined and adjusted as needed by LRF going forward after the conclusion of the Master Plan process.

The last section of the Plan focuses on steps to move forward. It summarizes prioritization and timing, presents a notional schedule aligned with the Matrix of Costs, and offers general guidance for recommended supporting surveys and studies, suggested implementation strategies, and site work. Appendices provide highly detailed supporting information in tables, data lists, and enlarged drawings.

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Acronyms and Abbreviations

ACHP	Advisory Council on Historic Preservation
ADA	Americans with Disabilities Act
AIA	American Institute of Architects
AMC	Archaeological Monitoring Convention
AMP	Archaeological Monitoring Plan
AMR	Archaeological Monitoring Report
CATEX	Categorical Exclusion
CDBG-DR	Community Development Block Grant Disaster Recovery
CFR	Code of Federal Regulations
CM	construction manager
CRC	Cultural Resources Commission, County of Maui
CZMA	Coastal Zone Management Act
DPR	Department of Parks and Recreation, County of Maui
DPW	Department of Public Works, County of Maui
DSA	Development Services Administration
Env.	Environmental
FAIA	Fellow of the American Institute of Architects
FEMA	Federal Emergency Management Agency
GIS	geographic information system
GPS	Global Positioning System
HABS	Historic American Buildings Survey
HAR	Hawai‘i Administrative Rules
HDX	Historic District Assessment
HICRIS	Hawai‘i Cultural Resources Inventory System
HIEMA	Hawai‘i Emergency Management Agency
HRHP	Hawai‘i Register of Historic Places
HRS	Hawai‘i Revised Statutes
HWMO	Hawai‘i Wildfire Management Organization
LiDAR	light detection and ranging
LRF	Lahaina Restoration Foundation
M	million
NEPA	National Environmental Protection Act
NHA	National Heritage Area
NHL	National Historic Landmark
NHPA	National Historic Preservation Act
NPS	National Park Service
NRHP	National Register of Historic Places
NTP	notice to proceed
PA	Public Assistance (FEMA)
REC	Record of Environmental Consideration
RLA	Registered Landscape Architect
SHPD	State Historic Preservation Division
SHPO	State Historic Preservation Officer
SMA	Special Management Area
SOI	Secretary of the Interior
STATEX	Statutory Exemption
SWOT/C	Strengths, Weaknesses, Opportunities, and Threats or Challenges
TMK	Tax Map Key
U.S.	United States
USACE	United States Army Corps of Engineers
USGS	United States Geological Survey

1. Introduction

The Lahaina Restoration Foundation (LRF) has long held a pivotal role in the efforts to preserve the history of Lahaina, and now resolves to confront the formidable task of restoration and reconstruction. As a nonprofit organization dedicated to preserving Lahaina's Hawaiian and historic sense of place, the foundation has led restoration projects for decades. Rebuilding the significant historic landmarks in their care will provide a tangible beacon of hope and a catalyst to bring the community home. These historic buildings have been—and continue to be—lasting icons of Lahaina's inclusive and multi-generational memory, extending from the Hawaiian Kingdom through the twentieth century. LRF desires to expedite reconstruction efforts and reactivate community use and historical interpretation of the properties. This Plan provides tools necessary to accomplish this goal.

1.1 Project Summary

The Building Restoration Master Plan initiates the complex effort of complete restoration and reconstruction of multiple National Historic Landmark (NHL)-contributing buildings in compliance with historic preservation standards, while considering LRF's operational needs to sustain ongoing use and management. The Plan provides a roadmap for the recovery of these significant historic properties through restoration and reconstruction efforts led by LRF. To date, recovery has focused on stabilization and debris removal, with a long-term goal to restore as much of Lahaina as possible.

The planning team for this effort consists of LRF staff and board members, planners, architects, and subject matter experts in historic preservation, environmental permitting, construction, and disaster recovery. The Plan provides background information on the buildings, proposes concept designs, articulates compliance with historic preservation standards, and forecasts estimated costs, timelines, and permitting requirements. The proposed concepts are based upon nationally accepted historic preservation standards and guidelines while complying with local building codes and, wherever possible, incorporating best practices for resilience and sustainability. The Master Plan's Matrix of Costs provides a schedule and cost plan to complete all restoration and reconstruction work, showing the approximately $40 million (M) of rebuilding costs in a scenario that charts completion of all buildings over a 7-year timeframe. The Matrix of Costs can be refined and adjusted as needed by LRF going forward from the conclusion of the Master Plan process.

This Master Plan will be used to guide next steps, including preparation of scopes of work for design and construction steps, supporting and initiating environmental compliance, consultation, and permitting processes, developing public communications, providing a basis for fundraising strategies, and serving as a source for data for preparing grant applications.

1.1.1 Project Area

The Plan addresses eight historic properties within the Lahaina NHL District and County of Maui Historic District 1. These are shown in Table 1, and mapped in Figure 1. This Plan covers the buildings, and provides general site base plans, but does not include design concepts for detailed site improvements or restoration of landscapes, which will be addressed in a later project.

In descriptions of the sites and buildings in Lahaina, local directional terms are used, including mauka (inland/towards the mountains, east from Lahaina), makai (seaward, west from Lahaina), Olowalu (south from Lahaina), and Kāʻanapali (north from Lahaina). These directions are indicated on the building plans and elevations and on site plans.

Table 1 LRF Buildings in the Project Area.

Building	Before 2023 Fire	After (2024)
Old Lahaina Courthouse		
Baldwin Home		
Masters' Reading Room		
Kinder-garten Building		

Building	Before 2023 Fire	After (2024)
Old Lahaina Prison (Hale Paʻahao)		
Hale Aloha		
Seamen's Hospital		
Plantation House		

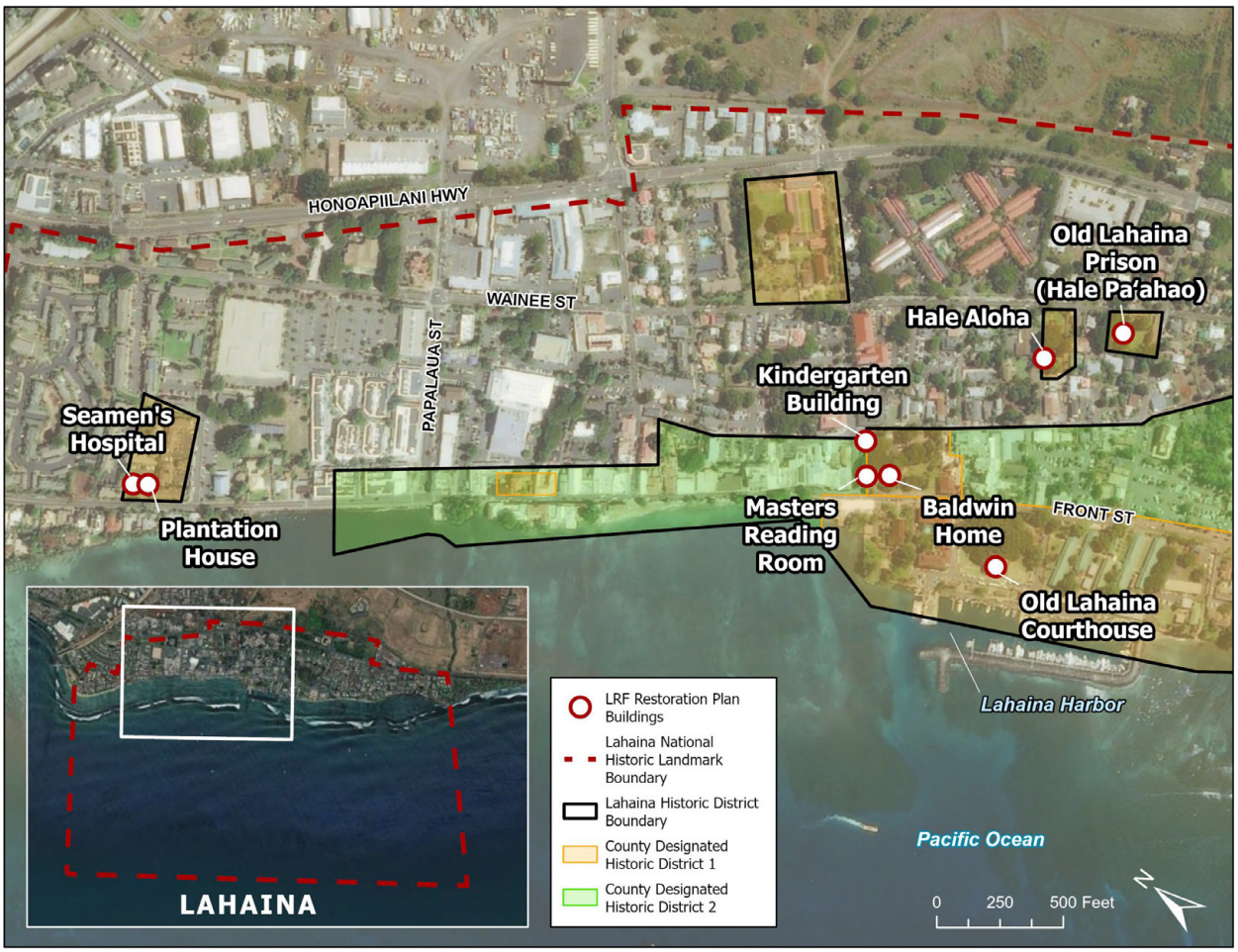


Figure 1 Project Area Map Showing Building Locations and Surrounding National Historic Landmark and County Historic District Boundaries.

1.1.2 LRF Mission

LRF is a 501(c)3 Hawai‘i nonprofit organization chartered in 1962. Its mission is to be stewards and storytellers of Lahaina’s historic and cultural heritage. LRF envisions a community that is engaged in preserving and protecting Lahaina’s Hawaiian and historic sense of place.

LRF has restored and preserved more than one dozen landmarks and historic structures in Lahaina, and maintains several collections of artifacts, photographs, manuscripts, maps, logs, and other materials representative of Lahaina’s colorful past. These collections are available to the public and researchers by request.

LRF manages and maintains multiple historic properties, many of which were damaged or destroyed in the August 2023 wildfire. The properties include the Baldwin Home Museum (Baldwin Home), Hale Pa‘i Printing Museum, Lahaina Heritage Museum, Old Lahaina Prison (Hale Pa‘ahao), Plantation Exhibit, Pioneer Mill Smokestack & Locomotives Exhibit, Wo Hing Museum, Old Lahaina Courthouse, Masters’ Reading Room, Hale Aloha, Seamen’s Hospital, Kindergarten Building, and Plantation House. Some of these are owned by LRF while others are managed under agreements and partnerships. LRF oversees operation and maintenance of public spaces in Lahaina Town such as Banyan Tree Park, waterfront areas, and streetscapes.

1.1.3 Historic Themes

The Lahaina NHL was established more than 60 years ago as a result of longstanding national appreciation of Lahaina's cultural significance, historic resources, and community character. In 1962, an inventory was conducted as part of the National Survey of Historic Sites and Buildings program, and on December 29 of that year, the Lahaina NHL was designated by the SOI. With the adoption of the National Historic Preservation Act (NHPA) on October 15, 1966, the Lahaina NHL was added to the National Register of Historic Places (NRHP). The NHL listing was updated in 1974 to acknowledge the County of Maui Historic Districts 1 and 2.

In 2008, the National Park Service (NPS) identified the Lahaina NHL District as a threatened historic property due to development pressure in West Maui, which had resulted in a surge of new construction and additions, non-conforming signage, and frequent changes in property ownership in the historic town. In 2011 the NHL was listed as one of the most endangered historic sites in Hawai'i by the Historic Hawai'i Foundation. The County of Maui updated the NHL documentation through a selective survey within the Lahaina Historic District in 2016. The survey identified several historic themes conveyed by the NHL and associated with its buildings. The historic buildings slated for restoration and reconstruction under this Plan are integral to the significance of the NHL, as expressed through the historic themes of the Hawaiian Kingdom, Whaling, Missionary, Plantation, and Territorial.

In the original Lahaina NHL documentation, character-defining features of the NHL include the spatial organization and circulation patterns, such as the tree-lined street grid and parks, especially along Front Street and in the downtown area. Front Street architecture retained the character of nineteenth-century port commerce, and new construction was compatible with the older construction in scale and massing. Residential neighborhoods in the NHL featured single-family homes, churches, cemeteries, and tree-lined streets, with sugarcane fields visible nearby. Roof heights were below the tree canopies and abundant greenery grew on the house lots. The setting preserved vistas of the West Maui mountains and views to Lana'i across the Au'au Channel. Features detracting from the historic feeling included paved streets with curbs, new contemporary buildings, shopping centers, and high-rise condominiums at the edges of the NHL.

As administrators of the NHL Program, the NPS responded to the Advisory Council on Historic Preservation's (ACHP) request to prepare a Section 213 Report after the August 2023 fires. Typically, these reports occur during Section 106 consultation, and they detail the significance of a historic property, describe the effect of any proposed undertaking on the property, and recommend measures to avoid, minimize, or mitigate adverse effects. In the situation of the Section 213 report in Lahaina, the ACHP specifically requested the report to address (DOI 2024):

1. The national significance of Lahaina, including its significance to Native Hawaiians;
2. What elements of integrity apply to the NHL District, including contributing buildings and other character-defining features;
3. Whether adjustments to the NHL boundary are needed; and
4. Any recommendations for agencies as they assist in rebuilding Lahaina.

The findings and recommendations of the Section 213 report are summarized in Table 2 below. This Master Plan provides an opportunity to lead rebuilding efforts to be grounded in historic preservation.

Table 2 Section 213 Report Findings and Recommendations.

Significance
NHL update is needed to better reflect current interpretations grounded in Native Hawaiian language sources, epistemologies, and other scholarship.
If an NHL update is pursued, it will be important to consider the relative significance of sugar cane plantation agriculture and canneries, whether the significance and associated resources meet NHL Criteria, and whether further refinement of the areas and period of significance for the Lahaina NHL would be warranted.

Integrity
Based on the NPS assessment, the Lahaina NHL District appears to retain a high degree of integrity, particularly the aspects of location, setting, feeling, and association.
Boundary
The boundary for the Lahaina NHL (District) should be studied as part of an update to the NHL nomination. Potential boundary adjustment would consider all contributing resources identified since 1974.
Recommendations to Agencies
• Agencies are encouraged to support NHL nomination update • Integrate historic preservation in rebuilding Lahaina: In accordance with 36 Code of Federal Regulations (CFR) § 800.10, agencies should "to the maximum extent possible, undertake such planning and actions as may be necessary to minimize harm to any National Historic Landmark that may be directly and adversely affected by an undertaking" • Integrate historic preservation in rebuilding Lahaina: agencies with undertakings that will adversely affect the Lahaina NHL District, propose mitigation that is preservation focused. • Strengthen consultation and collaboration

The original NHL nomination form emphasized the whaling industry over the other themes. The Section 213 report states, "the limited focus does not fully evaluate the significance or agency of Native Hawaiians and the Hawaiian monarchy after 1840, nor does it adequately include Native Hawaiian perspectives regarding the significance of Lahaina." While it does not provide an update to the NHL, the report identifies gaps in the NHL significance statement and recommends actions including a NHL nomination form update, which the County of Maui plans to complete per their Lahaina Long-Term Recovery Plan.

Together, the buildings addressed in this Plan collectively express the significance of the Lahaina NHL through their representation of the historic themes identified in the Section 213 report as well as in the original NHL nomination, summarized as follows.

Hawaiian Kingdom. Prior to Western contact, Lahaina was a chiefly center of Maui. It served as the capital of the unified Kingdom of Hawai'i for the first half of the nineteenth century.

Associated properties include the Seamen's Hospital, the Old Lahaina Prison, and the Old Lahaina Courthouse.

Whaling. Whaling ships from around the world made Lahaina a port of call from 1819 until the 1860s when the whaling industry declined. During that time, whalers introduced a booming commercial industry to Lahaina making the town a major port, bringing both foreign trade goods and a host of ills along with them.

Associated properties include Masters' Reading Room, Seamen's Hospital, Old Lahaina Prison, Old Lahaina Courthouse.

Missionary. Protestant Christian missionaries from New England arrived in Hawai'i in 1820 and established a presence in Lahaina in 1823. They and other foreign missionaries exerted a profound influence on the land, people, culture, religion, and economy of the Hawaiian Islands in this period.

Associated properties include Baldwin Home, Hale Aloha, Old Lahaina Prison, Masters' Reading Room.

Plantation. Sugarcane, grown by the Polynesians as a subsistence crop, was transformed into a large-scale cash crop in Hawai'i beginning around 1802. In the 1820s, members of the Lahaina Mission Station began to process sugar from cane, but it was not until the 1850s that plantation agriculture was established in West Maui. The Pioneer Mill, a major force in the sugar plantation economy of Maui, operated in Lahaina from 1861 to 1999; the Pioneer Mill Company smokestack remains as a highly visible associated historic property (although it is not part of this Master Plan project). Plantation workers settled in Lahaina from China, the Philippines, Japan, Korea, Okinawa, Portugal, and other places around the world, forming a lasting multicultural community.

Associated properties include Baldwin Home, Kindergarten Building, Plantation House.

Territorial. Hawai‘i was formally annexed by the United States under the terms of the Joint Resolution of Annexation in July 1898. In Lahaina, the Old Lahaina Courthouse served similar government functions on behalf of the territory as it had under the Kingdom.

Associated properties include the Old Lahaina Courthouse.

LRF also recognizes additional themes not covered in the NHL nomination form, which are recommended to be addressed in a future revision to that form. These additional themes are part of LRF's interpretation of the properties. The first, called "Early Settlement," does not apply to any of the buildings, as no buildings survive from that era; however, various sites in Lahaina including the Hau‘ola Stone represent this important period. Lahaina's human history began long before the Hawaiian Kingdon era and is documented through traditional mo‘olelo, archaeology, and other means. In addition, within the past 40 years, the post-Plantation era has initiated as the plantation closed down beginning in 1980 and concluding in 1999. Although not officially historic until the 50-year mark defined by the National Register has passed, it is worth considering the recent story of tourism and the impacts of the wildfire as the story of Lahaina continues in the present and future.

1.2 Project Methodology and Scope

The concept plans were based upon appropriate historic preservation standards while complying with current building codes and, wherever possible, incorporating best practices for resilience and sustainability. Please refer to Section 1.3, Planning Framework, for more detailed background on these guiding principles.

The planning approach is structured as a set of concurrent tasks that result in a comprehensive plan document providing direction, detail, and justification for the building reconstruction concepts. Specific tasks being completed to execute the project scope include the following, with notes on the methodology used for each.

Gather Background Information. This task included collecting and reviewing historical and current information to document the historic conditions and character-defining features of the buildings as well as their post-fire condition. The collected information informs the rebuilding effort, as well as a gap analysis to identify any critical missing data. Materials were gathered from a variety of sources including LRF's document collection, Library of Congress, Hawai‘i State Archives, Office of Hawaiian Affairs' Papakilo Database, and others.

Kickoff Workshop Meeting. The initial planning workshop meeting, held on January 24, 2025, included LRF staff and board members, County planning staff, and other invited contributors. The meeting incorporated standard planning tools such as Strengths, Weaknesses, Opportunities, and Threats analysis. The workshop included discussion and development of criteria to apply a consistent and transparent method for prioritization, as described in Section 1.4. The group provided background information to support the planning process and identified the feasibility of possible scenarios for the historic properties.

Restoration Conceptual Plans. The planning team prepared draft conceptual option plans for each building, rooted in the SOI Standards for the Treatment of Historic Properties, LRF program needs, and other factors discussed in the workshop meeting. After a preferred concept was selected for each building, conceptual options were developed further. Plan drawings were developed using AutoCAD, and are based on existing information including previous measured construction drawings and drone survey point cloud measurements. The concept-level architectural plans were prepared with consideration for past and desired uses, building code, and historic preservation considerations. Accompanying text presents the design elements, treatment approach, and other supporting information.

Cost Estimates. The team prepared rough order of magnitude cost estimates for each conceptual option. Costs have been refined as preferred concepts developed, and accounted for the challenges of historic building restoration. Costs are based on local data and vendor quotes as well as the RSMeans database with a Hawai‘i coefficient applied. Current preliminary cost estimates assume there will be no nighttime work or planned overtime and no access restrictions to the contractor throughout the duration of construction.

Cost estimates exclude:

- Landscaping and site improvements;
- Furniture, Fixtures & Equipment;
- Owner's construction contingency (change orders from unforeseen conditions);
- Owner's scope contingency (change orders from owner's scope changes); and
- Any escalation, since it is not known when each building will be restored and what external factors (e.g., tariffs) may affect material costs.

Design, Construction, and Permitting Schedule. Concept-level schedules identifying time frames for design, permitting, and construction have been developed for each building. These schedules include early stages of permitting, site studies and design, and continue through the selection of a contractor, on-site construction, including construction permitting and archaeological monitoring, and conclude with punchlist and project closeout. Permitting durations are unique per building, dependent on each's buildings required permitting, design includes multiple stages of design drafts and client review time, and construction includes time for submittal approvals and material procurement. Activities were organized in Microsoft Project, linked, and durations estimated using current data and previous experience, to generate a preliminary overall project schedule for each building. These individual schedules are included in each of the building sections listed below. Additionally, an expanded overall project schedule has been developed (Appendix D) to show options for scheduling portions of the work to align with funding availability. This schedule illustrates various buildings and scopes within each building that can be shifted or grouped together to best prioritize the overall schedule.

Matrix of Costs. The Matrix of Costs provides a combined schedule and cost plan. A Microsoft Excel workbook was prepared to model the costs over time to complete all restoration and reconstruction work, including studies, design, permitting, and construction. Two scenarios were evaluated using the matrix tool. One, discussed at Workshop 3, showed an expedited timeline of approximately 4 years with concurrent work and a higher rate of annual expenditure. Due to concerns about cash flow and labor capacity, the scenario shown in this Plan was adjusted to show a "flatter" timeline with estimated costs and building design and construction activity spread out over a 7-year time frame. The Matrix of Costs can be further refined and adjusted as needed by LRF going forward after the conclusion of the Master Plan process.

Pre-Consultation and Permit Matrix. Initial pre-consultation conversations with reviewing agencies were begun as a way to start defining the environmental consultation and permitting path. The Master Plan team held conversations with the NPS Pacific West Region NHL Program, Hawai'i State Historic Preservation Division (SHPD), and County of Maui Department of Planning and Office of Recovery during development of this Plan. The team developed a permit matrix (Appendix B) listing the anticipated Federal, State, and County environmental compliance processes and permits, reviewing agencies, associated timelines, and other regulatory information applicable to this project. An overview of permits and processes is included in Section 1.3.4. Permitting information specific to each building is also included in the building concept plans in Section 2. Because they may continue to change after this Plan is finalized, permit requirements should be revisited and updated during design development and additional pre-consultation with regulatory agencies may be beneficial.

Light Detection and Ranging (LiDAR) Survey. An aerial drone survey was completed in December 2024 and provided high-resolution, low-level aerial photography and point cloud measured data for the properties including the standing masonry walls. Data was converted to computer-aided design (CAD) to support development of site plans, existing condition evaluations, and future building design efforts.

Additional Plans and Elevations. Several additional illustrative elements, including building elevations, preliminary base site plans identifying areas of potential ground disturbance, and a connectivity plan were added to the Master Plan.

The scope of work for this Plan does not include landscape design development, media or public outreach, licensed land or utility surveys, structural engineering, artistic renderings, fundraising advice, or design development beyond the concept level.

1.3 Planning Framework

Rebuilding historic properties after a disaster is carried out using several key frameworks defined by State and Federal regulations as well as the particular recovery effort. Most important among these are the SOI Standards for the Treatment of Historic Properties; and Federal Emergency Management Agency (FEMA) requirements for rebuilding that allow the projects to qualify for funding reimbursement under FEMA programs such as Public Assistance (PA) grants. Rebuilding should also consider factors such as sustainability, climate change, and coastal resiliency. The planning methodology for this project incorporates these frameworks. In addition, there are many concurrent planning processes underway for recovery efforts in Lahaina and West Maui that may intersect with this project. These are discussed in greater detail in the sections that follow.

1.3.1 Secretary of the Interior's Standards for the Treatment of Historic Properties

The building restoration plans follow SOI Standards for the Treatment of Historic Properties (36 CFR 68.3), which focus on the preservation of historic character-defining features, achieved through preservation, restoration, reconstruction, or rehabilitation treatments. Overall, the Standards provide guiding principles for historic preservation and are often required when financial incentives are applied to projects involving historic buildings or if alterations to buildings occur as a result of a Federal undertaking.

The SOI *Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring & Reconstructing Historic Buildings* provide guidance to historic building owners and building managers, preservation consultants, architects, contractors, and project reviewers prior to beginning work on historic buildings (see full citation and link in References).

NPS encourages the implementation of projects in accordance with the SOI Standards such as the restoration and reconstruction of historic buildings that contribute to the NHL. FEMA's consultation with NPS has indicated that Reconstruction is the expected treatment approach for the LRF buildings in this Plan. Bringing historic buildings back to their pre-fire footprint and appearance, with minimal alterations to meet current building codes or other functional objectives, will allow LRF to meet the requirements set out under the SOI Standards and therefore be able to receive project funding from FEMA and other Federal sources.

At the State level, SHPD conducts consultation under HRS Chapter 6E and utilizes SOI Standards for its reviews of projects involving historic properties eligible for or listed on the Hawai'i Register of Historic Places (HRHP). In addition, the County of Maui's Cultural Resources Commission (CRC) reviews design work on properties in County Historic Districts 1 and 2) to evaluate proposed changes to buildings in consideration of the SOI Standards. Design changes that result in alterations to character-defining historic features are expected to adhere to the Standards, while also addressing local building code compliance, accessibility, and flood risk; and introducing modern mechanical, electrical, and plumbing upgrades. Alterations that do not destroy or detract from historic character-defining features are considered acceptable and often encouraged, especially in situations where the alteration prolongs the life of the building, such as fire suppression systems.

Since the inception of LRF in the early 1960s, the foundation has embarked on a steady process of restoration on the buildings under their care. Each of the buildings included in this Plan needed repair and restoration work at the time that LRF began their involvement (through acquisition or management agreements). Restoration of these buildings was incremental, with major efforts such as re-roofing or accessibility retrofit occurring alongside continuous repair and maintenance work. Under their central mission, LRF modified some of the buildings to be more authentic to historic appearance as new information came to light through historical research. This work over decades succeeded in restoring the historic buildings, establishing them as important venues for use by the public as well as local business and non-profit partner tenants. In August 2023, all of the historic buildings addressed in this Plan had undergone restoration and care by LRF and were in the closest documented conditions to their appearance in their

historic periods of significance. In some cases, Historic American Buildings Survey (HABS) or other documentation from the NRHP, HRHP, or NHL listings are old, and record pre-restoration conditions that are poor or have diminished historical accuracy compared to the restored condition of the buildings as they existed in 2023 just prior to the fire. Rebuilding to the 2023 appearance of these historic buildings is therefore the strategy preferred in this Plan and complies with the SOI Standards.

The Standards provide four possible treatment approaches: preservation, rehabilitation, restoration, and reconstruction, which can be explained and understood as a sliding scale of conservation interventions that also balance viability and financial resource constraints. As stated in the regulations, "one set of standards …will apply to a property undergoing treatment, depending upon the property's significance, existing physical condition, the extent of documentation available, and interpretive goals, when applicable. The Standards will be applied taking into consideration the economic and technical feasibility of each project."

Preservation. This approach applies measures to sustain the existing form, integrity, and materials of a historic property, including stabilization and maintenance, but not extensive replacement; only limited and sensitive upgrades. Preservation also applies to temporary protection and stabilization measures needed until additional work may be undertaken.

Restoration. This approach aims to accurately depict the historic form, features, and character of a property, achieved through reversal of non-historic modifications and reconstruction of missing historic features. Sufficient evidence is required to avoid conjecture. Limited and sensitive upgrades and code-required work to make properties functional are expected.

Rehabilitation. This approach accommodates compatible new uses through repair, alterations, and additions while preserving historical, cultural, or architectural features. Rehabilitation acknowledges the need to alter or add to an existing historic property to meet continuing or new uses while retaining the building's historic character. Rehabilitation includes in-kind replacement of features that are too deteriorated to repair. If using the same kind of material is not feasible, then compatible substitute materials may be considered.

Reconstruction. This approach aims to depict, through new construction, the form, features, and detailing of a non-surviving historic property to replicate its historical appearance. It requires the use of documentary and physical evidence with minimal conjecture to accurately recreate the appearance of the non-surviving property at its most significant time. Reconstruction applies when no visible historic materials remain, and a contemporary depiction is required to understand and interpret a property's historic value. Reconstruction should be based on evidence from the historically significant period (which may not be the most recent); however, when only the appearance of the exterior of the building can be documented, exterior reconstruction may be undertaken while designing a simple, plain interior that is compatible, but does not attempt to appear historically accurate. In the context of a HD, the reconstruction of entire contributing buildings or landscape features may be accomplished under the Standards using physical evidence as a model to reproduce the element as accurately as possible and in a manner that is compatible with the larger district's character. Compatible substitute materials may be considered if using the same kind of material is not feasible.

For the purposes of this Plan, the appropriate SOI approach is recommended and described for each building in Section 2, Concept Plans. Generally, Restoration is proposed for buildings with surviving elements such as standing masonry walls; and Reconstruction for buildings that were completely destroyed.

1.3.1.1 Material Substitution Considerations

Reconstruction and restoration of historic properties necessitates many decisions, and a principal one of these is regarding selection of materials. Variables affecting choices about materials may include cost, availability, code compliance, durability, and other practical concerns. However, for a historic property, there are additional drivers, such as whether a specific material is historic character-defining; whether modern materials can compatibly substitute for historic ones; and whether a historic material will fulfill current requirements for safety or structural integrity.

For example, ʻōhiʻa wood, sourced from a native tree and used in some of the original construction of buildings, may not be available commercially or otherwise. If it is not possible to obtain this specific type of wood, a similar looking wood, such as Douglas fir, could be used in its place.

The Baldwin Home's distinctive stone masonry, damaged in the fire, is not expected to be structurally sufficient to support the rebuilt interior floors or resist earthquakes. Therefore, a supporting frame or reinforcement of steel or another suitable material is expected to be added in an unobtrusive manner on the interior side of the walls, designed to be minimally visible. In this case, while the steel frame is not a historic material, its addition is required to facilitate the restoration of the building, and if done in an unobtrusive manner, will not detract from the historic character of the property. Even if it is visible, the supporting structure could be used to interpret the story of the fire and the rebuilding, which is now part of the community's history.

1.3.2 FEMA Requirements

The FEMA PA Program is providing Federal supplemental assistance to LRF for the restoration of historic buildings. The following summary provides an overview of FEMA processes relevant to this project. This guidance is intended to support LRF in navigating the process to maintain FEMA funding for the rebuilding projects. It is important to note that for FEMA funded efforts, the project applicant should be careful to avoid incurring project expenses or initiating construction activities prior to FEMA approval, which could jeopardize funding.

FEMA's policy framework is described in its implementing regulations under 44 CFR Part 206 and its policy and procedures guide, *Public Assistance and Policy Guide, Version 4* (see full citation and link in References). Figure 2 features a diagram depicting the process for FEMA's PA Program.

LRF's rebuilding projects are progressing at different rates through the FEMA-defined steps and will be revised as needed based on this Plan. LRF and FEMA developed damage descriptions for each building (Phase 2), and the extent of disaster-caused damage was agreed upon by FEMA, the Hawaiʻi Emergency Management Agency (HIEMA), and LRF. Different disaster recovery activities are eligible for FEMA funding based on project category (as described in FEMA's *Public Assistance and Policy Guide)*. The current FEMA PA Program grant-funded activities relevant to this Plan fall under Category E, Buildings and Equipment and are listed in Table 3 below.

Table 3 Master Plan-Related Projects Receiving FEMA Funding (as of April 2025).

Project Name
Lahaina Restoration Old Lahaina Prison Gate House, Cell Blocks & Contents - ***obligated***
Lahaina Restoration Old Lahaina Courthouse and Contents - ***obligated***
Lahaina Restoration Hale Aloha Building & Contents - ***obligated***
Lahaina Restoration Baldwin Home Museum & Contents for Baldwin & Masters' Reading Room - ***obligated***
Lahaina Restoration – Masters' Reading Room - ***obligated***

Note: Names in this table are working FEMA project titles.

Following the preparation of and concurrence on the detailed damage description, LRF and FEMA developed a Scope of Work and cost estimate (Phase 3). Reviews occurred in Phase 4, including FEMA's environmental and historic preservation compliance, which is described in more detail below. After obligation of funds (Phase 5), the next step of FEMA's process is Post Award Monitoring and Amendments (Phase 6), which includes the timeline for LRF to complete the approved work. During this phase, LRF can submit changes in the Scope of Work, requests for time extensions, and initiate appeals for additional funding; project audits may occur. Change requests require a revised Scope of Work, cost estimate, and other supporting material and may trigger additional reviews prior to obligating the funds. LRF must ensure that it uses FEMA funding only for eligible, approved work. When LRF identifies a need to change a Scope of Work, LRF will engage FEMA and HIEMA as soon as possible to allow time for the additional required reviews, understanding that proceeding with unapproved work can jeopardize FEMA funding.

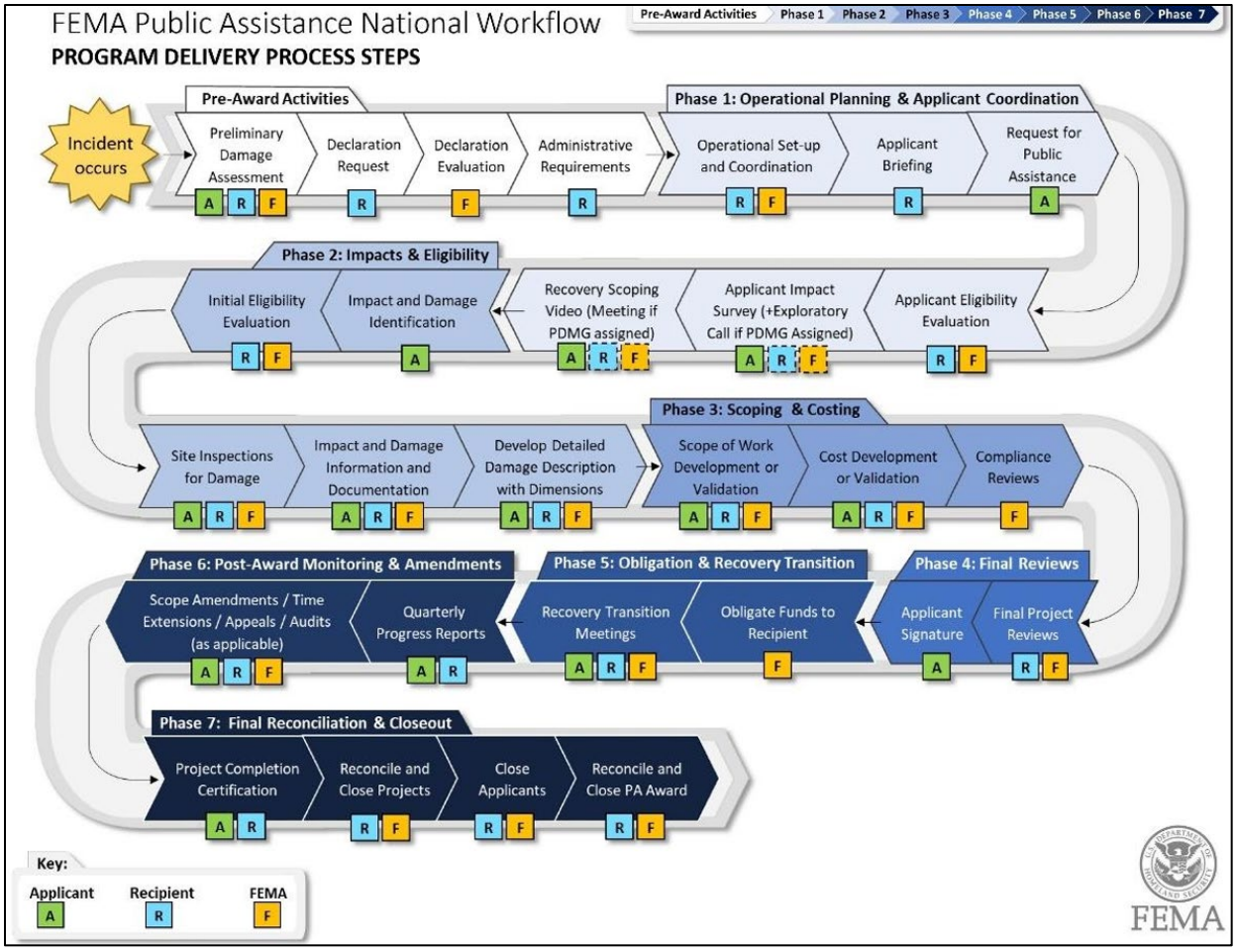


Figure 2 FEMA Public Assistance Process Workflow.

Prior to grant obligation, FEMA confirmed the projects comply with the National Environmental Policy Act (NEPA), which is part of Compliance Reviews in Phase 3 of the workflow process (see Figure 2). Since they intend to restore damaged structures to pre-existing design, function, location, and land use, the LRF projects have been identified as excluded or exempted from NEPA. FEMA must also comply with other Federal environmental regulations such as the NHPA, Coastal Zone Management Act (CZMA), Endangered Species Act, Clean Air Act, Clean Water Act, and applicable executive orders. Some of these requirements are covered by overarching agreement documents or policy provisions that eliminate or ease the typical regulatory processes in service of expediting disaster recovery. Federal environmental compliance and other permitting requirements are discussed in detail in Section 1.3.4, Environmental Consultation and Permitting, the permit matrix in Appendix B, and under each individual building discussion in Section 2, Concept Plans. FEMA may require project-specific details and technical documents from LRF to assist with environmental compliance, such as architectural and engineering drawings that demonstrate the work meets the SOI Standards.

FEMA may place conditions on grants related to construction-period activities, such as requirements for archaeological monitoring or implementation of best management practices (e.g., watering exposed soils at a construction site to mitigate dust). FEMA's obligation packet includes a Record of Environmental Consideration (REC) that documents environmental compliance and includes a list of such conditions.

FEMA's process for project closeout varies depending on whether the project's total value is over $1M. For projects under $1M, "Small Projects," LRF would coordinate with the HIEMA, which will in turn coordinate with FEMA for project closeout. With some exceptions, FEMA does not adjust the approved funding amount

of individual Small Projects. For projects over $1M, "Large Projects," which these rebuilding projects are expected to be, LRF would provide documentation to HIEMA regarding actual costs of project work within 90 days of completion. HIEMA would then coordinate with FEMA for project closeout.

1.3.3 Resilience and Sustainability

Resilient architecture is about designing buildings that can withstand and adapt to various risks, including natural disasters and changing environmental conditions. Building back with resilience in mind promotes the longevity of the building, including improved chances of surviving future hazards and disasters. In Lahaina, some known risks include wildfire, sea level rise, storms, and flooding. Key principles to architectural resilience are summarized as follows:

Adaptability. Design adaptations considering future changes and uncertainties.

Durability. Using materials and construction methods that can withstand extreme weather conditions, impacts and other hazards.

Resilience to Natural Disasters. Incorporating design elements that mitigate the impact of earthquakes, hurricanes, floods, wildfires, and other natural disasters. The buildings will be constructed with elements that enhance resilience, such as fire-resistant roof shingles, and seismic protection to structurally reinforce the historic stonemasonry of the Baldwin Home.

The rebuilding effort is primarily driven by the SOI Standards, as noted above. In many cases, the historic preservation guidelines align with resilience goals, as they promote the longevity of the historic building. To help carry out the treatments, the NPS publishes *Preservation Briefs* that provide information on preserving, rehabilitating, and restoring historic buildings. Some of these publications, such as the *Guidelines on Flood Adaptation*, promote climate resilience and may be helpful as the design for rebuilding progresses (see full citation and link in References).

Where it makes sense for the historic buildings in this Plan, sustainability will be considered in the design process. One effort, for example, might include incorporating practices that reduce the negative environmental impacts of reconstruction. Additional considerations may include:

Minimizing Energy Consumption. energy-efficient building materials and incorporating renewable energy sources.

Water Management. Strategies for rainwater harvesting greywater recycling and efficient irrigation systems.

Material Selection. Use of locally sourced, renewable, or recycled materials. Use of fire-resistant or other stronger materials to mitigate damage from future disasters or weather events.

1.3.4 Environmental Consultation and Permitting

This Plan maps out environmental consultation and permit requirements and timelines for the planned restoration effort. The planning team also initiated some pre-consultation outreach to agencies that are expected to review plans and designs or approve permits for reconstruction work. This initial contact and conversation is expected to aid in efficiency in the permitting process.

As restoration efforts advance, LRF (whose role in environmental permitting is termed the "action proponent") will need to monitor for any future updates to compliance and permitting processes and requirements, as well as maintain contact with lead agencies and understand their implementing policies, which provide agency-specific guidance on requirements and exceptions. This coordination with agencies once the permitting process formally begins will be key to a successful execution.

Environmental consultation and permitting encompasses document-based compliance actions that require the action proponent to obtain agency review, comment, and approval. Some permits, such as an SMA permit, would be obtained early in the project design, while others such as building permits are obtained once final design is complete and just prior to the start of construction.

This Plan, including preliminary costs and schedule, assumes that the required Federal and State level environmental consultations will be initiated for all buildings using the Master Plan as the Undertaking for NEPA, NHPA Section 106, and HRS Chapter 6E. For some other processes such as County reviews and pre-construction permitting, however, each building project will typically be required to be submitted for approval individually.

At the time of this Plan, it is understood that FEMA will be the lead agency for Federal permits (for all buildings receiving FEMA funding), while the County of Maui Parks Department and/or Planning Department would be the lead for State and County-level permits. If NPS grant funding is received for non-FEMA-funded projects, they may assume the lead agency role for those actions. There are further adaptations which affect environmental clearances due to the emergency proclamations and additional wildfire recovery-related legislation, agreements, and modifications to policy expressly created for Lahaina recovery, described in the following paragraphs.

The governor's and mayor's emergency proclamations have suspended or eased some permit requirements for areas affected by the Maui wildfires. The impacts of these on the restoration plans for the LRF buildings, along with other disaster recovery-specific legislation and policies, were assessed and incorporated into the permitting information in this Plan. In March 2025, the Maui County Council passed Bill 105, which provides for expedited permitting for Lahaina property owners who rebuild to their property's original pre-fire condition, even if they do not meet certain modern zoning or land-use codes. Buildings still need to comply with fire and building codes.

Mayor Richard T. Bissen Jr. issued a Sixteenth Emergency Proclamation Relating to Wildfires dated May 15, 2025 and waived the County of Maui Planning commission's SMA Title MC-12 and County of Maui Shoreline Rules Titles MC-12, Chapter 203 for reconstruction of a lawfully existing pre-fire "like-for-like" structure (see full citation and link in References). The applicability of this proclamation is further discussed below under State Permitting, Special Management Area (SMA) Permit and Shoreline Setback sections.

Governor Josh Green issued an Emergency Proclamation Relating to Wildfires that suspends HRS Chapter 205A requirements for repairs and reconstruction of structures affected by the wildfire to parcels located makai of Front Street and with restrictions (see full citation and link in References). This proclamation exempts the Baldwin Home, Masters' Reading Room, Kindergarten Building, Old Lahaina Prison, and Hale Aloha from the SMA permitting process. The Old Lahaina Courthouse, Seamen's Hospital, and Plantation House are still expected to be subject to SMA permitting, unless exceptions are extended to buildings on parcels that fall within the current 200-foot shoreline setback or other exemptions or setback adjustments are made in the future. The applicability of this proclamation is further discussed below under County Permitting, SMA Permit.

Applicable Federal, State, and County environmental compliance and permit processes are summarized below.

1.3.4.1 Federal Permitting

The following Federal environmental compliance processes and permits would apply to certain properties. Under the State and County emergency declarations, FEMA policy, and related agreements, Lahaina properties building back what was previously there are exempted from some compliance and permitting, or are allowed to use a less intensive process.

Federal permits will apply to the Old Lahaina Courthouse, Baldwin Home, Masters' Reading Room, Old Lahaina Prison, and Hale Aloha because these five properties will receive FEMA funding. The Kindergarten Building, Seamen's Hospital, and Plantation House are not eligible for FEMA funding and are currently not receiving any Federal funding, so no Federal permits are triggered for these buildings. If additional funding is received from Federal sources, such as via NPS grants, the project work to which those funds are applied may be required to undergo Federal permit processes in alignment with the policies of the lead Federal agency.

NHPA Section 106 Consultation requires Federal agencies to consider the effects of federally funded projects on historic properties (i.e., listed, or eligible for listing, in the NRHP). This consultation is triggered by the involvement of Federal lands, funding, or assistance, which includes FEMA funded projects. Properties that contribute to the Lahaina NHL require the NPS NHL Program to be consulted as part of Section 106 consultation.

As the lead agency for this consultation process, FEMA's agency policies, procedures, and agreements pertaining to NHPA Section 106 are applicable. The NHPA Section 106 process will be conducted in accordance with a Programmatic Agreement among FEMA, the Hawai'i State Historic Preservation Officer (SHPO), the Office of Hawaiian Affairs, HIEMA, and the ACHP executed in 2016 and amended in 2023. The Agreement lays out Programmatic Allowances which apply to projects developed in this Plan, and enable a streamlined Section 106 process; specific procedures and applicability would be identified in further consultation with FEMA. Per verbal discussions between LRF, the AECOM-MASON team, NPS, and SHPD in June 2025, this Master Plan will be submitted to initiate the Section 106 consultation process. Additional commitments discussed include design in accordance with SOI standards and archaeological monitoring during construction. Any deviations from project undertakings, as understood in this Master Plan, will need to be addressed as part of consultation.

National Environmental Policy Act (NEPA) requires Federal agencies to assess the environmental effects of their projects prior to making decisions. Buildings with a Federal trigger such as FEMA funding, require NEPA compliance. A Federal action may be "categorically excluded" from detailed environmental analysis under NEPA if the action would not have a significant environmental impact. It is assumed the restoration projects described in this Plan will meet this standard, and will only require a Categorical Exclusion (CATEX)-level analysis. FEMA has an additional level of NEPA analysis called a Statutory Exclusion, or STATEX. Actions which qualify for a STATEX are exempt from NEPA, including all NEPA review and documentation. FEMA may determine some of the projects covered by this Plan would qualify for a STATEX due to their minimal environmental impact. If NEPA review is completed using the Master Plan as the Undertaking, FEMA may determine the whole plan to have the same level of exemption. Specific procedures and applicability would be identified in further consultation with FEMA.

1.3.4.2 State Permitting

The following State-level environmental review processes would apply to all properties. Various State-level processes have been suspended for Lahaina recovery per emergency proclamations, such as HRS Chapter 343 environmental review. However, historic preservation compliance procedures remain in place and applicable.

Hawai'i Revised Statutes (HRS) Chapter 6E. Cultural resource and historic preservation compliance applies to any project using State or County funding or affecting properties owned by the State or County, or listed in the HRHP. Sections of the statute that may apply include:

- 6E-8: Any project affecting a historic property owned by the State or its political subdivisions (including County of Maui) is subject to review by SHPD.
- 6E-10: Any project affecting a privately owned property listed in the HRHP is subject to review.
- 6E-43: If burial sites are discovered on a property, it is subject to review by SHPD and the Maui Island Burial Council.

1.3.4.3 County Permitting

Shoreline Setback Assessment/Determination and Variance. The County of Maui Shoreline Rules regulate the use of land within the shoreline environment. A Shoreline Assessment application would be used for determining whether the shoreline setback line is properly calculated and whether the applicant has located the setback line on a surveyed plot plan or site plan of the applicant's parcel. The County of Maui setback is 200 feet; of the LRF properties, the Old Lahaina Courthouse, Seamen's Hospital, and Plantation House parcels fall partially within the 200-foot setback. Mayor Bissen's *Fifteenth Emergency Proclamation Relating to Wildfires* waives the County of Maui Shoreline Rules Titles MC-12, Chapter 203 for reconstruction of a lawfully existing pre-fire "like-for-like" structure.

Special Management Area (SMA) Permit. The State Office of Planning and Sustainable Development administers the CZMA law under HRS Chapter 205A, which aims to provide effective management, beneficial use, protection, and development of the Coastal Zone. The SMA permitting process is designed to ensure uses, activities, operations, and development are carried out in compliance with CZMA objectives. At the State level, SMA permits have been suspended through Governor Green's Emergency Proclamation(s) Related to Wildfires and associated legislative efforts for Lahaina recovery projects that build back like-for-like structures.

