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David M. Raatz, Jr., Esq.

Deputy Director of Council Services  
Richelle K. Kawasaki, Esq.

**COUNTY COUNCIL**  
COUNTY OF MAUI  
200 S. HIGH STREET  
WAILUKU, MAUI, HAWAII 96793  
[www.MauiCounty.us](http://www.MauiCounty.us)

April 14, 2026

Mr. Amos Lonokailua-Hewett, Administrator  
Maui County Emergency Management Agency  
County of Maui  
Wailuku, Hawaii 96793

Dear Mr. Lonokailua-Hewett:

SUBJECT: **PROPOSED FISCAL YEAR 2027 BUDGET FOR THE  
COUNTY OF MAUI** (BFED-1) (EMA-03)

Thank you for participating in the Council's Budget, Finance, and Economic Development Committee meeting of April 13, 2026. The Committee respectfully submits the follow-up questions below.

May I further request that you transmit your response to [bfed.committee@mauicounty.us](mailto:bfed.committee@mauicounty.us) by **4:30 p.m. on April 17, 2026**.

1. Please list the 10 parcels evaluated by the Agency for wildfire risk, including the anticipated cleanup costs for each parcel. (NUH) (TP)
2. Relating to Airfare, Transportation and Registration/Training Fees under Index Code 912014B:
  - a. Please provide a breakdown of the proposed staff training, including the number and type of training, and which staff members will attend.
  - b. Please also provide a copy of MEMA's Training Exercise Plan. (Page 6-10, Budget Details) (KB)
3. Please advise if union consultation is required for the reorganization of the proposed FY 2027 expansion positions to support the Hazard Mitigation Agency:

- a. P-00766 Emergency Management Specialist III;
  - b. P-00797 Emergency Management Specialist III; and
  - c. P-00798 Emergency Management Specialist VI. (Pages 6-3 and 6-5, Budget Details) (TP)
4. Please clarify whether P-00797 Emergency Management Specialist III or another position is funded by Maui United Way. Please also identify where the position is located within the County.
- a. Please also clarify if the MUW-funded position is classified as a County civil service position. If not, is the position exempt from the civil service recruitment process? Please explain why or why not. (Page 6-5, Budget Details) (TC)
5. Relating to the Agency's 89-day non-civil service hires:
- a. Can you fill a position that has not been formally established by the Department of Personnel Services with a DM-89 appointment? Please explain why or why not. (TP)
  - b. Please provide the procedures and limitations governing the Agency's use of the DM-89 hiring mechanism.
    - i. What risks or consequences might the Agency experience when DM-89 appointments are continued on a long-term basis? (TC)
6. The Department of Personnel Services provided data on the Agency's vacancies and DM-89 positions in their response to PS-02 dated April 9, 2026:
- a. Please explain whether these positions are in active recruitment, including the initial date of recruitment and why the Agency has encountered challenges with filling the positions. If any of the positions are not in active recruitment, please explain why:
    - i. Active Vacancies, P-28985 Secretary I, Vacant Date 3/13/2026;

Mr. Amos Lonokailua-Hewett  
April 14, 2026  
Page 3

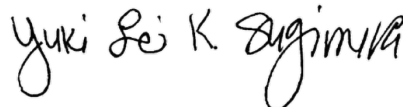
- ii. Inactive Vacancies, P-29429L Emergency Management Specialist III, Vacant Date 4/1/2026;
  - iii. DM-89 Employees, P-25477 Emergency Management Administrator, Vacant Date 12/30/2024;
  - iv. DM-89 Employees, P-30940 Grants Specialist III, Vacant Date 3/17/2026;
  - v. DM-89 Employees, P-33620 Emergency Management Specialist III, Vacant Date 3/3/2025.
- b. What recruitment strategies has the Agency employed to recruit for the positions listed above? Please advise. (TC)

May I also request that you restate each question followed by your corresponding response. Include any attachments or exhibits. Please ensure your response is clear and legible by using a minimum 12-point font throughout so Committee Members and the public can easily read the document once it is posted.

To ensure efficient processing, please duplicate the coding in the subject line above for easy reference.

Thank you for your attention to this request. Should you have any questions, please contact me or the Committee staff (Kirsten Szabo at ext. 7662, James Krueger at ext. 7761, Jarret Pascual at ext. 7141, Clarissa MacDonald at ext. 7135, or Pauline Martins at ext. 8039).

Sincerely,



YUKI LEI K. SUGIMURA, Chair  
Budget, Finance, and Economic  
Development Committee

bfed:2027bgt:260413aema01:clm

cc: Mayor Richard T. Bissen, Jr.  
Budget Director

## BFED Committee

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**From:** BFED Committee  
**Sent:** Wednesday, April 15, 2026 8:41 AM  
**To:** 'Amos Lonokailua-Hewett'  
**Cc:** 'Zeke Kalua'; 'Lesley Milner'; 'tiare.p.horner@co.maui.hi.us';  
'kristina.cabbat@co.maui.hi.us'; Shirley Blackburn; 'Janina Agapay';  
'Nicole.R.Amoral@co.maui.hi.us'  
**Subject:** PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-3)  
**Attachments:** 260413aema01 (EMA-03).pdf  
**Importance:** High




**RICHARD T. BISSEN, JR.**  
Mayor

**JOSIAH K. NISHITA**  
Managing Director

**AMOS LONOKAILUA-HEWETT**  
Emergency Management Administrator

**MAUI EMERGENCY  
MANAGEMENT AGENCY  
COUNTY OF MAUI  
200 SOUTH HIGH STREET  
WAILUKU, MAUI, HAWAII 96793**  
[www.mauicounty.gov](http://www.mauicounty.gov)

April 17, 2026

 Ms. Lesley Milner  
Budget Director, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

**APPROVED FOR TRANSMITTAL**

 Richard T. Bissen, Jr. 4-17-26  
Mayor Date

Honorable Richard T. Bissen, Jr.  
Mayor, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

For Transmittal to:  
Honorable Yuki Lei K. Sugimura, Chair  
Budget, Finance, and Economic Development Committee  
and Honorable Members of the Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

Dear Honorable Yuki Lei K. Sugimura:

**SUBJECT: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-03)**

Thank you for the opportunity to provide additional information following the Budget, Finance, and Economic Development Committee meeting held on April 13, 2026. The Agency appreciates the Committee's review and has provided detailed responses to each of the follow-up questions below. Each question is restated for clarity, followed by the corresponding response and any relevant supporting materials.