In February 2025, an SMA exemption was announced for properties mauka of Front Street within the Lahaina Disaster Area per the Governor's Emergency Proclamation and Senate Bill 1296. This expanded the limited exemptions already in place by the County and incorporated provisions from the Baldwin Home, Masters' Reading Room, Kindergarten Building, Old Lahaina Prison, and Hale Aloha will be exempt from SMA permitting. Properties exempt from SMA permitting must still comply with other County-level regulations. Additionally, if any reconstruction does not build back "like-for-like," an SMA permit may be required.

Historic District Assessment (HDX). The HDX is intended to preserve the integrity of County Historic Districts (Lahaina and Wailuku). Because the LRF properties are all within Lahaina Historic District 1, an HDX review application will be required for each building.

The following are County-approved permits that would be obtained just prior to construction:

Department of Public Works (DPW) Flood Development Permit. Flood regulations apply to all land within the special flood hazard area delineated on the Flood Insurance Rate Map, as prepared by FEMA.

Development Services Administration (DSA) Grading Permit. Required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material.

DSA Disaster Recovery Building Permit. Required for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster of civil defense emergency.

DSA Electrical Permit. Required for new construction, addition or alteration of electrical work and exemptions. Each building will be required to obtain an electrical permit before construction can commence.

DSA Building Permit. Required for the construction, alteration, moving, demolition, repair, and use of any building or structure within the County. Each building will be required to obtain a building permit before construction can commence.

1.3.5 Site Planning Considerations

While this Plan focuses on historic buildings, it is also important to consider urban context, site planning, and landscape design as part of rebuilding. The properties addressed in this Plan lie within the rich historical fabric of downtown Lahaina, surrounded by a grid of streets, public parks, waterfront facilities, commercial and residential properties, and other elements that, prior to the fire, constituted a complete and thriving urban center for generations. In rebuilding the community, a holistic approach would address the historic properties in this Master Plan as a “historic campus” where each property is connected with the others, with pedestrian and vehicular networks, with surrounding parks and public spaces, and with other historic sites open to the public (see Figure 3).

Within each parcel, relationships among adjacent buildings, parking, views, pedestrian routes, and street fronts should be addressed in site design. New additions to the landscape, such as accessible walkways, should be made as unobtrusive as possible, using materials that are compatible with the historic building exteriors, minimizing new paving areas, and avoiding excavation and grading as much as possible. Ground disturbance for installation of utilities, planting, and construction should be minimized.

Vegetation and plantings should be composed of native plants and historically documented species such as breadfruit (‘ulu). Planting areas should be selected for different plant types and heights using fire resistance guidelines: for example, maintaining trees and taller vegetation with a buffer so they are away from the building, impeding the possible spread of fire. Please see Recommendations: Next Steps in Section 4.2 for additional guidance.

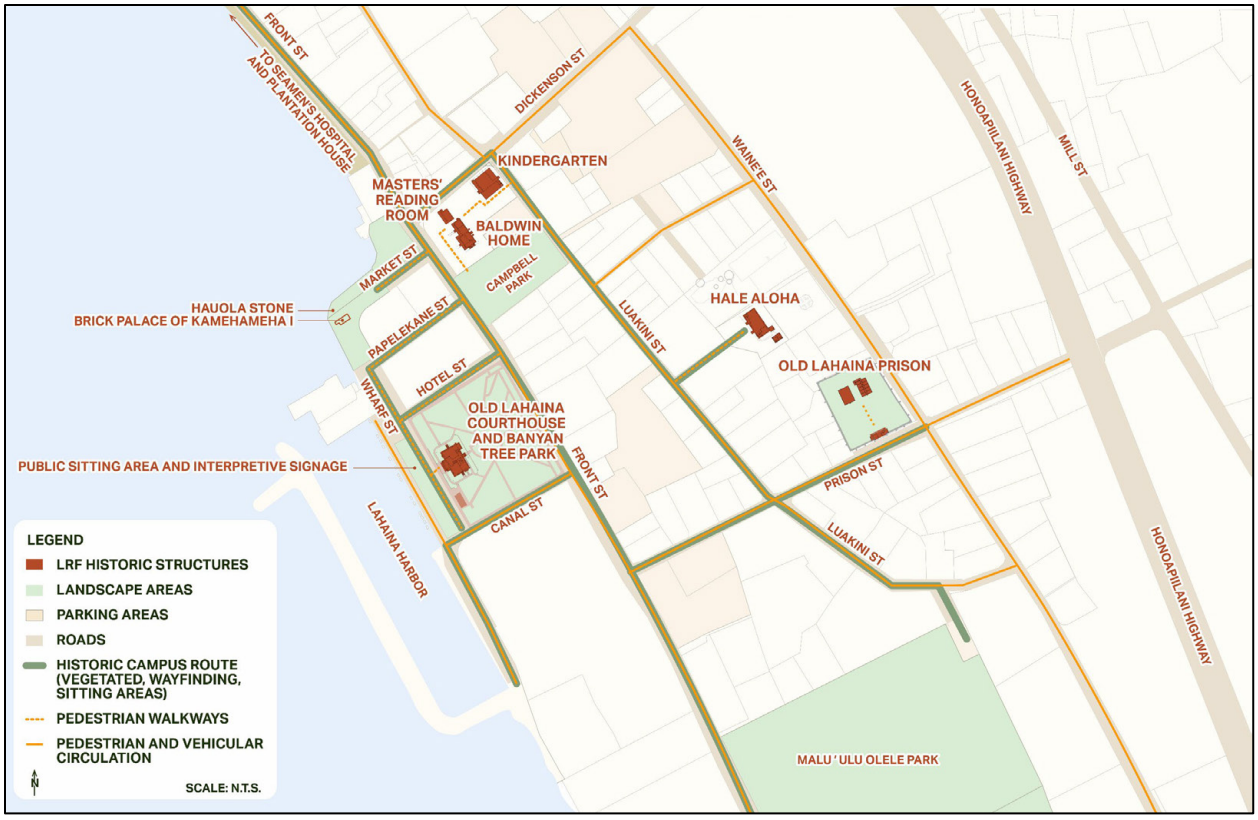


Figure 3 Connectivity Map of Downtown Lahaina Showing LRF Properties, Green Spaces, Potential Pedestrian Connections, and Other Features.

1.3.6 Archaeological Considerations

Lahaina's significant history means that both built and archaeological resources are abundant and important throughout the area. The potential for effects to archaeological resources is a concern where ground-disturbing activities may be necessary to complete the rebuilding of the eight LRF properties. Archaeological considerations are important in environmental consultation and permitting, especially where State Historic Preservation Division (SHPD) review is part of the process, such as consultation under HRS Chapter 6E and NHPA Section 106 or County permitting processes. Furthermore, where historical records and oral histories alone do not provide enough information to accurately determine the details of the historic buildings and sites, archaeological investigations as a part of the rebuilding process may provide more data for resource protection, as well as for interpretation and community education. The buildings in this plan will generally be reconstructed on the previous footprint or foundation footprint, which will minimize ground disturbance. In some locations, ground disturbance may be required to establish new undeground utility lines, conduct geotechnical borings, and/or construct footings for structural support. An Archaeological Monitoring Plan (AMP) should be prepared to lay out plans for archaeological monitoring for all ground-disturbing activities during construction. Please refer to the Archaeological Monitoring Convention in Appendix C.

While there was a single reconstructed cell block at the Old Lahaina Prison prior to 2023, as described in this Plan, LRF intends to reconstruct the Old Lahaina Prison cell blocks more accurately, adding a second cell block that was missing, but has been identified in more recent documentary research. Archaeological monitoring during the Lahaina Wildfire Consolidated Debris Removal Program Survey (2023-2025) revealed an artifact scatter within the Old Lahaina Prison site as well as a basalt cobble alignment. Artifacts date from the Old Lahaina Prison time period through the 20th century. Further research and additional archaeological work will aid in reconstruction accuracy as well as enhancing our understanding of the site and community

history. An archaeological study that seeks to answer discrete research questions that could enhance and inform the rebuilding is recommended.

1.3.7 Funding Considerations

While this Master Plan does not delve into a fundraising strategy or funding plans, these are activities LRF actively engages in. The Master Plan cost estimates and Matrix of Costs is intended to support LRF fund raising initiatives for the rebuilding effort. The brief summary below includes funding opportunities that the Master Plan process has considered as part of planning.

Funding for the multiple properties will come from different sources, with different requirements for eligibility, timing, reporting, auditing, and reimbursement (see Table 4).

Five of the buildings are eligible for FEMA Public Assistance funding for an estimated 90 percent of rebuilding costs, and those funds have been obligated under several project descriptions to address rebuilding of the Old Lahaina Courthouse, Baldwin Home, Masters' Reading Room, Old Lahaina Prison, and Hale Aloha. These buildings are eligible because they were in a public museum use prior to the fire. FEMA funding contributions may be reduced if other funding sources provide monies applicable to these buildings. Three buildings are not eligible for FEMA funding as they were not used as public museums: the Seamen's Hospital, Plantation House, and Kindergarten Building.

Other government and private grant funds may be applied for in addition to FEMA PA funding. Some funding for rebuilding efforts covering government-owned buildings (Old Lahaina Courthouse, Old Lahaina Prison, and Hale Aloha) has been and may continue to be allocated by the County of Maui. In addition, LRF may use insurance funds that they have collected after the disaster.

Because much of the funding is on a reimbursable basis, LRF will need to ensure they have funds available up-front to begin and maintain the rebuilding tasks, allowing for work to continue ahead of receiving the reimbursements from FEMA or Couty of Maui. LRF should seek to reduce the cash-on-hand liabilities associated with the "float" period by forecasting cash flow, developing real-time expense tracking, and implementing prompt invoicing processes.

Table 4 Funding Considerations.

Source	Buildings	Key Considerations
County Office of Recovery Funds	• Old Lahaina Courthouse • Old Lahaina Prison • Hale Aloha	• $1.8 reimbursement for FY2026 • Studies, planning, design • Bid project designs for each building separately
FEMA	• Baldwin Home • Masters' Reading Room • Kindergarten Building • Old Lahaina Courthouse • Old Lahaina Prison • Hale Aloha	• All buildings are fully obligated • 90% of costs, no landscape or site work • August 2027 deadline is extendable • Will cover a construction manager
NPS/Other Government Agency (potential)	• Seamen's Hospital • Baldwin Home • Masters' Reading Room • Old Lahaina Courthouse • Old Lahaina Prison • Hale Aloha	• Save America's Treasures grant program (only can use once per building) • Historic Preservation Fund (only for buildings with remaining walls) • Certified Local Government grant program (admin by SHPD)

Source	Buildings	Key Considerations
Private/Tenant	• Seamen's Hospital • Plantation House	• Will tenants fully use both buildings? • Longer period for fundraising • Federal Historic Tax Credits may apply

1.3.8 Other Planning Context

There are numerous other overlapping planning processes and infrastructure plans underway for the greater rebuilding efforts for Maui and Lahaina. Many of these are being led by Federal, State, or County agencies, and some by community groups and nonprofit organizations. This Building Restoration Master Plan is distinct from these other planning processes. LRF is aware of, and coordinating with, these initiatives as appropriate.

Other Lahaina recovery-related actions, planning processes, grant programs, and community and government-led initiatives include the following. See citations and links to these in References.

Lahaina Long-Term Recovery Plan. The County of Maui developed a Long-Term Recovery Plan that integrates feedback from residents and stakeholders to align rebuilding efforts with the community's vision. The plan was released in December 2024. Key measures include expedited permitting processes to accelerate reconstruction, particularly for commercial buildings and homes, while maintaining compliance with zoning and environmental regulations.

Rebuild Lahaina Plan. The County of Maui Department of Planning is preparing a comprehensive rebuilding plan for Lahaina focusing on business centers, public lands, circulation and mobility, and Front Street. This plan is intended to build upon the West Maui Community Plan, but is more specific, identifying areas for mixed-use development, parks, housing, transit hubs, and public facilities. This plan is in the early stages of development and is anticipated to involve extensive engagement with the community and property owners.

Lahaina NHL District Section 213 Report. After the fire, the Lahaina NHL District was subject to a Section 213 report by the ACHP and the NPS. This report assesses the impact of the fires on the district's contributing resources and recommends thematic updates and boundary adjustments. It also emphasizes the importance of integrating historic preservation into rebuilding efforts to maintain the NHL's national significance, particularly its importance to Native Hawaiians. The report highlights the need for Federal agencies to consider these historic values in their recovery plans and the NHL's integrity despite the fire damage. It serves as a guiding document for restoration and preservation of Lahaina's historic sites. An NHL nomination update is planned to follow.

Lahaina Harbor and Mala Small Boat Ramp Rebuilding. This State of Hawai'i Department of Land and Natural Resources Division of Boating and Ocean Recreation is leading this effort. The Lahaina harbor and Mala small boat ramp have long provided critical access points for waterborne transportation in West Maui. The restoration of Lahaina Harbor is an essential component of the recovery efforts; the harbor plays a vital role in supporting tourism, recreation, and commercial activities. This project will complete debris removal, salvage operations for damaged vessels, and infrastructure rebuilding.

Maui Wildfire Disaster Response – Debris Removal. The U.S. Army Corps of Engineers (USACE) and FEMA completed their Consolidated Debris Removal Program for residential and commercial properties in Lahaina as of February 2025. Ongoing cleanup steps including moving debris from temporary to permanent landfill locations and removal of concrete pilings along Front Street. Some debris is considered ineligible for USACE cleanup support, such as vegetation, fencing, and other items; these are to be addressed by the property owners.

Front Street Recovery. This coalition of 73 generational Lahaina landowners is dedicated to rebuilding and revitalizing Lahaina's historic Front Street. Formed in response to the wildfire disaster, the group's mission is to restore the Lahaina community as a vibrant hub of culture, commerce, and connection. The coalition provides input on current planning processes, engages with public and media to promote the recovery effort, and advocates for their mission.

West Maui Community Plan. This plan, which is part of the General Plan for the County of Maui, covers the traditional moku of Lahaina and Kāʻanapali. It was prepared by the County of Maui Office of Planning in 2022, before the fire. While it was partially overtaken by the Long Term Recovery Plan, this remains the baseline plan document for the Lahaina community and surrounding area. It lays out a series of goals, policies, and actions directing the County's planning, programs, and decision making, pertaining to managing land use, review of development projects, changes to zoning and development regulations, prioritizing funding for projects, and establishing new programs and initiatives.

Wildfire Incident Report. Prepared by the State of Hawaiʻi Attorney General's Office, this report details the fact-finding and analysis of the wildfire disaster. It includes evaluation of causes and contributing factors and provides recommendations for prevention and risk mitigation. The recommendations are far-reaching and include best practices for rebuilding a resilient community, such as codes and standards. The Lahaina Forward-Looking Report was published in January 2025. It recommends building and fire code reviews and revisions at the State and County levels, although this has not been completed yet.

Community Development Block Grant Disaster Recovery (CDBG-DR). This is a grant fund appropriated by U.S. Congress and allocated by the U.S. Department of Housing and Urban Development. It addresses long-term recovery efforts, such as unmet needs that other Federal programs do not cover. The CDBG-DR funds are administered by the County and are used for housing, infrastructure, economic development, and public services. The County of Maui is developing a required Action Plan detailing how the estimated $1.6 billion funds from this grant program will be expended.

National Heritage Area (NHA). In December 2024, the U.S. Congress passed H.R. 8219 and S. 4259 establishing the Lahaina NHA Study Act. This directs the NPS, in coordination with the County of Maui and other partners to study the feasibility and suitability of a NHA designation for Lahaina.

Creation of a Cultural Corridor and the Restoration of Malu ʻUlu o Lele, Mokuʻula, and the Loko o Mokuhinia. This project, led by the County of Maui Department of ʻŌiwi Resources, includes the creation of a cultural corridor and the restoration of Malu ʻUlu o Lele, Mokuʻula, and the Loko o Mokuhinia Complex. A cultural corridor along the coast will restore, honor, and protect culturally significant sites highlighting Hawaiian history, restoring Lahaina's natural wetlands and cultural sites, and replants ʻulu trees.

Infrastructure assessments and improvement studies. Various studies led by the County DPW will assess existing and evaluate future infrastructure needs in and around the impact area, identifying improvements. The studies include roadways, drainage, water, sewer, electrical and telecommunication systems. This includes consideration of the impacts of sea level rise on various rebuilding scenarios. Based on the findings of the site analyses and potential redevelopment opportunities, land use modifications may be identified (e.g., zone changes).

Other historic properties. Individual historic properties including churches, residences and commercial buildings are undergoing a variety of planning and design for rebuilding efforts in the surrounding Lahaina NHL District. For example, the historic springhouse adjacent to the Baldwin Home. Initially, the Spring House, built in 1823 by the Rev. William Richards, was planned to be demolished after it was deemed unsalvageable. However, after consulting with the family owners of the property, it was decided to attempt to preserve the historic property.

1.4 LRF Input and Process

1.4.1 Workshop 1

To apply the frameworks noted above, together with LRF goals, understanding of building prominence/ historical significance, available documentation, opportunities for future use, interpretive value, anticipated costs, funding opportunities, permitting paths, and other factors, AECOM facilitated an in-person, charrette-style workshop with LRF project leadership and LRF's select partners in January 2025. Starting with a pre-meeting survey, the workshop included a full day of exercises to gather information, brainstorm, and create a

vision for the LRF rebuilding effort. Additional input was incorporated in the weeks following based on additional virtual meetings and discussions.

Each step of the process forms a scaffold to further refine direction and detail on the buildings. The workshop was executed with tools and interactive exercises to help LRF gather pertinent information and consideration for rebuilding options, it also accomplished the following:

1. Document the goals and vision of LRF for the Historic Building Restoration Master Plan.
2. Introduce treatment options grounded in the SOI Standards.
3. Identify and discuss anticipated opportunities, challenges, and feasibility of different scenarios for the eight properties.
4. Discuss past building uses and future needs considering interior and exterior needs, pre-fire conditions, building code requirements, sustainability, and future goals; and
5. Introduce criteria for the initial prioritization of sites and potential projects, and develop preliminary prioritization based on these criteria.
6. Develop phasing for the planning process, with early phases addressing the higher priority sites to support possible fast-tracking for these projects.
7. Reach a consensus on preliminary prioritization and phasing.

Prior to the workshop, participants were asked to fill out an online survey with their initial thoughts; the full record of responses is provided in Appendix G. The workshop initiated with a warm-up exercise asking participants to identify what LRF's top three priorities for rebuilding efforts should be. Common themes are presented in Figure 4. Other interactive exercises are reviewed below in greater detail.

Figure 4 Word Cloud Graphic from Opening Priorities Exercise at Workshop Meeting.

Opportunities and Challenges. This exercise documented known opportunities and challenges is a method to document what participants know; posters were left on the wall during the workshop so they could be added to. Opportunities were framed with questions such as: *What does the future LRF look like without limits? What building uses and occupants are possible? What funding sources are available? What are the key challenges facing LRF and building restoration?*

Table 5 Key Opportunities and Challenges Summary, Workshop 1.

Key Opportunities	Key Challenges
• Significant financial support from FEMA, covering 90% of costs for public-facing buildings, contents, and upgrades • Available insurance money • Community support and commitment to rebuilding with a focus on preserving Lahaina's historic identity. • LRF is perceived as a leader in rebuilding efforts, promoting collaboration between culture, community, and commerce. • Inclusive storytelling and improved Mokuʻula relationship, open space utilization, and workforce development • Flexibility in office space • Upgrade accessibility from previous conditions	• Limitations on FEMA support for artifacts and landscaping • Complex paperwork, rules, and timelines for FEMA, State, and County requirements • Sheer volume of the rebuilding effort exceeds the capacity of Maui's local government and community. • Limited donor pool from strained Lahaina town supporters and diminished local collaboration for culture, community, and commerce • Unclear where is the best location for LRF offices and key operational spaces. • Accessibility issues persist in some buildings, which are around 200 years old and face structural stability concerns. • Interiors must conform to current building codes when 50% or more is destroyed. • Nearly all artifacts stored in Hale Aloha were lost. • Available documentation is necessary to match the selected period of significance.

Strengths, Weaknesses, Opportunities, and Threats or Challenges (SWOT/C) Analysis. A useful tool in facilitation to identify factors to help with decision-making, the SWOT/C provides a structured way to make informed decisions about strategic choices. The workshop participants were parsed into four separate groups, each covering four of the eight buildings, so that each building was reviewed twice by two different small groups. Each small group looked at each of their four buildings and determined:

- Strengths (condition, documentation, partners, allocated funding, other?) *"what is"*
- Weaknesses (condition, documentation, lack of interest/use, other) *"what is"*
- Opportunities (use, funding, treatment options, goals) *"what could be"*
- Threats/Challenges (major hurdles, treatment options, funding, priority, sea level rise) *"what could be"*

All eight buildings were covered twice. Four small groups each did the analysis on four buildings and shared back to the larger group. Results were incorporated into the considerations presented in the Concept Plans that follow for each building in Section 2.

Prioritization. Concurrently restoring all eight historic properties would not be feasible given the available staffing and resources for the task. Therefore, one objective of this Plan is to clearly identify priorities: buildings to be started and/or finished first, buildings to plan to work on together or in a certain order that will provide overall efficiencies or other benefits. Criteria are used as a way to organize the factors that influence each building's path to reconstruction, and help identify whether, and in what ways, that path is expected to be simpler or more complex than other buildings addressed in this Plan. Criteria evaluations identify areas of concern as well as potential fast-tracking opportunities and provide a record of the reasoning that will inform decisions. Criteria are defined below; they are described positively, with each building to be evaluated in terms of how close it comes to meeting each criterion.

CRITERIA DEFINITIONS

Permitting Simplicity. For this building, the known processes for Federal, State, and County permits likely present a clear path and/or presumed exemptions that can reduce time and effort (note that the permitting processes will be charted for each building based on additional consultation with agencies and will evolve with the ongoing changes to the permitting landscape for Lahaina).

Physical Readiness for Reconstruction. General conditions of the building and its surrounding site are ready for reconstruction and do not require substantial pre-construction efforts before work could begin, as far as known at this time (note that project schedules will be prepared for each building as plans are developed).

Available Data to Support Reconstruction. Building documentation has been collected and includes a thorough record that can support accuracy of reconstruction, such as previous reconstruction drawing sets, existing pre-fire and historical photographs, and other information about the historical and pre-fire physical condition of the building.

Structural Stability. Building has been assessed for structural stability and is stable/adequately shored, or does not have structural concerns because there are no remaining structural elements.

Cost Efficiency. Funding is expected to be readily available, and is already identified or positioned, whether through FEMA or private sources. Costs for the building are assumed in this early stage to be relatively low compared to other buildings (note that actual projected costs will be identified and details refined as part of the planning process).

LRF Revenue Potential. The building presents financial revenue opportunities to sustain LRF. New uses that generate revenue are readily applicable.

Future Use, Community Use. The building serves a visible and meaningful role in the community of Lahaina, and presents opportunities to serve as a venue for events, educational activities, or other functions with value to local residents. The building will be able to have its historical use returned, or will require minimal adaptation for desirable new uses.

Historical Scene and Interpretive Value. The building is a landmark or is more visible among the buildings addressed in the Master Plan. While all contribute to the Lahaina NHL and are part of the character and historical scene of the town, some are higher profile than others.

Other Building/Site-Specific. Because the historic buildings are unique, there may be other building or site-specific conditions not captured in the general criteria categories.

Each participant had three dot stickers for each building. A dot was placed for the top three criteria for each building. The results provided an immediate visual understanding of where the group prioritized the highest three criteria per building. This was done for all eight buildings and is summarized in Figure 5. Historic scene and interpretive value was the strongest priority noted overall, followed by revenue potential and physical readiness for construction. The full priority results for each building are presented in Section 2, Concept Plans.

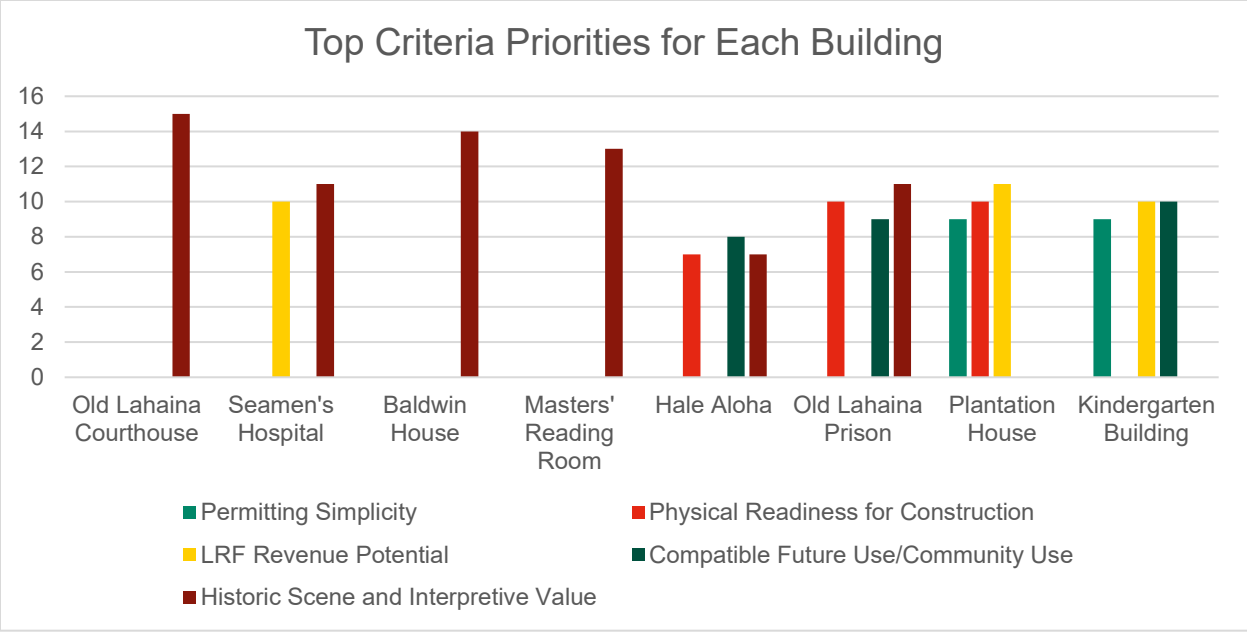


Figure 5 Top Criteria Priorities for Each Building.

LRF Programming Requirements. Rebuilding plans must account for functional and operational requirements that will allow LRF to restart and sustain their community programs. As stewards and storytellers of Lahaina's historic and cultural heritage, LRF's robust programming has long been community-centered, active, and diverse. Prior to the wildfire, LRF not only managed, restored, and interpreted numerous historic properties in Lahaina; the organization led community events and activities such as:

- Keiki camps and community movie nights on the lawn at the Old Lahaina Prison;
- Music series concerts on the Baldwin Home lanai/lawn;
- Hands on History: cleaning and cataloguing LRF collection objects at Hale Aloha; and
- Meeting spaces for community and organization use.

The heavily visited Old Lahaina Courthouse and Baldwin Home were open to the public with interpretive exhibits, museum collections, and activities. LRF maintained interpretive signs and produced a brochure-map for the Lahaina Historic Trail. In addition, LRF undertook revenue-generating efforts including managing a pay parking lot behind Baldwin Home; and leasing the Kindergarten Building, first floor of Masters' Reading Room, Seamen's Hospital, and Plantation House to local commercial tenants.

The restoration effort is intended to bring back the historic properties' physical appearance, but also enable LRF to fill them with restarted and new programs. In some cases, buildings will require selective interior changes to meet building codes as well as modest adjustments to better accommodate valued programs and functional needs. Restoration plans must accommodate operational capabilities that ensure the buildings can fulfill their roles and uses as community, educational, and functional assets sustaining the organization and serving the public. The following table identifies general requirements.

Table 6 LRF Functions and Associated Space Requirements.

LRF Function	Requirements
Museum/Exhibit	Publicly accessible exhibit spaces
LRF Offices	Eight desks, conference room, bathroom, break area, mailing
Collection Storage/Curation	Storage (long and short term, archival); climate control, security
Education	Classroom for 30, exterior space with electric, sink, bathrooms

LRF Function	Requirements
Public Events	Interior space for 75, exterior space with electric, bathrooms
Tenant Office/Leased	Revenue source. Properties owned by LRF may be leased for compatible uses. Historic properties designated for public use may not be commercially leased, but some space may be donated for use by nonprofit organizations.
Meeting/Lectures	Meeting spaces could be a variety of sizes; up to 75 theater-style seats or 40 table seats
Visitor Center	Exhibit area, interpretation, brochure display, visitor information, 3D map of Maui, and retail area
Film Theater	Surround screen, 30-50 seats, introductory exhibit/queue, two exits
Residential	One bedroom apartment for caretaker at Old Lahaina Prison
Retail	Four (minimum) counters/display spaces, internet
Landscape Equipment Storage	mowers and other equipment, parking, break area, shelving, workbench
Event Equipment and Supplies	space for storing 60 folding tables and 300 folding chairs, storage tubs, and other items in a 40' container
Maintenance Workshop	workbench, storage, desk, break space
Exhibit Fabrication	workbench, storage
Collection Care Lab	Four worktables, storage, staging, photography and wet tables, sink

1.4.2 Workshop 2

Workshop #2 was held on May 21, 2025, in Lahaina with attendees from LRF's Board of Directors, the Historic Hawai'i Foundation, and the AECOM-MASON team. This workshop meeting included discussion and comments on the Draft Master Plan, which had been submitted to LRF on May 1. The participants discussed the concept options provided in the Draft Master Plan and selected preferred concepts. Some buildings were presented with options and others were presented with one recommended course of action. For the Baldwin Home, Kindergarten Building, and Seamen's Hospital, one recommended concept was considered and accepted. Table 7 below provides a summary of discussions and decisions regarding the concept options for each of the other buildings.

Table 7 Options Discussed at Workshop 2.

Building	Option Descriptions and Notes	
Old Lahaina Courthouse	Option 1. Accessible Basement: • Public access to basement level. Americans with Disabilities Act-compliant access provided via exterior stair lift at Olowalu side stairwell. • Vestibule added to interior at bottom of stair. • Basement public space has heating, ventilation, and air conditioning system, repainted/finished walls.	Option 2. Non-Accessible Basement: • No public access to basement level. • Improved pump system and dehumidifier installed to prevent mold and address occasional flooding.
Masters' Reading Room	Option 1. Masters' Reading Room with Restroom • Code compliant restroom on ground floor, which would take up more space than the previous non-compliant restroom.	Option 2. Masters' Reading Room without Restroom • No interior restroom on ground floor. Nearby restroom at Kindergarten Building would serve users of the Masters' Reading Room.

Building	Option Descriptions and Notes	
Old Lahaina Prison (Hale Paʻahao)	Option 1. Old Lahaina Prison to Pre-Fire Appearance • Reconstruct to 2023, with updates to bring exterior of gatehouse closer to c. 1900 appearance. • One cell block, per the 1980s reconstruction drawing set, with minor exterior modifications to bring closer to pre-1950 appearance, with non-historic lean-to addition concealed behind it for maintenance use.	Option 2. Old Lahaina Prison to Earlier Historic Appearance • Reconstruct gatehouse with minor exterior alterations to closer to c. 1900 appearance, and interior uses the same as previous (restroom, kitchen, caretaker apartment). • Construct two cell blocks based on historical documentation. • One cell block would house exhibits, the other would look like a cell block on the exterior and house maintenance uses on the interior.
Hale Aloha	Option 1. Hale Aloha with One Story • Single story option would include kitchen and all other uses on first floor • No stairs or elevator in main part of building (only in tower)	Option 2. Hale Aloha with Two Stories • Two story option would include kitchen and meeting space on second floor, curatorial and other uses on first floor • Interior stairs at either end of the building and interior elevator to provide access to second floor
Plantation House	Option 1. Divided Plan • Interior divided into rooms	Option 2. Open Plan • Interior open plan

Note: Shaded options are the selected ones; buildings not shown in table had one option.

Once concept options were selected, the meeting participants turned to consideration of prioritization and schedule for implementation. The following preliminary order of priorities was established to move forward in developing a schedule and the Matrix of Costs.

Table 8 Preliminary Order of Priorities.

Phase I
1. Baldwin stabilization – already starting (July 2025)
Phase II
2. Studies (topographic survey, archaeological monitoring, geotechnical, and other) 3. Design County buildings (Old Lahaina Courthouse, Old Lahaina Prison, Hale Aloha) to construction drawing bid set, start permitting/consultation (as much as possible before July 2026) 4. Baldwin Home design to construction drawing bid set, including engineering for supporting structure, permitting 5. Consider an interim Old Lahaina Prison site use (temporary gate, portable toilet, open space available for community uses) 6. Masters' Reading Room, Kindergarten Building design to construction drawing bid set, permitting
Phase III
7. Construct Baldwin Home, Masters' Reading Room, Kindergarten Building as one project or timed in close sequence so mobilization/demobilization can be done once on this parcel 8. Construction of Old Lahaina Courthouse (dependent on funding timing) 9. Construction of Old Lahaina Prison 10. Construction of Hale Aloha 11. Design Seamen's Hospital and Plantation House to construction drawing bid set, permitting 12. Construct Seamen's Hospital and Plantation House (no FEMA or County, so could be fundraising for these over a longer period)

1.4.3 Workshop 3

Workshop 3 was held on July 18, 2025 in Lahaina with attendees from LRF's Board of Directors, the Historic Hawai'i Foundation, and the AECOM-MASON team. The meeting agenda included a review of the building concepts selected during Workshop 2 in May. As part of the discussion, minor revisions were suggested, such as development of structural engineering options as part of design for the Baldwin Home, as well as the preservation of the building's rammed earth floor in the basement. There was also discussion of materials, such as whether 'ōhi'a wood flooring will be possible to obtain for the Old Lahaina Courthouse interior, and appropriate substitutions if it is not.

Participants reviewed the preliminary priorities and order of tasks identified in Workshop 2, which had been developed further by the planning team before Workshop 3. The discussion addressed key topics related to prioritization including fundraising, permitting, and capacity. Fundraising strategy is not part of the scope of this Master Plan, but the Plan will support development of fundraising plans by providing a roadmap for completing the rebuilding work. Permitting timelines are a concern due to the evolving requirements and complexity of some of the processes. While some environmental compliance and permitting processes have been waived, reduced, or suspended, there remain challenges such as review backlogs that may cause delays in execution of the project. Participants discussed strategies to support getting permits completed. Another concern discussed was the ability of LRF staff and board to manage multiple design/construction projects of this scale, some of them concurrent. To address capacity, LRF is planning to engage a project manager (and likely a construction manager [CM] later in the process) to coordinate all the various tasks and projects in close cooperation with the organization's leadership, and with major funding sources such as the County of Maui and FEMA, as well as supporting public engagement. Labor capacity is also a concern for construction contractors due to the volume of rebuilding work and the specialized needs for some of the historic buildings.

The meeting participants reviewed and discussed the draft Matrix of Costs and the associated cost estimates and schedule. The draft Matrix was presented based on a fairly rapid schedule with completion in 2028. However, it was determined that given the costs and need for concurrent projects to accomplish this timeline, it would also be preferable to provide a "flatter" scenario extending the timeline and reducing the monthly effort and cost. Both matrix scenarios are provided in Section 3.

2. Concept Plans

The following sections present the concept plans for each property and building. For each Tax Map Key (TMK) parcel, a conceptual plan is provided primarily to illustrate building siting and elements that may result in ground disturbance. Landscape design was not undertaken during this Master Plan. Site plans display building location and parcel boundaries, adjacent underground wastewater utility lines and possible connection routes, conceptual locations of paved areas based primarily on past and existing paving, and general zoning for fire-resistant planting. More detailed landscape plans will be developed in a future design effort and may differ from these preliminary plans. The conceptual building plans shown in this section were selected in May 2025 from options developed in the Draft Master Plan. All concept plans are compliant with the SOI Standards for the Treatment of Historic Properties. The table below shows the parcels, the associated buildings, and the approaches. More details are included in the building-by-building sections that follow.

Table 9 Summary of Parcels, Buildings, and Preservation Approaches.

Parcel (TMK)	Building	Approach
(2) 4-6-001:009 (partial)	Old Lahaina Courthouse	Restoration
(2) 4-6-008:007	Baldwin Home	Restoration
	Masters' Reading Room	Restoration
	Kindergarten Building	Reconstruction
(2) 4-6-008:044	Old Lahaina Prison Gatehouse	Reconstruction
	Old Lahaina Prison Cellblock 1 (exhibit)	Reconstruction
	Old Lahaina Prison Cellblock 2 (maintenance)	Reconstruction
(2) 4-6-008:043	Hale Aloha (with bell tower)	Restoration
	Hale Aloha restroom building	Reconstruction (non-historic)
(2) 4-5-003:010	Seamen's Hospital	Restoration
	Plantation House	Reconstruction

The building-by-building sections that follow include concept-level plan drawings of restoration options for each building, accompanied by a narrative summary including a vision statement (sharing a present-tense view of the building in its final state); a list of character-defining features; a description of the applicable SOI preservation treatment approach; a description of concept design elements; a summary of the data collected to support the rebuilding effort; permit considerations; summary cost estimate; summary schedule; and notes about other considerations.

Table 10 Selected Building Concepts.

Building	Selected Concept	Key Considerations
Old Lahaina Courthouse	Non-Public Basement	Interior accuracy; basement climate; stairwell security
Baldwin Home	Restoration	Debris removal/shoring; interior accuracy; bathroom location
Masters' Reading Room	With Restroom	Exterior to be stone, no reapplication of plaster
Kindergarten Building	Reconstruction	Flexible interior space, use for film showing
Old Lahaina Prison (Hale Paʻahao)	Gatehouse exterior c. 1900; Two cellblocks	Gatehouse interior layout details TBD; cellblock interpretation; FEMA funds only cover one cellblock
Hale Aloha	Two story	Functional interior spaces
Seamen's Hospital	Restoration	Tenant use
Plantation House	Open Plan	Tenant use

2.1 Old Lahaina Courthouse

2.1.1 Vision Statement

The Old Lahaina Courthouse stands on the makai side of the block that also includes Banyan Tree Park and the reconstructed remains of the Old Fort, on parcel TMK (2) 4-6-001:009, bounded by Wharf Street, Hotel Street, and Canal Street. The Old Lahaina Courthouse is adjacent to Lahaina Harbor and is one of the town's most visible and distinctive buildings.

The Old Lahaina Courthouse is envisioned as a revitalized hub for the community of Lahaina. The building provides public interior spaces, embracing an array of appropriate uses. These include a historical museum that tells the whole story of Lahaina; a visitor center; space for educational activities, event support, LRF offices, and the Lahaina Arts Society Gallery in the former post office space on the first floor; and revenue potential from sales in the visitor center. The Old Lahaina Courthouse is an anchor for a historic campus of buildings and outdoor spaces in downtown Lahaina. For purposes of this Plan, the building site (restoration project area) is considered the area immediately surrounding the Old Lahaina Courthouse and does not extend mauka into Banyan Tree Park, which is administered separately and not addressed in the Master Plan.

Table 11 Site and Building Area Measurements, Old Lahaina Courthouse.

Element	Area (Square Feet)
Site (excluding Banyan Tree Park)	9,000 (approx.)
Building Interior Total	9,283
Basement	3,058
Floor 1	3,167
Floor 2	3,058

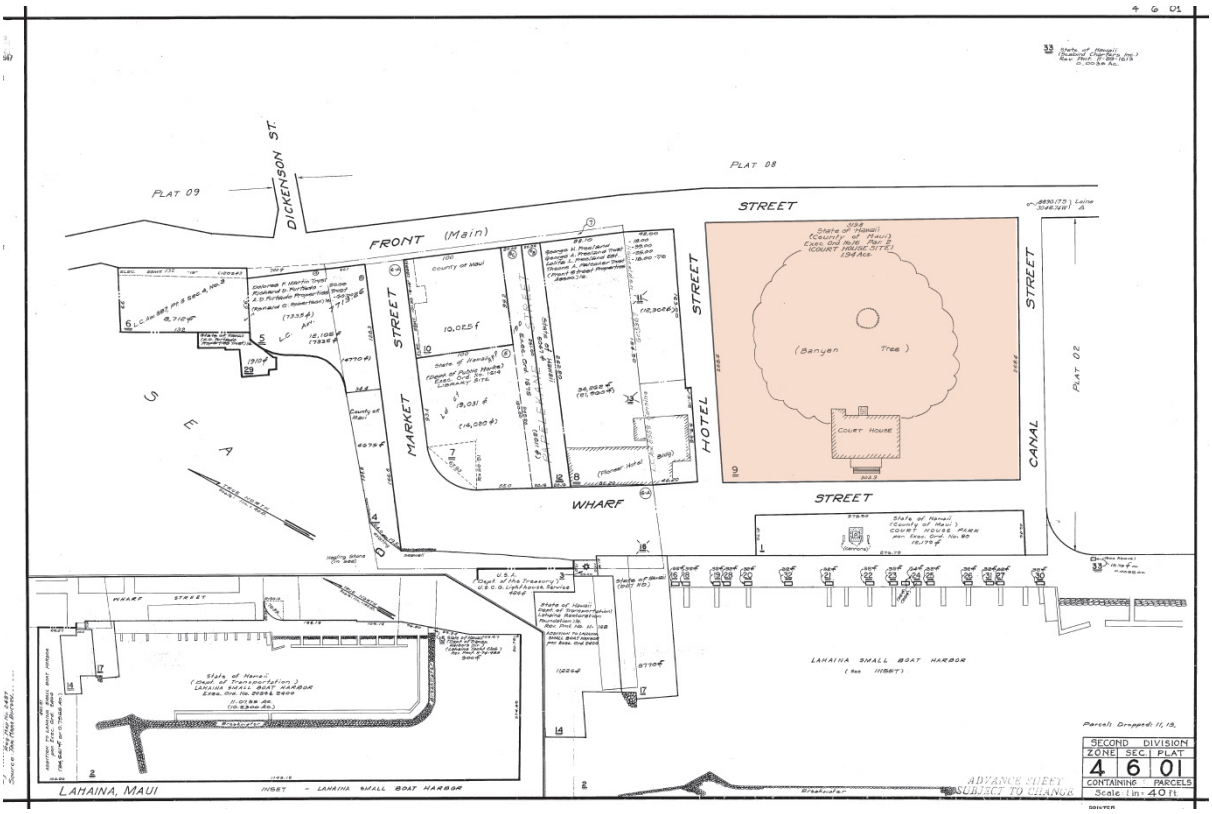


Figure 6 TMK Map Showing Parcel for Old Lahaina Courthouse and Banyan Tree Park (highlighted).

Figure 7 Pre- and Post-Fire Aerial and Ground Photographs of Old Lahaina Courthouse.

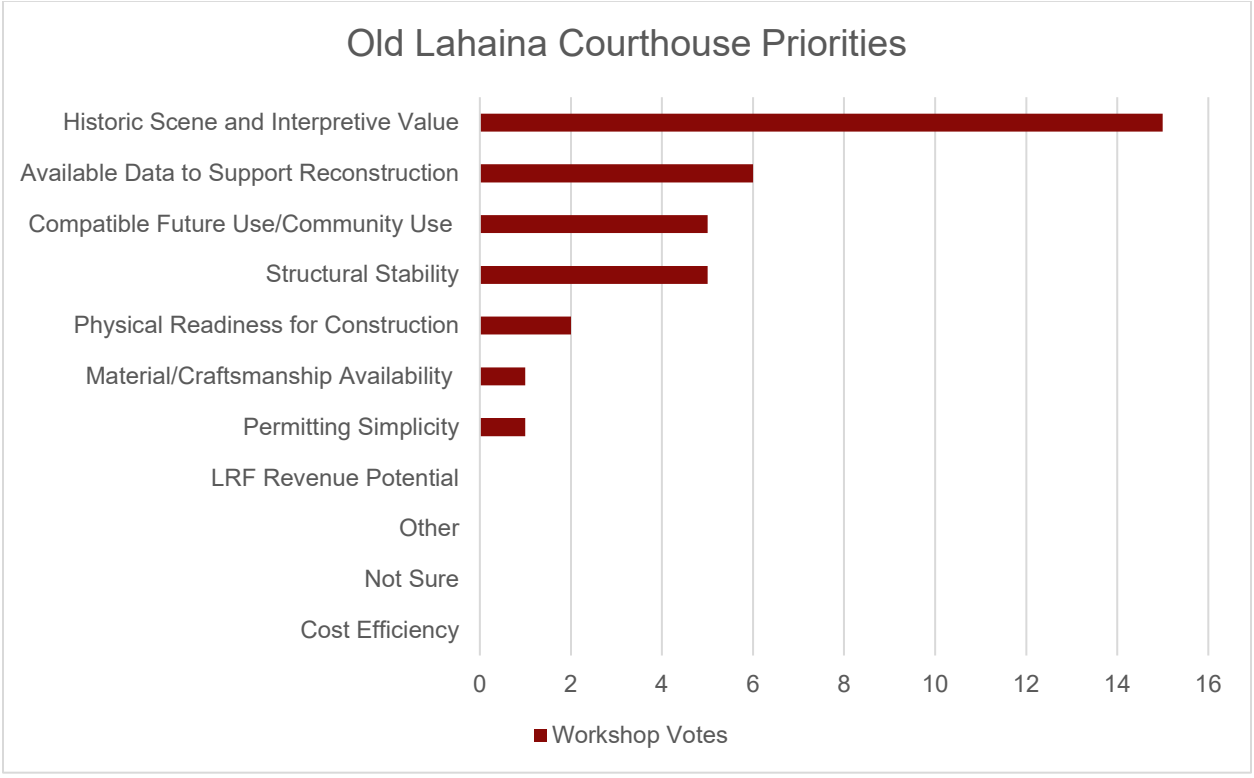


Figure 8 Old Lahaina Courthouse Criteria Prioritization Results.

2.1.2 SOI Treatment Approach

The proposed treatment approach for the Courthouse is restoration to its 2023 pre-fire appearance with the best possible exterior and interior accuracy, restoring character-defining features and materials or substituting the best available modern equivalents.

The exterior appearance of the Courthouse has not substantially changed since the mid-1920s. Significant repairs were made to the building in the 1990s, which addressed accessibility challenges. The exterior of the building has been unchanged since then and the interior renovations were sensitive to the 1920s design. Minor alterations ensure restrooms are accessible; and also include minor modifications to the basement design to maintain dry conditions and, optionally, permit public access to the basement level. None of these modifications would diminish the building's integrity.

Character-Defining Features

- Terra cotta Mission tile hipped roof
- Enclosed eaves
- Simple entablature and cornice molding
- Plastered exterior and interior walls
- Deeply inset windows and doors express the masonry wall thickness
- Large concrete columns at makai entrance
- Balcony facing makai at second level, supported by column pairs
- Wood casement windows
- Arched doors and door openings
- ʻŌhiʻa wood stair and railings
- ʻŌhiʻa wood interior flooring at main hall

2.1.3 Building History

The Courthouse was originally constructed in 1859-60, commissioned by the Hawaiian Kingdom government to serve as a customs house for whaling and trade ships as well as a center for government offices and court functions. In 1925, the Courthouse was reconstructed in the Greek Revival style. It served as the town's courthouse, jail, police station, and other government functions until 1970. In 1998, the courthouse was leased to LRF and underwent a renovation. The 2023 wildfire gutted the building, with only the plastered masonry walls standing.

2.1.4 Concept Plan

2.1.4.1 Concept Design Elements

In the restoration concept, the first and second floors of the Old Lahaina Courthouse are restored to their pre-fire appearance; the basement is modified slightly to support maintenance and combat flooding with a better pump system, climate control, and protective coverings on the exterior stairwells. There is no public access to the basement. The concept design for the Old Lahaina Courthouse provides for the following:

- Exterior and primary interior spaces will be restored to their 2023 condition. Minor modifications will be undertaken for basement maintenance (e.g., mold prevention).
- Exterior columns will have damaged plaster removed and be re-plastered. The building exterior will be fully painted.
- All fire protection updates will be integrated unobtrusively. For example, exterior windows will visually match the original, but will be more securely designed to be fire and wind resistant.
- The new windows will be casement-style, replicating the historic character-defining windows.
- The roof will be clad in terra cotta mission tiles, matching the historic material and appearance.
- Interior primary public areas (such as the entry hall, upstairs hall, and courtroom/museum space) will be reconstructed with as much original detail as possible based on available documentation.

- Stair treads will be solid stock ʻōhiʻa, if available; or substituted with a similar looking wood selected for having the closest appearance to the historic stair treads.
- Vertical grain Douglas fir will be used for all flooring on the second floor, and all rooms on the first floor except the entry lobby, which will be ʻōhiʻa strip flooring (or a visually similar wood will be substituted if not available).
- Interior lighting will be re-created period fixtures or the closest available in appearance to historic; not plated steel.
- The Judge's bench and witness stands will be reconstructed based on available documentation.
- Interior steel framework from the c. 1925 renovation will be replaced with new steel framework.
- Elevator will be rebuilt as it was pre-fire for access between first and second floors.
- Basement stairwells on the exterior will be covered for security. Covers will be low-profile in design and visually unobtrusive.

2.1.5 Data Assessment

There is a substantial amount of collected information about the Old Lahaina Courthouse, such as pre-fire interior and exterior photographs and video, 1960s HABS documentation, measured plan drawings from previous restoration and repair projects including construction drawings from 1997. This information is sufficient to support accurate restoration of the historic property. A post-fire USACE structural engineering report supports bracing/shoring and provides information on the condition of standing walls. A listing of all the collected documents for the Old Lahaina Courthouse is provided in Appendix A.

To support design and compliance, the following studies are recommended for the Old Lahaina Courthouse:

- Licensed topographic survey for property to use as base information for development of construction drawings
- Inclusion in an AMP covering all Master Plan properties
- Archaeological Monitoring Report (AMR) after construction

Figure 9 Old Lahaina Courthouse, Photo Looking Southwest, c. 1900.

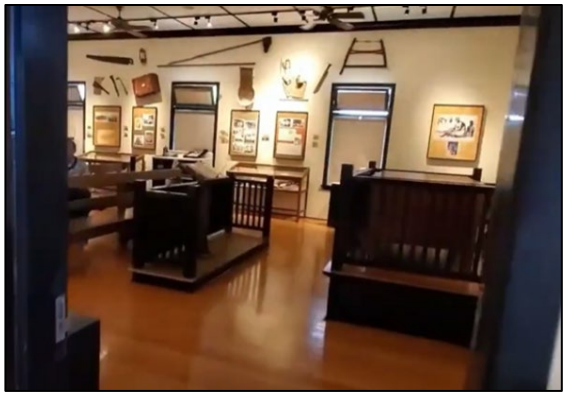


Figure 10 Old Lahaina Courthouse Makai Façade in 1966 (left).

Figure 11 Old Lahaina Courthouse Interior, Second Floor Courtroom, 2023 (right).

2.1.6 Environmental Consultation and Permit Considerations

The Old Lahaina Courthouse property is owned by the County of Maui, and managed by LRF. Design and construction will involve coordination with and review by the County. Anticipated permits are described in the table below. See the Permit Matrix in Appendix B, and the project schedule in Appendix D for estimated permit duration.

Table 12 Summary of Anticipated Permits, Old Lahaina Courthouse.

Permit/Approval	Permit Triggers and Notes
Federal	
NHPA Section 106 Consultation	The Old Lahaina Courthouse will be subject to NHPA Section 106 consultation due to the use of Federal FEMA funding for its restoration. This Plan may be used to initiation consultation with SHPO. The project is anticipated to result in a No Adverse Effect determination. The Section 106 consultation may run concurrent with State-level HRS Chapter 6E consultation.
National Environmental Policy Act (NEPA)	FEMA will be the lead agency for NEPA compliance and this project is expected to qualify for a CATEX. The CATEX form should be finalized once Section 106 is complete. FEMA prepared a REC Form for the Old Lahaina Courthouse dated October 5, 2024, that reflects a preliminary CATEX determination, but also notes it does not include approval for construction activities; the Applicant must submit working drawings to facilitate consultation.
State	
HRS Chapter 6E	Due to its listed historic status and government ownership, the Old Lahaina Courthouse restoration must comply with HRS Chapter 6E. This Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Adverse Effect determination. The consultation may run concurrent with Section 106 consultation.
County	
Shoreline Setback Assessment/ Determination/Variance	A portion of the Old Lahaina Courthouse parcel is located makai of the County of Maui 200-foot shoreline setback, which may require a shoreline setback assessment variance; however, because reconstruction is like-for-like and will not disturb land within the setback area, this may be waived.
SMA Permit	The Old Lahaina Courthouse is within the SMA boundary and makai of Front Street; therefore, it does not qualify for the temporary suspension of SMA rules.

Permit/Approval	Permit Triggers and Notes
HDX	A HDX would be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit is required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity is anticipated for utility upgrades, connections, and/or foundation work. This project will likely require a Minor Grading Permit.
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster or civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.1.7 Cost Estimate Summary

A preliminary cost estimate summary based on the design elements and permit considerations is shown below. Please refer to Appendix E for detailed cost estimates.

Table 13 Old Lahaina Courthouse Preliminary Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$67,000
Studies	$12,000
Design	$1,328,000
Construction Permitting	$20,000
Construction	$5,465,000
Arch. Monitoring/Reporting	$70,000
Punchlist/Closeout	$166,000
Total	**$7,128,000**

2.1.8 Schedule Summary

A preliminary schedule is summarized below for the Old Lahaina Courthouse restoration. As noted in Section 1.2, the schedule begins with environmental consultation, pre-design studies, and design, and extends through construction and closeout. The schedule accounts for all steps such as agency permit review, client approval for design drawings, selection of a construction contractor, and material procurement. The two alternative schedule scenarios shown below align with the Matrix of Costs, and account for shorter and longer project durations. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs.

Federal environmental consultation (NHPA Section 106 and NEPA) and HRS Chapter 6E consultation for all buildings would be initiated using the Master Plan. The balance of the permitting, as well as studies and design, would be scheduled to follow this for the individual building – in the case of the Old Lahaina Courthouse, these steps would commence immediately, as it is a higher priority building with initial funding in place.

Table 14 Old Lahaina Courthouse Proposed Schedule.

Old Lahaina Courthouse Schedule Tasks	'25	2026					2027			2028				2029			
Env. Compliance/Permitting	X	X	X	X	X		X	X									
Studies	X	X															
Design	X	X	X	X			X	X									
Ad/Bid/Award/Constr. NTP								X	X								
Construction Permitting										X							

Old Lahaina Courthouse Schedule Tasks	'25	2026				2027				2028				2029			
Construction										X	X	X	X	X			
Archaeo. Monitoring/Reporting										X				X	X		
Punchlist/Closeout															X		

2.1.9 Other Considerations

The following are some additional considerations in planning for the Old Lahaina Courthouse. Not only is it one of the highest profile historic landmark buildings in Lahaina, its relatively large interior has sufficient space for multiple uses. As a County-owned building with a public museum use, it is eligible for FEMA grant reimbursement, as long as the planned use remains public and not-for-profit (e.g., no leasing to commercial tenants). Additional support will likely be provided by the County of Maui for the reconstruction of this building. The Old Lahaina Courthouse will not likely require archaeological survey or geotechnical studies, as it will be restored on the existing foundation, and it is expected that existing utility lines (water, sewer) will be usable and not need replacement, avoiding ground disturbance.

2.1.10 Concept Drawings

Concept plan and elevation drawings for the Old Lahaina Courthouse and its site are presented in the following pages. All plans and elevations at larger scale are included in Appendix I.

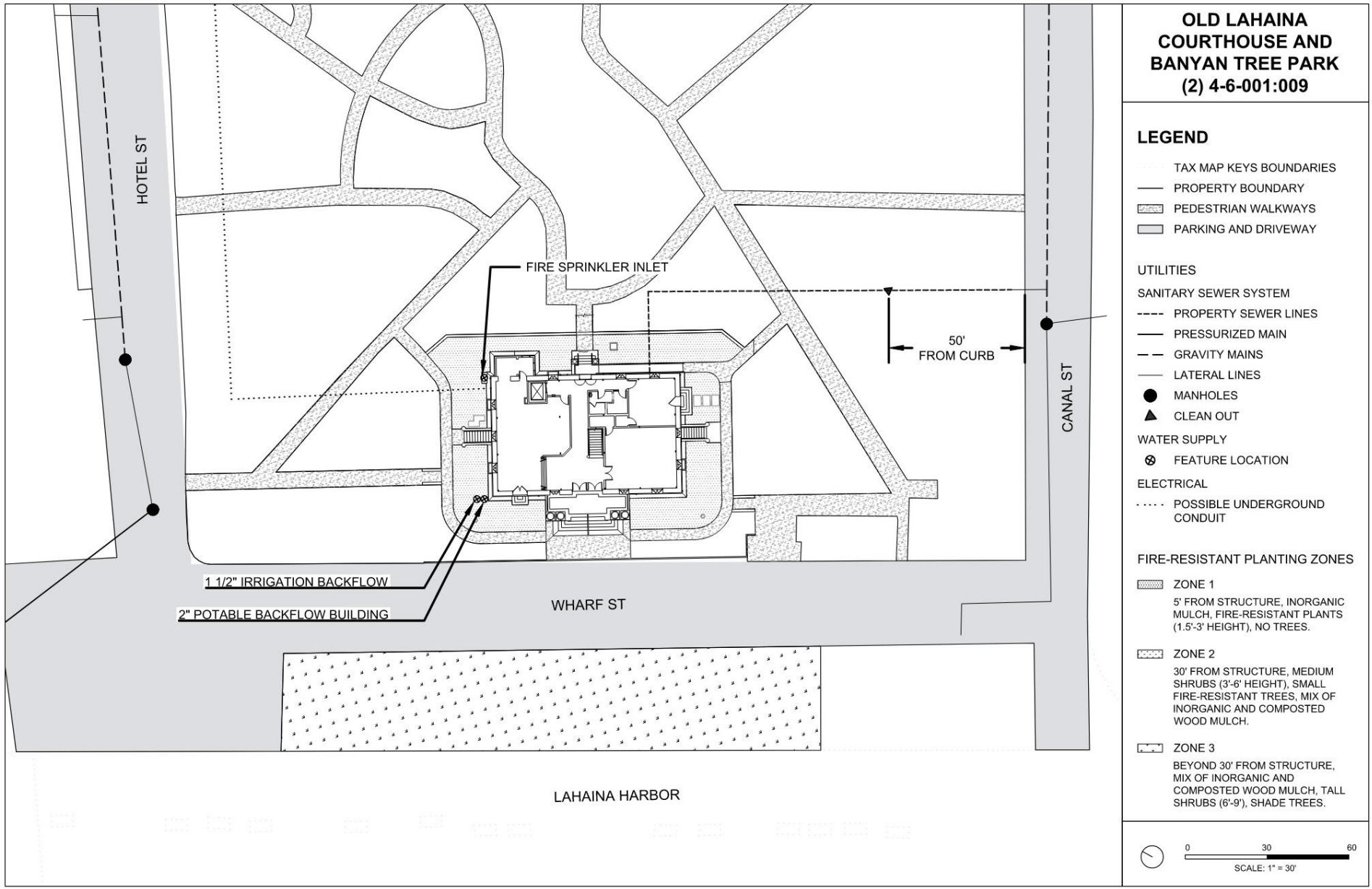


Figure 12 Old Lahaina Courthouse Site Plan.

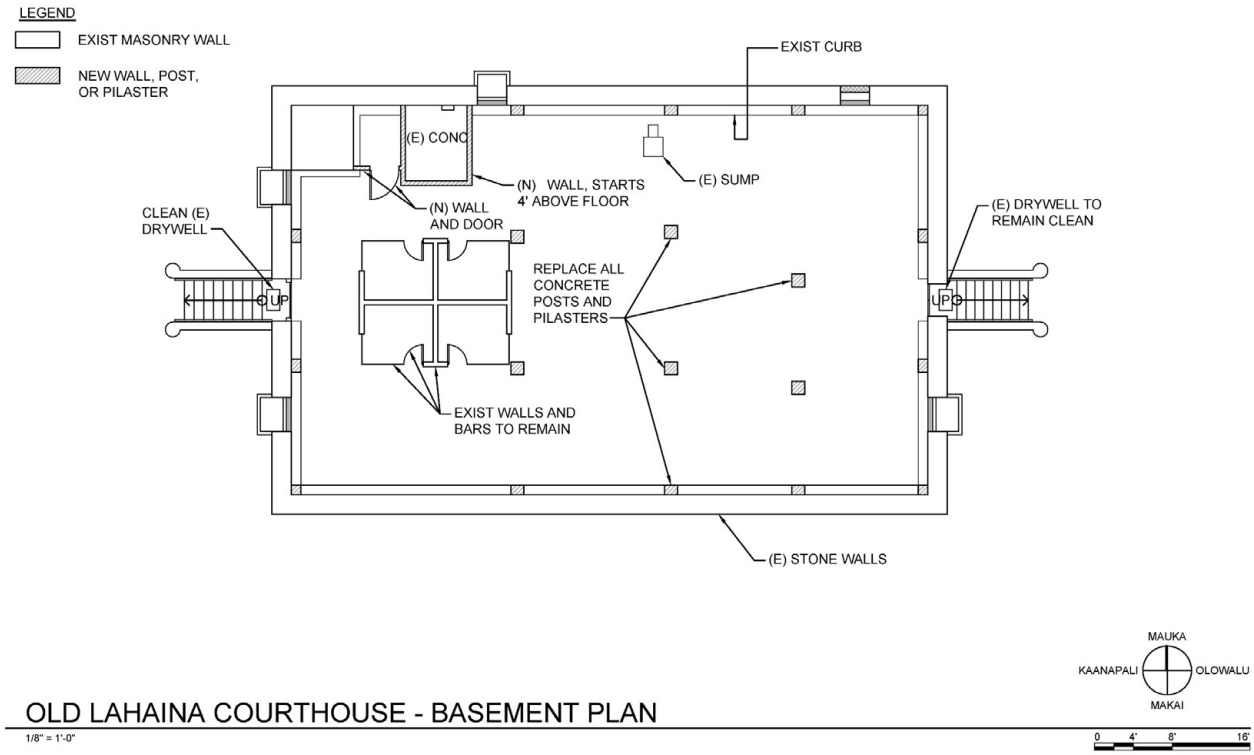


Figure 13 Old Lahaina Courthouse Basement Plan.

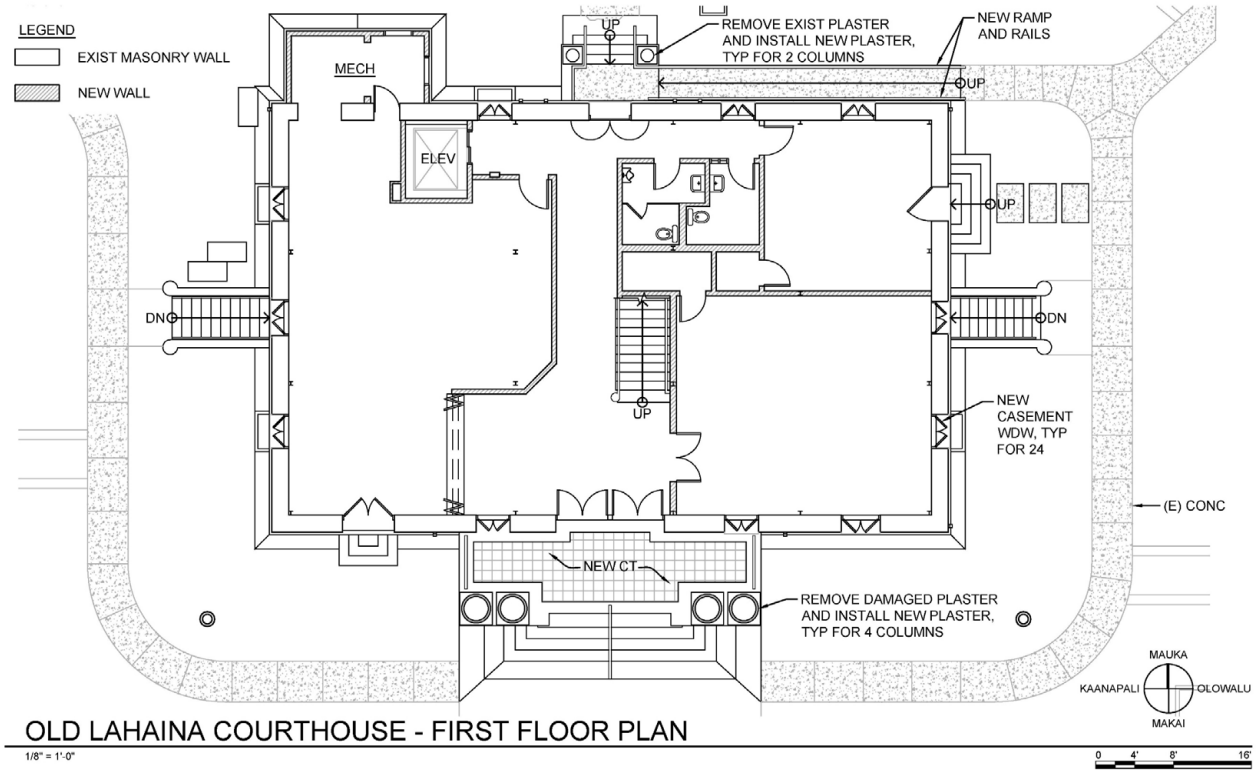


Figure 14 Old Lahaina Courthouse First Floor Plan.

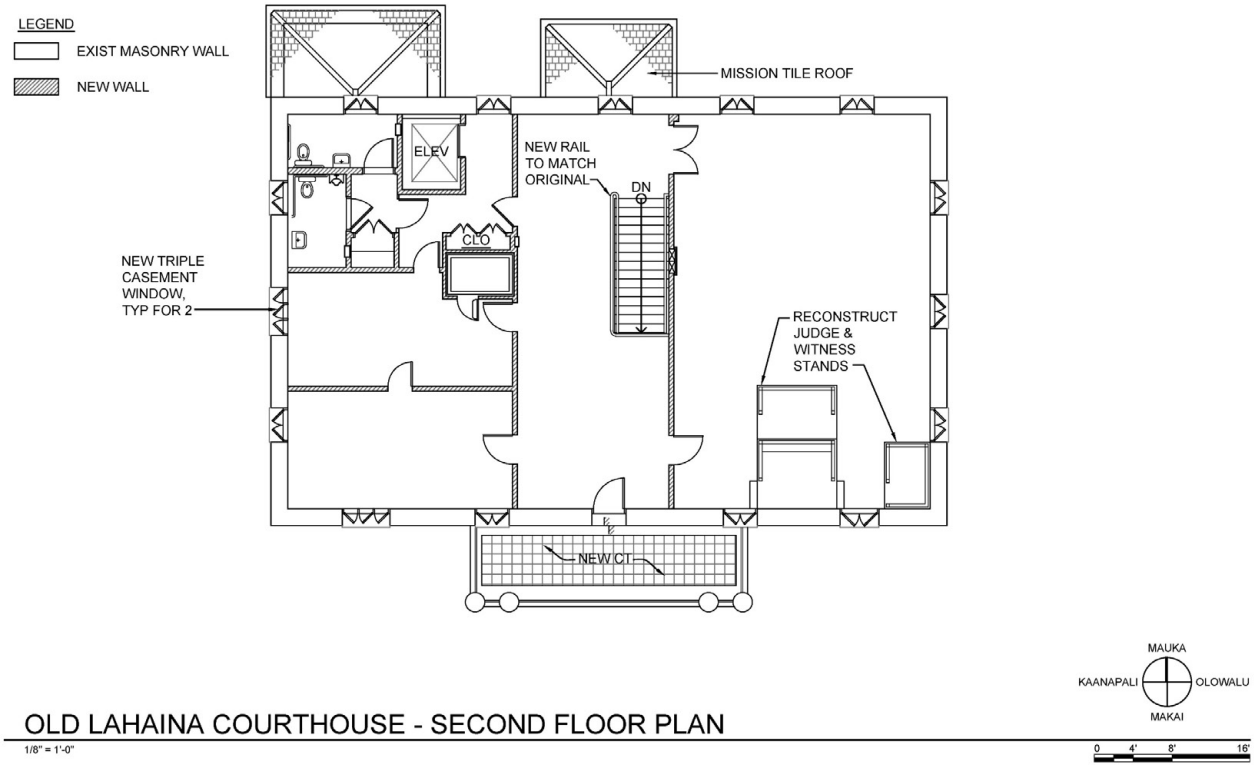


Figure 15 Old Lahaina Courthouse Second Floor Plan.

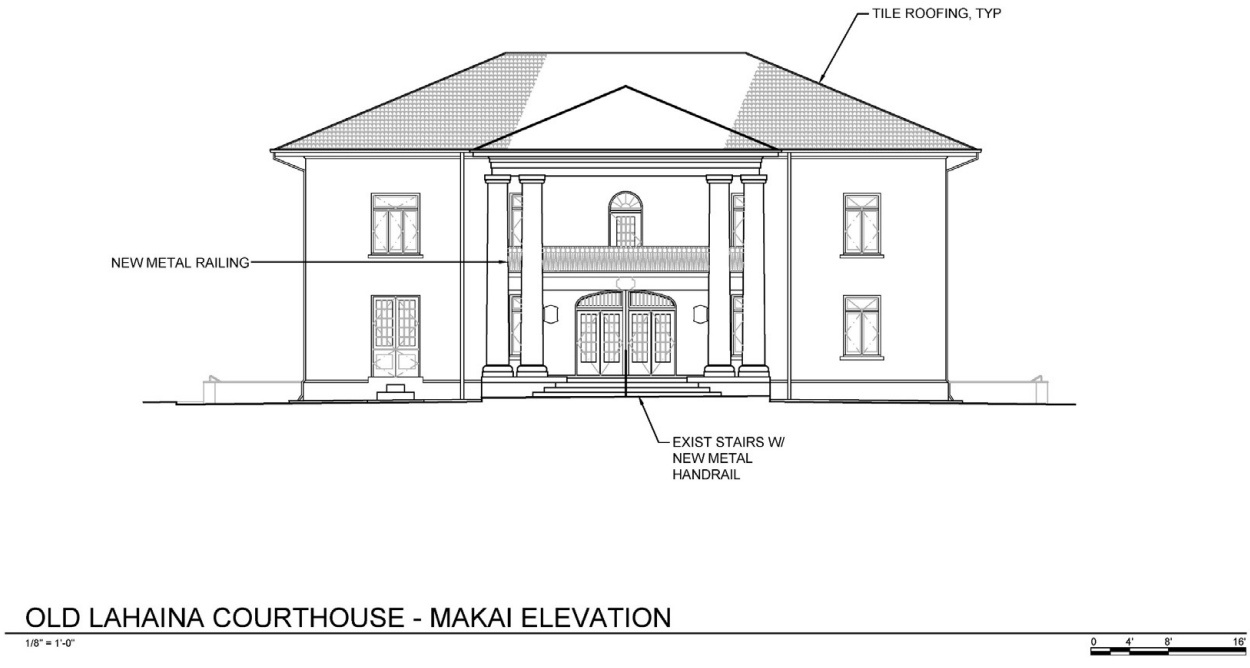


Figure 16 Old Lahaina Courthouse Makai Elevation.

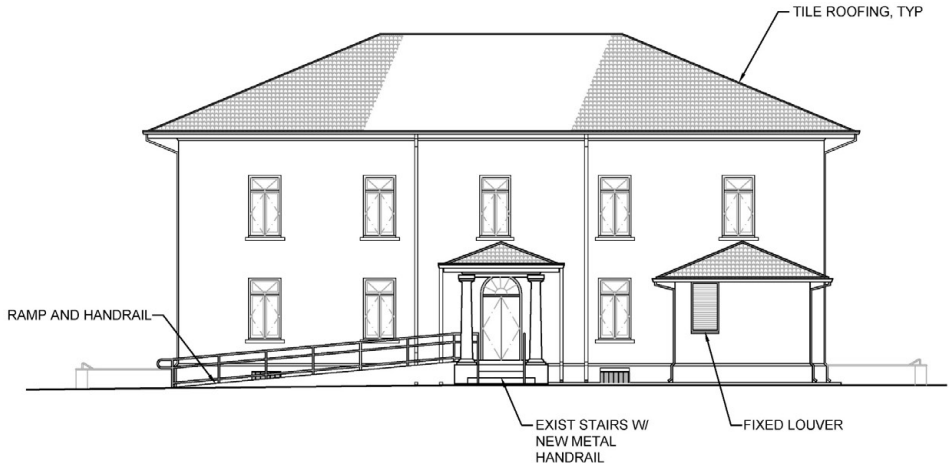


Figure 17 Old Lahaina Courthouse Mauka Elevation.

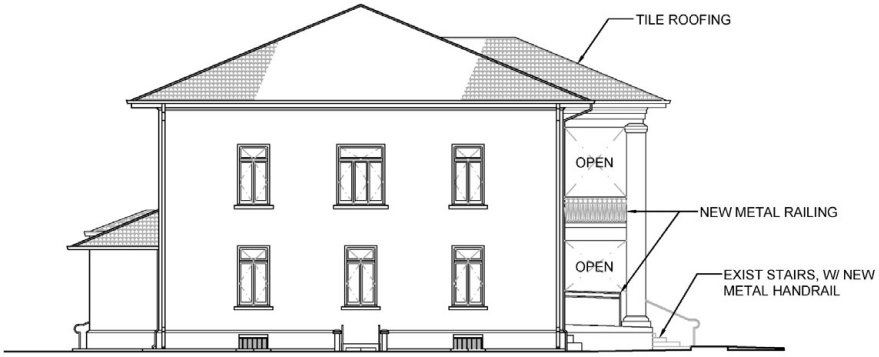


Figure 18 Old Lahaina Courthouse Kā‘anapali Elevation.

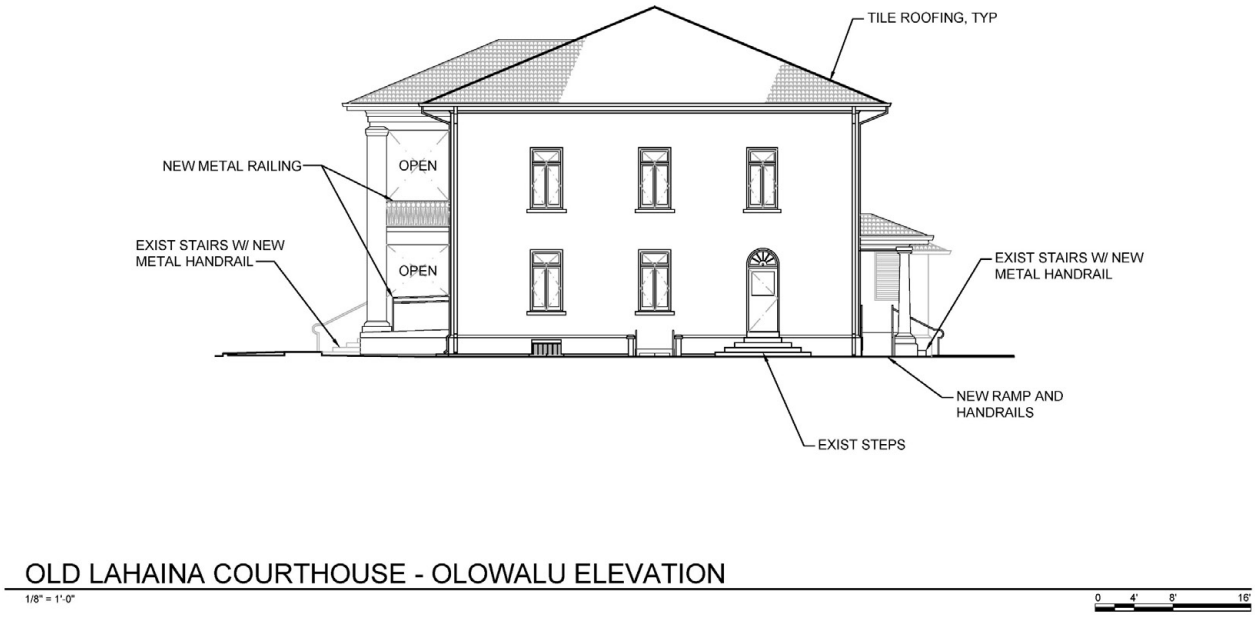


Figure 19 Old Lahaina Courthouse Olowalu Elevation.

2.2 Baldwin Home

2.2.1 Vision Statement

The Baldwin Home stands along the mauka side of Front Street on parcel TMK (2) 4-6-008:007, bounded on its other sides by Dickenson Street, Luakini Street, and Campbell Park. Located on a parcel shared with the Masters' Reading Room, Kindergarten Building, open lawn areas, and a public pay parking lot used by visitors, the Baldwin Home is a key element of a historic campus of buildings and outdoor spaces in downtown Lahaina.

The Baldwin Home is one of the town's most visible and distinctive buildings, Maui's oldest dwelling and its only historic house museum. The building is envisioned returning to its service as a major stop for visitors learning about the history of Hawai'i, Maui, and Lahaina, including the Hawaiian Kingdom, missionaries, and plantation-era settlement house movement. The museum exhibits artifacts of life in the 1800s and tells the story of the Baldwins and others who lived there. The second floor is used for LRF office space; or could be additional exhibit areas about the plantation-era settlement house use of the property, or other history.

Table 15 Site and Building Area Measurements, Baldwin Home.

Element	Area (Square Feet)
Site (shared with Masters Reading Room and Kindergarten Building)	33,307
Building Interior Total	4,080
Basement	1,090
Floor 1	1,900
Floor 2	1,090

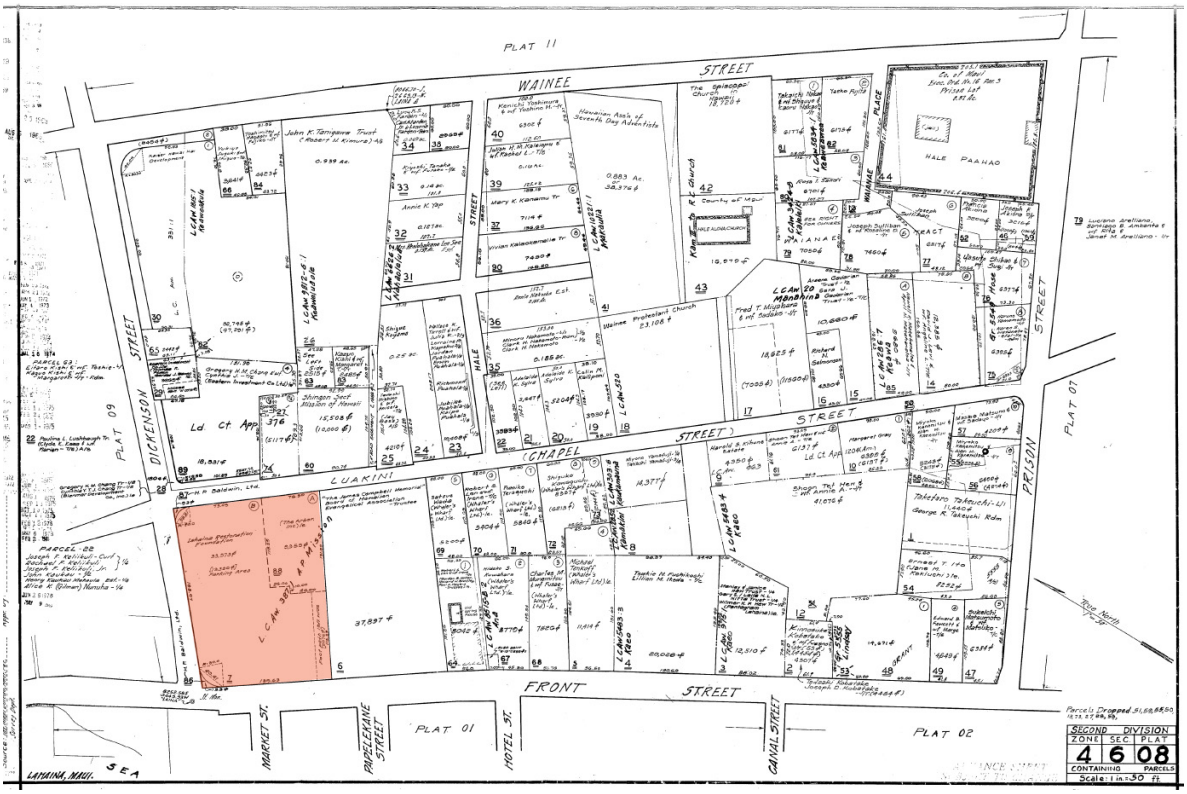


Figure 20 TMK Map Showing Location of Parcel That Includes Baldwin Home, Masters' Reading Room, and Kindergarten Building (highlighted).

Figure 21 Pre- and Post-Fire Aerial and Ground Photographs of Baldwin Home.

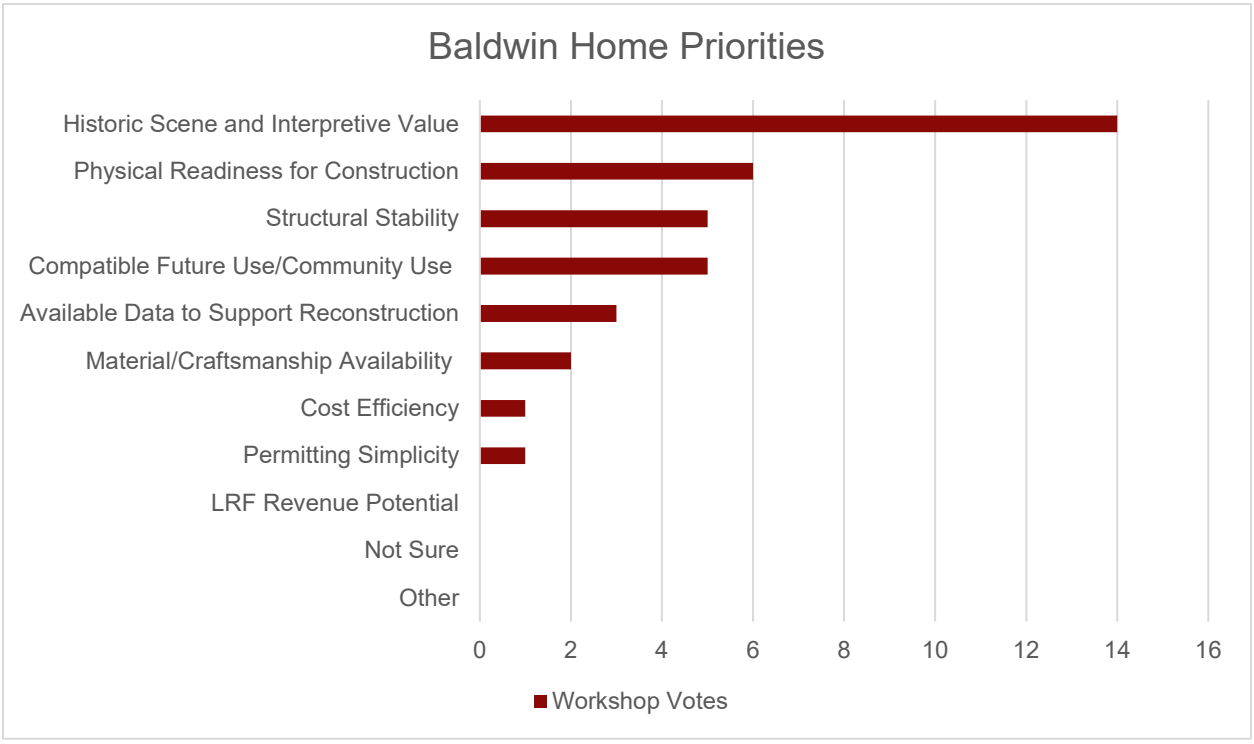


Figure 22 Baldwin Home Criteria Prioritization Results.

2.2.2 SOI Treatment Approach

The proposed treatment approach for the Baldwin Home is restoration to its 2023 appearance with the best possible exterior and interior accuracy, restoring character-defining features and materials or substituting the best available modern equivalents.

The Baldwin Home was first restored in the 1960s by LRF, and both interior and exterior have remained relatively unchanged after that time. No substantial alterations are proposed beyond restoration to the 2023 pre-fire appearance.

To reconstruct the building, load-bearing structural elements will need to be added within the damaged walls to supplement structural stability, designed in coordination between the historical architect and a structural engineer. It is expected that this can be accomplished in a way that is not readily visible. Other proposed minor alterations to meet code, such as an exterior stairlift to make the second floor accessible, will not diminish the historic character of the building.

Character-Defining Features

- Single and two-story construction
- Plastered stone masonry exterior walls
- Wood shingled gable roof that covers the lanai at the second floor; no eaves otherwise
- Lanai on makai side
- Stairs from ground to first floor lanai about 3 feet above ground
- Wood double-hung windows, each sash with 12 lights
- Wood paneled doors
- Simple wood railing at first and second floor
- Cellar under the two-story portion with exposed stone walls and earthen floor
- Plastered interior walls and ceilings

2.2.3 Building History

The Baldwin Home, the oldest house remaining on the island of Maui, was built by Reverend Ephraim Spaulding ca. 1834-35 to serve as a "missionary compound." The Baldwin heirs deeded the home to LRF in 1961, and it was subsequently repaired and restored for use as a house museum. The 2023 wildfire gutted the building, leaving only the stone masonry walls standing.

2.2.4 Concept Design Elements

The concept for the Baldwin Home is to reconstruct the interior and exterior to resemble its historic appearance as closely as possible based on available documentation. The concept provides for restoring the public house museum use on the main floor; and LRF office space and/or museum exhibit space upstairs (there is no difference in physical construction to accommodate an office or an exhibit space). The cellar would be used for limited storage and, as it was prior to the fire, would not include visitor access or interior interpretation, which would require substantial alterations to enable Americans with Disabilities Act (ADA)-compliant access to the low-ceilinged, earthen-floored space.

The concept design for the Baldwin Home provides for the following:

- Exterior stone walls will be stabilized, repaired to their 2023 condition, and re-plastered.
- An interior, moment-resisting steel frame or similar structural support for the fire-damaged stone masonry walls will be designed by the historical architect and a structural engineer, with the goal of limiting ground disturbance, and minimizing visibility or intrusion on the historic masonry walls and the reconstructed interior rooms.
- The fire-damaged masonry at the mauka/Olowalu corner and the Kāʻanapali gable end will be deconstructed and rebuilt soundly, using the original stones.
- The wood shingle roof will be replaced in kind, with the addition of a fire-retardant treatment, which will not alter the appearance of the shingles. Roof trusses will be wood.

- The interior will be reconstructed with as much detail as possible based on available documentation, including using gypsum plaster on all interior walls. Interior first and second floors will be wood-framed.
- Structural modifications will be required to rebuild within the fire-damaged exterior masonry walls, to be developed by the historical architect and a structural engineer in a manner that would be as visually unobtrusive as possible.
- Accessibility to the second floor will require minor alterations, specifically a stairlift to be installed on the exterior stair. This is the most compatible option to meet code for accessibility.
- A non-historic bathroom was on the second floor prior to the fire. If an office use is reinstituted on the second floor, an ADA-compliant bathroom will also be included.

2.2.5 Data Assessment

There is a substantial amount of information available concerning the Baldwin Home's interior and exterior pre-fire appearance, sufficient to support accurate restoration of the historic property. This includes measured drawings from previous reconstruction and repair work, as well as photographs and video. Additional post-fire documentation includes engineering reports identifying the damage to the walls and proposed shoring, stabilization, and reconstruction steps. A listing of all the collected documents for the Baldwin Home is provided in Appendix A.

To support design and compliance, the following studies are recommended for the Baldwin Home:

- Licensed survey for property to use as base information for development of construction drawings (for shared parcel)
- Inclusion in an AMP covering all Master Plan properties
- AMR after construction
- Structural Engineering study to determine structural support options

Figure 23 Baldwin Home c. 1900 (left) and 1963 (right).

Figure 24 Interior of Baldwin Home, 2023.

2.2.6 Environmental Consultation and Permit Considerations

The Baldwin Home property is privately owned and managed by LRF as a museum open to the public. Funding for the restoration project is partially covered by a FEMA grant, which requires coordination with FEMA for Federal permitting. See the Permit Matrix in Appendix B and the project schedule in Appendix D for estimated permit duration.

Table 16 Summary of Anticipated Permits, Baldwin Home.

Permit/Approval	Permit Triggers and Notes
Federal	
NHPA Section 106 Consultation	The Baldwin Home will be subject to NHPA Section 106 consultation due to the use of Federal FEMA funding for its restoration. This Plan may be used to initiate consultation with SHPO and NPS. The project is anticipated to result in a No Adverse Effect determination. The Section 106 consultation may run concurrent with State-level HRS Chapter 6E consultation.
NEPA	FEMA will be the lead agency for NEPA compliance and this project is expected to qualify for CATEX. The CATEX form should be finalized once Section 106 is complete. FEMA prepared a REC Form for the Baldwin Home dated 6/12/2025. The REC reflects a CATEX determination but also notes it does not include approval for construction activities; the Applicant must submit working drawings to facilitate consultation.
State	
HRS Chapter 6E	Due to its listed historic status, the Baldwin Home restoration must comply with HRS Chapter 6E. This Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Historic Properties Affected determination. The consultation may run concurrent with Section 106 consultation.
County	
Shoreline Setback Assessment/ Determination/ Variance	The northwest portion of the Baldwin Home parcel (shared with the Masters' Reading Room and Kindergarten Building) is makai of the shoreline setback boundary, which may require a shoreline setback assessment variance; however, because reconstruction is like-for-like and will not disturb land within the setback area, this may be waived.
HDX	A HDX would be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit is required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity is anticipated for utility upgrades, connections, and/or foundational work. This project will likely require a Minor Grading Permit.

Permit/Approval	Permit Triggers and Notes
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster of civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.2.7 Cost Estimate Summary

A preliminary cost estimate based on the design elements and permit considerations is shown below. Please refer to Appendix E for detailed cost estimates.

Table 17 Baldwin Home Preliminary Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$40,000
Studies	$7,000
Design	$1,013,000
Construction Permitting	$23,000
Construction	$4,078,000
Arch. Monitoring/Reporting	$140,000
Punchlist/Closeout	$127,000
Total	**$5,428,000**

2.2.8 Schedule Summary

A preliminary schedule is provided below for the Baldwin Home restoration. As noted in Section 1.2, this schedule begins with environmental consultation, pre-design studies, and the stages of design, and extends through construction and closeout. The schedule accounts for items such as agency permit review, client drawing review and approval, construction contractor selection, and material procurement. As the Baldwin Home has been identified as highest priority due to structural concerns and significance, the proposed schedule is accelerated compared to some other buildings. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs.

Federal environmental consultation (NHPA Section 106 and NEPA) and HRS Chapter 6E consultation for all buildings would be initiated using the Master Plan. The balance of the permitting, as well as studies and design, would be scheduled to follow this for the individual building – in the case of the Baldwin Home, these steps would commence immediately.

Table 18 Baldwin Home Proposed Schedule.

Baldwin Home Schedule Tasks	'25	2026				2027				2028			
Env. Compliance/Permitting	X	X	X	X	X								
Studies	X	X											
Design	X	X	X	X									
Ad/Bid/Award/Constr. NTP						X							
Construction Permitting							X						
Construction							X	X	X	X	X		
Archaeo. Monitoring/Reporting							X			X	X		
Punchlist/Closeout												X	

2.2.9 Other Considerations

The Baldwin Home, a public museum and the oldest building on Maui, is a significant landmark and a premier historic attraction in Lahaina. The current condition of its surviving stone masonry is of concern, with cracking and mortar damage which are being addressed. The permanent stabilization and restoration of the walls is time-sensitive. The Baldwin Home will not likely require archaeological survey, as it will be restored within the existing walls, and it is expected that the current utility lines (water, sewer) will be usable and not need replacement, avoiding additional ground disturbance. The restoration of the Baldwin Home could be completed concurrently with the Masters' Reading Room and/or Kindergarten Building, as they share a parcel.

2.2.10 Concept Drawings

Concept plan and elevation drawings for the Baldwin Home are presented in the following pages. The site plan in Figure 25 also includes Masters' Reading Room and the Kindergarten Building, as all three share a parcel. All plans and elevations at larger scale are included in Appendix I. Figure 32 identifies walls to be rebuilt as part of permanently stabilizing the historic stone masonry walls.

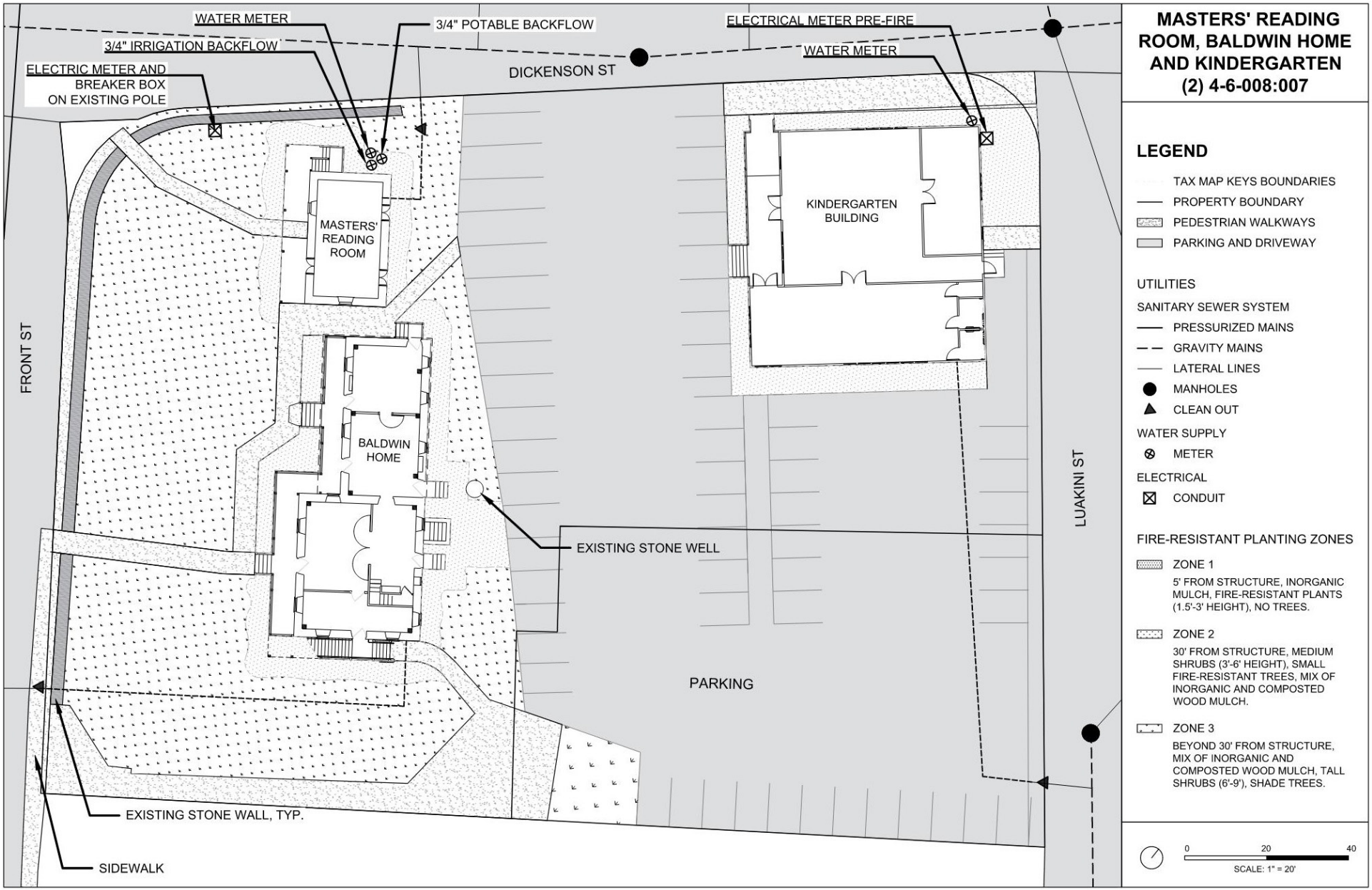


Figure 25 Masters' Reading Room, Baldwin Home, and Kindergarten Building Site Plan.

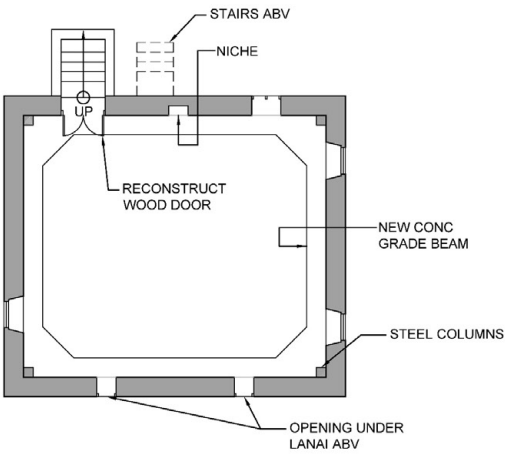


Figure 26 Baldwin Home Cellar Floor Plan.