1. Please list the 10 parcels evaluated by the Agency for wildfire risk, including the anticipated cleanup costs for each parcel. (NUH) (TP)  
See attached response.

2. Relating to Airfare, Transportation and Registration/Training Fees under Index Code 912014B:

- a. Please provide a breakdown of the proposed staff training, including the number and type of training, and which staff members will attend.
- b. Please also provide a copy of MEMA's Training Exercise Plan. (Page 6-10, Budget Details) (KB)

Please see attachments including the breakdown of proposed staff training and a copy of MEMA's Training Exercise Plan (TEP).

3. Please advise if union consultation is required for the reorganization of the proposed FY 2027 expansion positions to support the Hazard Mitigation Agency:

- a. P-00766 Emergency Management Specialist III;
- b. P-00797 Emergency Management Specialist III; and
- c. P-00798 Emergency Management Specialist VI. (Pages 6-3 and 6-5, Budget Details) (TP)

Yes, union consultation will be required for this reorganization of the proposed FY 2027 expansion positions to support the Hazard Mitigation Section. In the past, we were able to consult with the union after the positions had been created, and recruitment was completed. We plan to submit for union consultation simultaneously with approval of the reorganization from Managing Director's Office.

4. Please clarify whether P-00797 Emergency Management Specialist III or another position is funded by Maui United Way. Please also identify where the position is located within the County.

- a. Please also clarify if the MUW-funded position is classified as a County civil service position. If not, is the position exempt from the civil service recruitment process? Please explain why or why not. (Page 6-5, Budget Details) (TC)

P-00767 Emergency Management Specialist IV is the position that is currently funded by Maui United Way. The position physically is located within the Maui Emergency Operations Center at 200 South High Street, 1<sup>st</sup> Floor, Wailuku 96793. The MUW-funded position is not classified as a County civil service position, they are a contractor under MUW, and not in a contract with the County of Maui. Their work is funded by MUW and is in support of MEOC efforts. The grant that is funding this MUW position will be running out in September 2026 and we wish to retain this contractor with a newly established position that has been planned, this contractor with MUW served as a proof-of-concept for the position and after the most recent Kona Low storms it is clear that there is a need

for this position to coordinate human services efforts for the County.

5. Relating to the Agency's 89-day non-civil service hires:

- a. Can you fill a position that has not been formally established by the Department of Personnel Services with a DM-89 appointment? Please explain why or why not. (TP)

No, you cannot fill a position that has not been formally established by the Department of Personnel Services with a DM-89 appointment. The process requires a position to be established or created (even if limited term) before a DM-89 appointment can be made. Filling a position that has not been formally established is not supported by the DM-89 appointment process.

- b. Please provide the procedures and limitations governing the Agency's use of the DM-89 hiring mechanism.

- i. What risks or consequences might the Agency experience when DM-89 appointments are continued on a long-term basis? (TC)

Due to staff turnover after the 2023 Wildfires, MEMA had to implement the use of DM-89 hires in key positions in order to bring a high-level of expertise in order to rebuild the agency. These DM-89 public employees bring years of experience that are often difficult to replace quickly, and allowing their temporary return in critical roles helps maintain a continuity of services for the County. The County often struggles to recruit for positions that require specialized skills or a deep institutional understanding and DM—89 employees can fill these roles effectively while the pipeline of new hires grows allowing for succession planning. Our DM-89 hires have functioned as mentors and trainers for newer staff, helping build a stronger and more resilient government workforce for the future while stabilizing the agency during a period of transition.

It is not the intention of the Agency to use DM-89 employees as a substitute for full-time County civil service positions. In the last year, MEMA has been able to transition three positions that were filled by DM-89 employees to full-time County civil service positions and is in the interview stage for a fourth position. The only two employees that currently have a long-term basis of DM-89 employment are our Administrator and Deputy Administrator.

Some of the limitations include having to terminate and re-hire every 89 days in order for these retirements to not have their pension affected. DPS has also required the Agency to interview consistently for the Deputy Administrator position which is time consuming and leads to a poor candidate experience when the role is consistently reposted every 89 days. While we have had a handful of

decent interviews for the role, so far no candidate has been able to showcase the operational, administrative and cultural knowledge that the role requires.

6. The Department of Personnel Services provided data on the Agency's vacancies and DM-89 positions in their response to PS-02 dated April 9, 2026:

a. Please explain whether these positions are in active recruitment, including the initial date of recruitment and why the Agency has encountered challenges with filling the positions. If any of the positions are not in active recruitment, please explain why:

- i. Active Vacancies, P-28985 Secretary I, Vacant Date 3/13/2026;
- ii. Inactive Vacancies, P-29429L Emergency Management Specialist III, Vacant Date 4/1/2026;
- iii. DM-89 Employees, P-25477 Emergency Management Administrator, Vacant Date 12/30/2024;
- iv. DM-89 Employees, P-30940 Grants Specialist III, Vacant Date 3/17/2026;
- v. DM-89 Employees, P-33620 Emergency Management Specialist III, Vacant Date 3/3/2025.

P-28985, P-29429L, P-30940 are active in recruitment. We are currently interviewing active eligible lists for P-30940 and P-33620 and hope to have hires by mid-May. We are awaiting a list for P-28985. P-29429L will be posted for recruitment this month and there should already be an existing list from other positions within the same class that we hired earlier in the year.

P-25477 is our current Administrator.

b. What recruitment strategies has the Agency employed to recruit for the positions listed above? Please advise. (TC)

MEMA has worked with DPS to post these positions for recruitment as well as referring community members to apply. One challenge the department faces is that often local candidates who have operational experience or community experience in emergency management, do not meet the strict educational requirements set by DPS, and end up being rejected at the application stage. We typically get eligible lists of mostly people from the mainland who have applied but back-out of consideration after an interview once they realize the high cost of moving and living on Maui compared to the salary. Due to this we have frustrated candidates on both sides of the spectrum, adding to a poor overall

candidate experience that ultimately hurts the employer brand of the County of Maui.