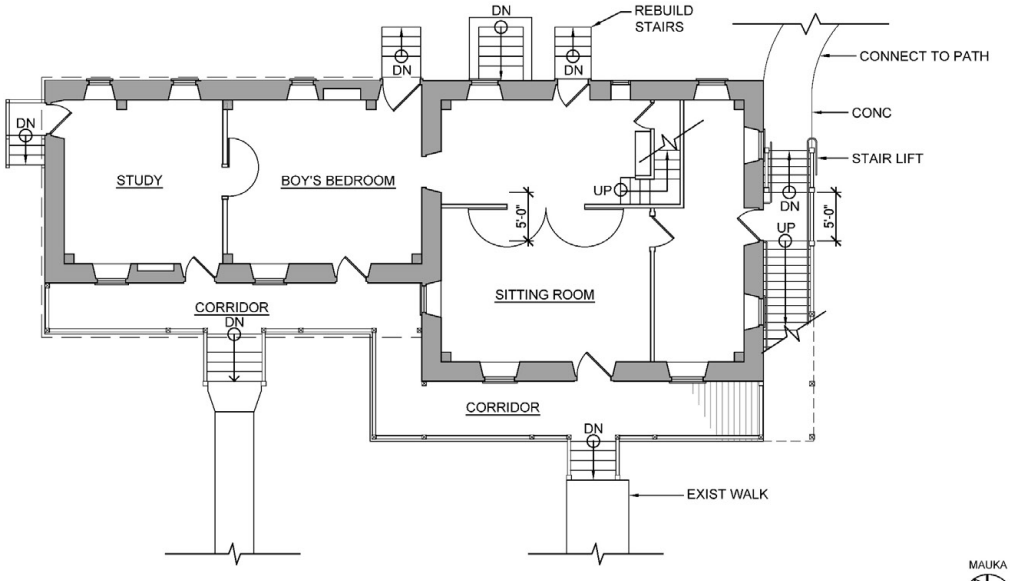


Figure 27 Baldwin Home First Floor Plan.

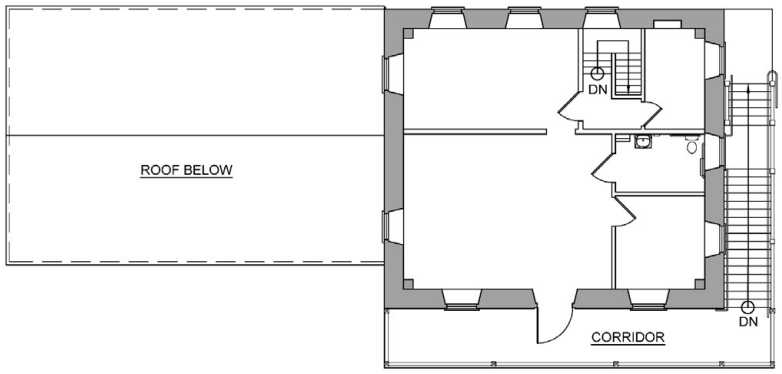


Figure 28 Baldwin Home Second Floor Plan.

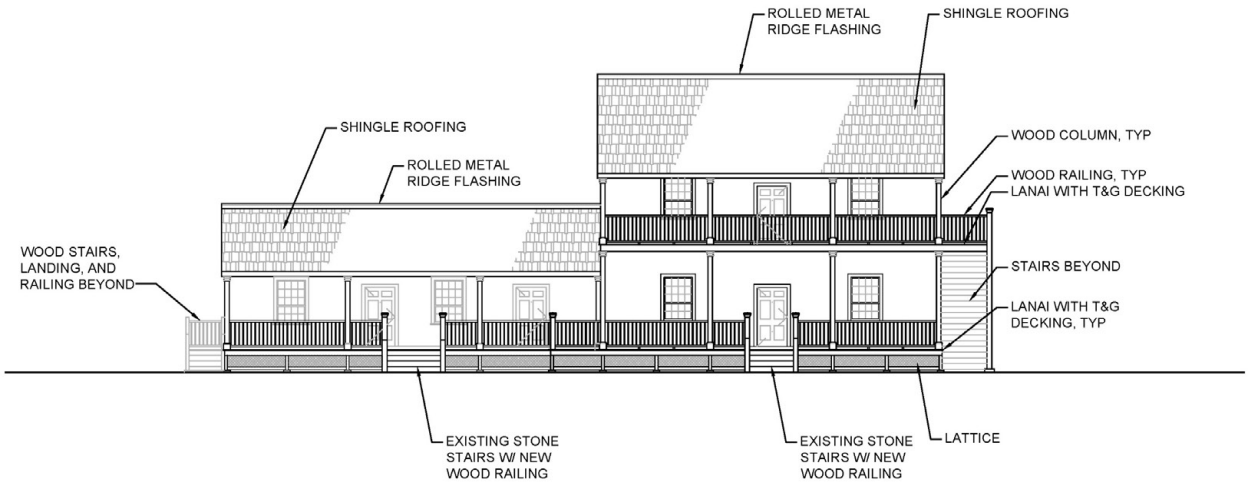


Figure 29 Baldwin Home Makai Elevation.

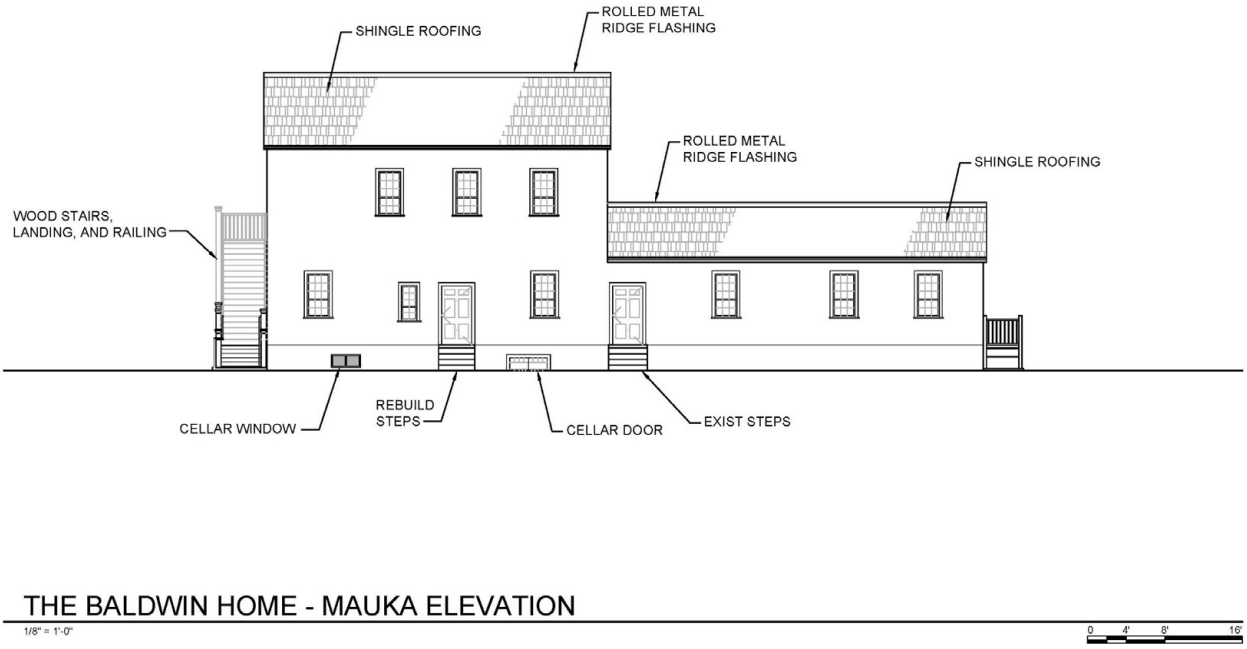


Figure 30 Baldwin Home Mauka Elevation.

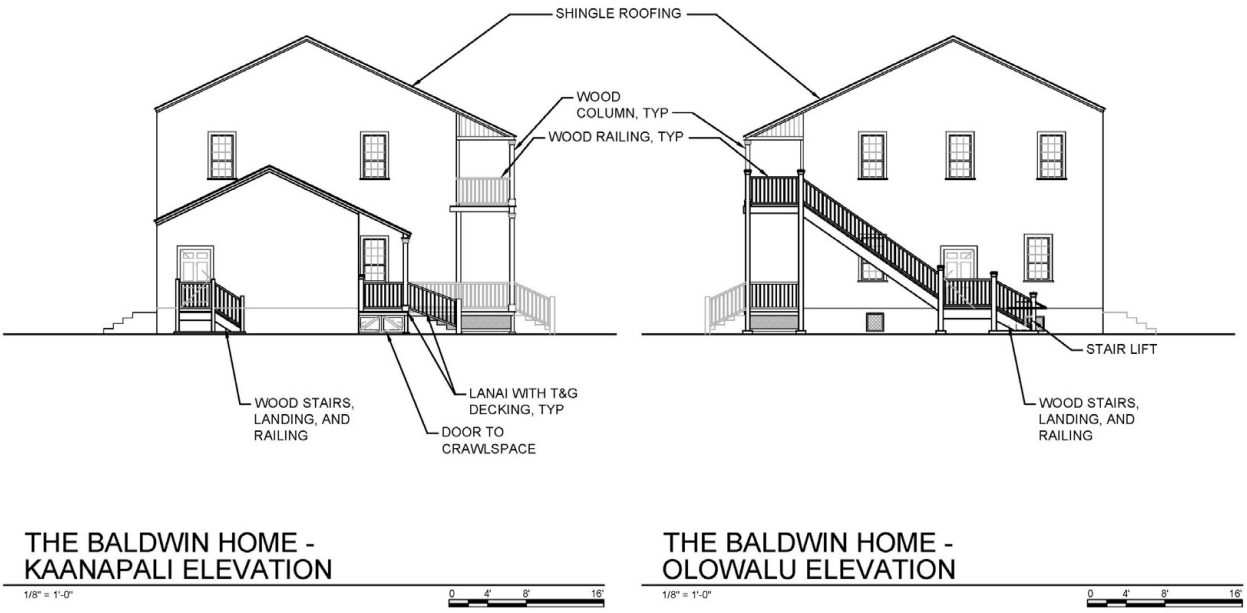


Figure 31 Baldwin Home Kāʻanapali and Olowalu Elevations.

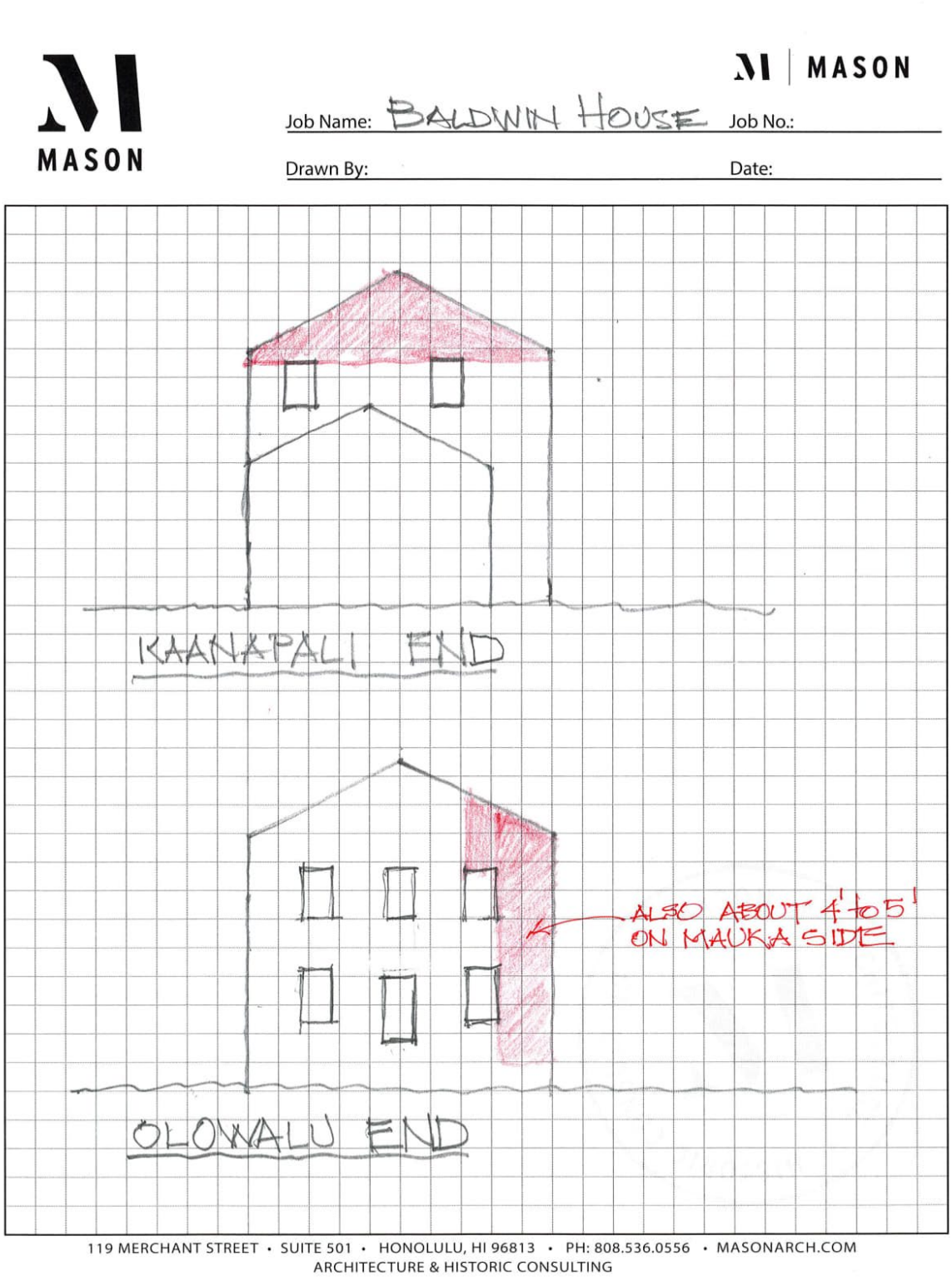


Figure 32 Baldwin Home Walls to Be Rebuilt.

2.3 Masters' Reading Room

2.3.1 Vision Statement

The Masters' Reading Room is envisioned as a partner to the adjacent Baldwin Home museum. Both buildings stand on the mauka side of Front Street on parcel TMK (2) 4-6-008:007, bounded on its other sides by Dickenson Street, Luakini Street, and Campbell Park. Located on a parcel also shared with the Kindergarten Building, open lawn areas, and a public pay parking lot used by visitors, the Masters' Reading Room is a key element of a historic campus of buildings and outdoor spaces in downtown Lahaina.

The building is associated with stories of the Hawaiian Kingdom, missionaries, and whaling. Interior uses are limited due to the small size of the space and the need to be sensitive to historic character. The ground floor serves as a museum gift shop, exhibit area, or educational activity space that is associated with and complements the museum use of the Baldwin Home. The second floor houses a compatible use as it has in the past, such as a small, non-public meeting space. The Masters' Reading Room is a key element of a historic campus of buildings and outdoor spaces in downtown Lahaina.

Table 19 Site and Building Area Measurements, Masters' Reading Room.

Element	Area (Square Feet)
Site (shared with Baldwin Home and Kindergarten Building)	33,307
Building Interior Total	1,303
Floor 1	652
Floor 2	652

Figure 33 Pre- and Post-Fire Aerial and Ground Photographs of Masters' Reading Room.

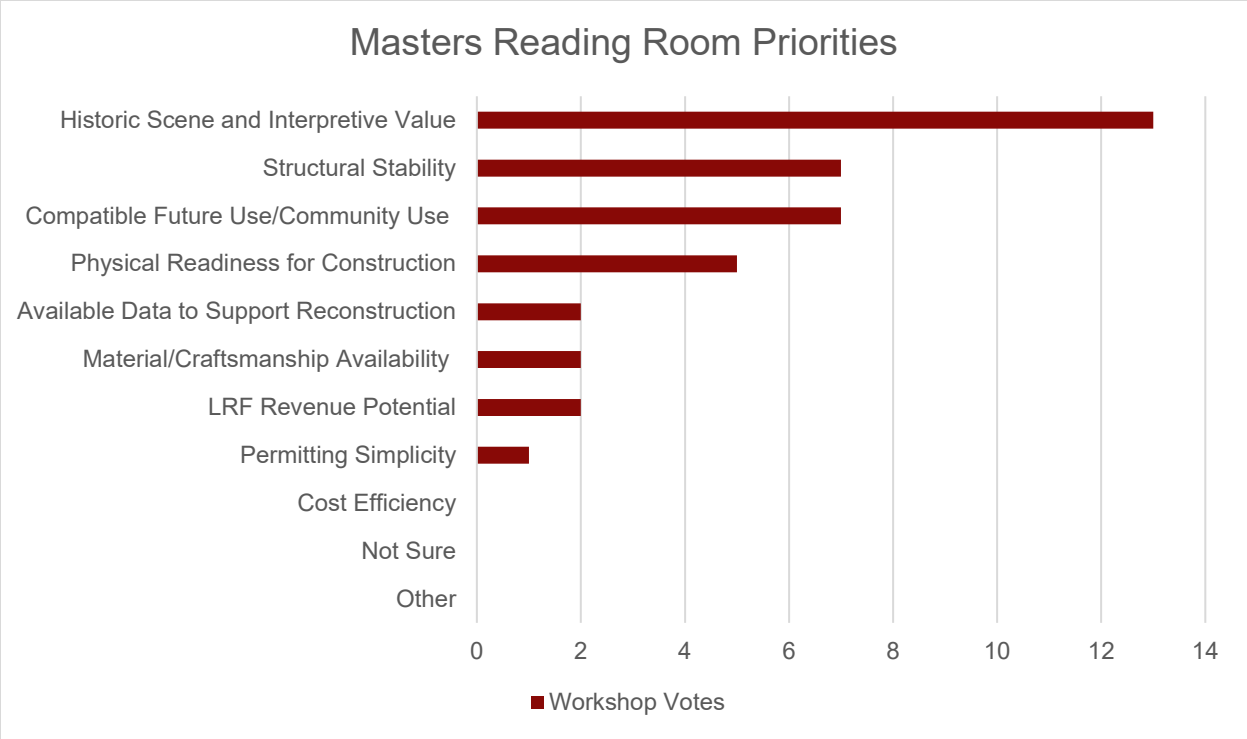


Figure 34 Masters' Reading Room Criteria Prioritization Results.

2.3.2 SOI Treatment Approach

The proposed treatment approach for the Masters' Reading Room is restoration to its 2023 pre-fire appearance with the best possible exterior and interior accuracy, restoring or reconstructing character-defining features and materials and, if necessary, substituting the best available modern equivalents.

The building exterior will remain unplastered stone masonry. Retaining the exposed stonework allows the exterior to express the wood lintels that were often used in buildings of this era. Although the building has also been covered in plaster (as seen in photographs from the 1960s), the lack of information regarding pre-1960s building conditions, and the interpretive value of showing the stonework justifies restoration to the 2023 pre-fire appearance. Interior uses are limited by the small size of the spaces. A small restroom was added to the interior at an unknown time, and will be put back with minor alterations to meet code. Modifications to the building's appearance will be limited to the addition of a chairlift on the exterior stairway for accessibility.

Character-Defining Features

- Exposed stone exterior surfaces
- Second floor makai-facing lanai leading to the door to the second floor interior room
- Wood-shingled gable roof with a relatively low slope roof with no eaves
- Double hung windows (pre-fire 2023 photographs shown windows as 12 over 6 lite; 1960s HABS photos show them as 6 over 6 lite)
- Gable end enclosed with horizontal siding and a rectangular vent
- Simple wood railing between posts at the second floor lanai
- Exposed structure at lanai ceilings

2.3.3 Building History

In 1834-35, Lahaina missionaries and whaling ship officers collaborated to build this facility to provide suitable reading rooms for visiting mariners and a place for the families of ships'

officers to visit with the missionaries. Conveyed to LRF in 1961 together with the Baldwin Home, it was renovated after 1966. The 2023 wildfire gutted the building, leaving only the stone masonry walls standing.

2.3.4 Concept Design Elements

The concept design for the Masters' Reading Room provides for the following:

- Exterior stone walls will be stabilized and repaired to their 2023 condition.
- No finish (e.g., plaster) will be added on exterior walls or interior walls to highlight the exposed stonework.
- The interior will be rehabilitated; structural modifications may be required to build within the fire-damaged original walls.
- Doors will be stile and rail with box locks and one pair of custom metal hinges.
- The wood shingle roof will be replaced in kind, with addition of fire-retardant treatment, which does not alter the appearance. Wood roof trusses will be used.
- The second floor lanai and exterior wood stairs will be reconstructed to their 2023 appearance.
- Providing accessibility to the second floor will require minor alterations, specifically a chairlift to be installed on the exterior stair. This is the most compatible option to meet code.
- The ground floor will house a Baldwin Home museum-associated exhibit, museum shop or educational activity.
- ADA-compliant access will be enabled to the second floor, which will be restored as a reading/meeting room, as it was previously.
- A code-compliant restroom will be included on ground floor, taking up slightly more space than the previous non-compliant restroom, and accessed from the interior.

2.3.5 Data Assessment

There is a reasonable amount of available documentation for the Masters' Reading Room, including measured drawings and plans from re-roofing and other past work. There is a detailed documentary report by Frost & Frost from the 1970s. The planning team collected 1968 HABS photography and recent pre-fire photographs of the exterior and the second floor interior. A post-fire USACE structural engineering report was prepared for bracing/shoring and provides information on the condition of standing walls. This documentation is sufficient to support accurate restoration of the historic property's exterior and rehabilitation of its interior. A listing of the collected documents for the Masters' Reading Room is provided in Appendix A.

To support design and compliance, the following studies are recommended for the Masters' Reading Room:

- Licensed topographic survey for property to use as base information for development of construction drawings
- Inclusion in an AMP covering all Master Plan properties
- AMR after construction

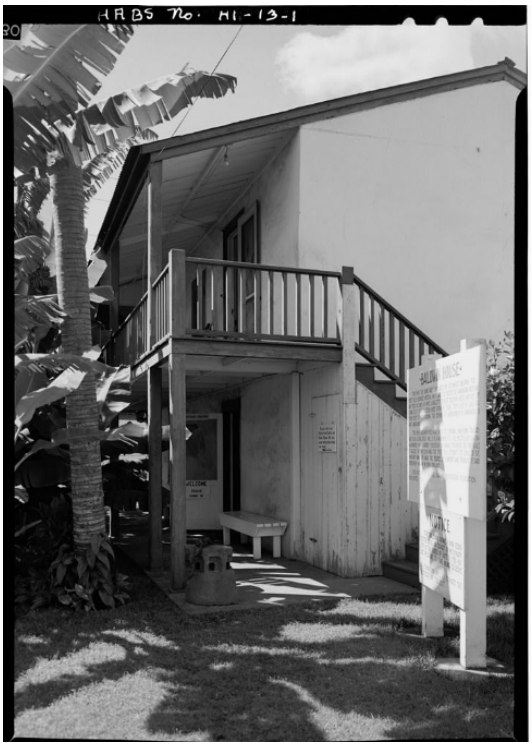


Figure 35 Masters' Reading Room Façade and Side Elevation, 1968.

Figure 36 Masters' Reading Room, Rear (Northeast) Elevation, 1968.

2.3.6 Environmental Consultation and Permit Considerations

This property is privately owned and managed by LRF as a museum. The reconstruction is expected to receive Federal funding. See the Permit Matrix in Appendix B, and the project schedule in Appendix D for estimated permit duration.

Table 20 Summary of Anticipated Permits, Masters' Reading Room.

Permit/Approval	Permit Triggers and Notes
Federal	
NHPA Section 106 Consultation	Masters' Reading Room will be subject to NHPA Section 106 consultation due to Federal FEMA funding for its restoration. This Plan may be used to initiate consultation with SHPO and NPS. The project is anticipated to result in a No Adverse Effect determination. The Section 106 consultation may run concurrent with State-level HRS Chapter 6E consultation.
NEPA	FEMA will be the lead agency for NEPA compliance and the project is expected to qualify for a CATEX. The CATEX form should be finalized once Section 106 is complete. FEMA prepared a REC Form for Masters' Reading Room dated November 19, 2024, that indicates a CATEX determination but also notes it does not include approval for construction activities; the Applicant must submit working drawings to facilitate consultation.
State	
HRS Chapter 6E	Due to its listed historic status, Masters' Reading Room restoration must comply with HRS Chapter 6E. This Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Historic Properties Affected determination. The consultation may run concurrent with Section 106 consultation.
County	
Shoreline Setback Assessment/ Determination/Variance	The northwest portion of the parcel (shared with the Baldwin Home and Kindergarten Building) is makai of the shoreline setback boundary, which may trigger a shoreline setback assessment variance; however, because reconstruction is like-for-like and will not disturb land within the setback area, this may be waived.
HDX	A HDX would be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit is required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity is anticipated for utility upgrades, connections, and/or foundational work. This project will likely require a Minor Grading Permit.
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster of civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.3.7 Cost Estimate Summary

A preliminary cost estimate summary based on the design elements and permit considerations is shown below. Please refer to Appendix E for detailed cost estimates.

Table 21 Masters' Reading Room Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$35,000
Studies	$7,000
Design	$571,000
Construction Permitting	$15,000
Construction	$1,878,000
Archaeo. Monitoring/Reporting	$50,000
Punchlist/Closeout	$71,000
Total	**$3,080,000**

2.3.8 Schedule Summary

A preliminary schedule is provided below. As noted in Section 1.2, this schedule begins with environmental consultation, pre-design studies, and the stages of design, and extends through construction and closeout. The schedule accounts for items such as agency permit review, client drawing review and approval, construction contractor selection, and material procurement. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs.

Federal environmental consultation (NHPA Section 106 and NEPA) and HRS Chapter 6E consultation for all buildings would be initiated using the Master Plan. The balance of the permitting, as well as studies and design, would be scheduled to follow this for the individual building – in the case of Masters' Reading Room, these steps would occur as a second stage of work, with a delay to allow for the higher priority buildings to begin.

Table 22 Masters' Reading Room Proposed Schedule.

Masters' Reading Room Schedule Tasks	'25	2026				2027				2028				2029				2030				2031			
Env. Comp./Permitting	X	X				X	X	X	X	X							X								
Studies						X	X																		
Design							X	X	X	X							X								
Ad/Bid/Award/NTP																		X	X						
Constr. Permitting																			X						
Construction																			X	X	X	X			
Arch. Monitor/Report																			X			X			
Punchlist/Closeout																							X		

2.3.9 Other Considerations

The Masters' Reading Room is one of the oldest buildings in Lahaina. Like Baldwin Home, this building suffered structural damage to its stone masonry walls, requiring stabilization and potentially some repair prior to restoration. The Masters' Reading Room will not likely require archaeological survey, as it will be restored within the existing walls, and it is expected that the current utility lines (water, sewer) will be usable and not need replacement, avoiding additional ground disturbance. The rebuilding of the Masters' Reading Room could occur at the same time as or coordinated with the Baldwin Home and/or Kindergarten Building rebuilding, as they all share a parcel.

2.3.10 Concept Drawings

Concept plan and elevation drawings for the Masters' Reading Room are presented in the following pages. Please see the site plan in Figure 25 as the buildings share a parcel. All plans and elevations at larger scale are included in Appendix I.

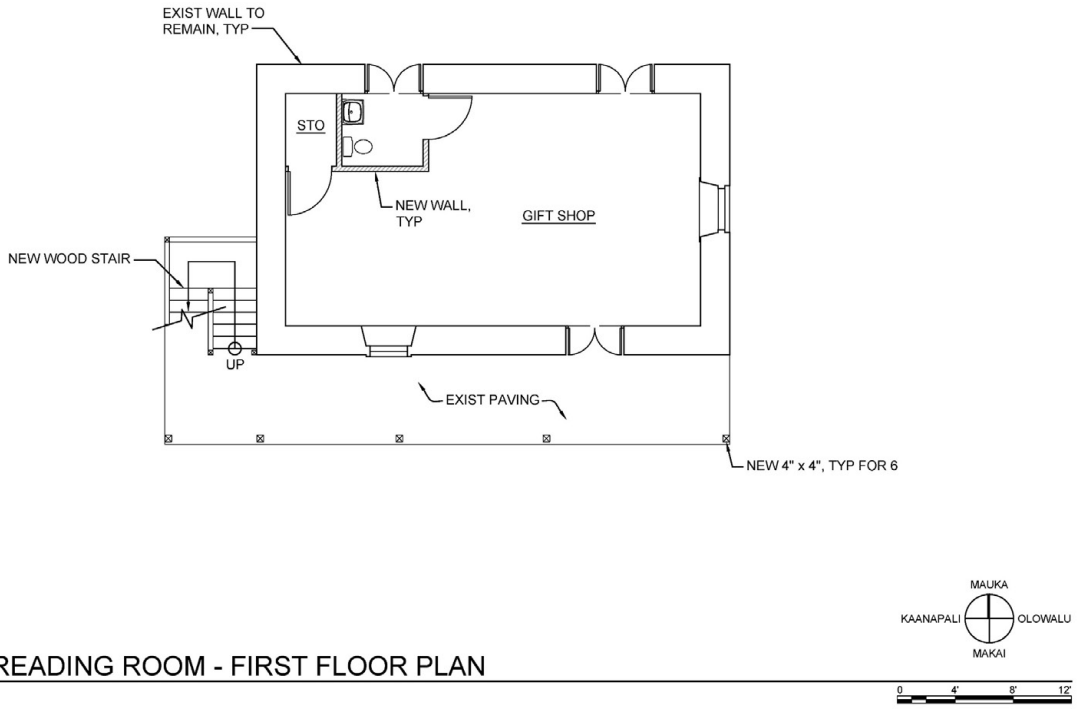


Figure 37 Masters' Reading Room First Floor Plan.

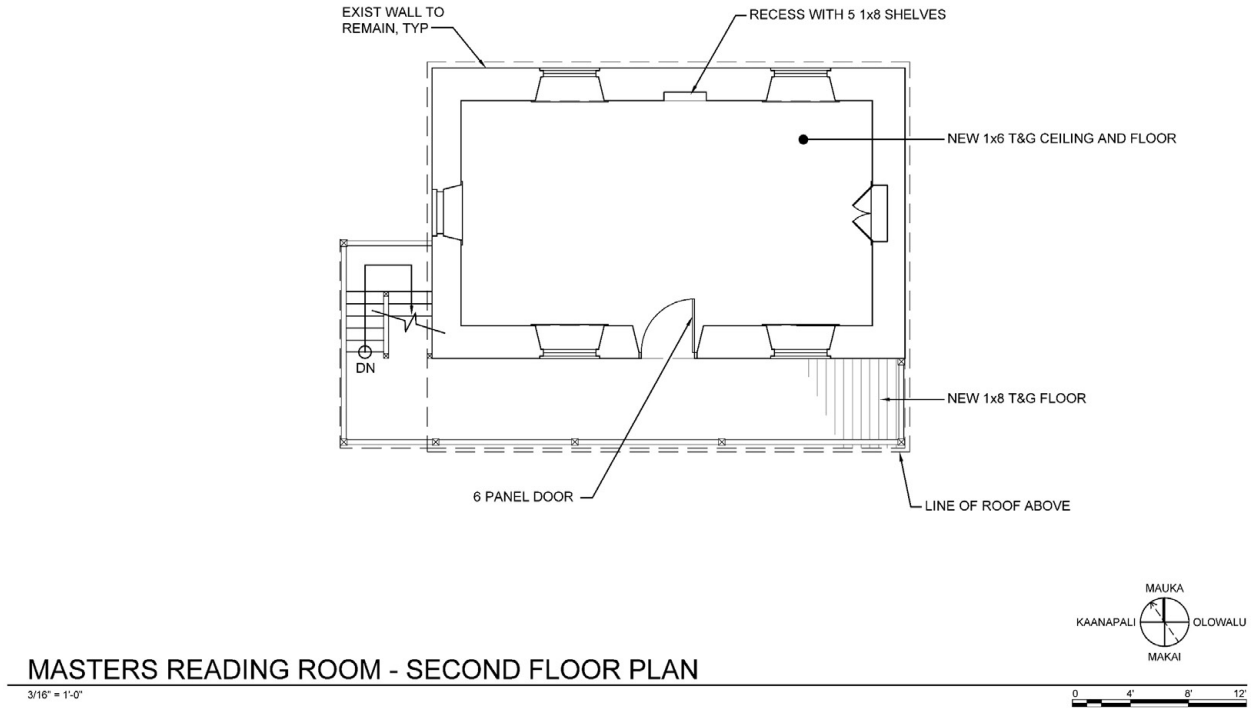


Figure 38 Masters' Reading Room Second Floor Plan.

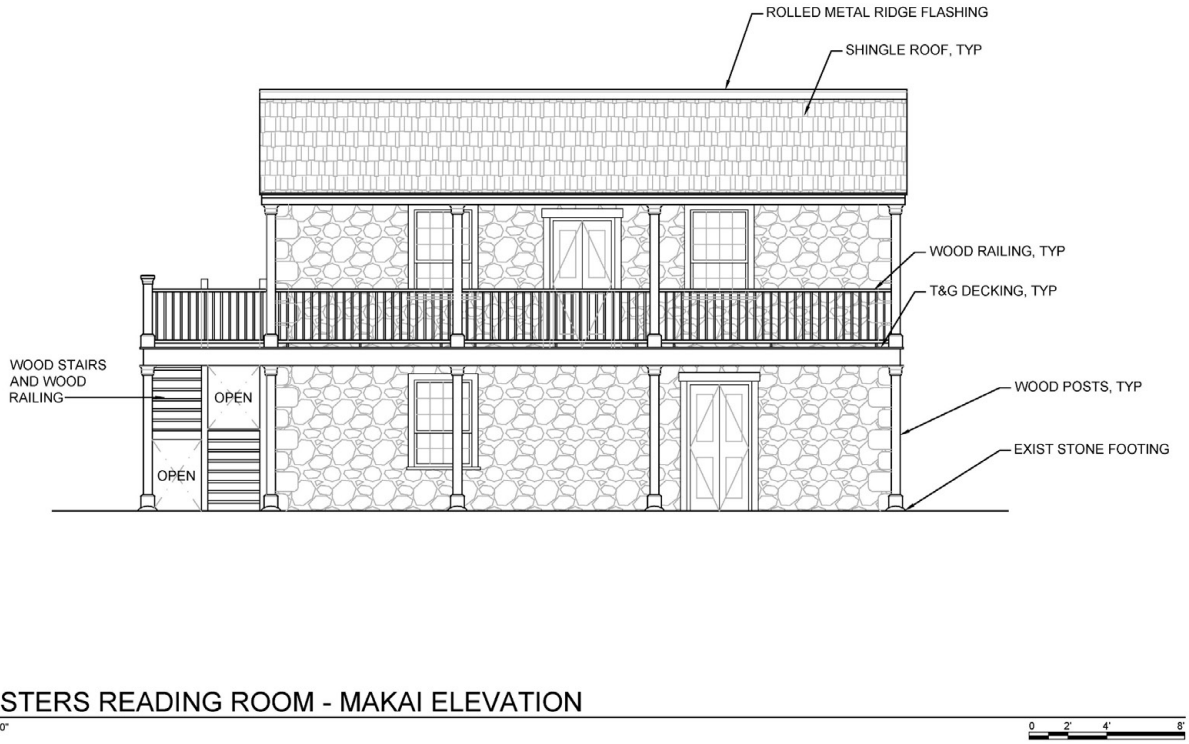


Figure 39 Masters' Reading Room Makai Elevation.

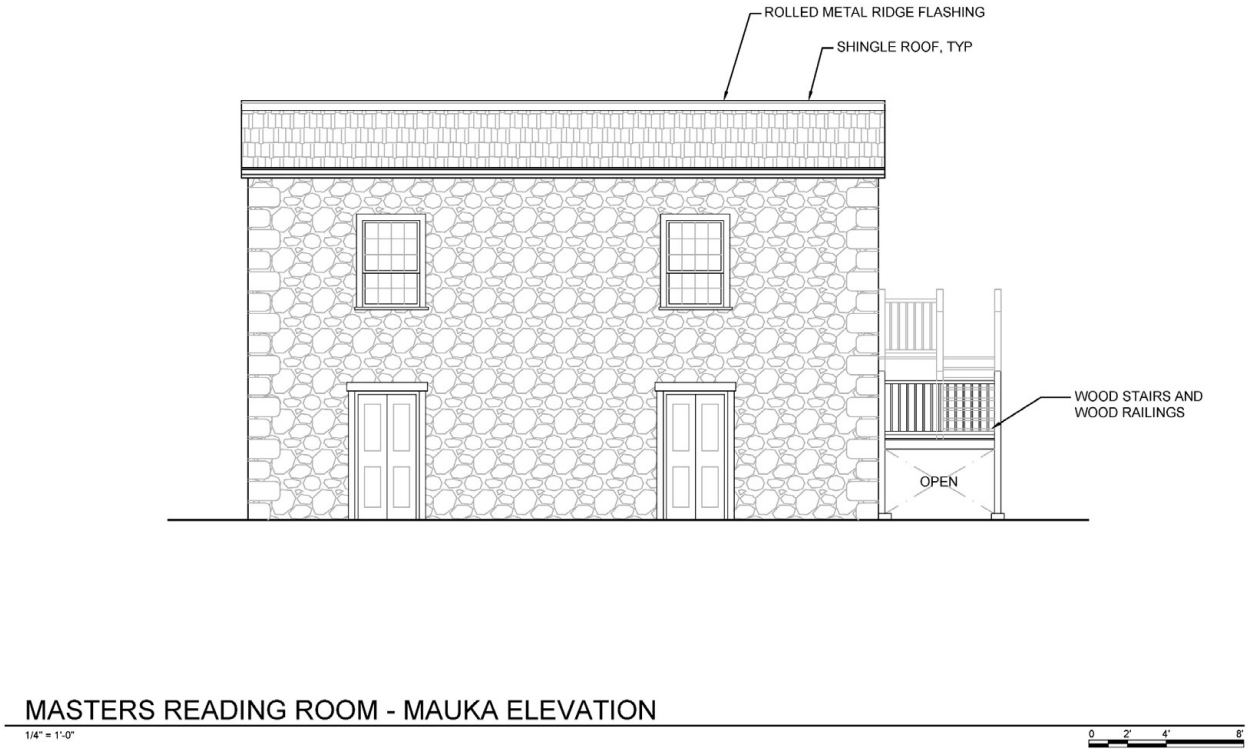
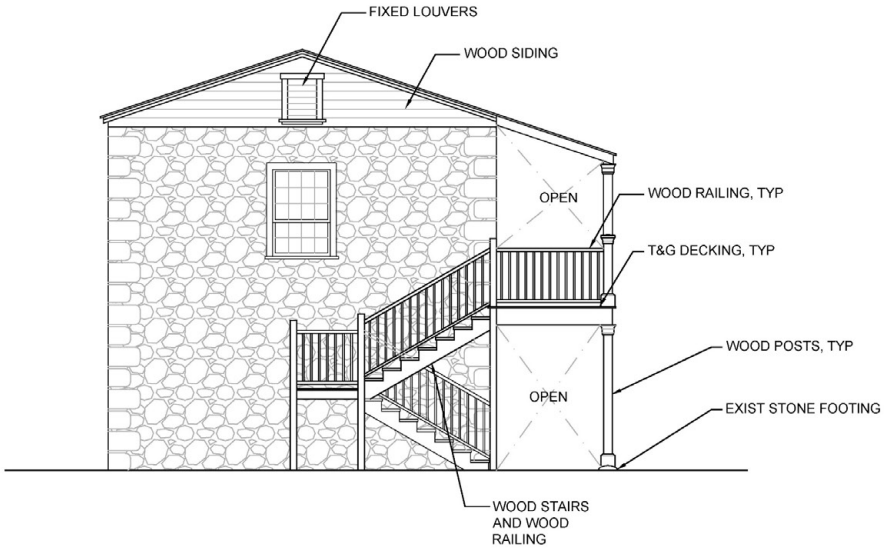


Figure 40 Masters' Reading Room Mauka Elevation.

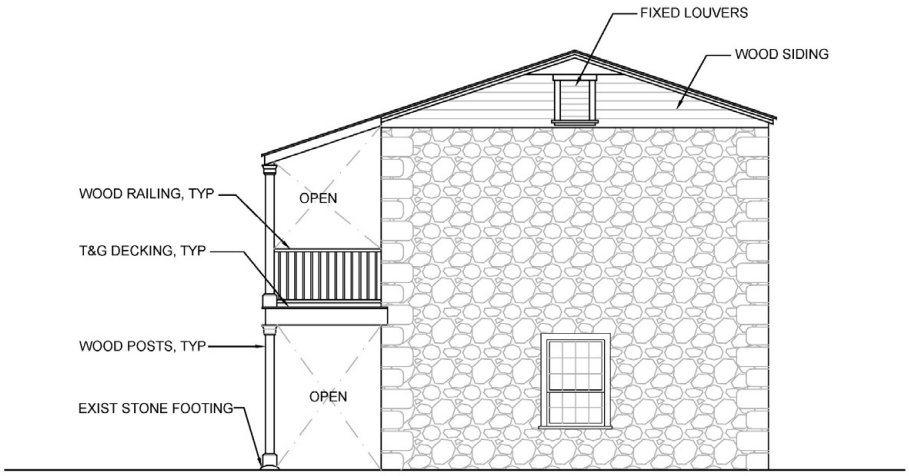


MASTERS READING ROOM - KAANAPALI ELEVATION

1/4" = 1'-0"

0 2' 4' 8'

Figure 41 Masters' Reading Room Kā'anapali Elevation.



MASTERS READING ROOM - OLOWALU ELEVATION

1/4" = 1'-0"

0 2' 4' 8'

Figure 42 Masters' Reading Room Olowalu Elevation.

2.4 Kindergarten Building

2.4.1 Vision Statement

The Kindergarten Building is envisioned as a typical vernacular structure representing the settlement house history from Lahaina's plantation era. A historically compatible exterior contributes to the NHL and County HD while the interior is rehabilitated to provide educational and revenue-generating opportunities for the public, such as exhibits, a talk-story space, and a theater to show documentary films such as "E Hoʻi Ka Nani I Mokuʻula — Let the Glory Return to Mokuʻula."

The Kindergarten Building stands mauka of the public pay parking lot along Dickenson Street on parcel TMK (2) 4-6-008:007, shared with the Baldwin Home and Masters' Reading Room and bounded on its other sides by Front Street, Luakini Street, and Campbell Park. The Kindergarten Building is a supporting structure in the historic campus of buildings and outdoor spaces in downtown Lahaina.

Table 23 Site and Building Area Measurements, Kindergarten Building.

Element	Area (Square Feet)
Site (shared with Baldwin Home and Kindergarten Building)	33,307
Building Interior Total (single floor)	3,041

Figure 43 Pre- and Post-Fire Aerial and Ground Photographs of Kindergarten Building.

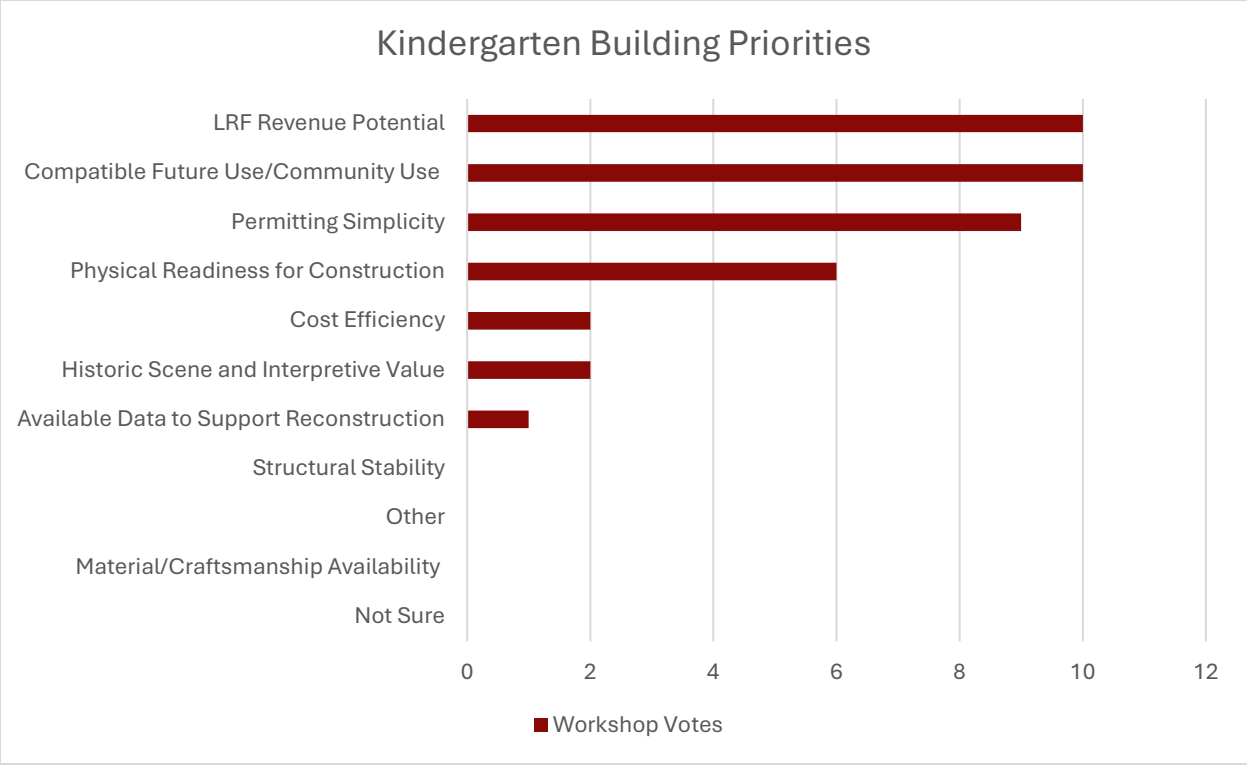


Figure 44 Kindergarten Building Criteria Prioritization Results.

2.4.2 SOI Treatment Approach

The proposed treatment approach for the Kindergarten Building is reconstruction to its 2023 pre-fire exterior appearance.

The Kindergarten Building will be rebuilt with its exterior character-defining features such as the lanai, roofline, and fenestration. The interior was modified over time and its historic appearance is undocumented. The interior will have a simple, modern design to support educational and revenue-generating uses. The building will meet current codes, so while the appearance will be in keeping with its historic look, the building materials may vary from the pre-2023 materials, which were single-walled wood frame.

Character-Defining Features

- Single-story structure
- Gable roof with standard metal corrugated roofing
- Gable ends with vents under ridge
- Partial lanai facing makai inset into the rectangular shape of the floor plan
- Vertical wood tongue and groove siding
- Double-hung windows
- Wood panel doors opening onto lanai
- Simple wood railing at lanai
- Set of wood steps leading to lanai
- Building raised above ground with wood lattice at crawl space

2.4.3 Building History

The construction date for the Kindergarten Building is unknown, but the adjacent Baldwin Home was used as a school starting in 1836 through at least 1914, where it continued in a separate building adjacent to the home sponsored by the Pioneer Mill. Conveyed to LRF in 1961 together with the Baldwin Home, this building served as the organization's first office and later became well known as a retail art gallery, The Village Gallery. The 2023 wildfire completely destroyed the wood frame building.

2.4.4 Concept Design Elements

One concept option has been developed for the Kindergarten Building: reconstruct the exterior to resemble its appearance in 2023, prior to the fire. The interior will be partitioned into several spaces with a main area that will be used primarily as a film theater, providing historical interpretation and generating revenue. The concept design for the Kindergarten Building provides for the following:

- The exterior will resemble the 2023 pre-fire appearance: single-story wood frame building with character-defining features such as double hung windows, lanai, wood railing, and wood lattice at the crawl space.
- The building will be constructed to meet modern codes.
- The interior will be designed to accommodate a film theater with additional spaces for exhibits and talk story activities. The interior design will be flexible and able to accommodate short- and long-term uses that may evolve or change.
- The building will be wood framed. Roofing will be corrugated metal over a waterproofing membrane and painted with snow coat.
- There will be an accessible restroom that can also serve users of the adjacent historic buildings (Masters' Reading Room and Baldwin Home).

2.4.5 Data Assessment

There is very little documentation regarding the Kindergarten Building. Several pre-fire exterior and interior photographs from recent years were collected. No measured drawings exist. A review of historic photographs of school buildings in Lahaina from archival collections did not reveal any images that could be positively identified as this building. However, the Kindergarten Building's simple, vernacular form means that even the minimal available documentation is sufficient to support an accurate reconstruction of the exterior as it was in 2023. A listing of the collected documents for the Kindergarten Building is provided in Appendix A.

To support design and compliance, the following studies are recommended for the Kindergarten Building:

- Licensed topographic survey for property to use as base information for development of construction drawings (for shared parcel)
- Inclusion in an AMP covering all Master Plan properties
- AMR after construction

Figure 45 Kindergarten Building, 2020s.

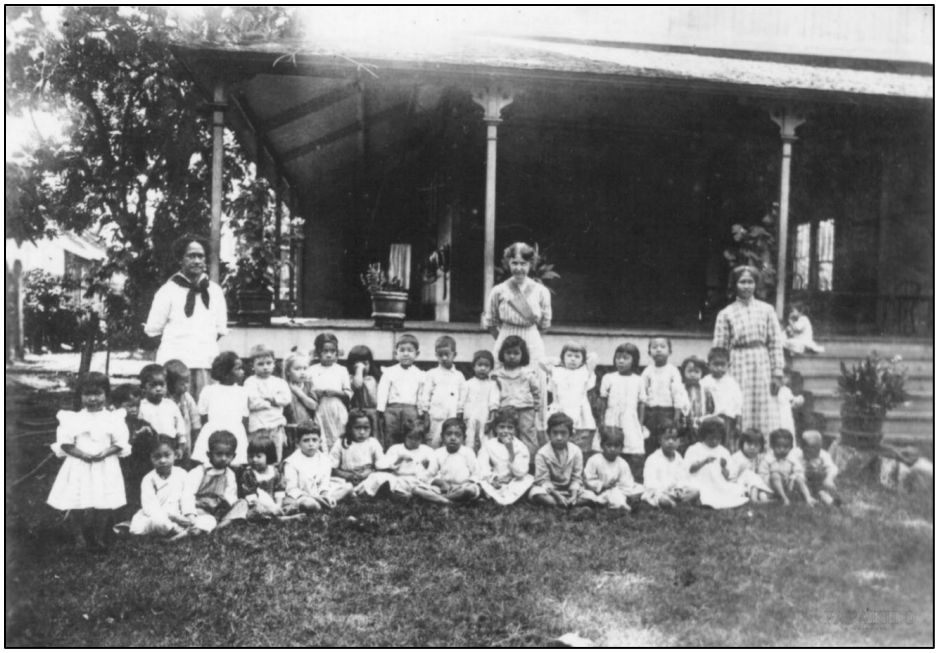


Figure 46 Lahaina Kindergarteners in Front of a School Building, c. 1908.

2.4.6 Environmental Consultation and Permit Considerations

The property is privately owned and managed by LRF, and the reconstructed building is expected to change use from being leased to a business tenant to housing interpretive and educational functions. Because it is not receiving FEMA or other Federal funding, there is no Federal permit requirement. Anticipated permits are described in the table below. See the Permit Matrix in Appendix B, and the project schedule in Appendix D for estimated permit duration.

Table 24 Summary of Anticipated Permits, Kindergarten Building.

Permit/Approval	Permit Triggers and Notes
State	
HRS Chapter 6E	The Kindergarten Building will need to comply with HRS Chapter 6E due to its historic property designation as a contributing building to the NHL and County Historic District 1. This Master Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Historic Properties Affected determination.
County	
Shoreline Setback Assessment/ Determination/Variance	The northwest corner of the parcel on which this building sits with the Baldwin Home and the Masters' Reading Room is makai of the shoreline setback boundary, which may require a shoreline setback assessment variance; however, because reconstruction is like-for-like and will not disturb land within the setback area, this may be waived.
HDX	A HDX will be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity includes utility connections and foundation work. This project will likely require a Minor Grading Permit.

Permit/Approval	Permit Triggers and Notes
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster of civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.4.7 Cost Estimate Summary

A cost estimate summary based on the design elements and permit considerations is shown below. Please refer to Appendix E for detailed cost estimates.

Table 25 Kindergarten Building Preliminary Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$15,000
Studies	$7,000
Design	$606,000
Construction Permitting	$15,000
Construction	$1,993,000
Archaeo. Monitoring/Reporting	$50,000
Punchlist/Closeout	$76,000
Total	$3,242,000

2.4.8 Schedule Summary

A preliminary schedule summary is provided below. As noted in Section 1.2, this schedule begins with environmental consultation, pre-design studies, and the stages of design, and extends through construction and closeout. The schedule accounts for items such as agency permit review, client drawing review and approval, construction contractor selection, and material procurement. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs. In the case of the Kindergarten Building, steps through design could be done and then paused until after higher-priority building construction is completed to allow time for fundraising, and/or have fewer concurrent projects and lower monthly expenditures.

Table 26 Kindergarten Building Proposed Schedule.

Kindergarten Building Schedule Tasks	'25	2026				2027				2028				2029				2030				2031			
Env. Comp./Permitting	X	X				X	X	X	X									X							
Studies						X	X																		
Design							X	X	X									X							
Ad/Bid/Award/NTP																			X	X					
Constr. Permitting																					X				
Construction																					X	X	X	X	
Arch. Monitor/Report																					X			X	
Punchlist/Closeout																								X	

2.4.9 Other Considerations

The Kindergarten Building's simple architecture, flexible interior, and proximity to the Baldwin Home museum and revenue-generating parking lot provide a well-placed opportunity to engage visitors to Historic Lahaina. It is unlikely that a commercial tenant would return until much of the surrounding area is rebuilt and reinhabited, and a space is needed to show the Moku'ula film or other interpretive media.

The reconstruction of the Kindergarten Building could be concurrent or coordinated with the Baldwin Home and/or Masters' Reading Room rebuilding, as they share a parcel.

2.4.10 Concept Drawings

Concept plan and elevation drawings for the Kindergarten Building are presented in the following pages. All plans and elevations at larger scale are included in Appendix I. Please see the site plan in Figure 25 as the buildings share a parcel.

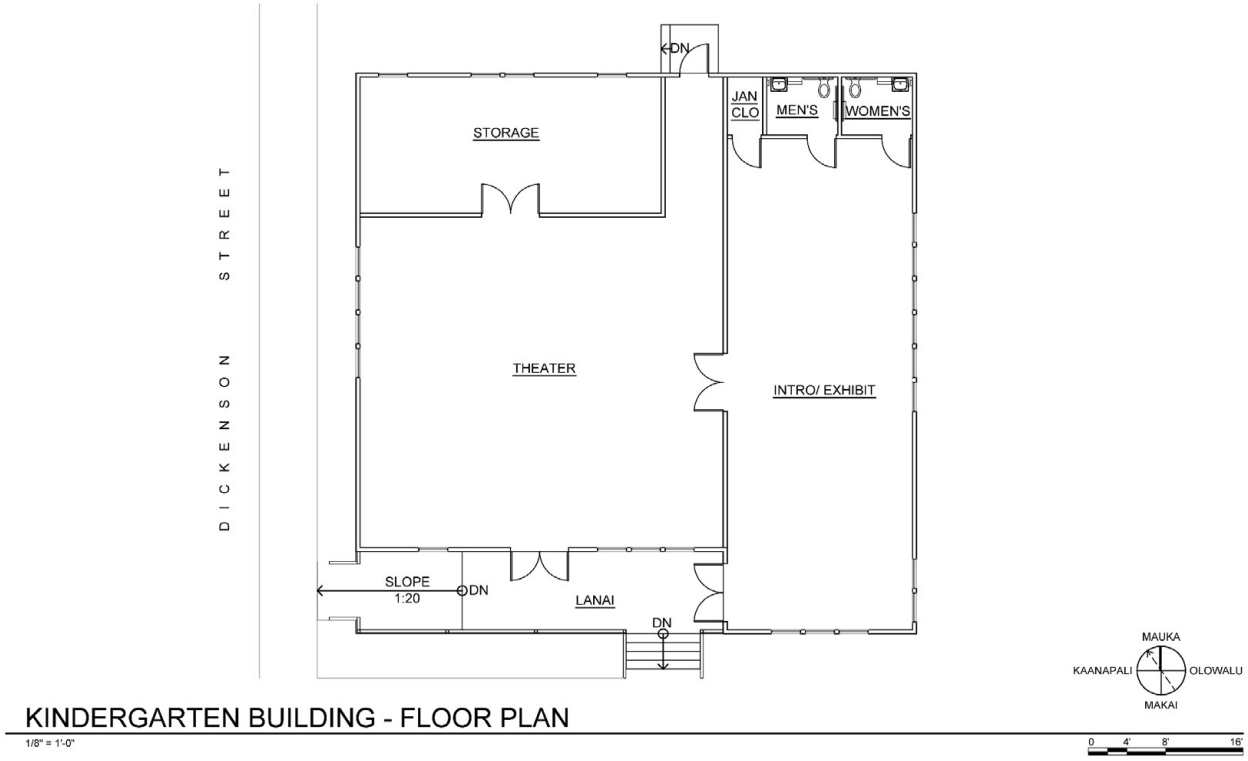


Figure 47 Kindergarten Building Floor Plan.

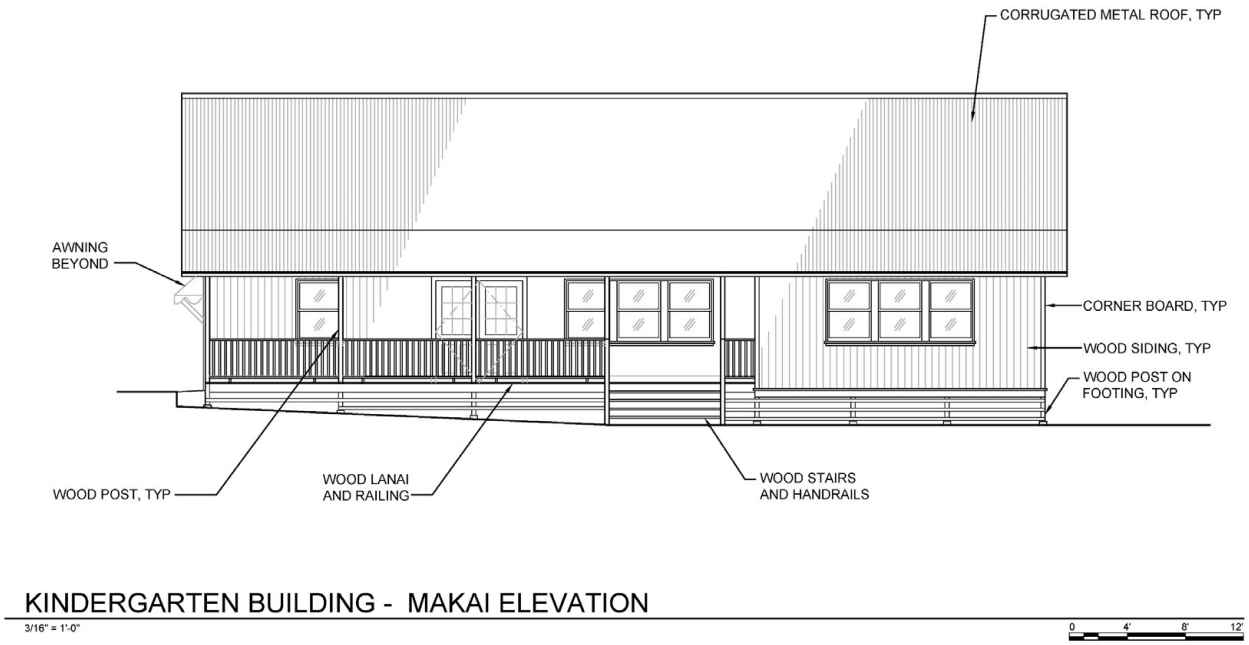


Figure 48 Kindergarten Building Makai Elevation.

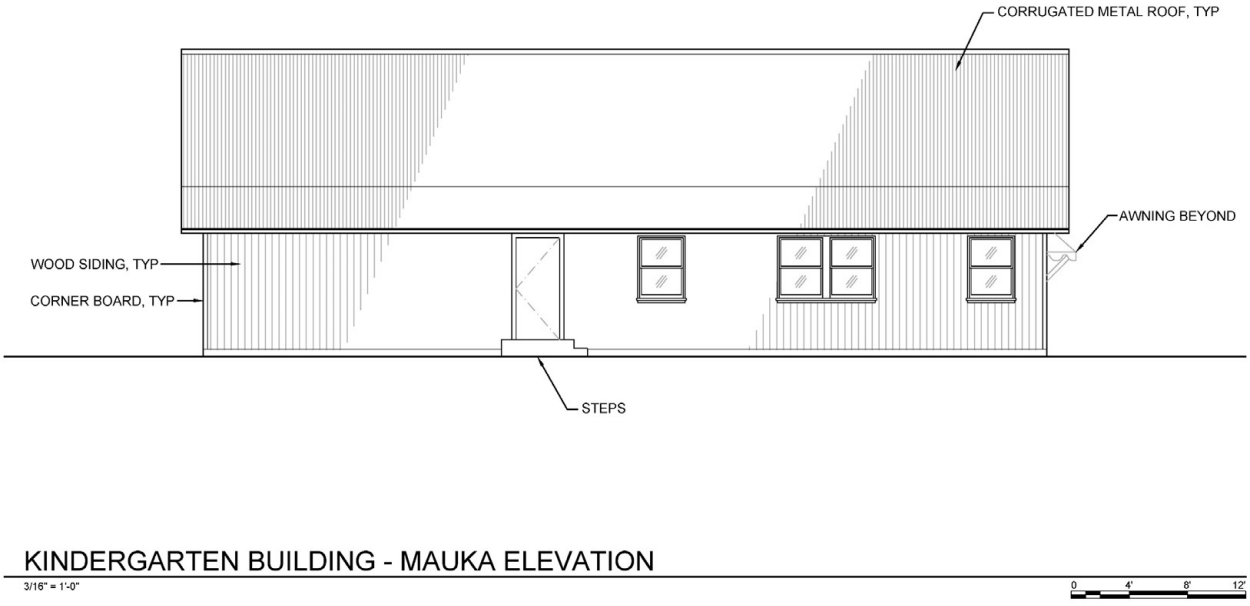


Figure 49 Kindergarten Building Mauka Elevation.

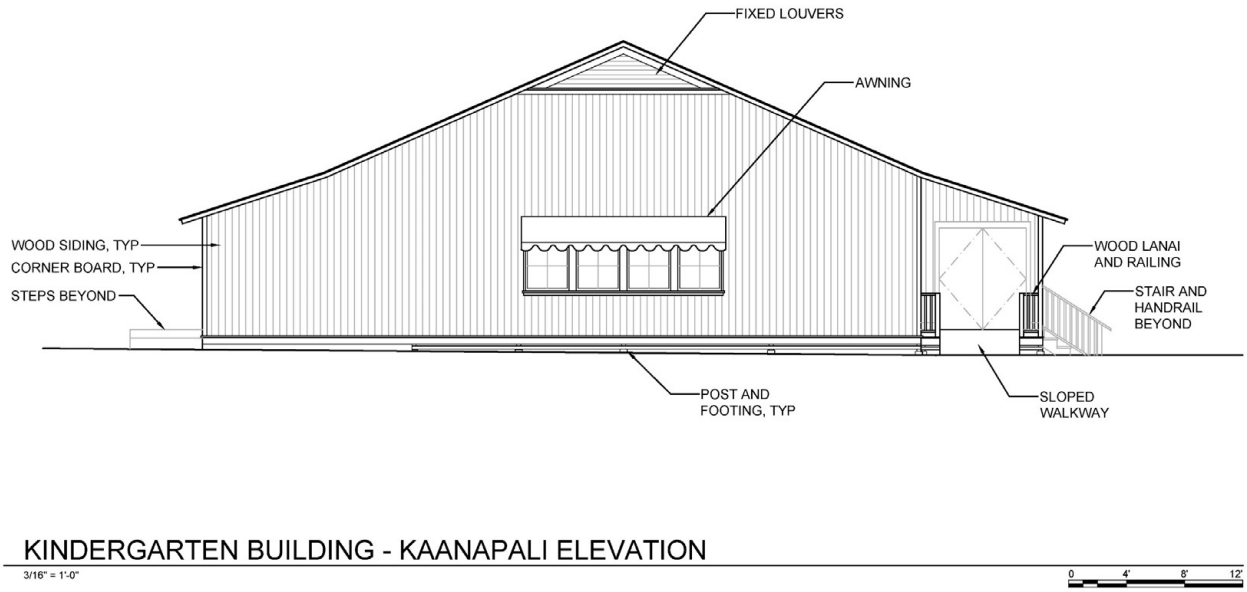


Figure 50 Kindergarten Building Kāʻanapali Elevation.

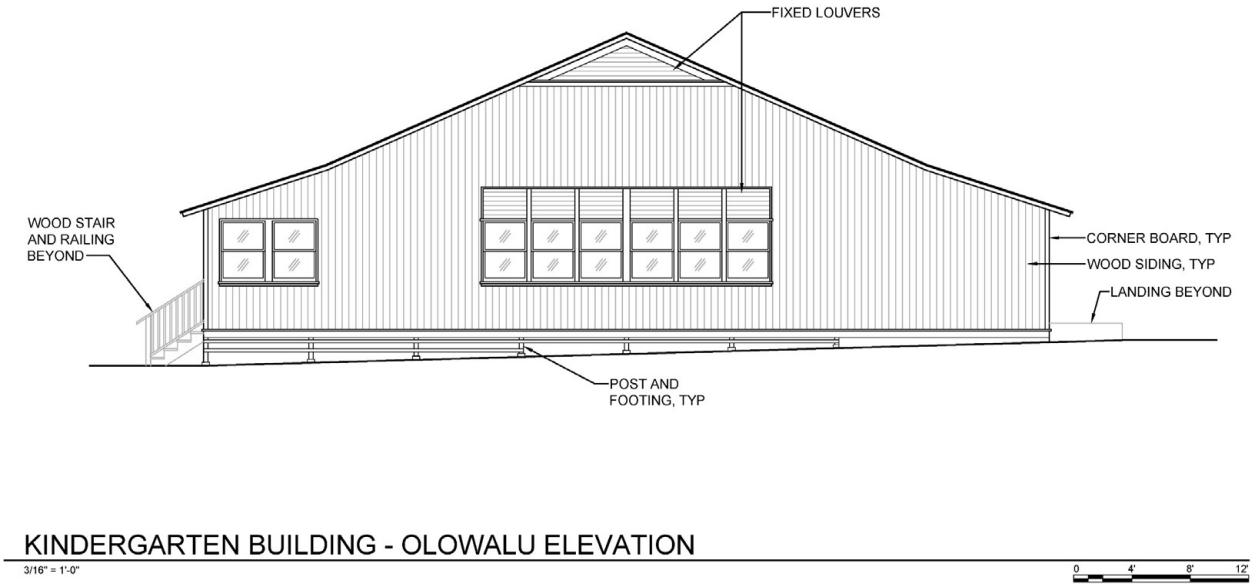


Figure 51 Kindergarten Building Olowalu Elevation.

2.5 Old Lahaina Prison (Hale Paʻahao)

2.5.1 Vision Statement

The Old Lahaina Prison (Hale Paʻahao), located on parcel TMK (2) 4-6-008:044 and surrounded by a large coral block wall on the makai/Kāʻanapali corner of Prison Street and Waineʻe Street, functions as a museum and as a venue for community events and activities. A reconstructed gatehouse, cell blocks, and other elements within the walled space are envisioned to interpret the site's history and support community use. The open space enclosed by the historic walls hosts events, educational keiki camps, movie nights, and other activities that do not require on-site parking and are compatible with residential neighbors. The gatehouse interior contains necessary support functions such as a kitchen, restrooms, and caretaker apartment, as it did pre-fire, but with some minor modifications to improve function and meet code. The Old Lahaina Prison is an element of the historic campus of buildings and outdoor spaces in downtown Lahaina.

Table 27 Site and Building Area Measurements, Old Lahaina Prison (Hale Paʻahao).

Element	Area (Square Feet)
Site	33,095
Gatehouse Interior Total	1,051
Gatehouse Floor 1	611
Gatehouse Floor 2	439
Cell Block 1 (exhibit)	1,206
Cell block 2 (maintenance/storage)	1,206

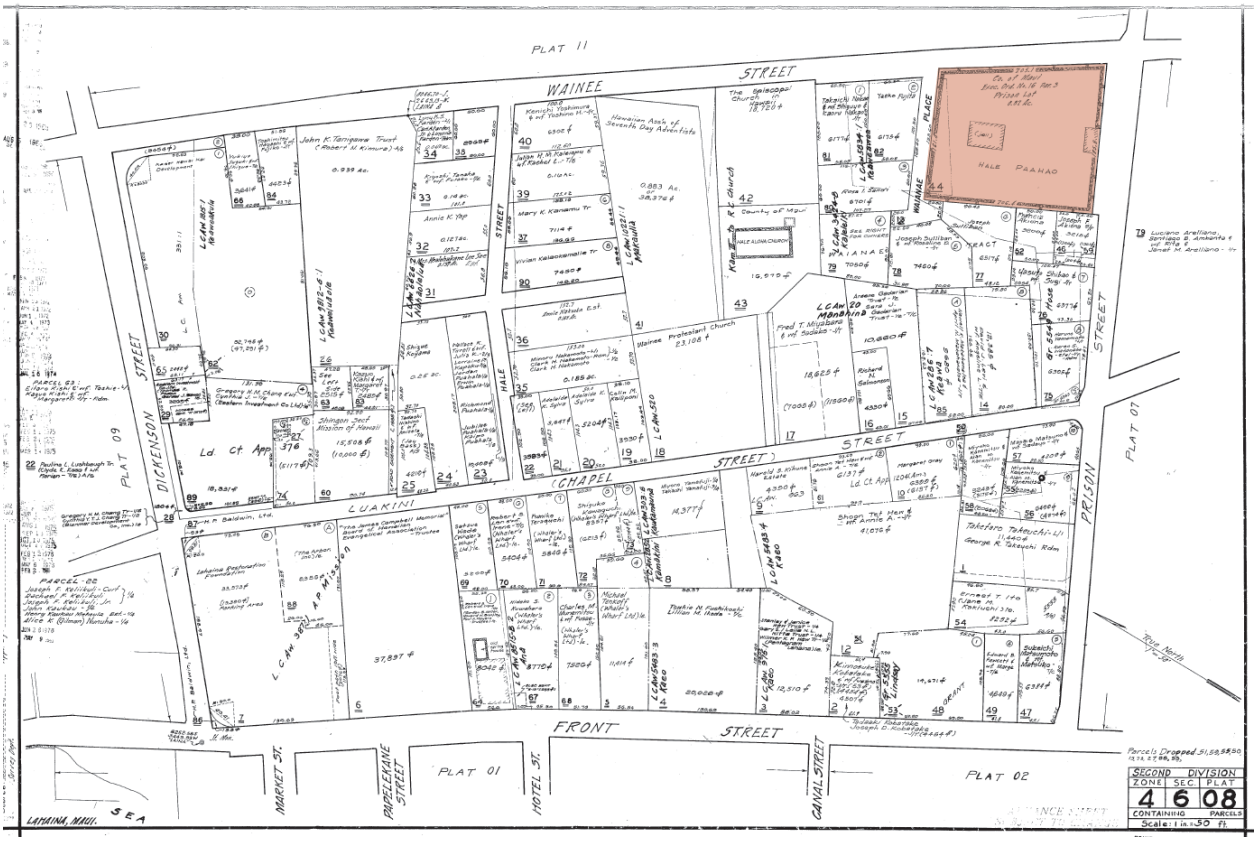


Figure 52 TMK Map Showing Old Lahaina Prison Parcel (highlighted).

Figure 53 Pre- and Post-Fire Aerial and Ground Photographs of Old Lahaina Prison.

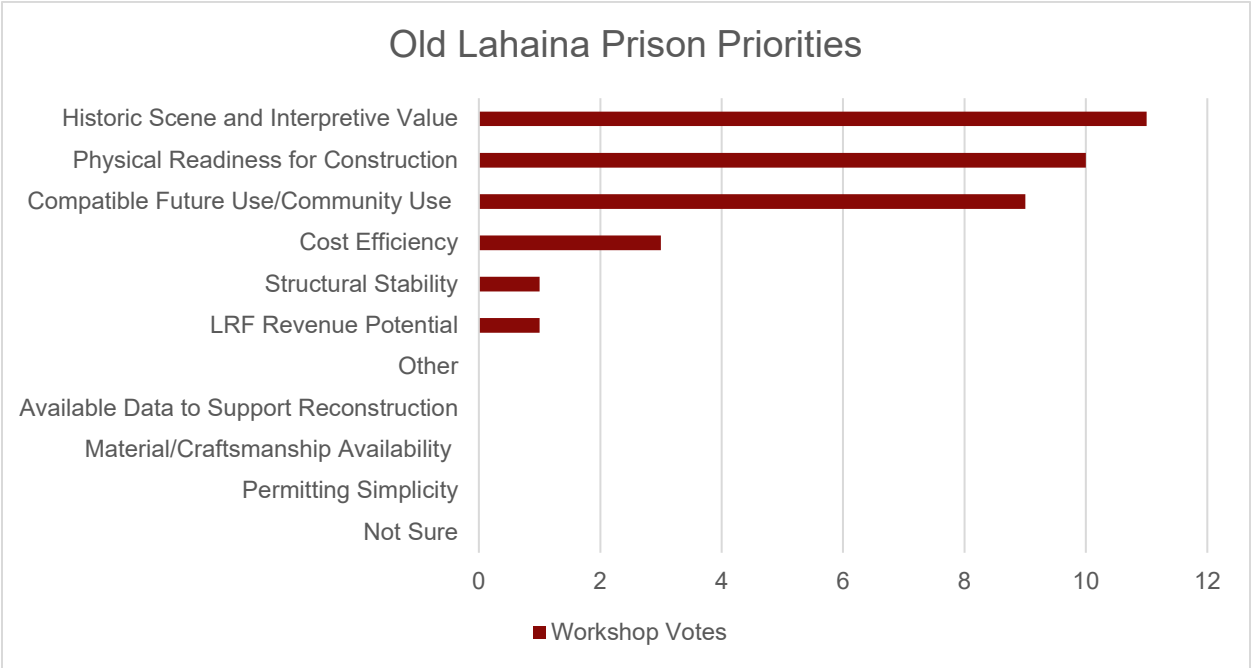


Figure 54 Old Lahaina Prison Criteria Prioritization Results.

2.5.2 SOI Treatment Approach

The proposed treatment approach for the Old Lahaina Prison is reconstruction of the buildings (gatehouse and cell blocks). The prison wall will not be altered. The wood frame buildings will be rebuilt similar to their appearance in 2023 with optional refinements to exteriors to more closely match aspects of the known, earlier historic appearance; and modest alterations to interior designs to support the reintroduction of pre-fire uses and meet code.

Character-Defining Features

- Coral stone walls with exterior buttresses, interior corners radiused into the courtyard, and plastered cap on the wall.
- Holes in the wall, used to hold scaffolding to build wall.
- Gatehouse characterized by horizontal siding, hipped shingled roof with eaves, multi-lite double-hung windows and a gate with man-door.
- Cell block building characterized by gable shingled roof, steps leading up to the raised floor, and small vents to each cell.
- Historical documentation identifies a second, identical cell block that is missing and was not reconstructed previously.

2.5.3 Building History

Built in 1852-54, this compound incarcerated persons including sailors who did not return to their ships before sundown. The prison replaced the original jail at the Old Fort. Later, the Old Lahaina Prison housed plantation workers from the 1860s to the 1920s. After the property was damaged in a 1957 fire, a cell block was rebuilt in 1959. Restoration activities in the 1980s included the rebuilding of the gatehouse. In the 2000s, additional historical information came to light indicating the presence in the 1800s of a second cell block next to and with the same footprint as the restored cell block. The second cell block was not reconstructed at that time. The 2023 fire destroyed the wood frame cell block, gatehouse, and outdoor exhibits, leaving only the coral block perimeter wall.

2.5.4 Concept Design Elements

- Reconstruct gatehouse with minor exterior alterations to be closer to c. 1900 appearance, and interior uses the same as previous (restroom, kitchen, caretaker apartment)
- Construct two cell blocks based on historical documentation
- One cell block would house exhibits, the other would look like a cell block on the exterior and house maintenance uses on the interior
- The concept design for the Old Lahaina Prison provides for the following:
    - The gatehouse exterior provides interpretive value. The gatehouse interior provides necessary support facilities.
    - The gatehouse exterior with horizontal beveled siding and single hung windows is designed to resemble the character-defining double hung windows visible in c. 1900 historic photographs.
    - The reconstruction of the cell block that burned in 2023 to its pre-1957 appearance offers opportunities for both interior and exterior interpretation.
- The interpreted cell block would feature a fire-treated shingle roof, cell vents with vertical steel bars, and wood steps to the cell block entrance at one end (with a ramp at the other end to meet accessibility requirements).
- The non-historic lean-to addition that was behind the cell block in 2023 housed equipment storage and a maintenance workshop; it can be removed. The second reconstructed cell block will be designed to contain the equipment and maintenance functions as the interior use. A door at the rear of the building would provide access, and the interior would not be open to the public.

2.5.5 Data Assessment

The documentary information about the Old Lahaina Prison is uneven, with more information from some periods than others. There are several historic photographs of the Old Lahaina Prison ranging from the 1890s through the 1950s. In 1957, the cell block burned, and was rebuilt with a different appearance in 1959, as documented in the 1966 HABS photography. The current cell block reflects this 1959 reconstruction. The last major rehabilitation work on the property took place in the 1980s, when the gatehouse was reconstructed. It subsequently underwent roof repair in 2018. Measured drawings are available for these projects; the fenestration, doors, and some other elements differ from the earliest photographic records of the gatehouse.

In recent years, historical research brought information on the earliest period of the Old Lahaina Prison's development to light. Site maps and a research report describe two cell blocks instead of one. It is likely that sufficient information exists to reconstruct the second cell block based on this information. Recent USACE and other engineering reports document the prison wall and post-fire shoring and bracing plans.

To support design and compliance, the following studies are recommended for the Old Lahaina Prison:

- Licensed topographic survey for property to use as base information for development of construction drawings
- Inclusion in an AMP covering all Master Plan properties
- AMR after construction
- Geotechnical study to evaluate structural stability of perimeter wall

Figure 55 Old Lahaina Prison Gatehouse (foreground) and Cell Block Building (background), 1966.

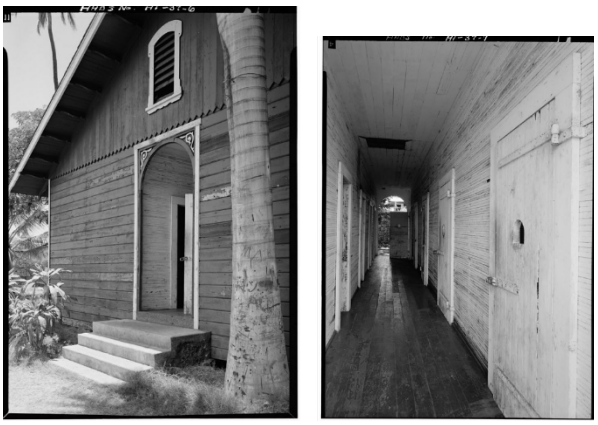


Figure 56 Old Lahaina Prison Cell Block Entrance (left) and Interior (right), 1966.

2.5.6 Environmental Consultation and Permit Considerations

The property is owned by the County of Maui and managed by LRF. Design and construction will involve coordination with and review by the County. Anticipated permits are described in the table below. See the Permit Matrix in Appendix B, and the project schedule in Appendix D for estimated permit duration.

Table 28 Summary of Anticipated Permits, Old Lahaina Prison (Hale Pa'ahao).

Permit/Approval	Permit Triggers and Notes
Federal	
NHPA Section 106 Consultation	Due to Federal FEMA funding, the Old Lahaina Prison project will be subject to NHPA Section 106 consultation. This Plan may be used to initiate consultation with SHPO. The project is anticipated to result in a No Adverse Effect determination. The Section 106 consultation may run concurrent with State-level HRS Chapter 6E consultation.
NEPA	FEMA will be the lead agency for NEPA compliance and this project is expected to qualify for a Statutory Exclusion (STATEX). FEMA provides guidance on this process. FEMA prepared a REC Form dated 1/15/2025 that reflects a preliminary STATEX determination.
State	
HRS Chapter 6E	Due to its listed historic status and government ownership, the Old Lahaina Prison project must comply with HRS Chapter 6E. This Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Historic Properties Affected determination. The consultation may run concurrent with Section 106 consultation.
County	
HDX	A HDX would be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit is required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity is anticipated for utility upgrades, connections, and/or foundation work. This project will likely require a Minor Grading Permit.
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster or civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.5.7 Cost Estimate Summary

A cost estimate summary based on the design elements and permit considerations is shown below. Please refer to Appendix E for detailed cost estimates.

Table 29 Old Lahaina Prison (Hale Pa'ahao) Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$55,000
Studies	$202,000
Design	$889,000
Construction Permitting	$40,000
Construction	$3,600,000
Archaeo. Monitoring/Reporting	$105,000
Punchlist/Closeout	$111,000
Total	**$5,002,000**

2.5.8 Schedule Summary

A preliminary schedule is summarized below for the Old Lahaina Prison reconstruction. As noted in Section 1.2, the preliminary schedule begins with environmental consultation, pre-design studies, and the stages of design, and extends through construction and closeout. The schedule accounts for all steps such as agency permit review, client approval for design drawings, selection of a construction contractor, and material procurement. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs.

Federal environmental consultation (NHPA Section 106 and NEPA) and HRS Chapter 6E consultation for all buildings would be initiated using the Master Plan. The balance of the permitting, as well as studies and design, would be scheduled to follow this for the individual building – in the case of the Old Lahaina Prison, steps through design could be completed and then paused until higher-priority building construction is completed to allow time for fundraising, and/or have fewer concurrent projects and lower monthly expenditures.

Table 30 Old Lahaina Prison (Hale Pa‘ahao) Proposed Schedule.

Old Lahaina Prison (Hale Pa‘ahao) Schedule Tasks	‘25	2026				2027				2028				2029				2030			
Env. Compliance/Permitting	X	X	X	X	X							X									
Studies	X	X																			
Design	X	X	X	X								X									
Ad/Bid/Award/Constr. NTP												X	X								
Construction Permitting														X							
Construction														X	X	X	X				
Archaeo. Monitoring/Reporting														X			X	X			
Punchlist/Closeout																		X			

2.5.9 Other Considerations

Management considerations for the Old Lahaina Prison property include the need for a caretaker residential presence to maintain security, especially at night. The caretaker apartment remains separate from the public use areas on the first floor. Modifications proposed to the first floor kitchen layout would improve its function as a catering kitchen for events and activities, but would not be visible from the exterior or require structural changes to the building. If new uses include activities such as event rental, rules would be established that are acceptable to the DPR and residential neighbors, such as limits on parking and noise.

2.5.10 Concept Drawings

Concept plan and elevation drawings and elevations for the Old Lahaina Prison and its site are presented in the following pages. All plans and elevations at larger scale are included in Appendix I.

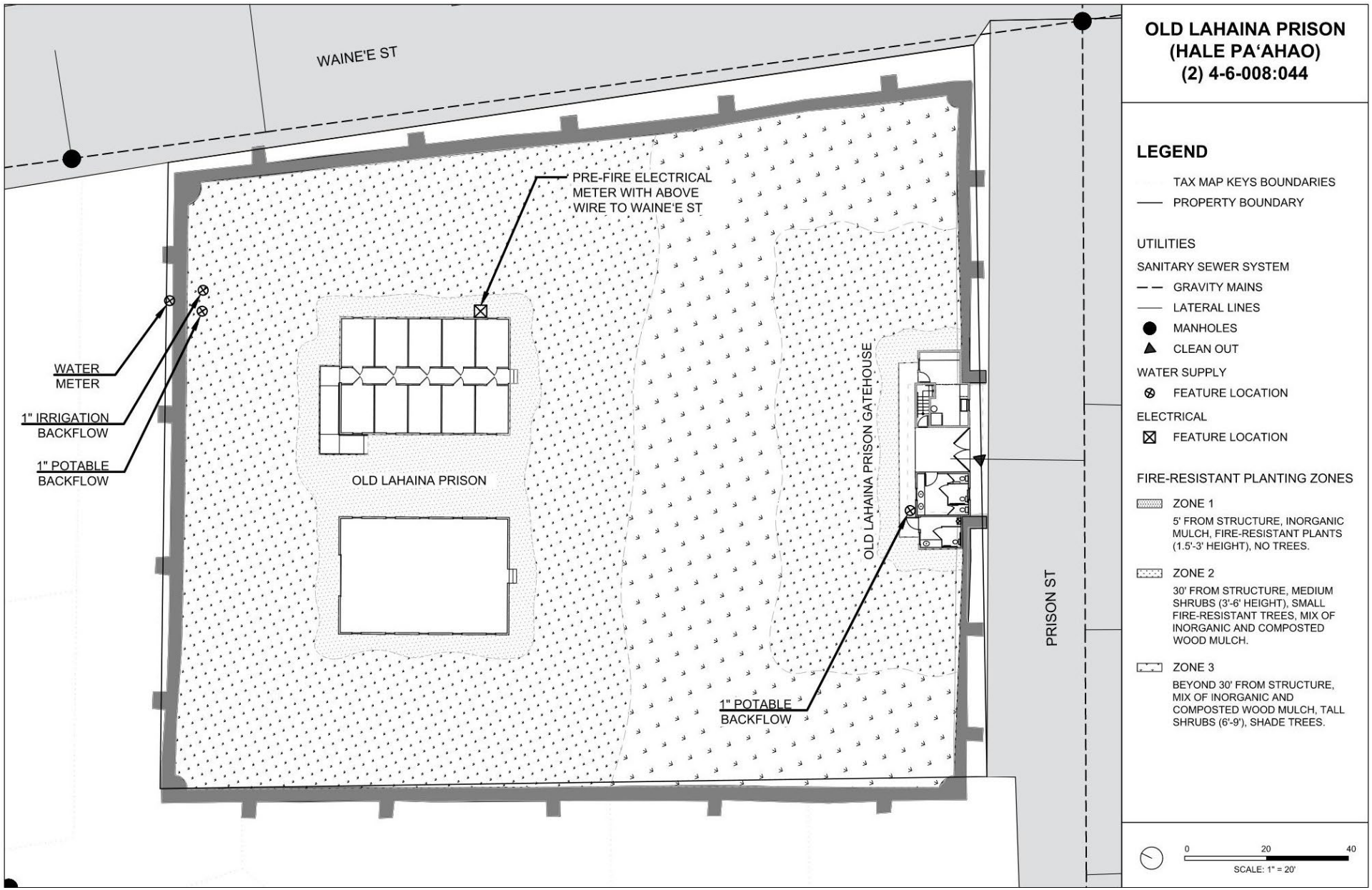


Figure 57 Old Lahaina Prison Site Plan.

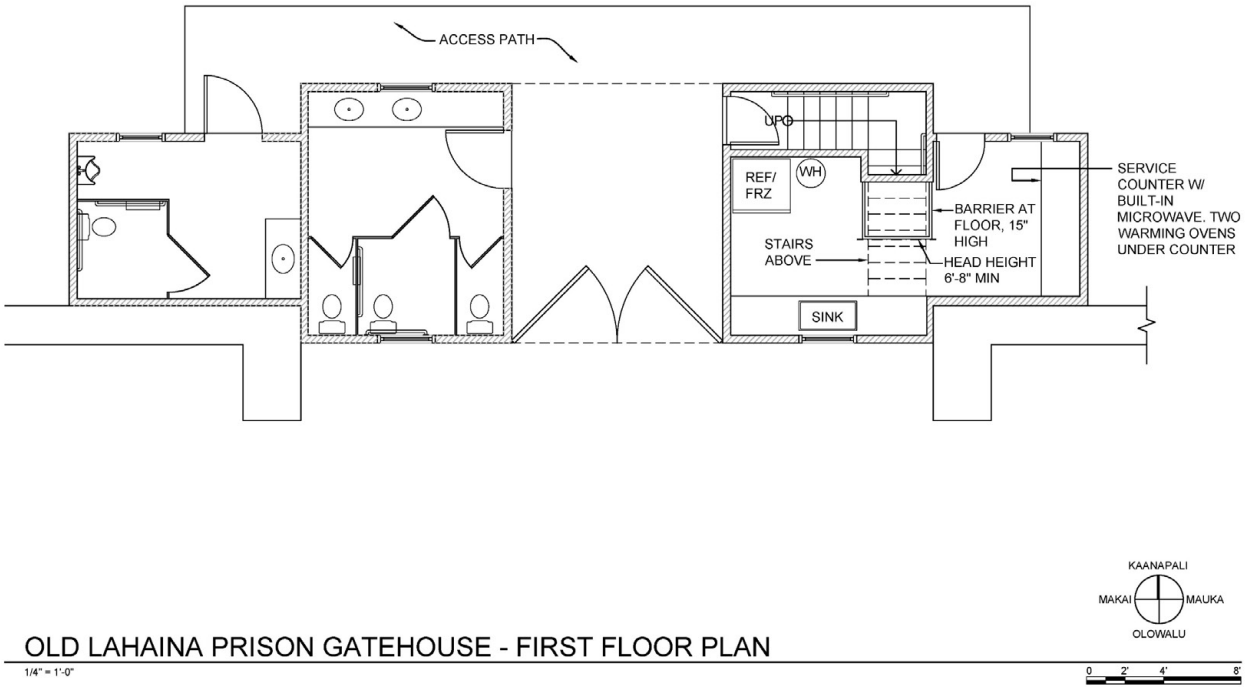


Figure 58 Old Lahaina Prison Gatehouse First Floor Plan.

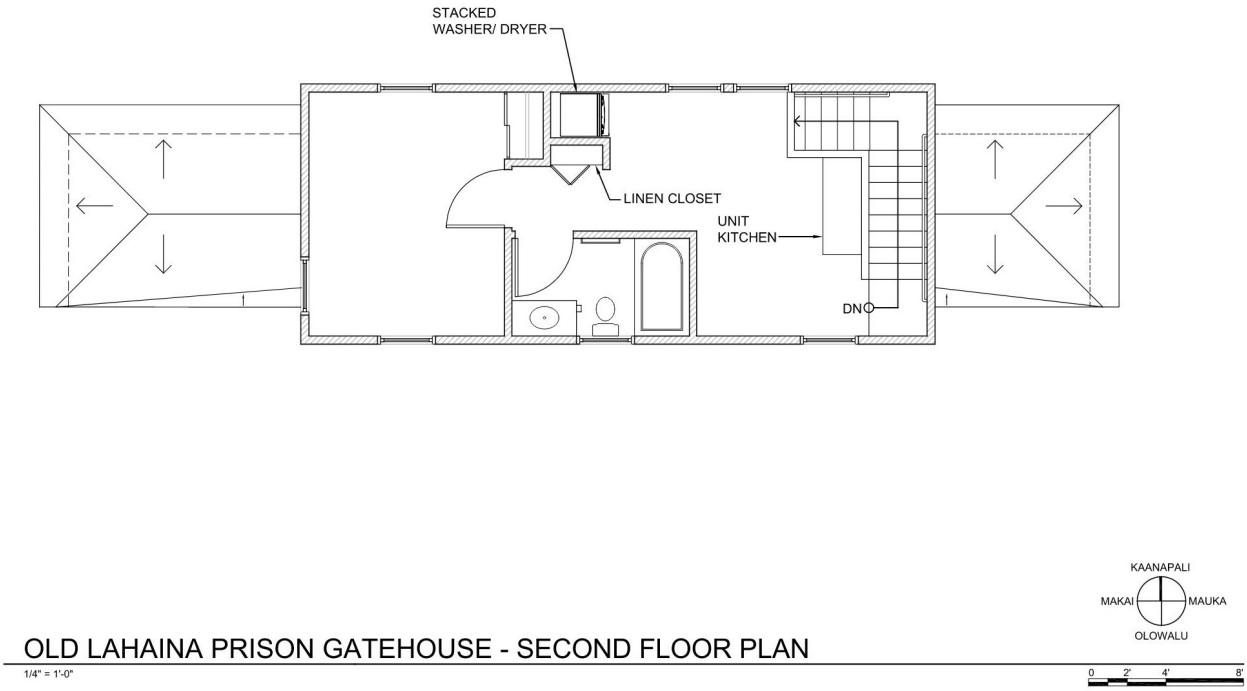


Figure 59 Old Lahaina Prison Gatehouse Second Floor Plan.

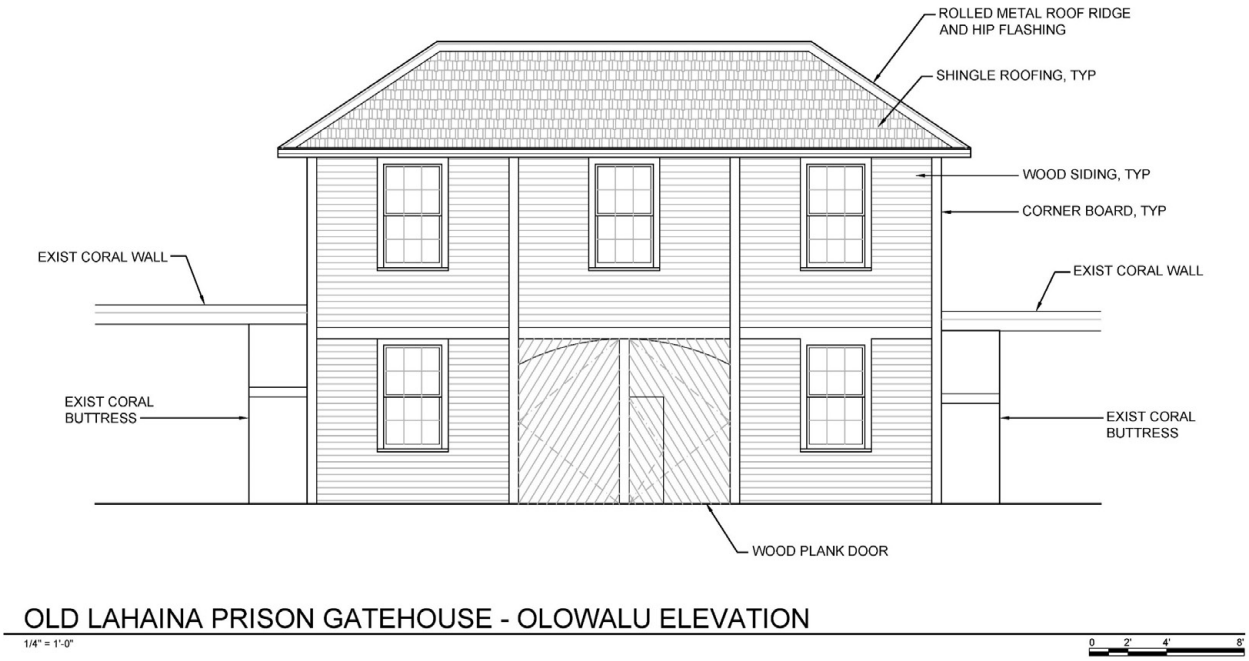


Figure 60 Old Lahaina Prison Gatehouse Olowalu Elevation.

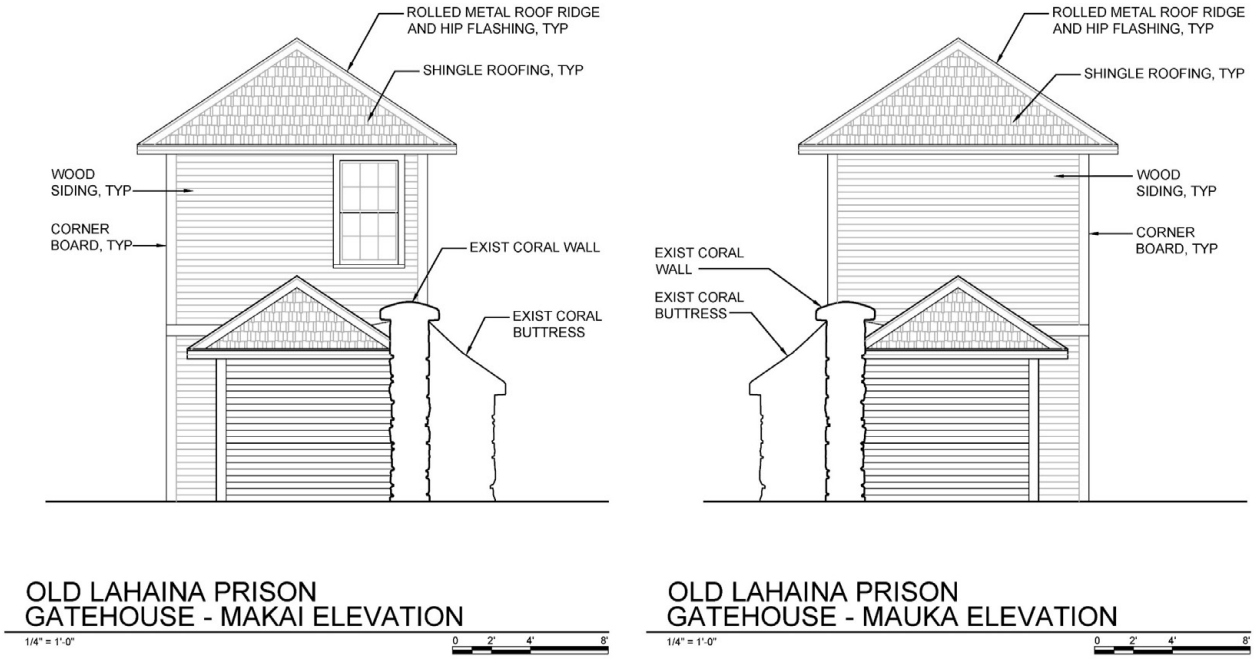


Figure 61 Old Lahaina Prison Gatehouse Makai and Mauka Elevations.