However, even with the challenges we face, we have still had successful hiring for our agency. The majority of open roles have only been vacant within the past two months, and had we not had three back to back storms we would be further in the interview process for each. We are hopeful that these roles will be filled by mid-May.

Thank you for the opportunity to provide this information. Should you require any additional clarification or further details, please do not hesitate to contact our office.

Me Ka' Ha'aha'a,

A handwritten signature in black ink, appearing to be 'Amos Lonokailua-Hewett', with a long horizontal flourish extending to the right.

Amos Lonokailua-Hewett,  
MEMA Administrator

Enclosures (6)



# Top 10 County Parcels

Based on the Maui Emergency Management Agency's (MEMA) Wildfire Risk Reduction Program (WRRP), the evaluation of the top 10 priority County-affected parcels identifies an imminent and unacceptable wildfire threat driven by the convergence of continuous hazardous fuels, persistent ignition sources, and exposure to prevailing wind regimes that push fire directly toward high-density populations, vulnerable communities, and critical life safety assets.

Wildfire risk prioritization is guided by the County of Maui Hazard Mitigation Plan (HMP) (2025–2030) and the Hawai'i Wildfire Management Organization's (HWMO) Community Wildfire Protection Plans (CWPP), which establish a baseline assessment based on fuel conditions, topography, weather, fire history, and community vulnerability. MEMA refines this baseline using additional factors such as proximity to critical infrastructure, fuel continuity, ignition sources, and operational experience. The County of Maui holds ownership, management authority, leasehold interests, easements, or rights-of-way on just shy of 1,000 parcels countywide. All have been evaluated for wildfire risk through a continuous, seasonally responsive process that updates as fuel moisture, vegetation regrowth, and ignition patterns change. The ten parcels highlighted here represent the highest current threat based on this dynamic assessment.

The ten parcels—distributed across North, West, Central, and Upcountry Maui, as well as West Molokai—share common risk drivers: continuous, flashy non-native fuels (guinea grass, buffel grass, haole koa, kiawe, opiuma, black wattle, eucalyptus); ladder fuels enabling crown fire transition; uniform horizontal continuity permitting unbroken fire spread; northeast trade winds that push fire toward residential subdivisions, public schools, historic plantation-era buildings, hospitals, and limited evacuation routes; and persistent homeless encampments and arson activity generating frequent ignitions. Several parcels exhibit direct post-2023 fire history, including the origin of the Lahaina fire, and recent Kona Low storms have spurred vegetation regrowth that will rapidly cure into hazardous fuels, making future red flag warning seasons increasingly problematic unless the County gets ahead of this fuel buildup.

The program also prioritizes the protection of Native Hawaiian cultural assets, including iwi kūpuna (burial sites) and historically significant lands, recognizing their irreplaceable value. All mitigation activities are conducted in full compliance with Hawai'i Revised Statutes (HRS), Maui County codes, and applicable state and federal laws.

Without intervention, these parcels pose an imminent threat of catastrophic wildfire similar to the August 2023 Lahaina and Kula fires. The Top 10 parcels directly address WRRP Goal 1 (hazardous fuels reduction) through mastication, grazing, and firebreak installation to minimize wildfire severity and spread. They also directly address Goal 3 (encampment ignition prevention) on parcels with persistent homeless encampments that generate frequent fire calls, requiring clearance, debris removal, and outreach. Additionally, the Top 10 support Goal 4 (utility infrastructure resilience) by reducing fuels around power lines and other utility assets, and by coordinating vegetation management to protect critical facilities and infrastructure.

Mitigation recommendations emphasize life safety as the primary priority, followed by property and environmental protection, and include encampment clearance, debris removal, hazardous fuels reduction through mastication



and targeted grazing, firebreak installation, and long-term stewardship plans. A critical component of every wildfire risk reduction project is the final restorative actions phase, which re-establishes fire-resistant vegetation or stable ground cover to prevent fuel reaccumulation. This restorative actions phase includes the promotion of native and fire-resistant species within WUI contexts, replacing highly flammable invasive grasses with vegetation that inherently reduces fire spread and supports local ecosystem function. Restoration and native species planting serve as a long-term risk reduction strategy, lowering long-run maintenance costs while enhancing ecological and cultural resilience. This phase, together with ongoing maintenance, is essential for long-term sustainability and definitive risk reduction, yielding a significantly higher cost-benefit over time.

The WRRP employs a tiered mitigation funding framework to align intervention intensity with parcel-specific risk and available resources. Tier 1 constitutes comprehensive, multi-phase wildfire mitigation addressing both immediate ignition threats and long-term fuel reduction—including encampment clearance, mastication, grazing infrastructure, and restorative planting. Tier 2 serves as a reduced-cost step down from Tier 1, funding basic, low-intensity actions such as manual trimming, trash pickup, and outreach, which lower immediate ignition probability but do not fully resolve sustained fuel hazards. For the top 10 parcels, total Tier 1 mitigation cost is \$9.58 million, with the top three extreme-risk parcels alone requiring \$3.5 million for full prescription. Total Tier 2 funding across all 10 parcels is \$1.27 million, reflecting a lower-cost but also lower-durability risk reduction option.

The following table summarizes the 10 parcels, their fire risk classification, acreage, and estimated Tier 1 and Tier 2 mitigation costs.

**TABLE 1. County of Maui Priority Parcels – Fire Risk & Estimated Mitigation Costs**

RANK	DISTRICT	TMK	PARCEL NAME	ACRES <sup>1</sup>	FIRE RISK <sup>2</sup>	TIER 1 <sup>3</sup> (\$)	TIER 2 <sup>4</sup> (\$)
1	North Maui	No formal TMK/CoM Right of Way	Holomua Road (Paia)	22	Extreme	\$500,000.00	\$50,000.00
2	West Maui	470010300000	Cut Mountain (Launiupoko)	115.7	High	\$1,800,000.00	\$50,000.00
3	Central Maui	380071010000	Waiale (Sports Complex)	281.43	Extreme	\$1,200,000.00	\$50,000.00
4	West Maui	480020-680000, 690000, 570000, 710000	Ukumehame (MM12.5)	59.903	High	\$1,700,000.00	\$50,000.00
5	Central Maui	380050-400000, 370000	Kuihelani Hwy	141.5	Extreme	\$1,200,000.00	\$50,000.00
6	Upcountry Maui	230010230000	Von Tempsky (Kula)	272.956	Extreme	\$2,100,000.00	\$800,000.00
7	West Moloka'i	510040-340000, 350000	Kalua Koi (Maunaloa)	111	High	\$600,000.00	\$150,000.00
8	West Maui	460180190000	Lahainaluna HS	2.07	Extreme	\$20,000.00	\$10,000.00
9	Central Maui	380070010000	Keopuolani Regional Park	109.15	Extreme	\$400,000.00	\$50,000.00
10	Central Maui	380720690000	Kapiolani St (Kanaloa)	2.36	High	\$60,000.00	\$10,000.00

<sup>1</sup> The total acreage of the Top 10 parcels is 1,118.069 acres.