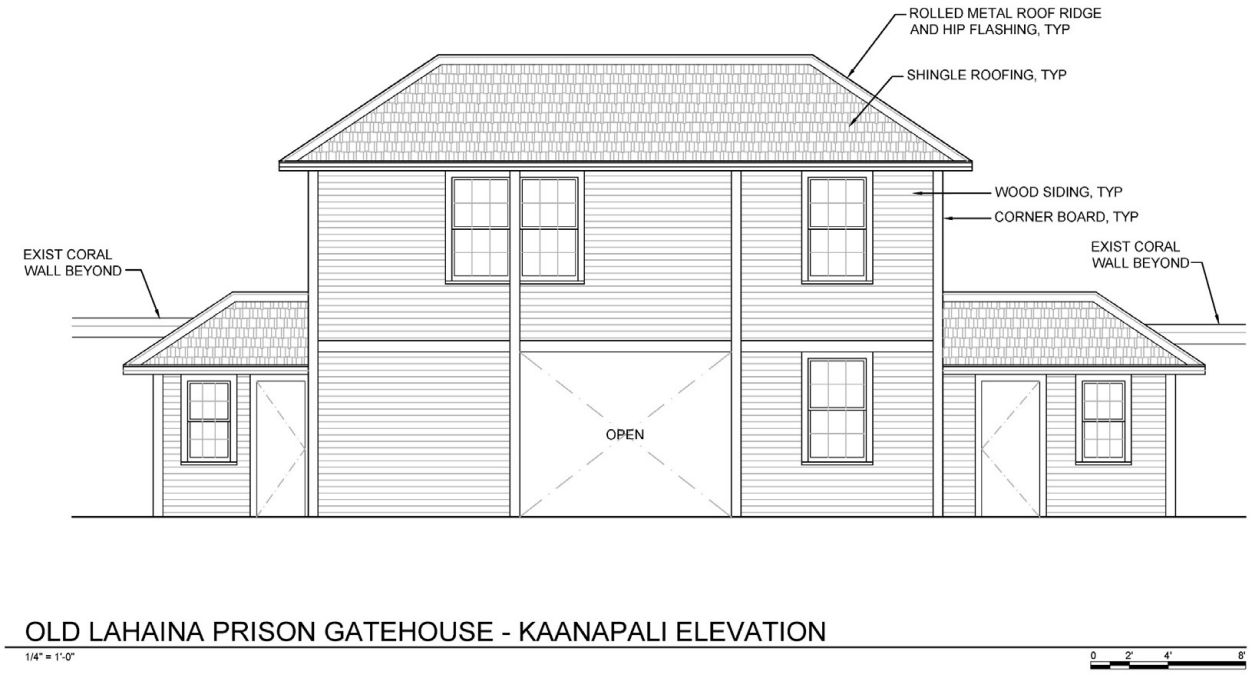


Figure 62 Old Lahaina Prison Gatehouse Kā‘anapali Elevation.

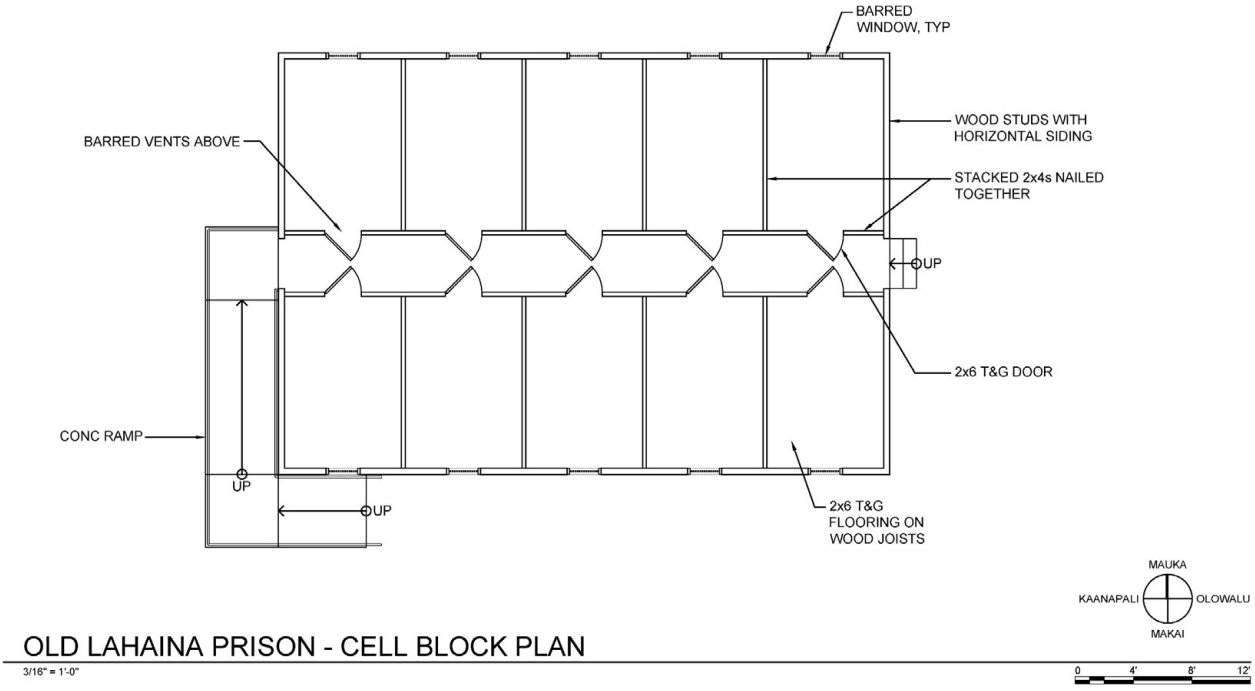


Figure 63 Old Lahaina Prison Cell Block 1 (Exhibit) Floor Plan.

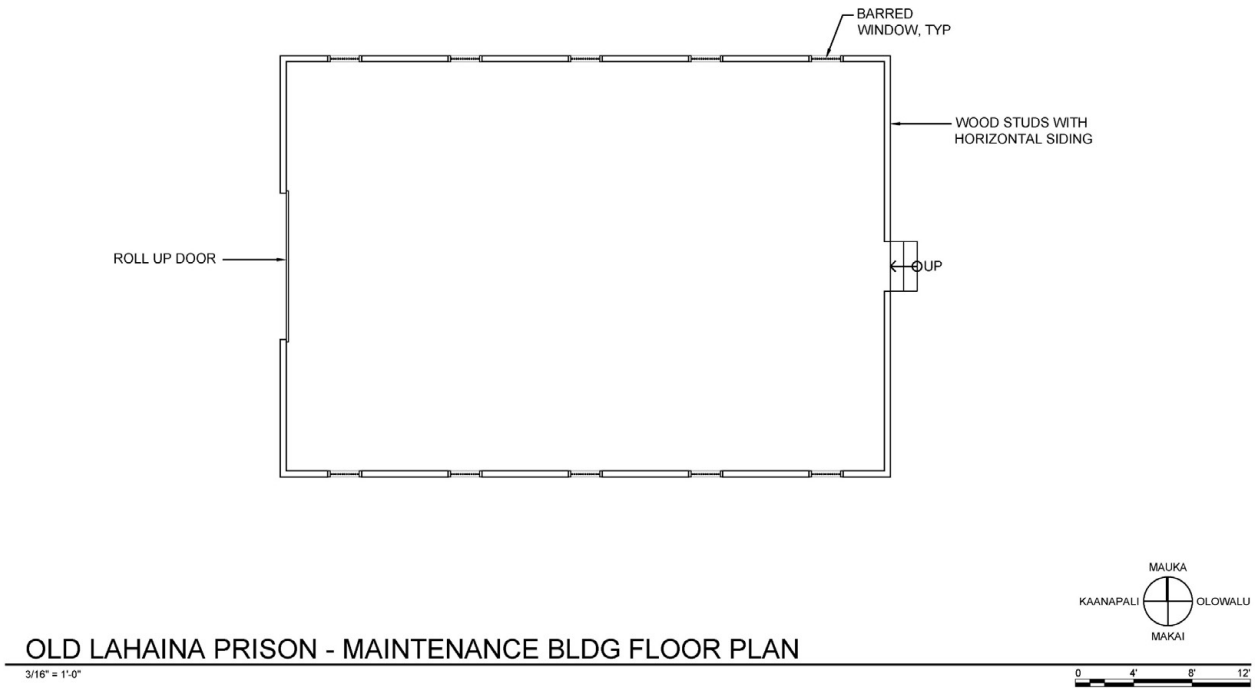


Figure 64 Old Lahaina Prison Cell Block 2 (Maintenance Building) Floor Plan.

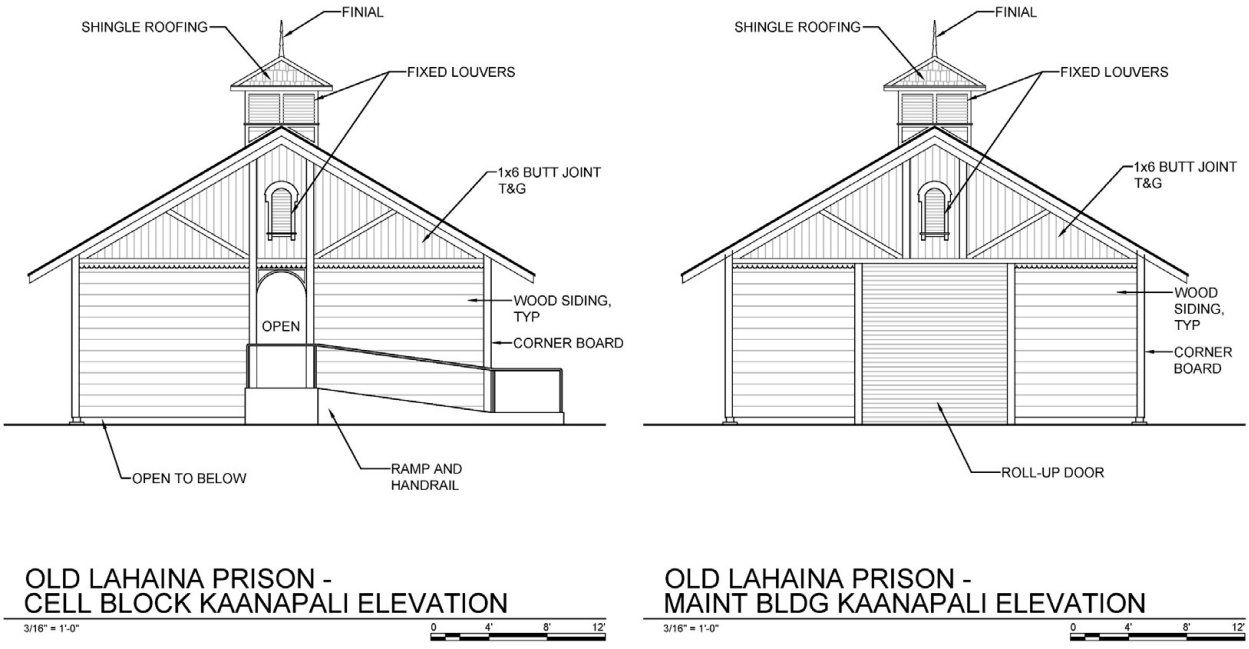


Figure 65 Old Lahaina Prison Cell Block 1 (Exhibit) Cell Block 2 (Maintenance Building) Kā‘anapali Elevations.

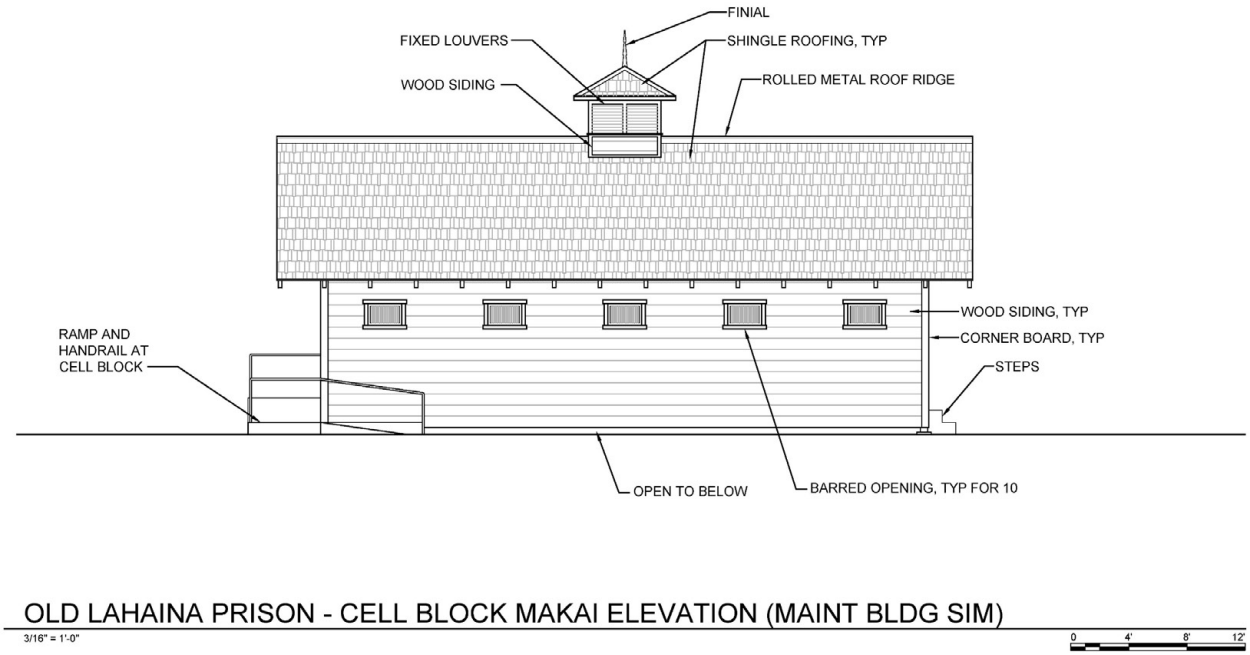


Figure 66 Old Lahaina Prison Cell Block 2 (Maintenance Building) Makai Elevation.

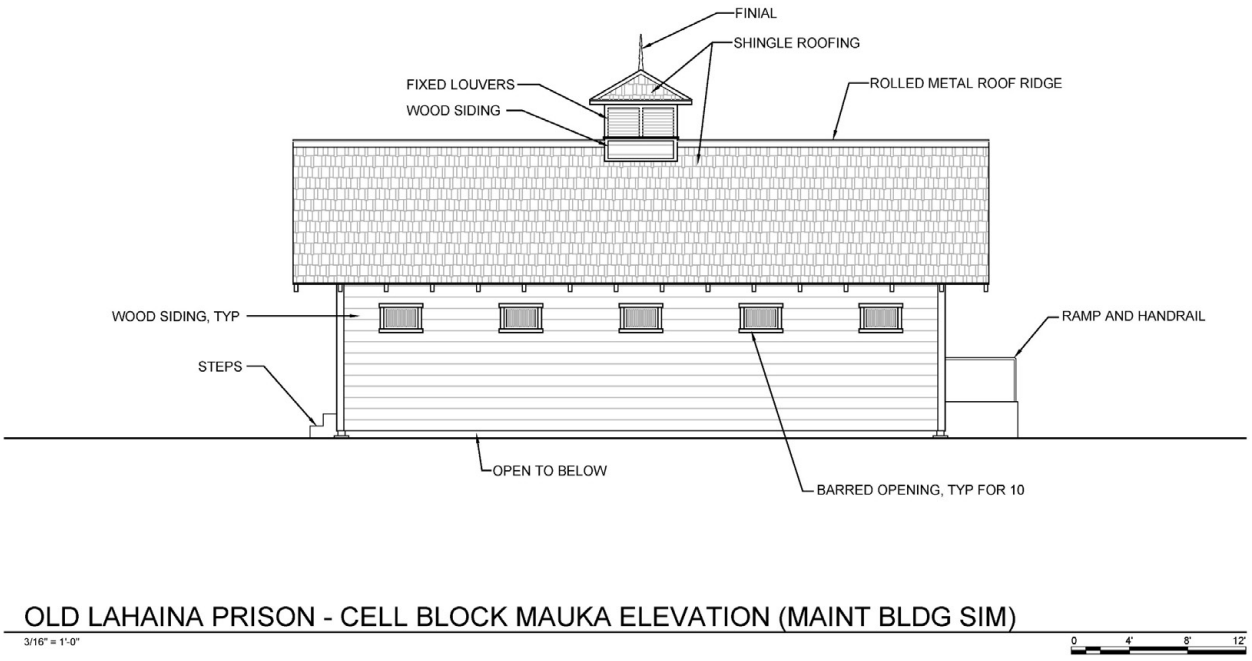
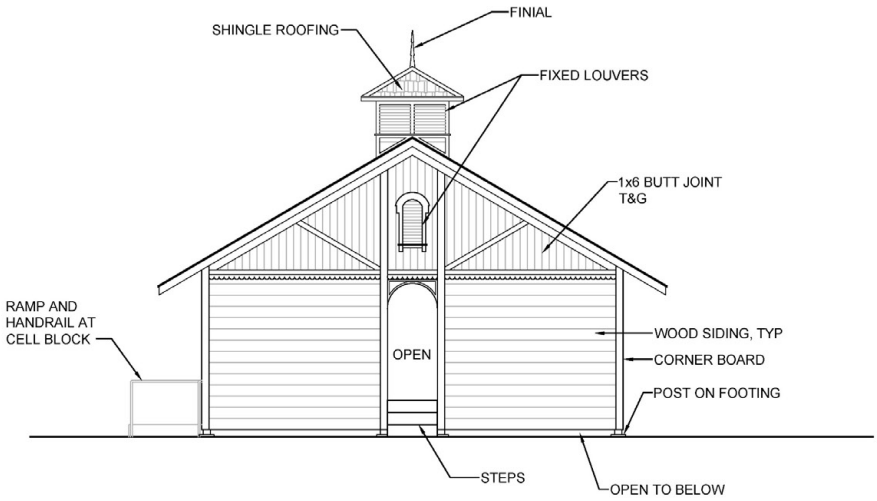


Figure 67 Old Lahaina Prison Cell Block 2 (Maintenance Building) Mauka Elevation.



OLD LAHAINA PRISON - CELL BLOCK OLOWALU ELEVATION (MAINT BLDG SIM)

3/16" = 1'-0"

0 4' 8' 12'

Figure 68 Old Lahaina Prison Cell Block 2 (Maintenance Building) Olowalu Elevation.

2.6 Hale Aloha

2.6.1 Vision Statement

Hale Aloha is located in a set-back parcel, TMK (2) 4-6-008:043, accessed via driveway from Luakini Street between Hale Street and Prison Street. The parcel includes Hale Aloha and its bell tower, a small parking area, and a separate restroom building. Hale Aloha is envisioned to be restored with the exterior and bell tower returned to their historic appearance, and the interior rebuilt to accommodate a range of uses similar to those that existed in 2023 before the fire, including community gatherings, keiki camp, hands-on history, collections storage and curatorship, with enhanced accessibility. Hale Aloha is a secondary element of a historic campus of buildings and outdoor spaces in downtown Lahaina.

Table 31 Site and Building Area Measurements, Hale Aloha.

Element	Area (Square Feet)
Site	16,847
Hale Aloha Interior Total	5,136
Hale Aloha Floor 1	2,568
Hale Aloha Floor 2	2,568
Hale Aloha Restroom	389
Hale Aloha Bell Tower (footprint)	148

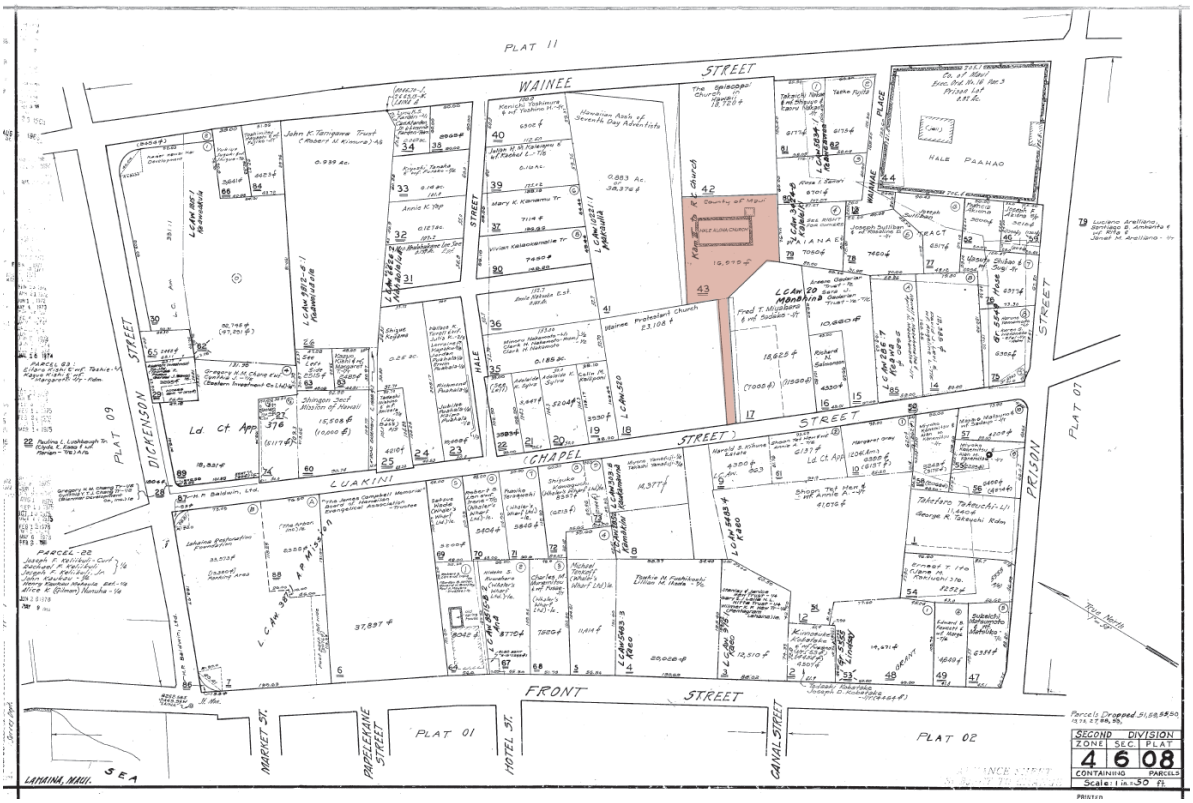


Figure 69 TMK Map Showing Location of Hale Aloha Parcel (highlighted).

Figure 70 Pre- and Post-Fire Aerial and Ground Photographs of Hale Aloha.

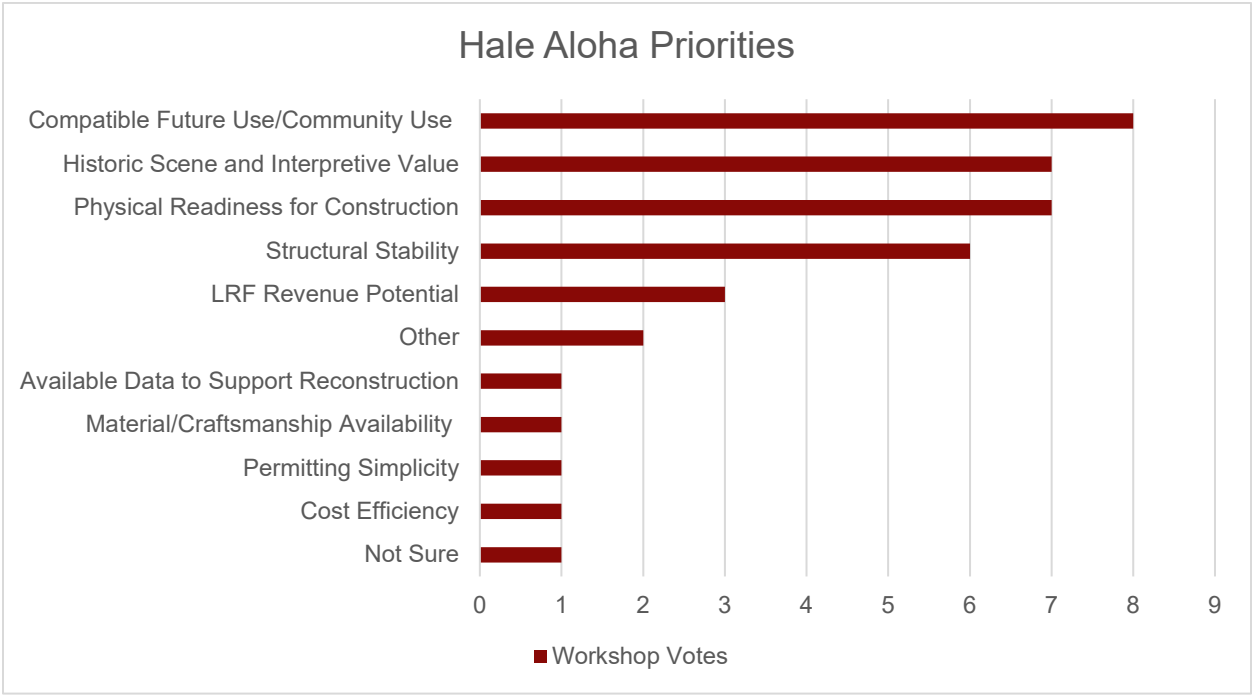


Figure 71 Hale Aloha Criteria Prioritization Results.

2.6.2 SOI Treatment Approach

The proposed treatment approach for Hale Aloha is restoration to its 2023 exterior appearance and rehabilitation of the interior. The interior was substantially modified with multiple changes over time, and there is no intent to restore the interior to that of a parish hall for the church. A second floor added within the existing building envelope in the 1980s did not meet code, but provided valuable and functional programming space and will be rebuilt in a code-compliant manner, with no visible changes to the exterior.

The pre-fire, non-historic exterior restroom building will be rebuilt to meet code and reoriented to better align with the historic building, improving its compatibility.

Character-Defining Features

- Tall structure that appears to be single-story
- Lower portion of exterior walls is exposed stone masonry
- Steep gabled roof with wood shingles
- Gable ends are shingled with a recessed window and vent at the center
- Roof has eaves at all edges
- Bell tower at one corner of building

2.6.3 Building History

Hale Aloha (House of Love) was built by the Waineʻe Church parish in 1855-58 in commemoration of Reverend Dr. Dwight Baldwin's vaccination and quarantine efforts that saved Maui from the smallpox epidemic. It was leased to Lahaina Union School from 1873-92, and further work occurred in 1908 for use by the Waineʻe parish.

The County of Maui acquired Hale Aloha and partially restored it in 1973. Additional restoration occurred in the 1980s. The building saw several uses, and a second floor was added within the main hall. The 2023 fire gutted the building, leaving only the concrete-block reinforced stone masonry walls. The tower and non-historic restroom building were completely destroyed.

2.6.4 Concept Design Elements

The concept design for Hale Aloha provides for the following:

- Exposed stone walls expressed on the exterior.
- Shingled gable ends and bell tower will be rebuilt.
- Custom two-over-two light double hung windows and custom panel doors will be used. Doors and windows will have wide casings and decorative head casings.
- If a second-floor option is selected, ADA-compliant access to the second floor would be via an elevator.
- Exterior accessibility via a new ramp and landing at one of the entrances.
- The interior of the building will be air-conditioned (with the exception of the bell tower).
- Restrooms will be in an adjacent non-historic building, as they were pre-fire, but rebuilt to meet modern accessibility requirements and building codes, and reoriented slightly to better align with the historic building. It will be concrete block clad in veneer to be compatible with the historic building.

2.6.5 Data Assessment

The documentary information about Hale Aloha is uneven, with more information from some periods than others. HABS photographs from the 1940s through 1966 show the building in poor condition. Frost & Frost's report from the 1980s supported a rehabilitation effort at that time, for which measured plan drawings are

available. More recently, a USACE engineering report documents the post-fire shoring and bracing plans for the standing walls.

To support design and compliance, the following studies are recommended for Hale Aloha:

- Licensed topographic survey for property to use as base information for development of construction drawings
- Inclusion in an AMP covering all Master Plan properties
- AMR after construction
- Geotechnical study to support structural design for bell tower

Figure 72 Hale Aloha Exterior, c. 1948.

Figure 73 Hale Aloha Interior, 1968 (left); Hands-On History Program, 2021 (right).

2.6.6 Environmental Consultation and Permit Considerations

The property is owned by the County of Maui DPR and managed by LRF. Design and construction will involve coordination with and review by DPR. See the project schedule in Appendix D for estimated permit duration.

Table 32 Summary of Anticipated Permits, Hale Aloha.

Permit/Approval	Permit Triggers and Notes
Federal	
NHPA Section 106 Consultation	Due to Federal FEMA funding, Hale Aloha will be subject to NHPA Section 106 consultation. This Plan may be used to initiate consultation with SHPO. The project is anticipated to result in a No Adverse Effect determination. The Section 106 consultation may run concurrent with State-level HRS Chapter 6E consultation.
NEPA	FEMA will be the lead agency for NEPA compliance and the project is expected to qualify for a STATEX. FEMA provides guidance on this process. FEMA prepared a REC Form dated December 10, 2024. The REC reflects a STATEX determination.
State	
HRS Chapter 6E	Due to its listed historic status and government ownership, the Hale Aloha project must comply with HRS Chapter 6E. This Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Adverse Effect determination. The consultation may run concurrent with Section 106 consultation.
County	
HDX	A HDX would be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit is required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity is anticipated for utility upgrades, connections, and/or foundation work. This project will likely require a Minor Grading Permit.
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster or civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.6.7 Cost Estimate Summary

A cost estimate summary based on the design elements and permit considerations is shown below. Please refer to Appendix E for detailed cost estimates.

Table 33 Hale Aloha Preliminary Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$40,000
Studies	$17,000
Design	$1,405,000
Construction Permitting	$23,000
Construction	$5,765,500
Archaeo. Monitoring/Reporting	$87,500
Punchlist/Closeout	$176,000
Total	**$7,514,500**

2.6.8 Schedule Summary

A preliminary schedule is summarized below for the Hale Aloha restoration and rehabilitation. As noted in Section 1.2, the preliminary schedule begins with environmental consultation, pre-design studies, and the stages of design, and extends through construction and closeout. The schedule accounts for all steps such as agency permit review, client approval for design drawings, selection of a construction contractor, and material procurement. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs.

Federal environmental consultation (NHPA Section 106 and NEPA) and HRS Chapter 6E consultation for all buildings would be initiated using the Master Plan. The balance of the permitting, as well as studies and design, would be scheduled to follow this for the individual building – in the case of Hale Aloha, steps through design could be completed and then paused until higher-priority building construction is completed to allow time for fundraising, and/or have fewer concurrent projects and lower monthly expenditures.

Table 34 Hale Aloha Proposed Schedule.

Hale Aloha Schedule Tasks	'25	2026				2027				2028				2029				2030			
Env. Compliance/Permitting	X	X	X	X	X									X							
Studies	X	X																			
Design	X	X	X	X										X							
Ad/Bid/Award/Constr. NTP														X	X						
Construction Permitting																X					
Construction																X	X	X	X	X	
Archaeo. Monitoring/Reporting																X				X	X
Punchlist/Closeout																					X

2.6.9 Other Considerations

The planning team considered the idea of restoring Hale Aloha to its early historical function as a one-story open meeting hall space, but this would not accommodate contemporary, core operational and community uses of the building in its more recent interior format. Therefore, the proposed rehabilitation of the interior retains the multi-use, two-floor space that was present in 2023 prior to the fire.

2.6.10 Concept Drawings

Concept plan and elevation drawings for Hale Aloha and its site are presented in the following pages. All plans and elevations at larger scale are included in Appendix I.

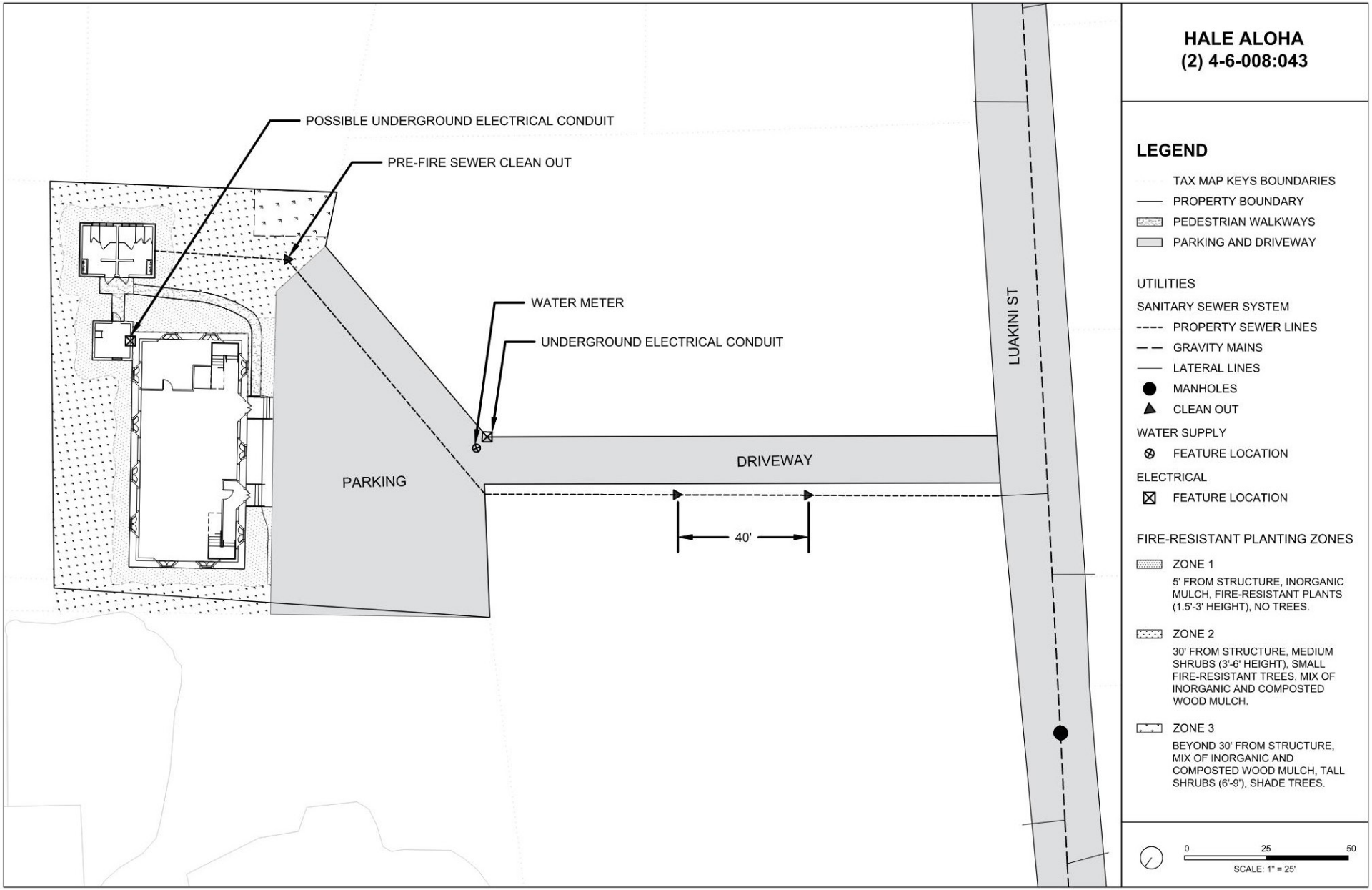


Figure 74 Hale Aloha Site Plan.

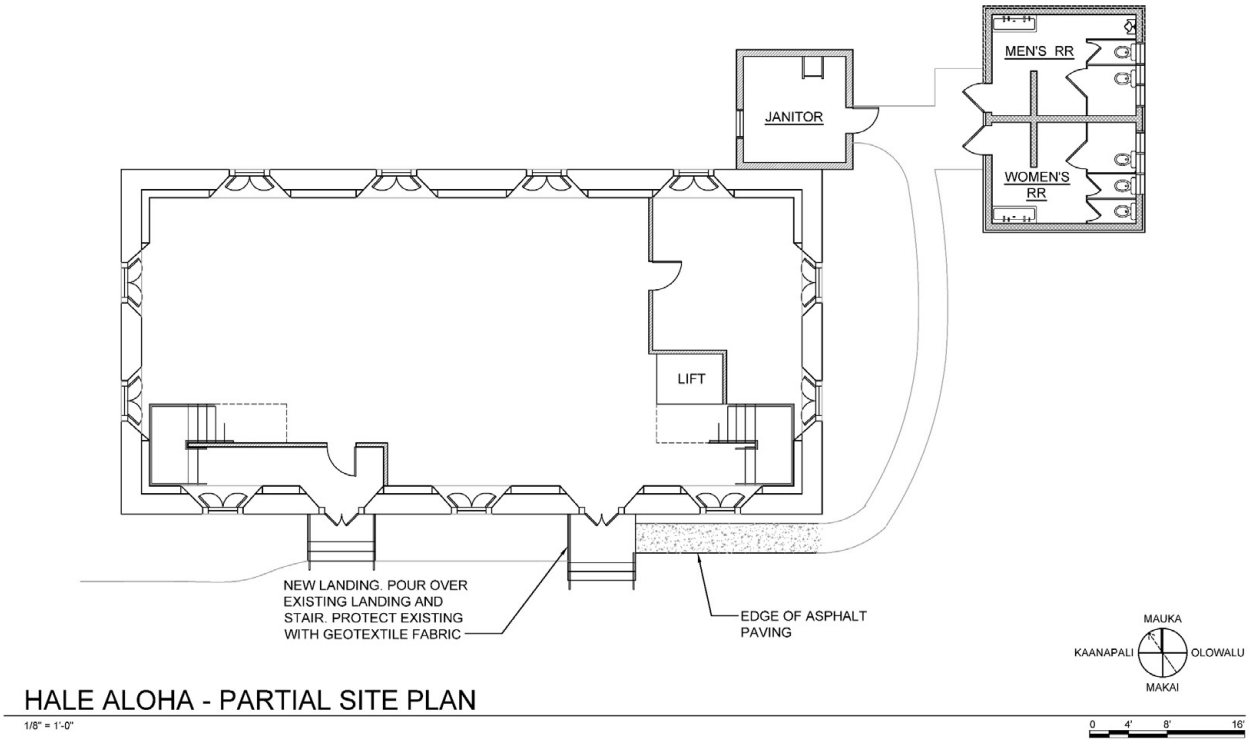


Figure 75 Hale Aloha Partial Site Plan.

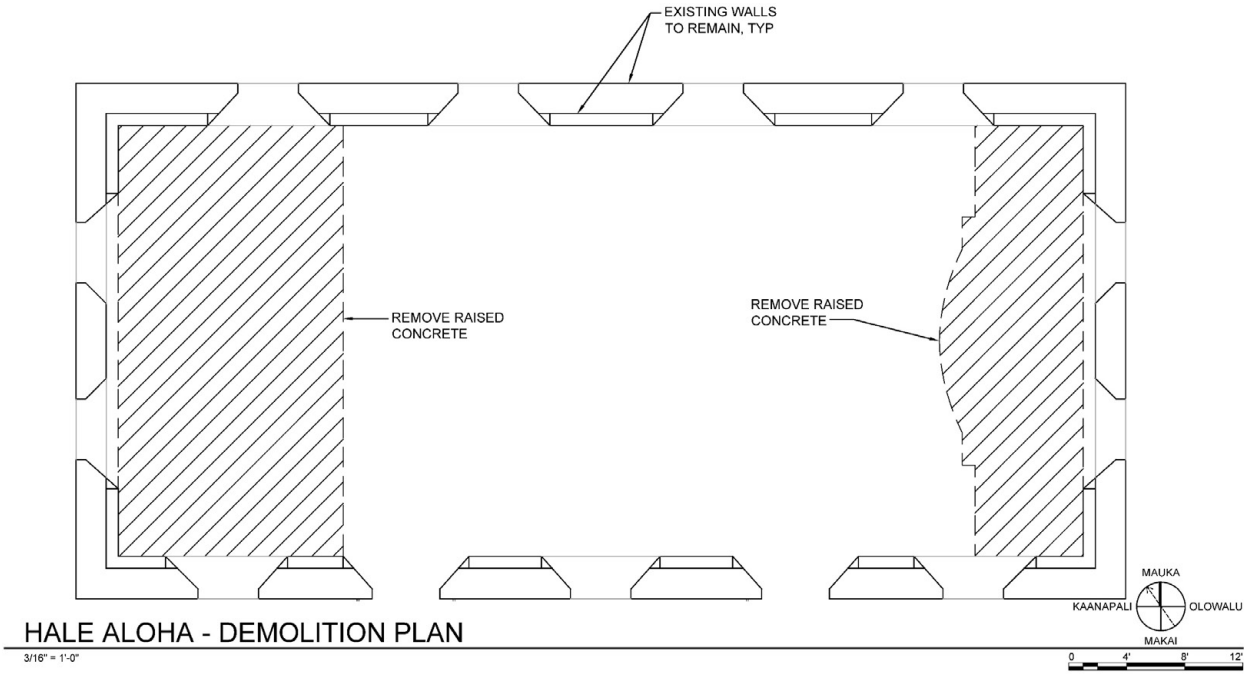


Figure 76 Hale Aloha Demolition Plan.

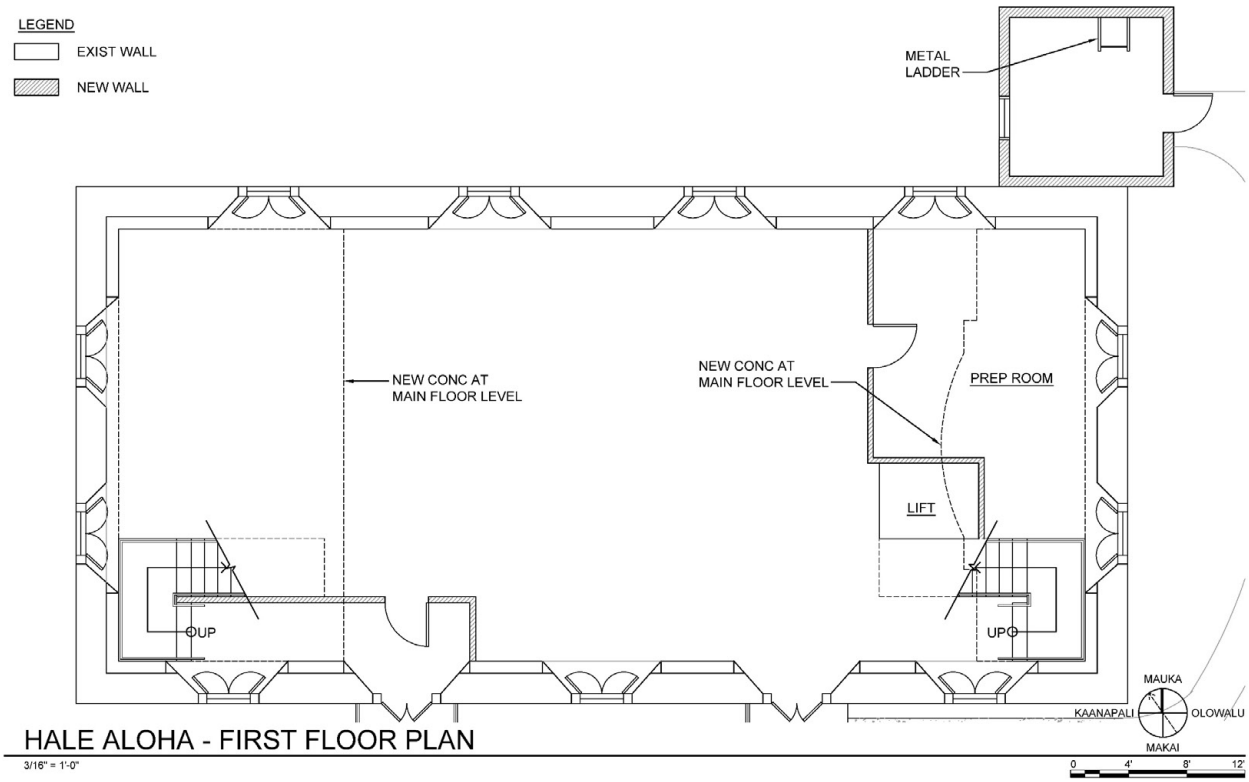


Figure 77 Hale Aloha First Floor Plan.

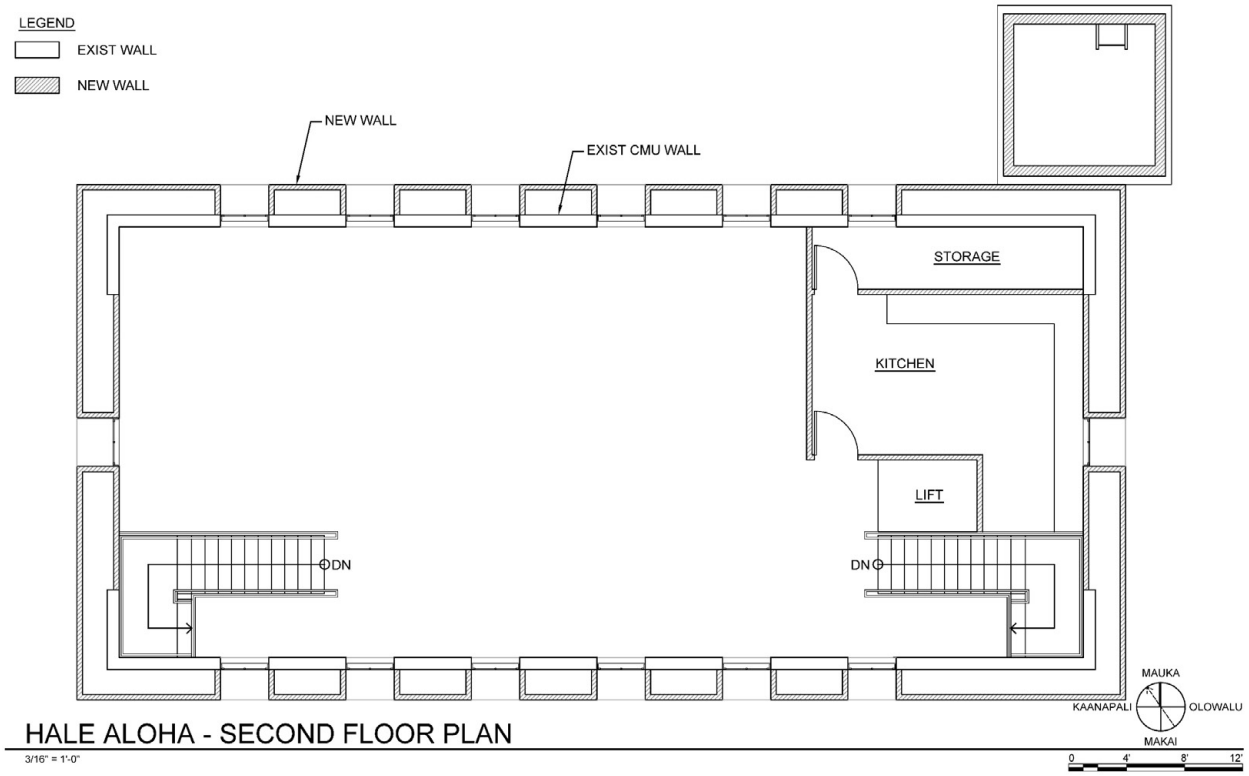


Figure 78 Hale Aloha Second Floor Plan.