<sup>2</sup> Combined wildfire threat level based on fuels, wind, ignition history, and proximity to people or buildings, with "Extreme" meaning imminent danger to life, property, and critical facilities, "High" meaning significant risk to property and critical infrastructure within one fire season, and "Moderate" meaning manageable risk over 2-3 years.

<sup>3</sup> The total Tier 1 comprehensive wildfire mitigation cost for the Top 10 parcels is \$9.58 million; the Top 3 parcels total \$3.5 million — full, multi-phase prescriptions.

<sup>4</sup> The Top 10 parcels require \$127 million in Tier 2 funding for basic, low-intensity mitigation as a reduced-cost step down from optimized Tier 1.

Successful implementation requires robust collaboration with County departments (e.g., Public Works, Parks and Recreation, Planning, and 'Oiwi Resources); public safety agencies (Maui Police Department and Maui Fire Department); external partners at the state level (e.g., DLNR Division of Forestry and Wildlife); and private entities including lessees, right-of-way holders, community-based organizations, private contractors, and subject matter experts (SMEs). These partnerships are central to executing both initial mitigation and sustained maintenance across the nearly 1,000 parcels in the County's portfolio.

# Rank # Holomua Road (Paia)

# 1

**TMK:** County of Maui - Right of Way

**Acres:** ~22

**District:** North Maui



# Maui



<b>FIRE RISK</b>	<input checked="" type="checkbox"/> EXTREME	<input type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour <input type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	guinea grass, buffel grass, haole koa, kiawe, large downed logs		
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> Ladder Fuels Present	<input type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only
<b>Horizontal Continuity:</b>	<input checked="" type="checkbox"/> Continuous (Uniform)	<input type="checkbox"/> Patchy	<input type="checkbox"/> Separated
<b>Prevailing Winds:</b>	Northeast trade winds (daytime, 20-25 mph) push fire southwest toward Paia town, schools, and Hana Highway. Downslope drainage winds at night can cause unpredictable fire shifts.		
<b>Population Density:</b>	<input checked="" type="checkbox"/> High (>5000)	<input type="checkbox"/> Medium (500-5000)	<input type="checkbox"/> Low (<500)
	<input type="checkbox"/> Very Low / None		
<b>Built Environment:</b>	<input checked="" type="checkbox"/> Historic	<input checked="" type="checkbox"/> Plantation-Era	<input checked="" type="checkbox"/> Older <input type="checkbox"/> Modern
	<input type="checkbox"/> Critical Infrastructure	<input checked="" type="checkbox"/> Mixed	<input type="checkbox"/> None / Open Space
<b>Proximity to Structures:</b>	<input checked="" type="checkbox"/> 0-5 ft	<input type="checkbox"/> 5-30 ft	<input checked="" type="checkbox"/> 30-100 ft <input type="checkbox"/> >100 ft <input checked="" type="checkbox"/> Mixed/Variable
<b>Access for Fire Engines:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Limited

**Fire History:** MFD recorded 48 total calls along Holomua Rd from July 2024 to Apr. 2026, including 13 vehicle fires, 8 brush fires, and 2 unauthorized burns, with persistent encampment attributed ignitions continuing despite outreach efforts, while larger historic fires include a 600-acre fire in 2019 that reached the edge of Doris Todd Christian Academy and a 380-acre arson fire in Sep. 2025 with dual ignition points triggering FMAG (FEMA grant).

**Risk Narrative:** Maui County's highest-risk parcel. Persistent homeless encampment has generated 48 fire calls in 21 months, with continuous guinea grass and kiawe ladder fuels adjacent to Paia's historic plantation-era buildings and two schools. NE trade winds push fire directly toward Hana Hwy and Baldwin Ave—the only evacuation routes out of Paia—creating a choke point for residents. Narrow roads, no hydrants complicate suppression in WUI area.

**Mitigation Work:** Mitigation requires ignition management through encampment outreach, debris removal, and fuel reduction. The County is installing gates to secure the road while coordinating with large landowners to maintain firebreaks. Tier 1 (\$500,000) funds encampment clearance, debris removal, fuel reduction, and maintenance. Tier 2 (\$50,000) funds trash pickup, encampment outreach, and manual trimming.

# Rank # Cut Mountain (Launiupoko)

# 2

**TMK:** 470010300000

**Acres:** 115.07

**District:** West Maui



# Maui



<b>FIRE RISK</b>	<input type="checkbox"/> EXTREME	<input checked="" type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE	
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour	<input type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	non-native grasses, haole koa, kiawe, deadwood from overstory			
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> Ladder Fuels Present	<input type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only	
<b>Horizontal Continuity:</b>	<input type="checkbox"/> Continuous (Uniform)		<input type="checkbox"/> Patchy	<input checked="" type="checkbox"/> Separated
<b>Prevailing Winds:</b>	Northeast trade winds push fire toward Honoapiʻilani Highway and Launiupoko subdivision. Kona winds (southwest) push fire toward the bypass and beach park. Afternoon sea breezes increase fire intensity during peak burning hours.			
<b>Population Density:</b>	<input type="checkbox"/> High (>5000)	<input checked="" type="checkbox"/> Medium (500-5000)	<input type="checkbox"/> Low (<500)	
	<input type="checkbox"/> Very Low / None			
<b>Built Environment:</b>	<input type="checkbox"/> Historic	<input type="checkbox"/> Plantation-Era	<input type="checkbox"/> Older	<input checked="" type="checkbox"/> Modern
	<input checked="" type="checkbox"/> Critical Infrastructure	<input type="checkbox"/> Mixed	<input checked="" type="checkbox"/> None / Open Space	
<b>Proximity to Structures:</b>	<input type="checkbox"/> 0-5 ft	<input type="checkbox"/> 5-30 ft	<input checked="" type="checkbox"/> 30-100 ft	<input type="checkbox"/> >100 ft
	<input checked="" type="checkbox"/> Mixed/Variable			
<b>Access for Fire Engines:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Limited	

**Fire History:** Half-acre brush fire (Jan 2021) and 1-acre fire (Dec 2024) forced Honoapiʻilani Highway closure with six MFD units responding. Large homeless encampment remains in restricted area post-Lahaina fires (Aug 2023), with persistent ignition risk. The August 2023 Lahaina wildfire killed 102 people and destroyed over 2,200 structures - originated from similar conditions: dry fuels, high winds, and an ignition source in a high-risk area.

**Risk Narrative:** West Maui's highest-risk parcel outside the Lahaina burn zone. A large homeless encampment generates frequent ignitions, with a Dec 2024 brush fire forcing Honoapiʻilani Hwy closure. In this WUI area, continuous kiawe and grasses, two gulches with 20+ ft fuels, and a T-Mobile tower sit adjacent to beach park, subdivision, and Bypass. NE trade winds push fire directly toward the only evacuation route linking West to Central Maui.

**Mitigation Work:** Mitigation requires ignition management through encampment outreach, debris removal, and fuel reduction. County to coordinate with HDOT and adjacent landowners to maintain firebreaks along Honoapiʻilani Highway and Lahaina Bypass. Tier 1 (\$1.8M) funds encampment clearance, debris removal, mastication of hazardous fuels for all ~115 acres, and restoration. Tier 2 (\$50,000) funds trash pickup, outreach, and manual trimming.

# Rank # Waiale (Sports Complex)



# 3

**TMK:** 380071010000

**Acres:** 281.43

**District:** Central Maui

# Maui



<b>FIRE RISK</b>	<input checked="" type="checkbox"/> EXTREME	<input type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour <input type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	guinea grass, haole koa, kiawe, deadwood from overstory		
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> Ladder Fuels Present	<input type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only
<b>Horizontal Continuity:</b>	<input checked="" type="checkbox"/> Continuous (Uniform)	<input type="checkbox"/> Patchy	<input type="checkbox"/> Separated
<b>Prevailing Winds:</b>	Northeast trade winds (10–25 mph, 80–95% of the time) push fire toward Waikapu town, subdivisions, and Kuihelani Highway.		
<b>Population Density:</b>	<input type="checkbox"/> High (>5000)	<input checked="" type="checkbox"/> Medium (500-5000)	<input type="checkbox"/> Low (<500)
	<input type="checkbox"/> Very Low / None		
<b>Built Environment:</b>	<input checked="" type="checkbox"/> Historic	<input type="checkbox"/> Plantation-Era	<input type="checkbox"/> Older <input type="checkbox"/> Modern
	<input checked="" type="checkbox"/> Critical Infrastructure	<input checked="" type="checkbox"/> Mixed	<input type="checkbox"/> None / Open Space
<b>Proximity to Structures:</b>	<input checked="" type="checkbox"/> 0-5 ft	<input type="checkbox"/> 5-30 ft	<input checked="" type="checkbox"/> 30-100 ft <input type="checkbox"/> >100 ft <input checked="" type="checkbox"/> Mixed/Variable
<b>Access for Fire Engines:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Limited

**Fire History:** 13 fires in the Wai'ale Road area in 2025, with calls for service up 174% (43 to 118). Ignition sources include a persistent homeless encampment and arson. Historic fires: a 9,000-acre arson (July 2019) closed Kahului Airport; a 2008 fire came within 100 yards of Maui Lani homes; a 2025 fire shut down Kuihelani Highway between Maui Lani and Cane Haul Road.

**Risk Narrative:** Central Maui's highest-risk parcel. Homeless encampments represent major ignition risk in WUI area. Guinea grass, kiawe, and haole koa adjacent to Pōmaika'i Elementary, County Public Works, and Maui Lani subdivisions. NE trade winds push fire toward Kuihelani and Honoapi'ilani Highways—critical evacuation routes. Historic fires within 100 yards of homes demonstrate the threat. Parcel contains burial sites iwi kūpuna.

**Mitigation Work:** Mitigation requires ignition and fuels management. Additional actions: establish 100-ft buffer at N and S ends; reestablish buffer fencing to protect iwi kūpuna; coordinate with lessees on security plans and grazing; maintain dirt roads for fire engine access. Tier 1 (\$1.2M) funds encampment clearance, debris removal, mastication of fuels, road clearance, deer removal, and maintenance. Tier 2 (\$50,000) funds some fuels thinning.

# Rank # Ukumehame MM12.5

# 4

**TMK:** 480020-680000, 690000, 570000, 710000

**Acres:** 59.903

**District:** West Maui



# Maui



<b>FIRE RISK</b>	<input type="checkbox"/> EXTREME	<input checked="" type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE	
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour	<input checked="" type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	guinea grass, kiawe, opiuma (invasive 20+ ft hazardous fuels)			
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> Ladder Fuels Present	<input type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only	
<b>Horizontal Continuity:</b>	<input checked="" type="checkbox"/> Continuous (Uniform)		<input type="checkbox"/> Patchy	<input type="checkbox"/> Separated
<b>Prevailing Winds:</b>	Northeast trade winds push fire toward Honoapi'ilani Highway. Kona winds (southwest) push fire toward mauka slopes and agricultural lands. Afternoon sea breezes increase fire intensity during peak burning hours.			
<b>Population Density:</b>	<input type="checkbox"/> High (>5000)	<input type="checkbox"/> Medium (500-5000)	<input checked="" type="checkbox"/> Low (<500)	
	<input type="checkbox"/> Very Low / None			
<b>Built Environment:</b>	<input type="checkbox"/> Historic	<input type="checkbox"/> Plantation-Era	<input type="checkbox"/> Older	<input type="checkbox"/> Modern
	<input checked="" type="checkbox"/> Critical Infrastructure	<input checked="" type="checkbox"/> Mixed	<input type="checkbox"/> None / Open Space	
<b>Proximity to Structures:</b>	<input type="checkbox"/> 0-5 ft	<input type="checkbox"/> 5-30 ft	<input checked="" type="checkbox"/> 30-100 ft	<input type="checkbox"/> >100 ft
	<input checked="" type="checkbox"/> Mixed/Variable			
<b>Access for Fire Engines:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Limited	

**Fire History:** 12 fires in Ukumehame corridor over past two years, fueled by invasive vegetation and ignition from homeless encampments, with trade winds pushing flames toward Honoapi'ilani Highway. Historic fires in Central Valley—including a 9,000-acre arson near Waikapu (2019)—have been driven upslope into West Maui mountains by strong winds, showing a fire can cross the divide and threaten the highway.