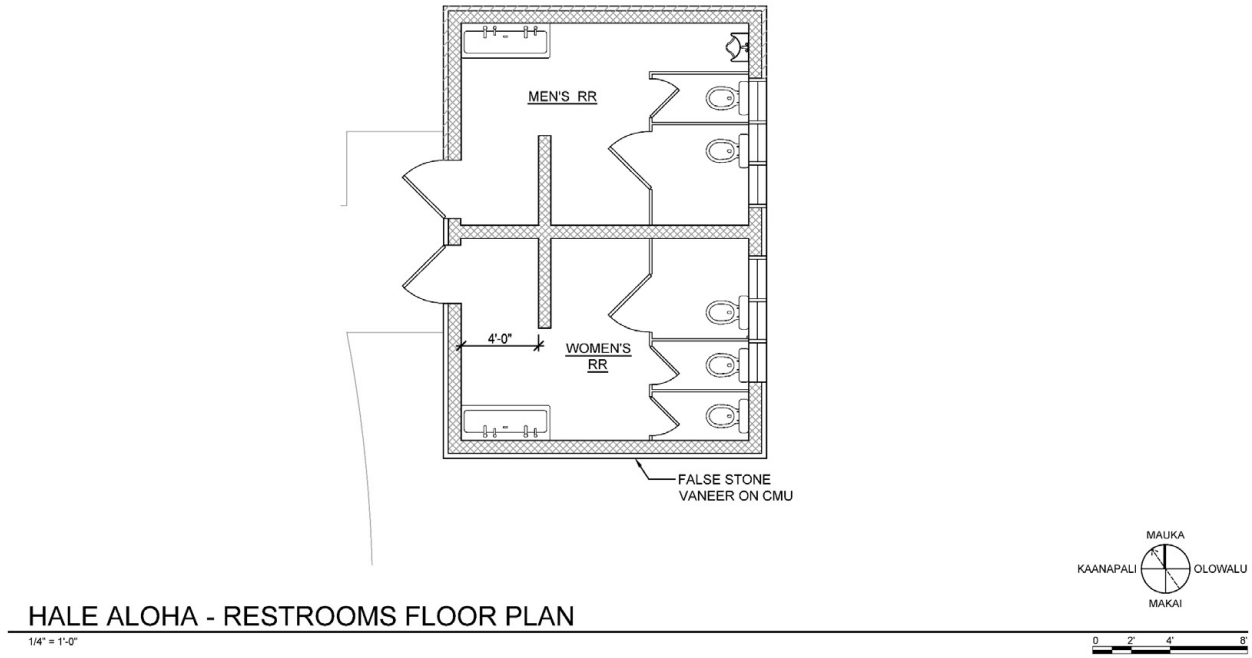


Figure 79 Hale Aloha Restrooms Floor Plan.

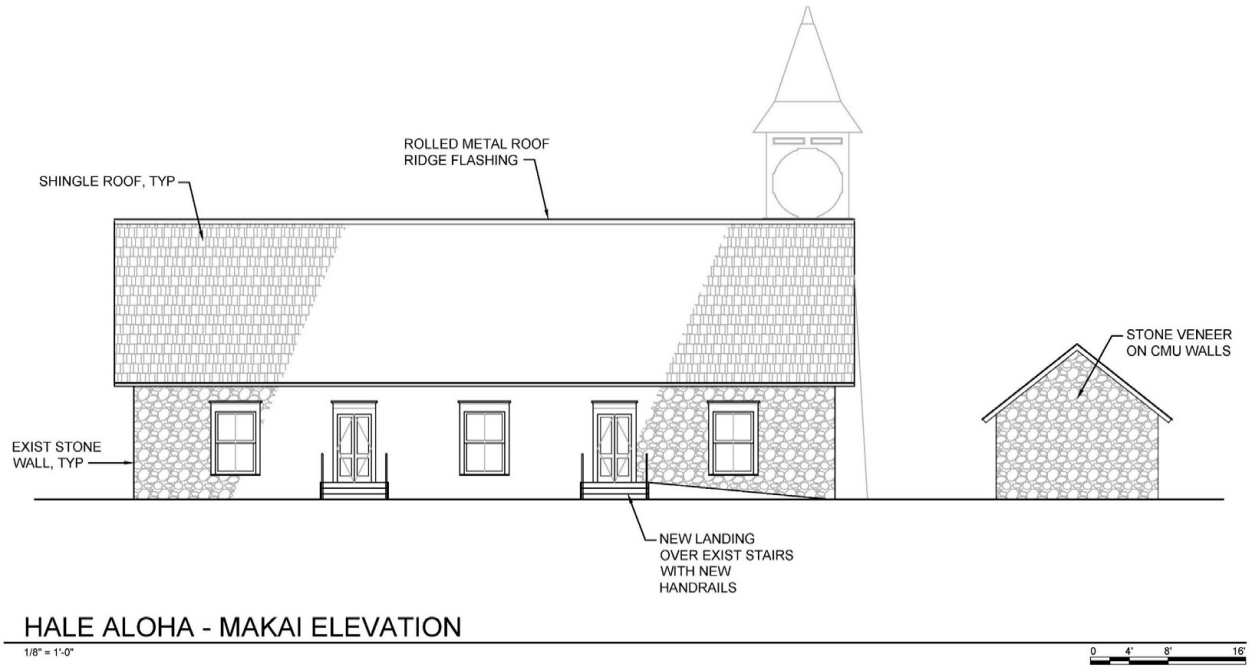


Figure 80 Hale Aloha Makai Elevation.

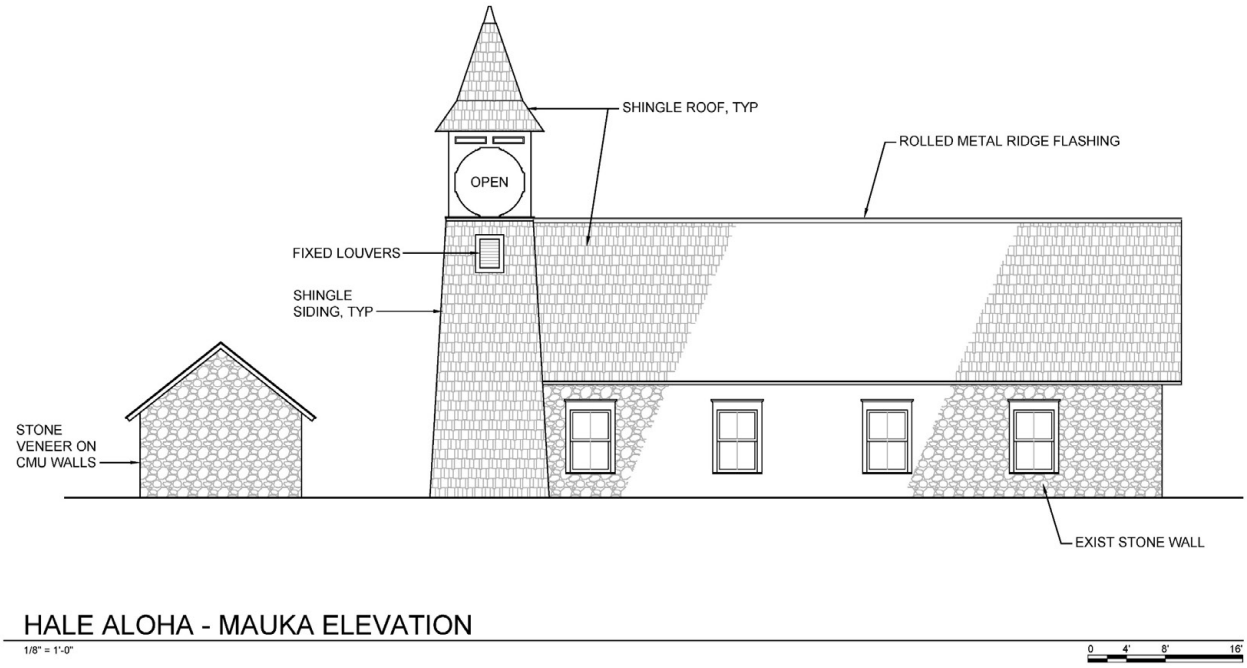


Figure 81 Hale Aloha Mauka Elevation.

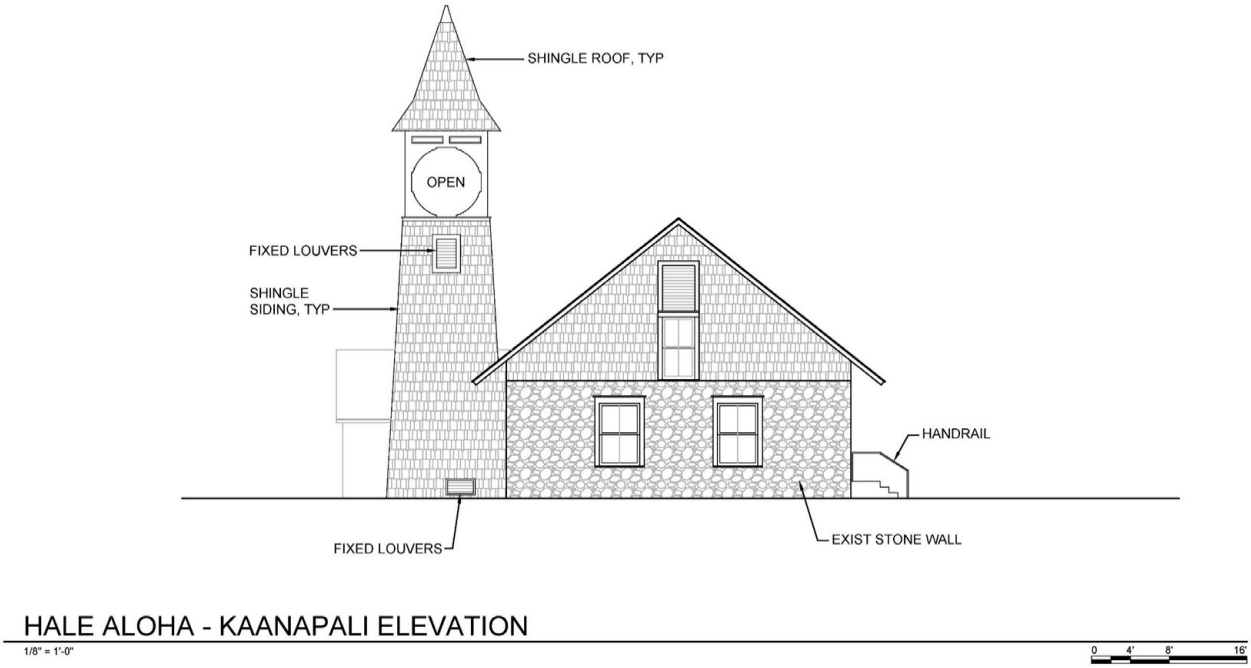


Figure 82 Hale Aloha Kāʻanapali Elevation.

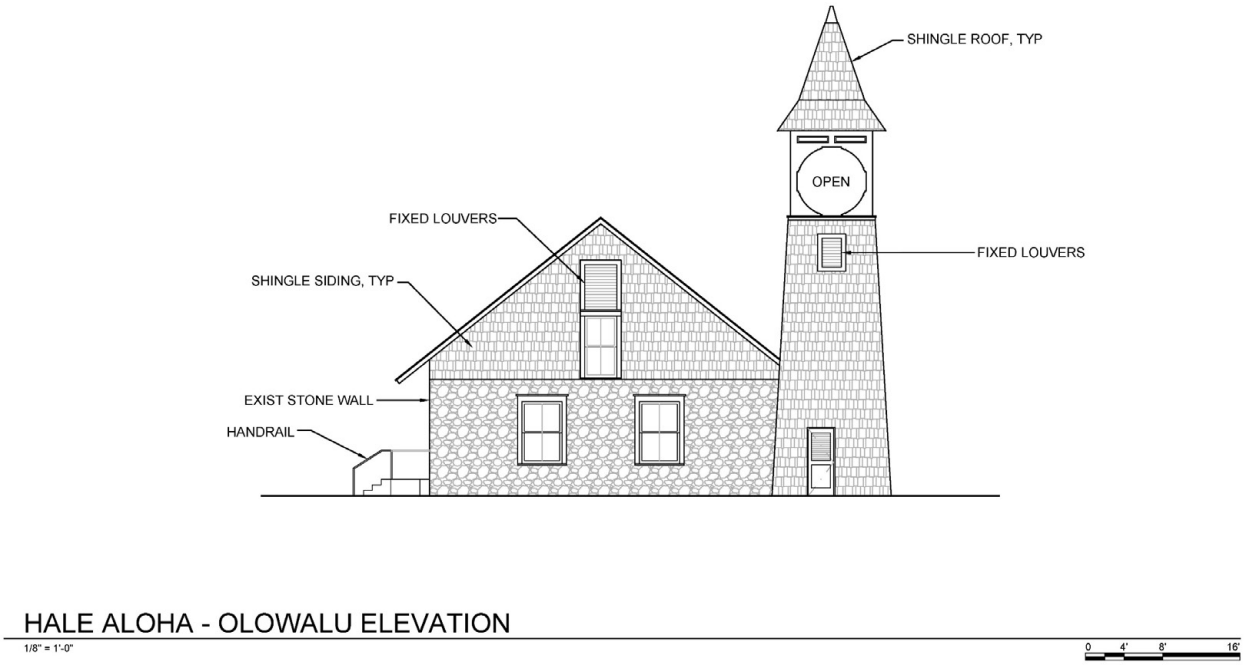


Figure 83 Hale Aloha Olowalu Elevation.

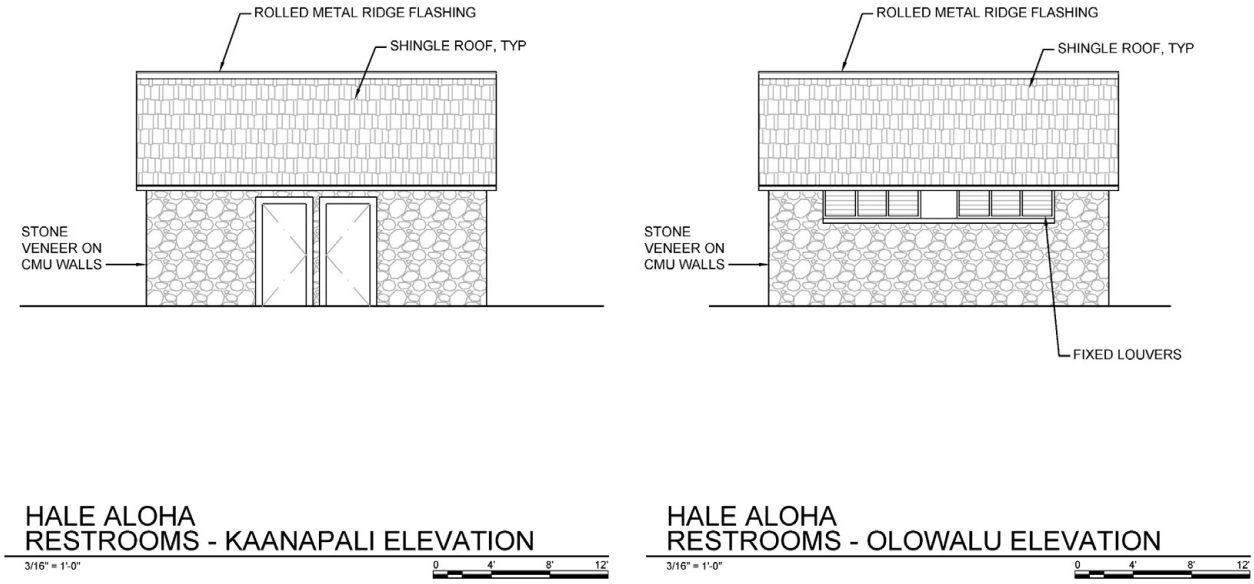


Figure 84 Hale Aloha Restrooms – Kāʻanapali and Olowalu Elevations.

2.7 Seamen's Hospital

2.7.1 Vision Statement

The Seamen's Hospital is located on parcel TMK (2) 4-5-003:010, on the mauka side of Front Street near the Kāʻanapali (north) end of the Lahaina NHL District, together with the Plantation House. In addition to the two buildings, the property features parking and lawn areas. While it has often been recognized for its brief use as a hospital for sailors, the Seamen's Hospital encompasses a wider variety of stories about the Hawaiian Kingdom as well as missionaries and whaling. The exterior of the restored building is envisioned to provide a historic "anchor" for the quieter end of the HD. The interior will return to accommodating a revenue-generating use, such as long-term leased office space for a local business, as it did before the fire.

Table 35 Site and Building Area Measurements, Seamen's Hospital.

Element	Area (Square Feet)
Site (shared with Plantation House)	15,716
Building Interior Total	2,671
Floor 1	1,214
Floor 2	1,457

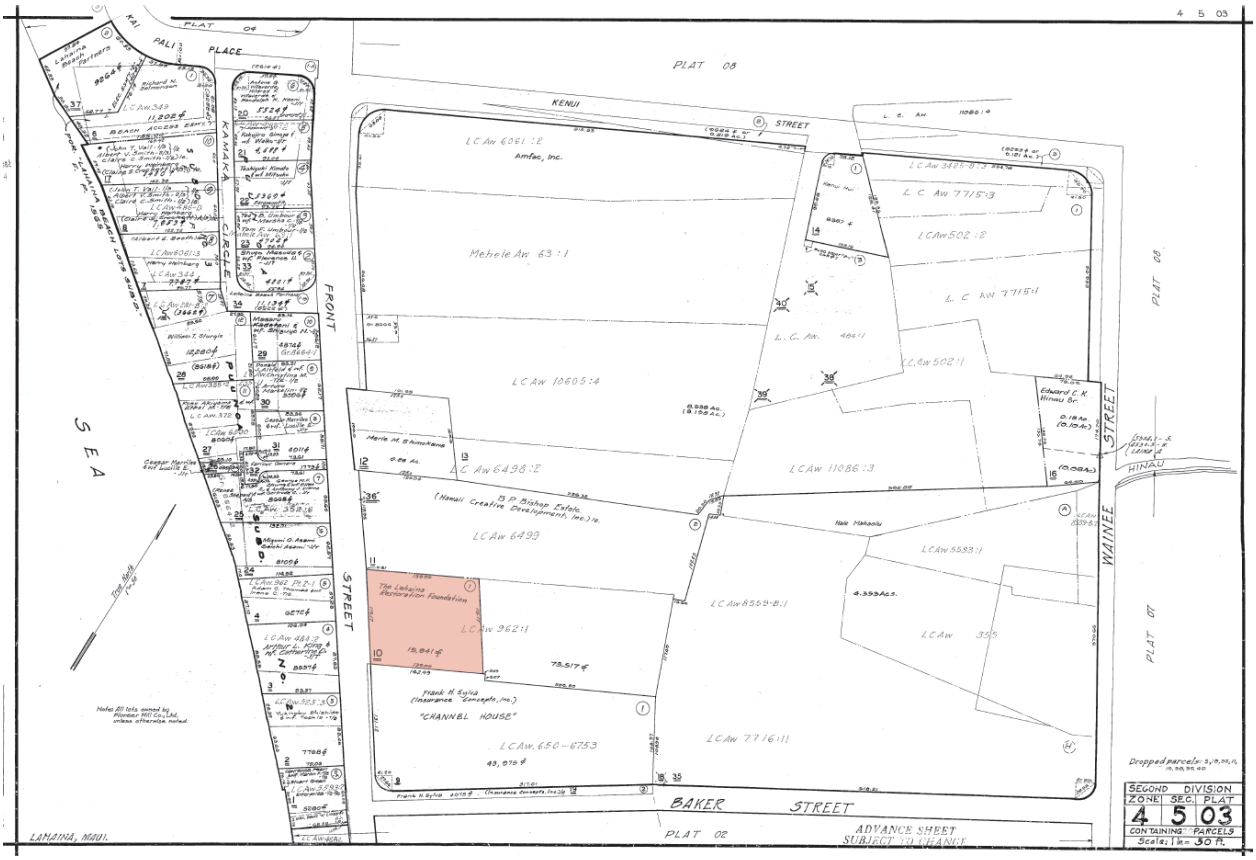


Figure 85 TMK Map Showing the Location of the Parcel with Seamen's Hospital and Plantation House (highlighted).

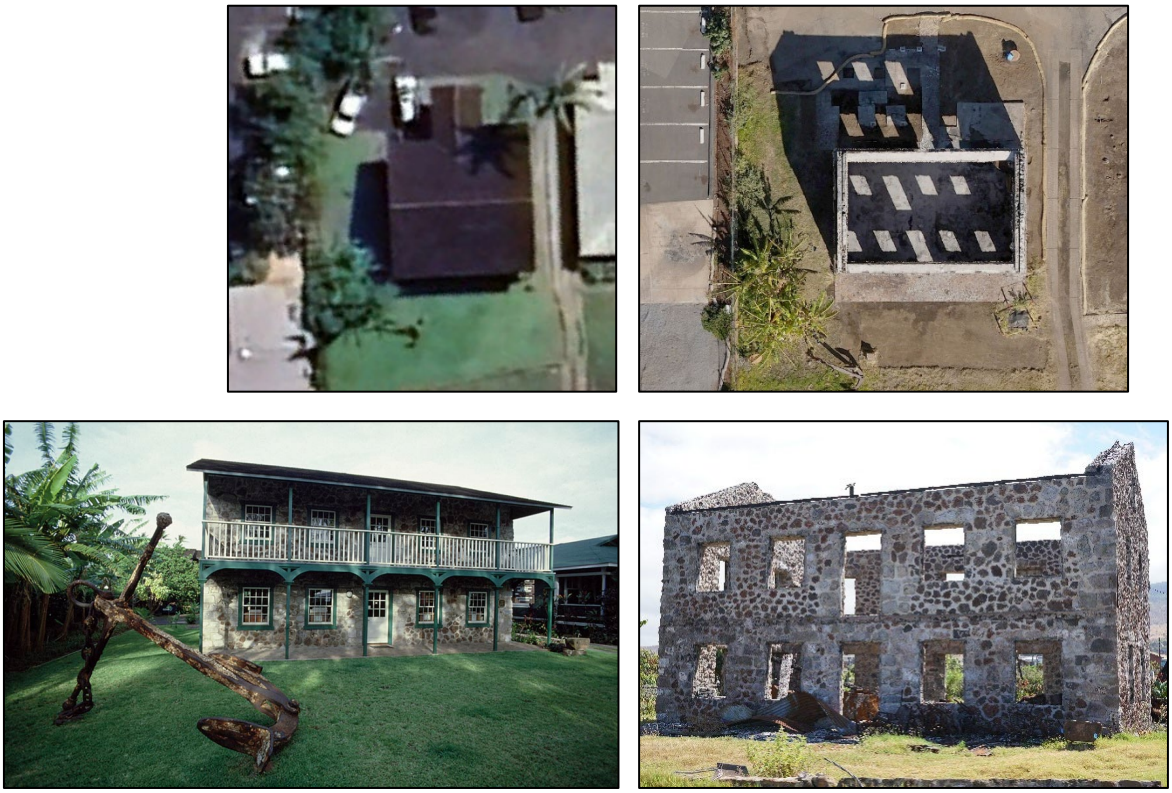


Figure 86 Pre- and Post-Fire Aerial and Ground Photographs of Seamen's Hospital.

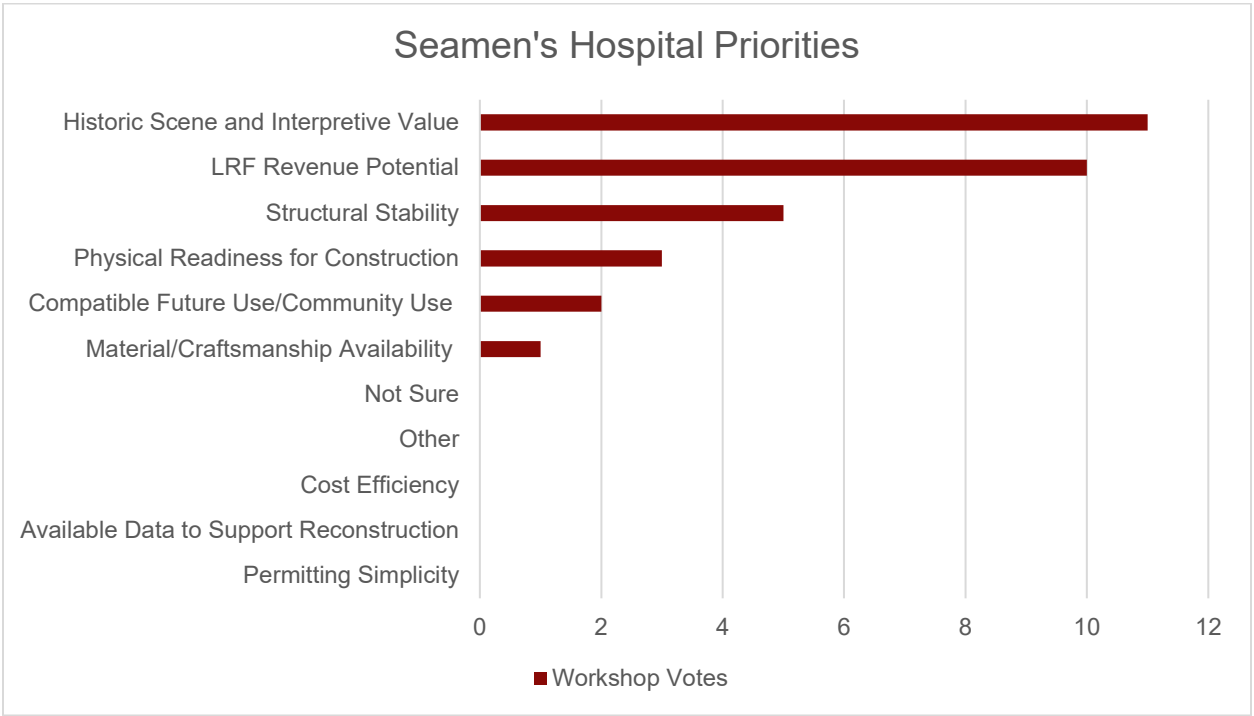


Figure 87 Seamen's Hospital Criteria Prioritization Results.

2.7.2 SOI Treatment Approach

The proposed treatment approach for the Seamen's Hospital is restoration of the building exterior to look like its 2023 pre-fire appearance. The wood frame addition, date unknown, would be rebuilt. The interior will be similar to its pre-fire condition with minor alterations to interiors to meet code and support the reintroduction of pre-fire uses.

Character-Defining Features

- Two story building with exposed stone on exterior
- Lower floor at grade with concrete slab
- Post-supported second floor lanai
- Curved decorative elements added to posts under second floor lanai
- Double-hung 8 over 8 lite windows
- Wood paneled door with lights at top
- Wood framed addition on mauka side

2.7.3 Building History

Commissioned by Hawaiian monarch Kamehameha III in the 1830s, this building was initially used as an inn, but then leased by the U.S. government starting in 1844 for a hospital for sick and injured sailors. Later uses included a boarding school and a private home. The building was restored by LRF in the 1980s in partnership with architect Uwe Schulz, who subsequently leased it as office space for many years, followed by other local businesses. The 2023 fire gutted the building, leaving only the stone masonry walls.

2.7.4 Concept Design Elements

One concept option has been developed for the Seamen's Hospital. The concept is to restore the building to its 2023 pre-fire appearance, with the intention to once again lease to a long-term tenant as office space. The concept design for the Seamen's Hospital provides for the following:

- The exterior will be historically accurate exposed stone masonry.
- The interior has some flexibility to accommodate uses and meet code requirements. A chairlift is included in this concept on the exterior stair to provide access to the second floor.
- The first floor concrete slab on grade will remain.
- The wood-framed rear addition will be reconstructed.
- The roof will be fire retardant treated wood shingle.
- Exterior front and back doors will be two panel stile and rail doors with a solid lower panel and nine-light upper panel.
- Custom eight-over-eight light double hung wood windows will be used.
- Front elevation posts under the lanai will be 4"x4" with decorative features similar to the original posts.

2.7.5 Data Assessment

There is a reasonable amount of available documentation for the Seamen's Hospital, although the material is generally from the twentieth century and focuses on the exterior. The 1960s HABS photographs show the building in somewhat dilapidated condition, with what appear to be incremental wood additions on both sides. A detailed report and plan by Frost & Frost in the 1970s provided historical background and direction for restoration which was completed by architect Uwe Schulz in the 1980s. These reports and plans are available, but there are few interiorphotographs of the building and little physical information from the nineteenth century. A post-fire USACE structural engineering report was prepared for bracing/shoring and provides information on the condition of standing walls.

To support design and compliance, the following studies are recommended for the Seamen's Hospital:

- Licensed topographic survey for property to use as base information for development of construction drawings (for shared parcel)
- Inclusion in an AMP covering all Master Plan properties
- AMR after construction

Figure 88 Seamen's Hospital, Makai Façade, 1966 (left); and Façade and Southeast Elevation, 1966 (right).

Figure 89 Seamen's Hospital, Makai Façade, c. 1950s.

2.7.6 Environmental Consultation and Permit Considerations

The property is owned and managed by LRF and because it is not a public museum, does not qualify for FEMA assistance grant funding. Therefore, no Federal permits are required. See the project schedule in Appendix D for estimated permit duration.

Table 36 Summary of Anticipated Permits, Seamen's Hospital.

Permit/Approval	Permit Triggers and Notes
State	
HRS Chapter 6E	The Seamen's Hospital would need to comply with HRS Chapter 6E due to its listed historic status and government (County) ownership. This Master Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Adverse Effect determination. The consultation may run concurrently to the Federal-level Section 106 consultation.

Permit/Approval	Permit Triggers and Notes
County	
Shoreline Setback Assessment/ Determination/Variance	A portion of the Seamen's Hospital parcel is located makai of the County of Maui 200-foot shoreline setback; therefore, a shoreline setback assessment/determination and variance is expected to be required. However, because reconstruction is like-for-like, this may be waived.
HDX	A HDX would be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit is required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity is anticipated for utility upgrades, connections, and/or foundation work. This project will likely require a Minor Grading Permit.
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster or civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.7.7 Cost Estimate Summary

A preliminary cost estimate based on the design elements and permit considerations is shown below. Refer to Appendix E for detailed cost estimates.

Table 37 Seamen's Hospital Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$42,000
Studies	$9,500
Design	$818,000
Construction Permitting	$15,000
Construction	$3,358,000
Archaeo. Monitoring/Reporting	$50,000
Punchlist/Closeout	$102,000
Total	**$4,394,500**

2.7.8 Schedule Summary

A preliminary schedule is summarized below for the Seamen's Hospital restoration. As noted in Section 1.2, the schedule begins with environmental consultation, pre-design studies, and design, and extends through construction and closeout. The schedule accounts for all steps such as agency permit review, client approval for design drawings, selection of a construction contractor, and material procurement. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs.

HRS Chapter 6E consultation for all buildings would be initiated using the Master Plan. The balance of the permitting, as well as studies and design, would be scheduled to follow this for the individual building – in the case of Seamen's Hospital, steps through design could be completed and then paused until higher-priority building construction is completed to allow time for fundraising, and/or have fewer concurrent projects and lower monthly expenditures.

Table 38 Seamen's Hospital Proposed Schedule.

Seamen's Hospital Schedule Tasks	'25	2026				2027					2028				2029				2030				2031				2032			
Env. Comp/Permit	X	X				X	X	X	X	X												X								
Studies						X	X																							
Design							X	X	X	X												X								
Ad/Bid/Award/ Constr. NTP																							X	X						
Constr. Permitting																								X	X					
Construction																								X	X	X	X	X		
Arch. Monitor/ Report																								X	X		X	X		
Punchlist/Closeout																												X	X	

2.7.9 Other Considerations

The Seamen's Hospital is expected to be leased to a long-term local business as office space, as it was before, possibly together with the Plantation House, reestablishing an important source of revenue for LRF. The location of this building away from the center of town and the other historic properties means less opportunity for visitor use, and thus more flexibility for other uses. Its historic exterior provides character and contributes to the Historic District; interpretive signage could be provided along the street front.

2.7.10 Concept Drawings

Concept plan and elevation drawings for Seamen's Hospital are presented in the following pages. A site plan is in Figure 90 for the property, which is shared with the Plantation House. All plans and elevations at larger scale are included in Appendix I.

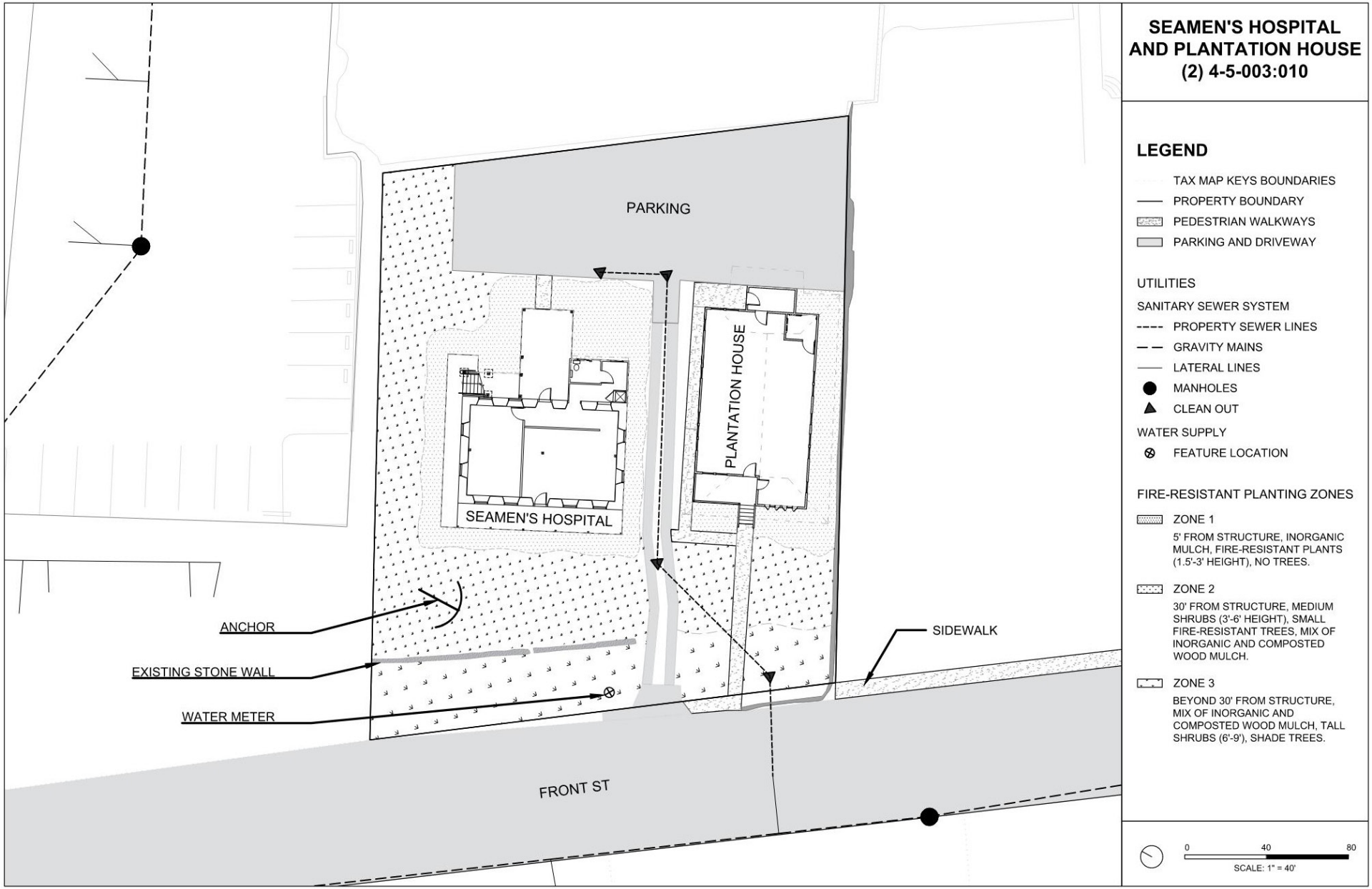


Figure 90 Seamen's Hospital and Plantation House Site Plan.

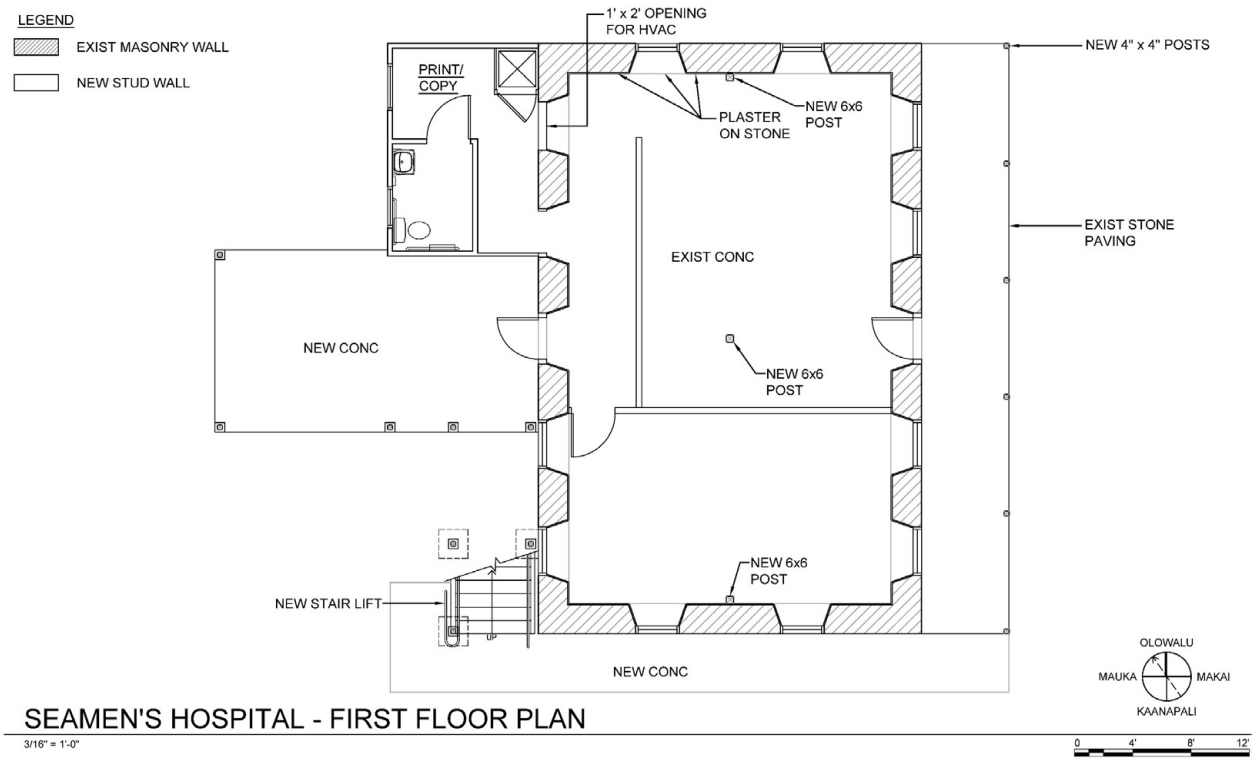


Figure 91 Seamen's Hospital First Floor Plan.

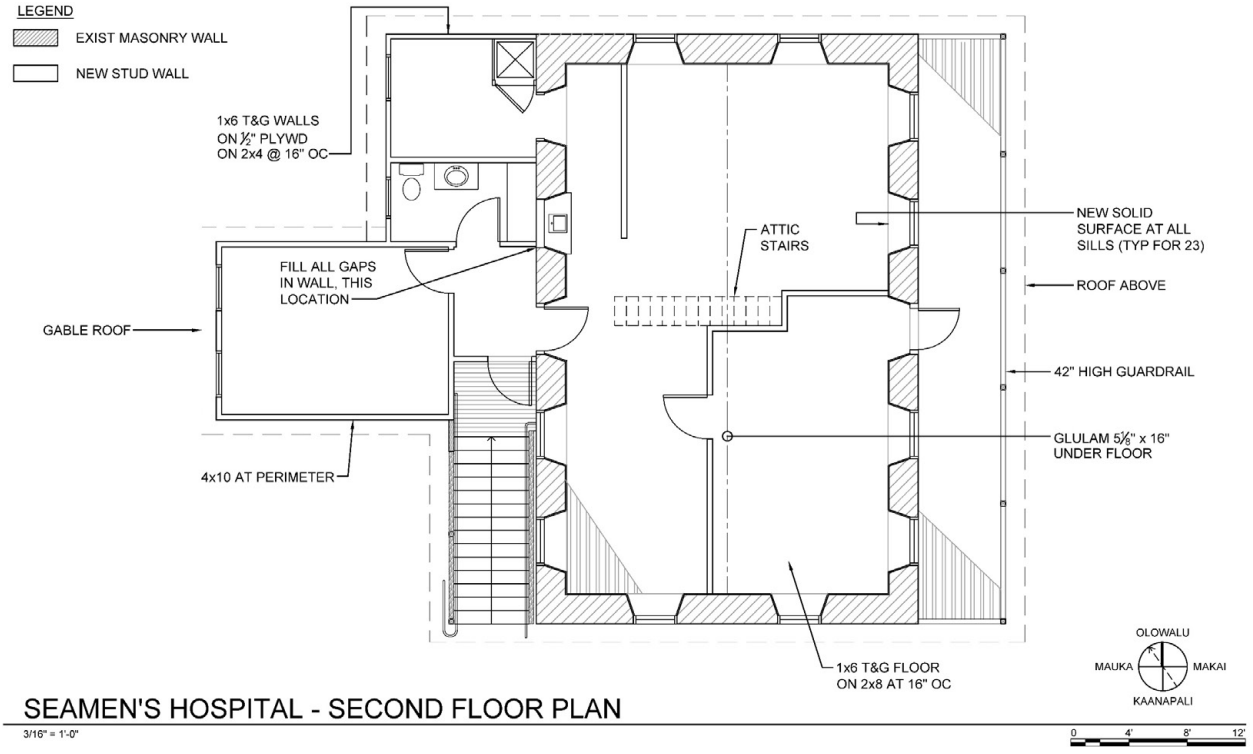


Figure 92 Seamen's Hospital Second Floor Plan.

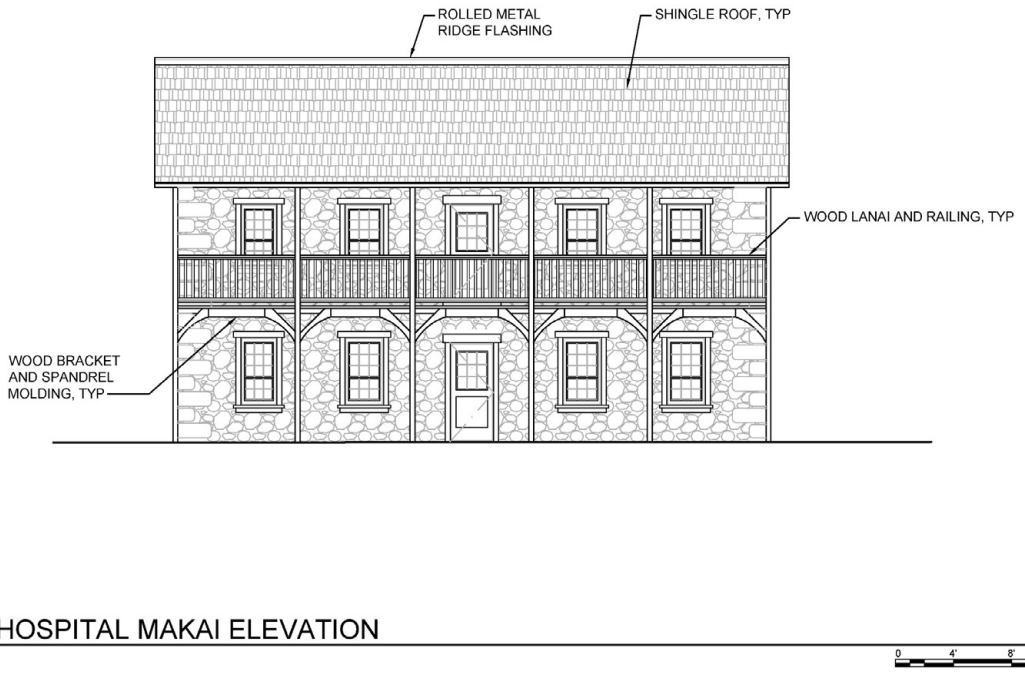


Figure 93 Seamen's Hospital Makai Elevation.

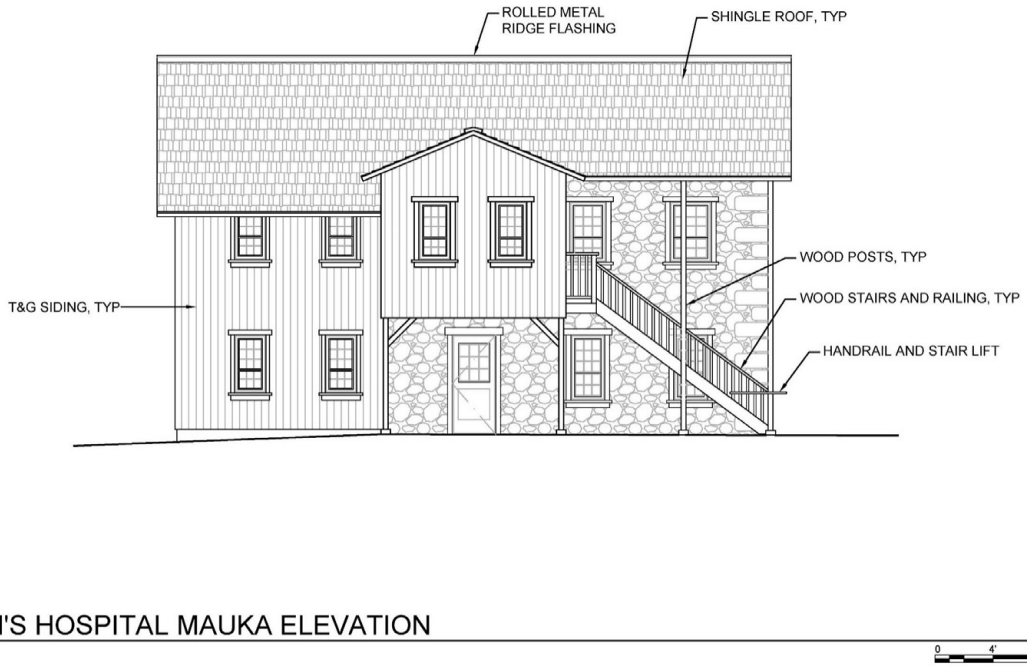


Figure 94 Seamen's Hospital Mauka Elevation.

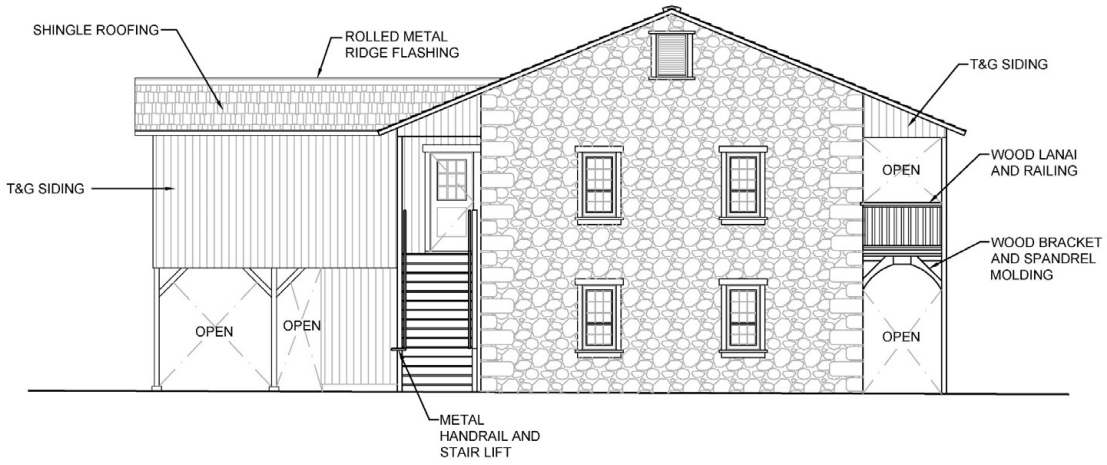


Figure 95 Seamen's Hospital Kāʻanapali Elevation.