**Risk Narrative:** A large homeless encampment with multiple families claiming land rights generates frequent ignition risk. Opiuma trees (20+ ft tall fuels) create continuous canopy and ladder fuels. Abandoned vehicles, including EV/hybrids, pose lithium-ion battery thermal runaway hazards that threaten first responders and contaminate air. NE trade winds push fire toward Honoapi'ilani Highway—the only evacuation route linking West to Central Maui.

**Mitigation Work:** Mitigation focuses on two pillars: hazardous fuels reduction (mastication of opiuma) and ignition management (encampment outreach, debris removal, and EV/hybrid battery extraction). County to coordinate with DOFAW on HMGP wetland restoration. Tier 1 (\$1.7M) funds encampment clearance, debris removal, hazardous fuels mastication. Tier 2 (\$50,000) funds trash pickup, outreach, manual trimming, and long-term county oversight.

Rank # **Kuihelani Hwy**

**5**

**TMK:** 380050-400000, 370000

**Acres:** 141.50

**District:** Central Maui



**Maui**



<b>FIRE RISK</b>	<input checked="" type="checkbox"/> <b>EXTREME</b>	<input type="checkbox"/> <b>HIGH</b>	<input type="checkbox"/> <b>MODERATE</b>	
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> <b>1-Hour</b>	<input checked="" type="checkbox"/> <b>10-Hour</b>	<input checked="" type="checkbox"/> <b>100-Hour</b>	<input type="checkbox"/> <b>1000-Hour</b>
<b>Fuel Species:</b>	Non-native grasses, kiawe, haole koa			
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> <b>Ladder Fuels Present</b>	<input type="checkbox"/> <b>Surface Fuels Only</b>	<input type="checkbox"/> <b>Canopy Only</b>	
<b>Horizontal Continuity:</b>	<input checked="" type="checkbox"/> <b>Continuous (Uniform)</b>		<input type="checkbox"/> <b>Patchy</b>	<input type="checkbox"/> <b>Separated</b>
<b>Prevailing Winds:</b>	Northeast trade winds push fire south toward Kuihelani Highway and Kihei; Kona winds push fire mauka toward Waikapu town and Kahili Golf Course.			
<b>Population Density:</b>	<input type="checkbox"/> <b>High (&gt;5000)</b>	<input checked="" type="checkbox"/> <b>Medium (500-5000)</b>	<input type="checkbox"/> <b>Low (&lt;500)</b>	
	<input type="checkbox"/> <b>Very Low / None</b>			
<b>Built Environment:</b>	<input type="checkbox"/> <b>Historic</b>	<input checked="" type="checkbox"/> <b>Plantation-Era</b>	<input type="checkbox"/> <b>Older</b>	<input type="checkbox"/> <b>Modern</b>
	<input checked="" type="checkbox"/> <b>Critical Infrastructure</b>	<input checked="" type="checkbox"/> <b>Mixed</b>	<input type="checkbox"/> <b>None / Open Space</b>	
<b>Proximity to Structures:</b>	<input type="checkbox"/> <b>0-5 ft</b>	<input checked="" type="checkbox"/> <b>5-30 ft</b>	<input checked="" type="checkbox"/> <b>30-100 ft</b>	<input type="checkbox"/> <b>&gt;100 ft</b>
	<input type="checkbox"/> <b>Mixed/Variable</b>			
<b>Access for Fire Engines:</b>	<input type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>	<input checked="" type="checkbox"/> <b>Limited</b>	

**Fire History:** A historic ignition hotspot. Major fires: 9,000-acre arson (July 2019) closed Kahului Airport; July 2025 fire shut down Kuihelani Highway; 5-acre fire (Nov 2024) burned west of Waiko Road; 2003 escaped controlled burn forced golf course evacuations; 2016 vehicle fires; 1-acre fire (2012) near Waiko and Waiale. Persistent homeless encampments and abandoned vehicles continue to generate ignition risk.

**Risk Narrative:** Persistent homeless encampments inside this WUI parcel and along Waiko Road generate frequent ignitions, with continuous fuels creating unbroken connectivity. NE trade winds push fire directly toward Kuihelani and Honoapi'ilani Highways—critical evacuation routes linking Central and South Maui—threatening adjacent businesses, the historic plantation-era structures of Waikapu town, and the Waikapu stream/gulch corridor.

**Mitigation Work:** Focus on hazardous fuels reduction along the stream and ignition management (encampment outreach, debris removal, abandoned vehicles). Coordinate with landowners and HDOT on firebreaks along Kuihelani and Honoapi'ilani Hwys. Tier 1 (\$1.2M) for encampment clearance, debris removal, fuels reduction, and maintenance. Tier 2 (\$50,000) for trash pickup, outreach, manual trimming, and illegal hunting.

# Rank # Von Tempsky (Kula)

# 6

**TMK:** 230010230000

**Acres:** 272.956

**District:** Upcountry Maui



# Maui



<b>FIRE RISK</b>	<input checked="" type="checkbox"/> EXTREME	<input type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour <input checked="" type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	flashy fuels, black wattle, eucalyptus, deadwood, kiawe		
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> Ladder Fuels Present	<input type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only
<b>Horizontal Continuity:</b>	<input checked="" type="checkbox"/> Continuous (Uniform)	<input type="checkbox"/> Patchy	<input type="checkbox"/> Separated
<b>Prevailing Winds:</b>	Prevailing northeast trade winds are dry and downslope. Kona winds and hurricane-force winds drive fire through gulches. Afternoon upslope winds and nighttime drainage winds push fire back downslope.		
<b>Population Density:</b>	<input type="checkbox"/> High (>5000)	<input type="checkbox"/> Medium (500-5000)	<input checked="" type="checkbox"/> Low (<500)
	<input type="checkbox"/> Very Low / None		
<b>Built Environment:</b>	<input type="checkbox"/> Historic	<input type="checkbox"/> Plantation-Era	<input type="checkbox"/> Older <input type="checkbox"/> Modern
	<input checked="" type="checkbox"/> Critical Infrastructure	<input checked="" type="checkbox"/> Mixed	<input type="checkbox"/> None / Open Space
<b>Proximity to Structures:</b>	<input checked="" type="checkbox"/> 0-5 ft	<input type="checkbox"/> 5-30 ft	<input type="checkbox"/> 30-100 ft <input type="checkbox"/> >100 ft <input checked="" type="checkbox"/> Mixed/Variable
<b>Access for Fire Engines:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Limited

**Fire History:** Aug 8, 2023: Kula fire burned ~670 acres, destroyed 19 homes, caused \$32M+ damage; same hurricane-force winds (50–80 mph) drove fire through gulch. 15-acre fire burned in gulch near County Agriculture Park, closed Pulehu Road. 2018: 10-acre brush fire at Kula Agricultural Park. 2020–2021: multiple small fires (1.5–7 acres) at Kula Agricultural Park and Pulehu Road. Persistent gulch fuels continue to pose extreme risk.

**Risk Narrative:** Keauhuaiwi Gulch runs through WUI parcel, filled with invasive black wattle and eucalyptus that turned the 2023 fire into a 50–80 mph blowtorch destroying 19 homes. Downslope trade winds push fire toward Lower Kula Road and Haleakalā Highway—critical evacuation routes with schools nearby. Axis deer promote fire-adapted weeds, while firefighting is hampered by steep terrain, narrow roads, and water vulnerabilities.

**Mitigation Work:** Focus on hazardous fuels reduction: fence entire parcel to control axis deer, strategically clear largest trees from gulch perimeter and interior, and deploy 1–2 graziers to manage understory and clear deadwood. Coordinate with local watershed, community, and fire prevention groups on firebreaks and green waste programs. Tier 1 (\$2.1M) for fencing, grazing, and clearing hazardous fuels. Tier 2 (\$800,000) for fencing and grazing only.

Rank # Kalua Koi (Maunaloa)

7

TMK: 510040-340000, 350000

Acres: 111

District: West Molokai



# Moloka'i



<b>FIRE RISK</b>	<input type="checkbox"/> EXTREME	<input checked="" type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE	
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour	<input type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	Non-native grasses (guinea grass), haole koa, kiawe			
<b>Vertical Arrangement:</b>	<input type="checkbox"/> Ladder Fuels Present	<input checked="" type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only	
<b>Horizontal Continuity:</b>	<input checked="" type="checkbox"/> Continuous (Uniform)		<input type="checkbox"/> Patchy	<input type="checkbox"/> Separated
<b>Prevailing Winds:</b>	NE trade winds push fire southwest toward Maunaloa town and Maunaloa Hwy. During Kona wind events (SW), fire is pushed back toward ag lands. Winds can be strong and unpredictable.			
<b>Population Density:</b>	<input type="checkbox"/> High (>5000)	<input type="checkbox"/> Medium (500-5000)	<input checked="" type="checkbox"/> Low (<500)	
	<input type="checkbox"/> Very Low / None			
<b>Built Environment:</b>	<input type="checkbox"/> Historic	<input checked="" type="checkbox"/> Plantation-Era	<input checked="" type="checkbox"/> Older	<input type="checkbox"/> Modern
	<input checked="" type="checkbox"/> Critical Infrastructure	<input checked="" type="checkbox"/> Mixed	<input checked="" type="checkbox"/> None / Open Space	
<b>Proximity to Structures:</b>	<input type="checkbox"/> 0-5 ft	<input type="checkbox"/> 5-30 ft	<input type="checkbox"/> 30-100 ft	<input checked="" type="checkbox"/> >100 ft
	<input type="checkbox"/> Mixed/Variable			
<b>Access for Fire Engines:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Limited	

**Fire History:** History of significant fires: June 2003: 3,000-acre fire threatened Maunaloa homes; June 2007: several-hundred-acre fire started near mile 13 marker; June 2024: 50-acre Kaluakoi brush fire closed highway; Nov 2025: structure fire at Kaluakoi Road destroyed two buildings. Persistent ignitions in this area.

**Risk Narrative:** Molokai's highest-risk County parcel, ranked #1 by MEMA and MFD. Continuous fuels across 111 acres of open space adjacent to Maunaloa's older plantation-era homes. The parcel lies along Maunaloa Highway—the only road linking the town to the rest of the island. A gulch runs through the parcel, providing a fire pathway. If a fire cuts the highway, the ~100 residents of Maunaloa would be isolated with no alternative evacuation route.

**Mitigation Work:** Focus on vegetation management and defensible space. Establish a 100–200 ft fuel buffer along Maunaloa Highway, with wider buffers on the windward (NE) side. Install fencing to support grazing programs for ongoing vegetation management. Coordinate with local landowners on firebreak maintenance. Tier 1 (\$600,000) funds fencing, grazing, and highway/roadway fuel buffers. Tier 2 (\$150,000) funds firebreak maintenance.