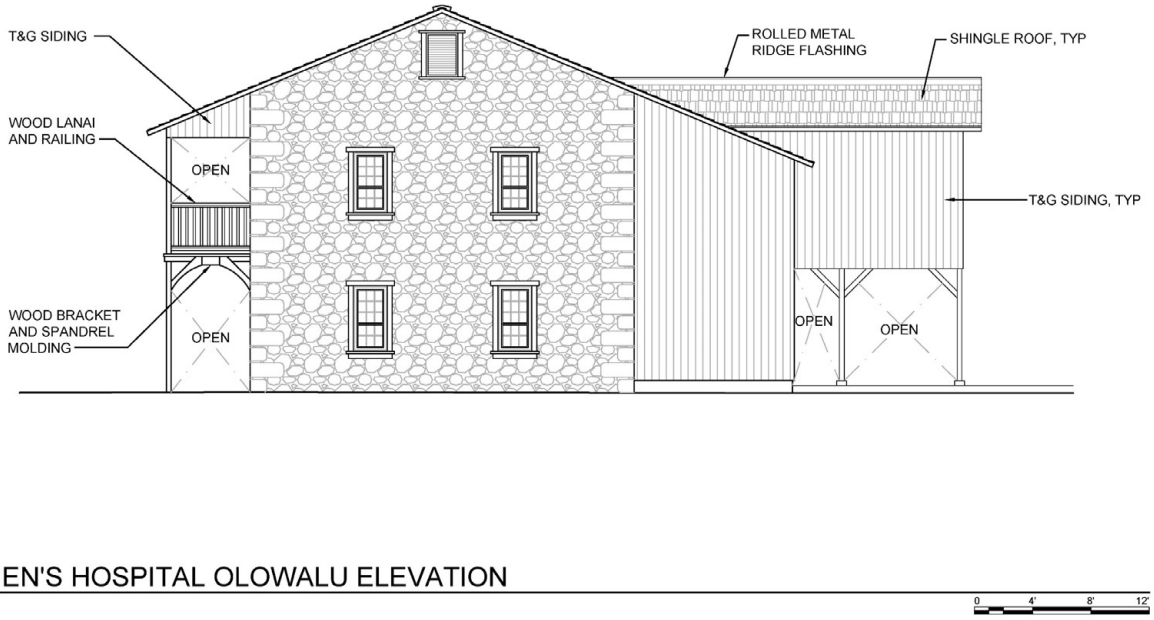


Figure 96 Seamen's Hospital Olowalu Elevation.

2.8 Plantation House

2.8.1 Vision Statement

The Plantation House is located next to the Seamen's Hospital on parcel TMK (2) 4-5-003:010, on the mauka side of Front Street near the Kāʻanapali (north) end of the Lahaina NHL District. In addition to the two buildings, the property features parking and lawn areas. The Plantation House is a small residential building representing a typical plantation dwelling, a once common but increasingly rare building type. The interior accommodates a compatible revenue-generating use, such as leased office space.

Table 39 Site and Building Area Measurements, Plantation House.

Element	Area (Square Feet)
Site (shared with Seamen's Hospital)	15,716
Building Interior Total (single floor)	1,304

Figure 97 Pre- and Post-Fire Aerial and Ground Photographs of Plantation House.

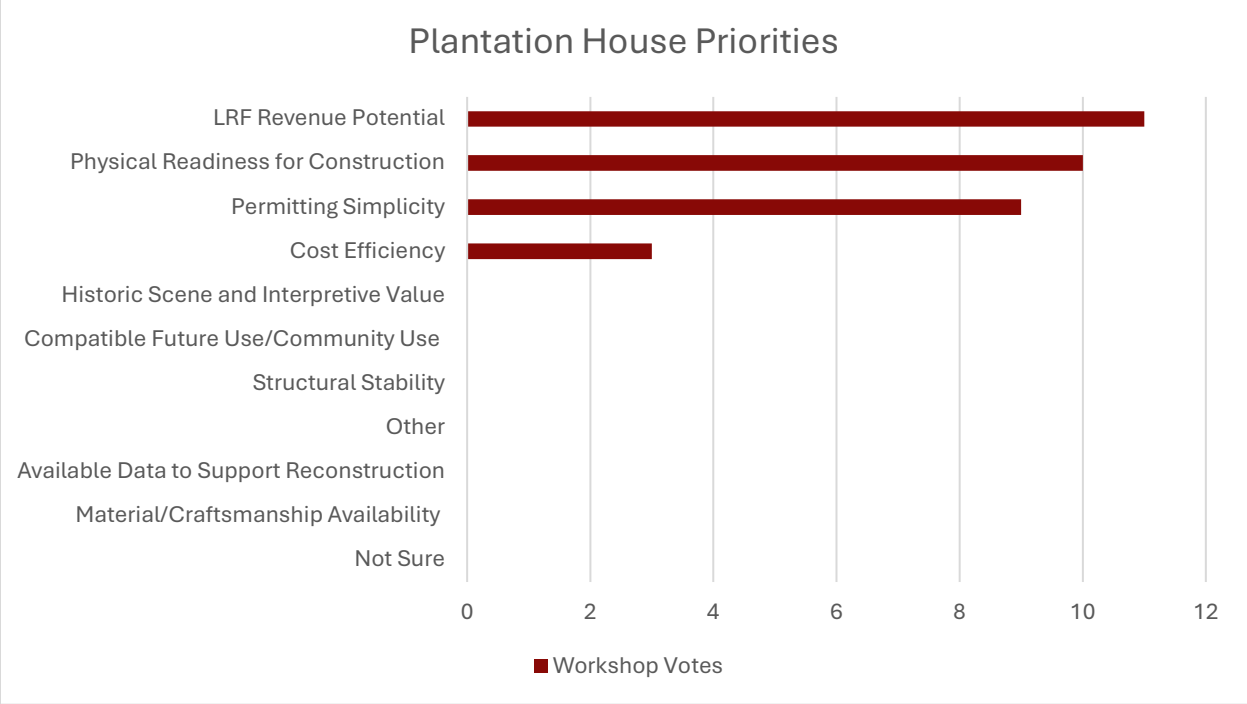


Figure 98 Plantation House Criteria Prioritization Results.

2.8.2 SOI Treatment Approach

The proposed treatment approach for the Plantation House is reconstruction to its 2023 pre-fire exterior appearance. The Plantation House will be rebuilt with its exterior character-defining features such as the roofline, fenestration, and lanai. The interior is not well documented and floor plan, materials, and features are unconfirmed. The interior will be designed as simple and open, to support flexible uses, such as leased office space, which was its pre-fire function. The building will meet modern code, so materials may vary from the pre-2023 materials.

Character-Defining Features

- Single-story structure with a crawl space underneath
- Hipped roof with gablet ends facing makai and mauka
- Corrugated metal roofing
- Continuous wood fascia (may not be original)
- Casement and double-hung windows
- Inset lanai covering about 5/8 of the makai elevation
- Wood stairs from ground level to lanai on makai side

2.8.3 Building History

The construction date of the Plantation House is not known, but it was likely built ca. 1920. It was a good representation of Hawai'i's plantation-style residential architecture. The house was acquired together with the adjacent Seamen's Hospital and restored by LRF in the 1970s. The 2023 fire completely destroyed the wood frame building.

2.8.4 Concept Design Elements

The concept for the Plantation House supports the intended use to lease to a long-term tenant as office space, and the possibility of other compatible revenue-generating uses in the future, with a simple, open floor plan.

The concept design for the Plantation House provides for the following:

- The design will reconstruct the Plantation House exterior to look like it did in 2023 before the fire: a single-story wood frame building, with character-defining exterior features such as its fenestration, hipped roof, and front lanai. The interior, which lacks sufficient documentation, be a simple open plan to support the continuation of leased office use.
- The building will be reconstructed to meet modern building and fire codes (per residential requirements since not a public building; e.g., no fire sprinkler system).
- Character-defining eight-light sash casement and two-over-one light double hung windows will be used.
- Doors will be three-panel with the upper portion glass and two smaller wood panels below.
- Wood exterior stairs will lead up to the lanai on the makai side of the building.
- Interior use is expected to be revenue-generating and flexible to accommodate short- and long-term uses that may evolve or change; initially, it will most likely be used for office space by the returning long-term tenant.

2.8.5 Data Assessment

Very little documentation is available to illustrate the pre-fire or earlier characteristics of the Plantation House. There are no existing measured floorplans, and no interior photographs have been found. Photographs of the exterior show the makai façade, but documentation of the mauka and side façades is lacking. There is no confirmed construction date. Investigation of historic properties and district documentation, aerial photographs, historic maps including fire insurance maps, and County tax records did not yield details about this building. However, it appears to have many of the typical characteristics of a plantation-era bungalow, a once-common but increasingly rare, significant historic building type in Hawai‘i.

To support design and compliance, the following studies are recommended for the Plantation House:

- Licensed topographic survey for property to use as base information for development of construction drawings (for shared parcel)
- Inclusion in an AMP covering all Master Plan properties
- AMR after construction

Figure 99 Plantation House, Makai Façade, c. 2023.

2.8.6 Environmental Consultation and Permit Considerations

The property is owned and managed by LRF and because it is not a public museum and was completely destroyed in the fire, it is not expected to qualify for FEMA assistance grants or other government funding, and therefore will not be subject to Federal permits. See the Permit Matrix in Appendix B for more detail, and the project schedule in Appendix D for estimated permit duration.

Table 40 Summary of Anticipated Permits, Plantation House.

Permit/Approval	Permit Triggers and Notes
State	
HRS Chapter 6E	The Plantation House will need to comply with HRS Chapter 6E due to its historic property designation as a contributing building to the NHL and County Historic District. This Plan may be used to initiate consultation with SHPD. The project is anticipated to result in a No Historic Properties Affected determination.
County	
Shoreline Setback Assessment/ Determination/Variance	A portion of the Plantation House parcel is located makai of the County of Maui 200-foot shoreline setback; therefore, a shoreline setback assessment/determination and variance is required. However, because reconstruction is like-for-like, this may be waived.
HDX	A HDX would be required to confirm that new construction is architecturally compatible with the County's Lahaina Historic District 1.
DSA Grading Permit	A DSA Grading Permit is required for excavation of fill, or for the temporary storage of soil, sand, gravel, rock, or any similar material. Grading activity is anticipated for utility upgrades, connections, and/or foundation work. This project will likely require a Minor Grading Permit.
DSA Disaster Recovery Building Permit	A Disaster Recovery Building Permit is for alterations, repairs, reconstruction, and new construction of structures on parcels affected by a disaster or civil defense emergency, per HRS Chapter 127A.
DSA Electrical Permit	An electrical permit is required for new construction, addition or alteration of electrical work.

2.8.7 Cost Estimate Summary

A cost estimate summary based on the design elements and permit considerations is shown below. Please refer to Appendix E for detailed cost estimates.

Table 41 Plantation House Preliminary Cost Estimate.

Item	Cost
Env. Compliance/Permitting	$42,000
Studies	$9,500
Design	$311,000
Construction Permitting	$15,000
Construction	$1,243,000
Arch. Monitoring/Reporting	$50,000
Punchlist/Closeout	$39,000
Total	$1,709,500

2.8.8 Schedule Summary

A preliminary schedule summary is provided below. As noted in Section 1.2, this schedule begins with environmental consultation, pre-design studies, and the stages of design, and extends through construction and closeout. The schedule accounts for items such as agency permit review, client drawing review and approval, construction contractor selection, and material procurement. Refer to Appendix D for the overall schedule for all buildings and Appendix F for the Matrix of Costs. In the case of the Plantation House, steps through design could be completed and then paused until higher-priority building construction is completed to allow time for fundraising, and/or have fewer concurrent projects and lower monthly expenditures.

Table 42 Plantation House Proposed Schedule.

Plantation House Schedule Tasks	'25	2026				2027				2028-30				2031				2032			
Env. Comp./Permitting	X	X				X	X	X	X						X	X					
Studies						X	X														
Design							X	X	X						X	X					
Ad/Bid/Award/NTP																X	X				
Construction Permitting																	X	X			
Construction																	X	X	X	X	X
Arch. Monitor/Report																	X	X		X	X
Punchlist/Closeout																					X

2.8.9 Other Considerations

The rebuilding of the Plantation House could be concurrent or coordinated with the Seamen's Hospital rebuilding, as they share a parcel. Rebuilding and leasing will reestablish an important source of revenue for LRF. The location of this building away from the center of town and the other historic properties means less opportunity for visitor use, but also opportunities for other valuable uses such as providing a home for local businesses that will generate revenue for LRF. Its historic exterior provides character and contributes to the Historic District; interpretive signage could be provided along the street front.

2.8.10 Concept Drawings

A concept plan drawing and elevations for the Plantation House are presented in the following pages. The site plan is shared with the Seamen's Hospital: see Figure 90. All plans and elevations at larger scale are included in Appendix I.

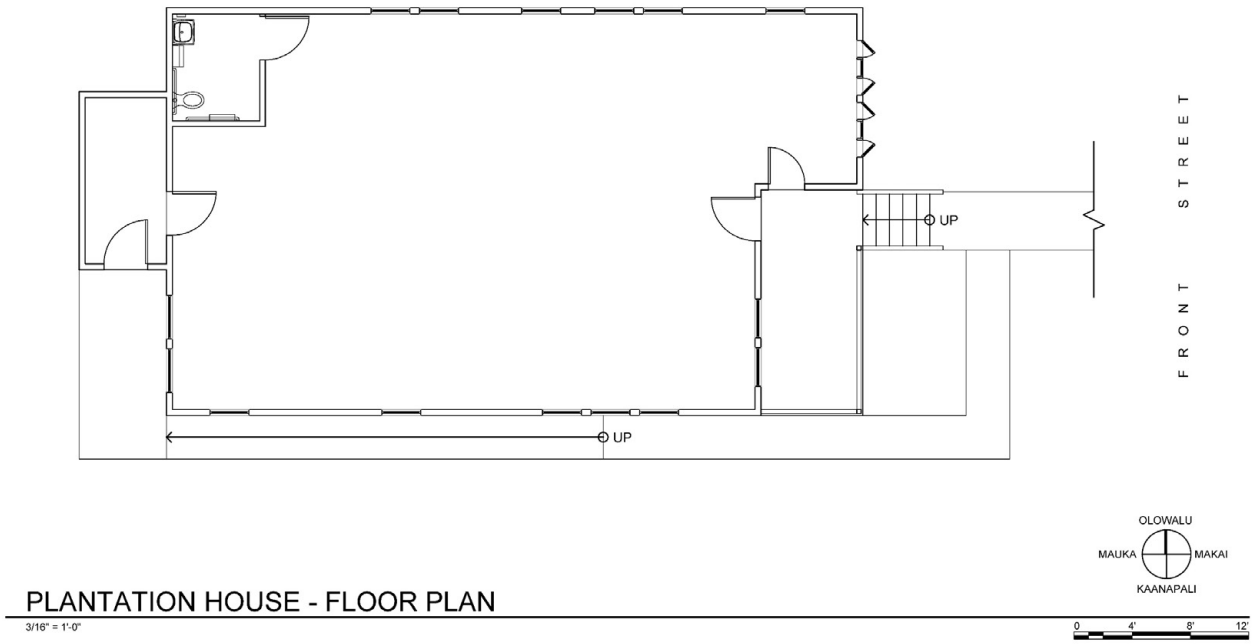


Figure 100 Plantation House Floor Plan.

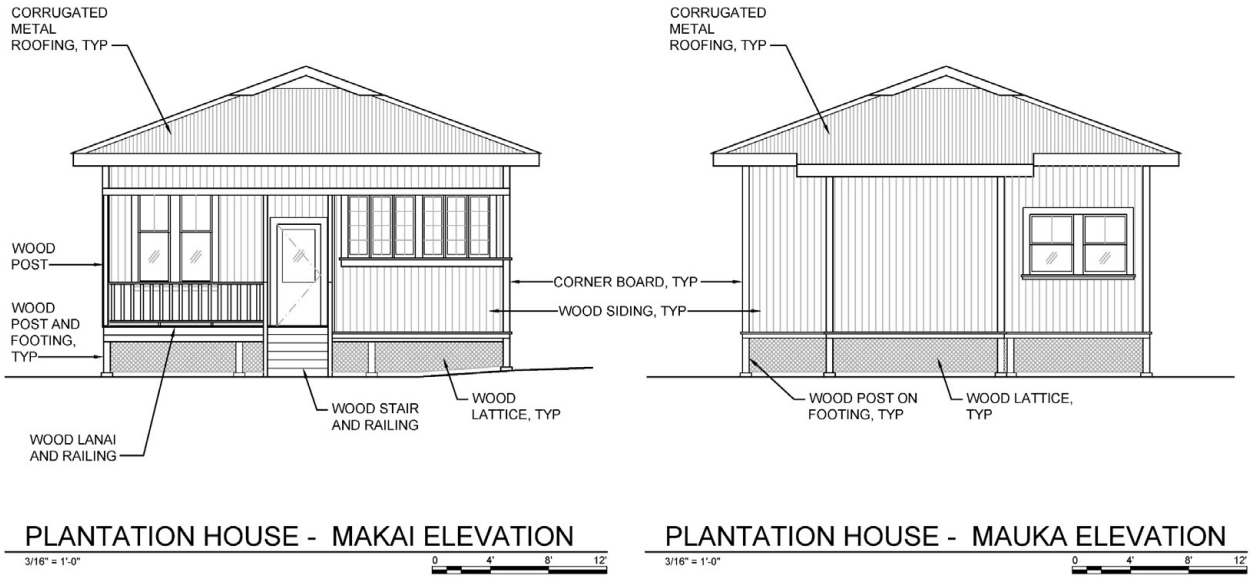


Figure 101 Plantation House Makai and Mauka Elevations.

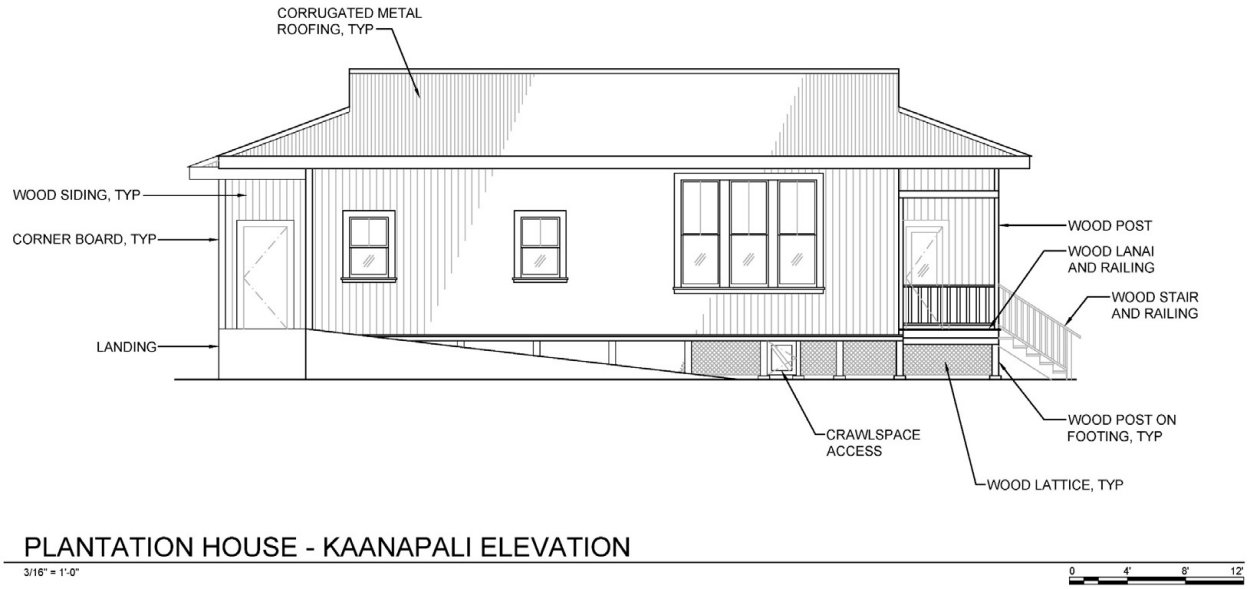


Figure 102 Plantation House Kā‘anapali Elevation.

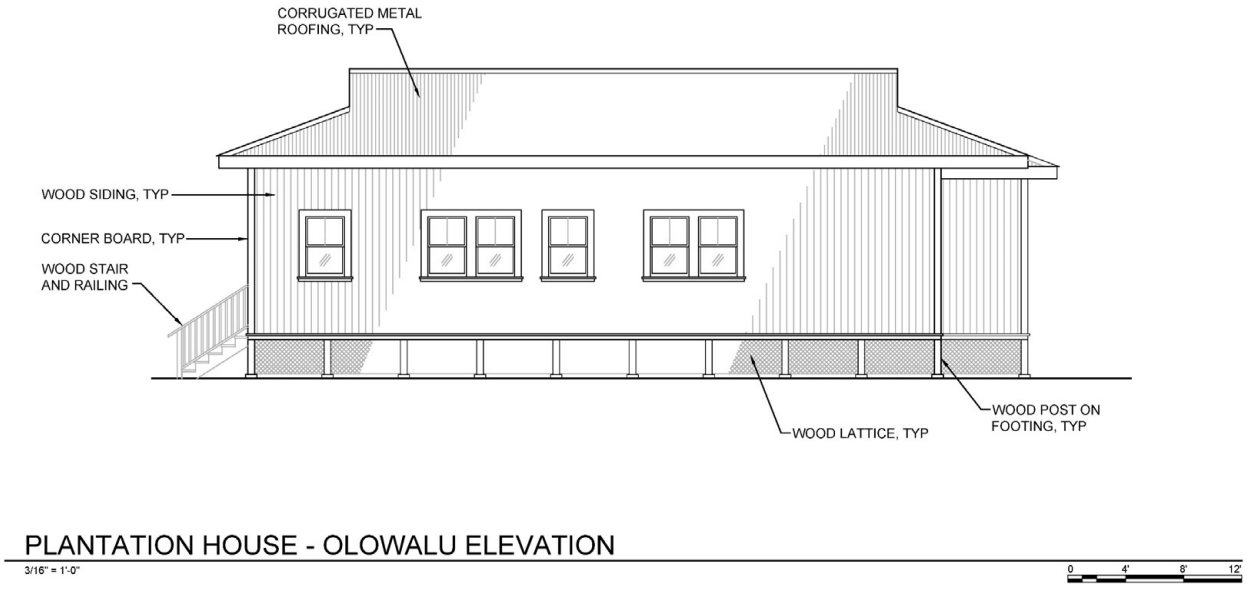


Figure 103 Plantation House Olowalu Elevation.

3. Matrix of Costs

The Matrix of Costs provides a combined schedule and cost plan. A Microsoft Excel workbook was prepared to model the costs over time to complete all restoration and reconstruction work, including studies, design, permitting, and construction.

The Matrix of Costs is a planning tool that is intended to support scheduling and financial planning for the rebuilding of multiple historic buildings. The LRF rebuilding effort is complex. The Master Plan lays out an approach and concepts for the multiple buildings and sites. Cost estimates put the overall cost of completing all work identified in this Master Plan at approximately $40m without escalation.

Rebuilding can be approached in multiple ways. Two scenarios were generated using the matrix tool. The first, developed for discussion in Workshop 3, was the most expeditious feasible scenario from a schedule-driven perspective, with an assumption of unconstrained labor capacity and funding. The timeline of approximately 4 years involved concurrent work on all design projects, a staggered start for construction but extensive overlap of construction projects among the buildings. As a result, the scenario had a relatively high rate of annual expenditure, and an overall faster rebuilding process. With the overall cost of completing all work identified in this Master Plan estimated at $40m without escalation, this scenario had a peak annual expenditure of $18m during 2027. In reviewing this “steep hill” approach, there were concerns about capacity and cash flow risks with the aspirational timeline as presented. For example, because much of the government funding for the rebuilding is provided as reimbursements, marshaling the funds from another source ahead of contracting the work may be necessary, making a lower peak cash flow desirable. For capacity, the concern was not only the potential difficulty for LRF, a small organization, to manage multiple large construction projects concurrently, even with project management support; but also the issue of labor capacity on Maui to complete these projects at the same time, together with other non-LRF construction in the greater Lahaina rebuilding effort.

In discussion, it was determined that a “flatter” scenario would be valuable to develop and more achievable based on these potential capacity and cash flow challenges. Therefore, the planning team prepared a revised scenario to extend the work period through a 7-year window, starting in late 2025 with a completion date of 2032. In this scenario, some of the design and construction work is concurrent, but the projects are spread out over more time, with a lower estimated peak annual expenditure of $7-8m in 2029.

There is no doubt that as LRF’s funding strategy is further developed and other conditions evolve, the matrix will need to be adaptable and flexible. The Matrix of Costs can be refined and adjusted as needed by LRF going forward after the conclusion of the Master Plan process. The planning team recommends LRF revisit the matrix and update it every quarter, or if a major event occurs (such as award of a large grant).

The cost estimate details are provided in Appendix E and the schedule is shown in Appendix D; a detailed Matrix of Costs table is in Appendix F.

Table 43 Matrix of Costs Summary.

Building	2025 Q4	2026	2027	2028	2029	2030	2031	2032
Old Lahaina Courthouse								
Permitting/Env Comp - §106 and 6E	$5k	$17k	—	—	—	—	—	—
Permitting/Env Comp - Other	—	—	$45k	—	—	—	—	—
Studies	$6k	$6k	—	—	—	—	—	—
Initial Design Phase Services	$171k	$692k	—	—	—	—	—	—
Final Design Phase Services	$234k	$231k	—	—	—	—	—	—
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—

Building	2025 Q4	2026	2027	2028	2029	2030	2031	2032
Construction Permitting	—	—	—	$20k	—	—	—	—
Construction	—	—	—	$4,384k	$1,081k	—	—	—
Punchlist/Close-out	—	—	—	—	$169k	—	—	—
Old Lahaina Courthouse Total	**$416k**	**$946k**	**$45k**	**$4,404k**	**$1,250k**	**—**	**—**	**—**
Old Lahaina Prison (Hale Pa‘ahao) (Including Gatehouse)								
Permitting/Env Comp - §106 and 6E	$5k	$17k	—	—	—	—	—	—
Permitting/Env Comp - Other	—	—	—	$33k	—	—	—	—
Studies	$102k	$100k	—	—	—	—	—	—
Initial Design Phase Services	$114k	$463k	—	—	—	—	—	—
Final Design Phase Services	—	—	—	$181k	—	—	—	—
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—
Construction Permitting	—	—	—	—	$40k	—	—	—
Construction	—	—	—	—	$3,600k	—	—	—
Punchlist/Close-out	—	—	—	—	—	$113k	—	—
Old Lahaina Prison (Hale Pa‘ahao) Total	**$221k**	**$581k**	**—**	**$214k**	**$3,640k**	**$113k**	**—**	**—**
Hale Aloha								
Permitting/Env Comp - §106 and 6E	$5k	$17k	—	—	—	—	—	—
Permitting/Env Comp - Other	—	—	—	—	$18k	—	—	—
Studies	$9k	$8k	—	—	—	—	—	—
Initial Design Phase Services	$181k	$732k	—	—	—	—	—	—
Final Design Phase Services	—	—	—	—	$492k	—	—	—
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—
Construction Permitting	—	—	—	—	$23k	—	—	—
Construction	—	—	—	—	$2,062k	$3,704k	—	—
Punchlist/Close-out	—	—	—	—	—	$179k	—	—
Hale Aloha Total	**$194k**	**$758k**	**—**	**—**	**$2,595k**	**$3,883k**	**—**	**—**
Baldwin Home								
Permitting/Env Comp - §106 and 6E	$5k	$17k	—	—	—	—	—	—
Permitting/Env Comp - Other	$4k	$14k	—	—	—	—	—	—
Studies	$4k	$3k	—	—	—	—	—	—
Initial Design Phase Services	$130k	$528k	—	—	—	—	—	—
Final Design Phase Services	$70k	$284k	—	—	—	—	—	—
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—
Construction Permitting	—	—	$23k	—	—	—	—	—
Construction	—	—	$2,554k	$1,524k	—	—	—	—
Punchlist/Close-out	—	—	—	$129k	—	—	—	—
Baldwin Home Total	**$213k**	**$847k**	**$2,577k**	**$1,653k**	**—**	**—**	**—**	**—**
Masters’ Reading Room								
Permitting/Env Comp - §106 and 6E	$9k	$8k	—	—	—	—	—	—
Permitting/Env Comp - Other	—	—	$18k	—	—	—	—	—
Studies	—	—	$7k	—	—	—	—	—
Initial Design Phase Services	—	—	$299k	$72k	—	—	—	—
Final Design Phase Services	—	—	—	—	$200k	—	—	—

Building	2025 Q4	2026	2027	2028	2029	2030	2031	2032
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—
Construction Permitting	—	—	—	—	—	$15k	—	—
Construction	—	—	—	—	—	$1,705k	$626k	—
Punchlist/Close-out	—	—	—	—	—	—	$72k	—
Masters' Reading Room Total	**$9k**	**$8k**	**$324k**	**$72k**	**$200k**	**$1,720k**	**$698k**	**—**
Kindergarten Building								
Permitting/Env Comp - §106 and 6E	$4k	$3k	—	—	—	—	—	—
Permitting/Env Comp - Other	—	—	$8k	—	—	—	—	—
Studies	—	—	$7k	—	—	—	—	—
Initial Design Phase Services	—	—	$394k	—	—	—	—	—
Final Design Phase Services	—	—	—	—	—	$212k	—	—
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—
Construction Permitting	—	—	—	—	—	$10k	$5k	—
Construction	—	—	—	—	—	$446k	$2,027k	—
Punchlist/Close-out	—	—	—	—	—	—	$77k	—
Kindergarten Building Total	**$4k**	**$3k**	**$409k**	**—**	**—**	**$668k**	**$2,110k**	**—**
Seamen's Hospital								
Permitting/Env Comp - §106 and 6E	$4k	$3k	—	—	—	—	—	—
Permitting/Env Comp - Other	—	—	$35k	—	—	—	—	—
Studies	—	—	$10k	—	—	—	—	—
Initial Design Phase Services	—	—	$427k	$105k	—	—	—	—
Final Design Phase Services	—	—	—	—	—	$286k	—	—
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—
Construction Permitting	—	—	—	—	—	—	$15k	—
Construction	—	—	—	—	—	—	$1,923k	$1,435k
Punchlist/Close-out	—	—	—	—	—	—	—	$105k
Seamen's Hospital Total	**$4k**	**$3k**	**$471k**	**$105k**	**—**	**$286k**	**$1,938k**	**$1,540k**
Plantation House								
Permitting/Env Comp - §106 and 6E	$4k	$3k	—	—	—	—	—	—
Permitting/Env Comp - Other	—	—	$35k	—	—	—	—	—
Studies	—	—	$10k	—	—	—	—	—
Initial Design Phase Services	—	—	$202k	—	—	—	—	—
Final Design Phase Services	—	—	—	—	—	—	$109k	—
Advertise/Bid/Award/NTP	—	—	—	—	—	—	—	—
Construction Permitting	—	—	—	—	—	—	$5k	$10k
Construction	—	—	—	—	—	—	$112k	$1,131k
Punchlist/Close-out	—	—	—	—	—	—	—	$39k
Plantation House Total	**$4k**	**$3k**	**$247k**	**—**	**—**	**—**	**$225k**	**$1,180k**
Total Annual Funds Required:	**$1,064k**	**$3,150k**	**$4,073k**	**$6,449k**	**$7,685k**	**$6,669k**	**$4,972k**	**$2,720k**

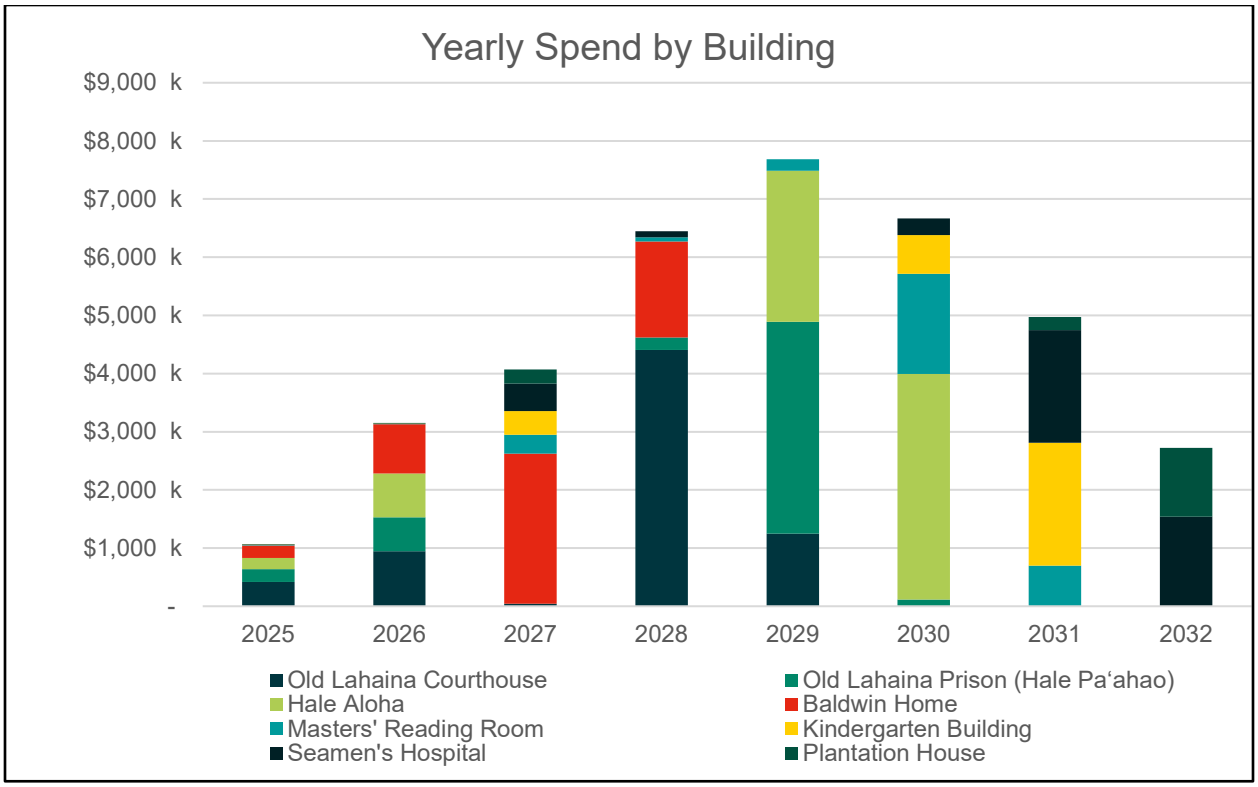


Figure 104 Yearly Spend by Building.

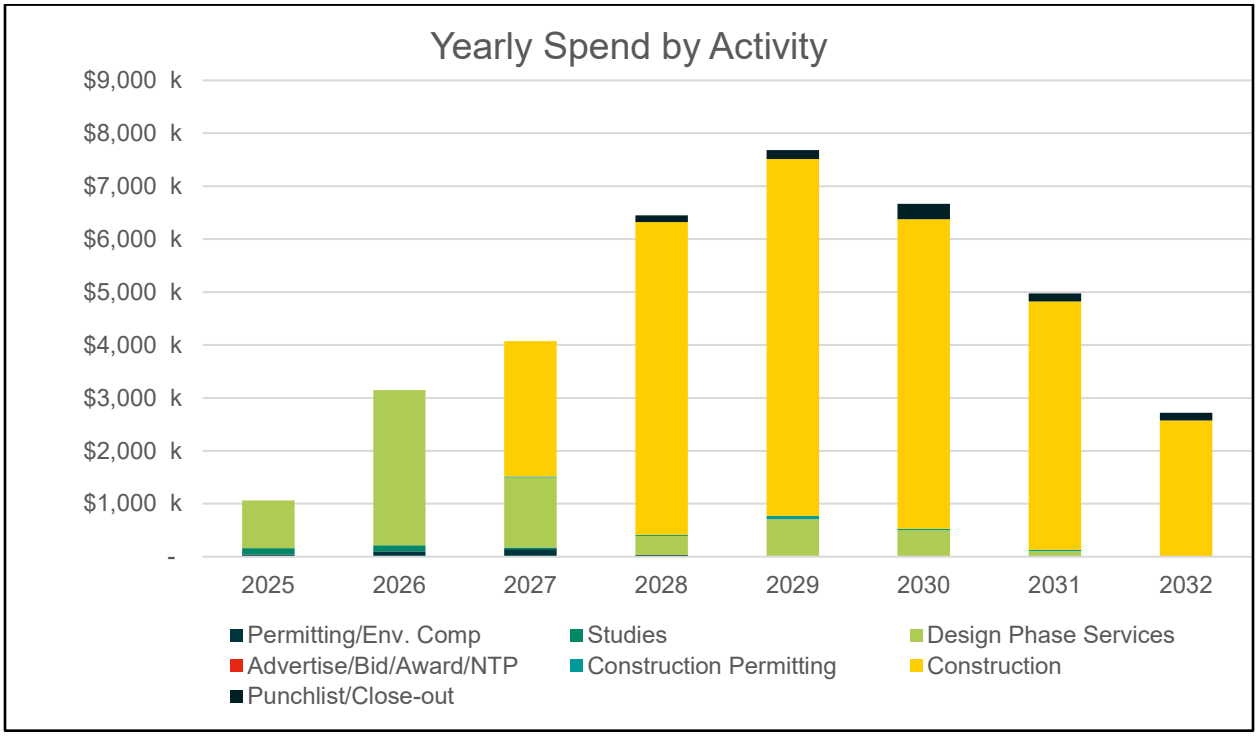


Figure 105 Yearly Spend by Activity.

4. Moving Forward

This Plan sets the stage to complete the long-term rebuilding process as efficiently as possible, with LRF leading restoration efforts and providing venues and opportunities to again host community programs. With the return of these valued landmarks, the town of Lahaina will resume its place as the longstanding cultural hub of West Maui and historically authentic home of the Lahaina community.

The Plan document has several uses going forward:

1. **It will serve as a roadmap for implementation.** The next step to follow, overseen by LRF, will be preparation of scopes of work and contracting for studies and design development; preparation of design through construction drawings and specifications; completion of permitting; and creation of bid sets for construction. LRF will administer the construction phase in partnership with County and other supporting professionals as needed. After construction, LRF will resume programming, interpretation, and other activities in the newly restored and reconstructed historic buildings.
2. **It will provide information to fundraising and grant application preparation.**
3. **It will be the documentation** for initiating environmental compliance, consultation, and permitting processes.
4. **It will be used for public communications and public relations** to show what LRF plans to do and why.

4.1 Prioritization and Timing

The Master Plan team and stakeholders discussed prioritization as part of the workshop meetings. The following prioritization was initially developed in Workshop 2, and refined further in Workshop 3.

1. Baldwin Home stabilization and debris removal.
2. Initiate Federal and State environmental consultation processes using Master Plan to represent the Undertaking for NHPA Section 106, NEPA, and HRS Chapter 6E.
3. Pre-Design Studies:
    a. Licensed topographic surveys for all parcels (5).
    b. AMP: single plan covering all sites.
    c. Archaeological Research Study for Old Lahaina Prison.
    d. Geotechnical surveys for Hale Aloha and Old Lahaina Prison.
4. Design to Bid Set and Permitting: Old Lahaina Courthouse, Old Lahaina Prison, Hale Aloha (as much as possible to be completed before July 2026).
5. Design to Bid Set and Permitting (including structural engineering): Baldwin Home.
6. Design to Bid Set and Permitting: Masters' Reading Room and Kindergarten Building.
7. Construct Baldwin Home, Masters' Reading Room and Kindergarten Building as one construction project or in close sequence so mobilization and demobilization can be done once, saving time and funds.
8. Construct Old Lahaina Courthouse (dependent on funding timing)
9. Construct Old Lahaina Prison including cell blocks, gatehouse, and possibly other interpretation based on archaeology and research (dependent on funding timing).

10. Construct Hale Aloha.
11. Design to Bid Set and Permitting: Seamen's Hospital and Plantation House.
12. Construct Seamen's Hospital and Plantation House.

These steps are laid out in a master project schedule that includes sections for each building and shows how they relate to each other for timing. This schedule is provided in Appendix D and excerpted for each building throughout Section 2 of this Plan above. The schedule is built using professionally evaluated feasible timelines for each building's steps such as design and permitting as well as construction. As described in the Matrix of Costs section above, the schedule was "flattened" to extend for 7 years based on consideration of challenges such as labor capacity and cash flow.

Capacity is a significant driver for potential future schedule changes. LRF's capacity is limited, as a small organization, to oversee multiple building restorations; hiring or contracting additional expertise is one possible way to address this. Strategies for implementation are noted below in Section 4.2.5.

Recommendations supporting next steps and future actions are provided below.

4.2 Recommendations: Next Steps

The following recommendations provide some suggested actions that would further the objectives of the Master Plan; they are intended to support carrying the planning process forward through implementation.

4.2.1 General

1. Hold one or more public and/or stakeholder meetings to introduce LRF's rebuilding using the Master Plan. In addition to public relations these meetings could also be publicized as public consultation opportunities under Section 106 and HRS Chater 6E consultation.
2. Consider adding a webpage about the Master Plan to the LRF website for public information and fundraising purposes. Other public materials such as a brochure or social media posts could also be developed from Master Plan materials for this purpose.
3. Prepare scopes of work and obtain and contract consultant experts to complete the next steps of the rebuilding process, including the studies and design work laid out in this Plan.

4.2.2 Surveys and Studies

1. Engage a qualified contractor to complete geotechnical surveys at Hale Aloha due to the rebuilding of the bell tower; and at the Old Lahaina Prison for areas adjacent to the perimeter wall, to assess the stability of the wall. Other properties are not expected to require geotechnical studies.
2. Engage a qualified archaeologist to prepare an AMP for all eight properties with commitments to archaeological monitoring during construction.
3. Engage a qualified archaeologist to complete an Archaeological Research and Study for the Old Lahaina Prison property. This is recommended due to a lack of past archaeological investigation on the parcel, and the documentary evidence of past uses and structures. Archaeology is an opportunity to identify missing building and structure locations, artifacts, and other valuable interpretive information to support more accurate restoration of the Old Lahaina Prison as part of rebuilding.

4.2.3 Environmental Compliance and Permitting

1. Initiate consultation (Section 106, HRS Chapter 6E, and NEPA) using the Master Plan as the undertaking or project, with individual design and construction efforts following on from the Master Plan as part of a unified, overall consultation effort. Any deviations from project undertakings as described in this Master Plan would need to be noted in updates to agencies and consulting parties in the later stages of consultation.
2. Maintain regular contact with lead and approving agency representatives to ensure the consultation processes are completed correctly to avert possible delays.
3. Identify an advocate or hire a qualified consultant to oversee the completion of County permitting submittals and ensure they stay on track.

4.2.4 Landscape and Planting

1. Undertake new plantings only after building construction and site work is completed.
2. When planning for replanting on the parcels, review historical information about specific plants that were present in the historic period of significance for each property and consider replanting them to support interpretive goals and reinforce historic character.
3. Use plants that are documented as historically present in Lahaina, such as breadfruit (ʻulu), kukui, banana, ti.
4. Use native plants wherever possible.
5. Consider factors in developing a planting plan including planned use of outdoor spaces, maintenance capabilities, and availability of desired plants.
6. Avoid planting invasive plants, even if they were historically present; consider substitutions using native species or Polynesian-introduced plants with a similar form or appearance.
7. When planning to install vegetation, locate plants based on the fire-resistant planting zone guidanceFor example:
    a. Within 5 feet of a building, consider using only non-flammable/inorganic mulch (e.g. lava rock, pebble, cinder, river rock) and fire-resistant plants under 3 feet in height. Avoid planting trees in this area.
    b. Within 30 feet of a building, keep grass mown, and shrubs and woody plants under 6 feet in height. If there are trees within this area, maintain them with a gap of at least 5 feet between the tree canopy and the walls or roof of the building. Mulch can be a mix of inorganic material (as above, lava rock, pebble, cinder, or similar) and composted wood.
    c. Consider planting larger vegeation, tall shrubs and shade trees in areas of the property that are more than 30 feet from a building or structure. Mulch can be a mix of inorganic material (as above, lava rock, pebble, cinder, or similar) and composted wood.
    d. Refer to sources for more information on fire-resistant landscaping, including the Maui Fire Department's guidelines; the National Fire Protection Association's guidance provided through the Firewise Program; and the Pacific Fire Exchange jointly administered by Hawaiʻi Wildfire Management Organization (HWMO) and the University of Hawaiʻi at Mānoa.
8. Consider, in plant selection, prioritizing drought-resistant native plants such as the ones listed in Table 44.

Table 44 Recommended Native Plants.

Common (Hawaiian) Name	Scientific Name	Type	Height
Koaiʻa	*Acacia koaia*	Tree	15–30 ft
Hala Pepe	*Chrysodracon hawaiiensis*	Tree	15–30 ft
ʻŌhiʻa Lehua	*Metrosideros polymorpha*	Tree	60–80 ft
Wiliwili	*Erythrina sandwicensis*	Tree	20–30 ft
ʻOhe Makai	*Polyscias sandwicensis*	Tree	15–30 ft
Alaheʻe	*Psydrax odorata*	Shrub/Small tree	6–30 ft
ʻAʻaliʻi	*Dodonaea viscosa*	Shrub/Small tree	2–15 ft
Kokiʻo	*Kokia cookei*	Shrub/Small tree	2–15 ft
ʻUlei	*Osteomeles anthyllidifolia*	Shrub/Small tree	2–30 ft
Nānu	*Gardenia brighamii*	Shrub/Small tree	6–10 ft
Uhiuhi	*Mezoneuron kavaiense*	Small tree	10–30 ft
ʻIliahi	*Santalum ellipticum*	Small tree	10–30 ft
ʻĀkia	*Wikstroemia uva-ursi*	Shrub	2–6 ft
Pōhinahina	*Vitex rotundifolia*	Shrub	2–10 ft
Maʻo Hau Hele	*Hibiscus brackenridgei subsp. molokaiana*	Shrub	2–10 ft
ʻAkoko	*Euphorbia degeneri*	Groundcover/Shrub	2–6 ft
Koʻokoʻolau	*Bidens asymmetrica*	Groundcover	1–3 ft
ʻIhi	*Portulaca molokiniensis*	Groundcover	>1–3 ft
Nehe	*Lipochaeta integrifolia*	Groundcover	>1 ft
ʻAlaʻala Wai Nui	*Plectranthus parviflorus*	Groundcover	>1–3 ft

Source: HWMO, 2023.

4.2.5 Implementation Strategies

The below are some suggested strategies for implementing and easing the process of completing these projects.

1. Consider hiring a dedicated project manager to oversee all stages of work from studies and design through building contractor selection and construction. This individual or team could streamline processes, provide continuity, supervise and coordinate among specialized contractors and consultants, and provide LRF management with support and guidance.
2. Consider combining design and/or construction packages, which would reduce the administrative effort required to manage multiple contracts, and could accelerate schedules and allow flexibility.
3. Consider using Design-Build contracting, which would provide a single point of contract for complete design/construction scopes of work; this approach involves a construction contractor early while design is in process, which can reduce the risk of field construction issues or delays. Design-Build can result in simpler communication, accelerated schedule, early identification of long-lead items and materials procurement, and flexibility in case unforeseen field conditions arise during construction.
4. Consider engaging a dedicated CM, similar to the project manager referenced above, who would assist in oversight of construction, including budgeting, labor, field quality control, and inspection. If there are multiple contractors among the various buildings a CM could offer helpful coordination. A CM could also assist LRF with managing contractor billing, reviewing pay applications, submitting reimbursement requests, and preparing for audits. A CM could provide a single, central point of contact for LRF staff for all ongoing construction work, and oversight on behalf of LRF to the contractors to ensure quality is maintained.
5. Consider combining construction packages. This could benefit bulk procurement of materials and support consistent quality of work among multiple buildings.

4.2.6 Changes

1. Select materials that are as close as possible to the historically documented materials. However, in some cases, materials may need to be altered or substituted. Reasons for changes may include factors such as cost, availability, code compliance, durability, and other practical concerns.
2. If a specific material or feature of a building is described in this Master Plan as historic character-defining, special care should be taken to evaluate and select modern materials that can compatibly substitute for historic ones, changing the appearance of the building's character-defining features as little as possible.

5. References

See Appendix A, Collected Documents Database, for a listing of archival and other documents that were gathered and used to inform the individual buildings' historic appearance and existing condition; these are contained in the project database.

See Appendix B, Permit Matrix, with more detailed information pertaining to regulatory and policy documents and online resources for each permit process.

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