Rank # **Lahainaluna HS**

**8**

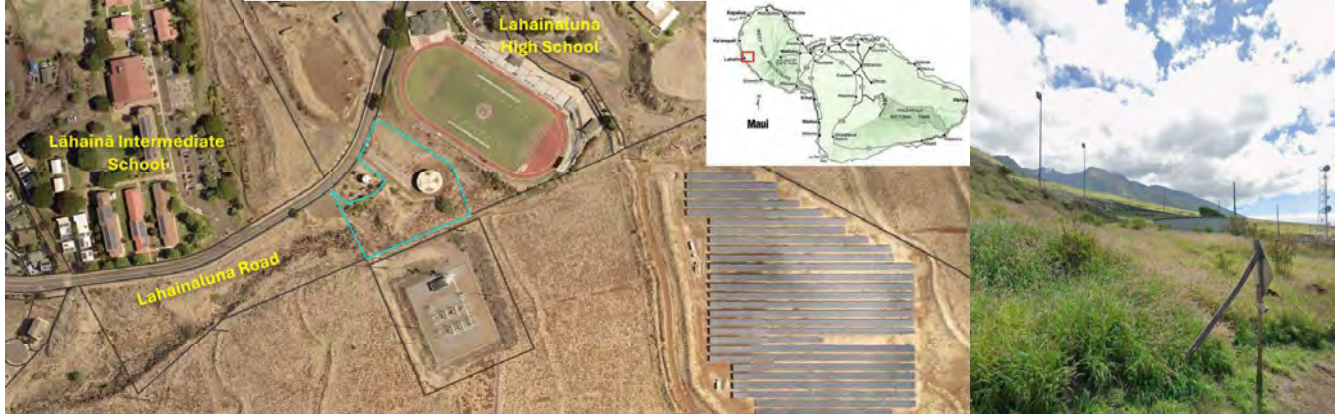
TMK: 460180190000

Acres: 2.07

District: West Maui



**Maui**



<b>FIRE RISK</b>	<input checked="" type="checkbox"/> <b>EXTREME</b>	<input type="checkbox"/> <b>HIGH</b>	<input type="checkbox"/> <b>MODERATE</b>
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> <b>1-Hour</b>	<input checked="" type="checkbox"/> <b>10-Hour</b>	<input checked="" type="checkbox"/> <b>100-Hour</b> <input type="checkbox"/> <b>1000-Hour</b>
<b>Fuel Species:</b>	Non-native grasses, kiawe, haole koa		
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> <b>Ladder Fuels Present</b>	<input type="checkbox"/> <b>Surface Fuels Only</b>	<input type="checkbox"/> <b>Canopy Only</b>
<b>Horizontal Continuity:</b>	<input checked="" type="checkbox"/> <b>Continuous (Uniform)</b>	<input type="checkbox"/> <b>Patchy</b>	<input type="checkbox"/> <b>Separated</b>
<b>Prevailing Winds:</b>	Northeast trade winds push fire downslope toward Lahainaluna Road, the school, and the subdivision. Kona winds (SW) push fire upslope toward residential areas. Afternoon sea breezes increase fire intensity.		
<b>Population Density:</b>	<input type="checkbox"/> <b>High (&gt;5000)</b>	<input checked="" type="checkbox"/> <b>Medium (500-5000)</b>	<input type="checkbox"/> <b>Low (&lt;500)</b> <input type="checkbox"/> <b>Very Low / None</b>
<b>Built Environment:</b>	<input checked="" type="checkbox"/> <b>Historic</b>	<input type="checkbox"/> <b>Plantation-Era</b>	<input type="checkbox"/> <b>Older</b> <input type="checkbox"/> <b>Modern</b> <input checked="" type="checkbox"/> <b>Critical Infrastructure</b> <input checked="" type="checkbox"/> <b>Mixed</b> <input type="checkbox"/> <b>None / Open Space</b>
<b>Proximity to Structures:</b>	<input checked="" type="checkbox"/> <b>0-5 ft</b>	<input type="checkbox"/> <b>5-30 ft</b>	<input type="checkbox"/> <b>30-100 ft</b> <input type="checkbox"/> <b>&gt;100 ft</b> <input checked="" type="checkbox"/> <b>Mixed/Variable</b>
<b>Access for Fire Engines:</b>	<input checked="" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>	<input type="checkbox"/> <b>Limited</b>

**Fire History:** 2023 Lahaina fire originated near this parcel when a downed HECO power line re-energized and ignited dry grass, then rekindled hours later into a wind-driven firestorm. Dec 2023: electrical fire at adjacent Solar Farm forced school “Hold” protocol; all 12,000 panels disconnected. Persistent homeless encampments and dry fuels maintain ignition risk. Fire spreads rapidly downslope with trade winds, creating dangerous conditions.

**Risk Narrative:** The 2023 Lahaina fire originated near this site. A downed HECO line, dry grasses, and trade winds turned a small fire into a wind-driven inferno. The WUI parcel is adjacent to HECO equipment, a solar farm, and open fields with continuous fuels adjacent to the schools and the subdivision. Homeless encampments add ignition risk. Lahainaluna Rd is a critical but vulnerable evacuation route, and the sloping terrain accelerates fire spread.

**Mitigation Work:** Mitigation focuses on a small goat grazing operation. Install lightweight fencing to contain a small goat herd for vegetation management. Coordinate with a local steward or a community-based grazer to supply and manage goats. Tier 1 (\$20,000) funds light fencing, goat upkeep, and 'pulse' grazing management. Tier 2 (\$10,000) funds bi-monthly manual weed whacking operations.

Rank # Keopuolani Park

9

TMK: 380070010000

Acres: 109.15

District: Central Maui



Maui



<b>FIRE RISK</b>	<input checked="" type="checkbox"/> EXTREME	<input type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour <input checked="" type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	Non-native grasses (guinea grass), kiawe, haole koa		
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> Ladder Fuels Present	<input type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only
<b>Horizontal Continuity:</b>	<input type="checkbox"/> Continuous (Uniform)	<input checked="" type="checkbox"/> Patchy	<input type="checkbox"/> Separated
<b>Prevailing Winds:</b>	Northeast trade winds push fire southwest toward the Maui Arts & Cultural Center, Kahului Harbor, and the Kahului Airport corridor.		
<b>Population Density:</b>	<input checked="" type="checkbox"/> High (>5000)	<input checked="" type="checkbox"/> Medium (500-5000)	<input type="checkbox"/> Low (<500)
	<input type="checkbox"/> Very Low / None		
<b>Built Environment:</b>	<input checked="" type="checkbox"/> Historic	<input type="checkbox"/> Plantation-Era	<input type="checkbox"/> Older <input checked="" type="checkbox"/> Modern
	<input checked="" type="checkbox"/> Critical Infrastructure	<input checked="" type="checkbox"/> Mixed	<input type="checkbox"/> None / Open Space
<b>Proximity to Structures:</b>	<input checked="" type="checkbox"/> 0-5 ft	<input type="checkbox"/> 5-30 ft	<input type="checkbox"/> 30-100 ft <input type="checkbox"/> >100 ft <input checked="" type="checkbox"/> Mixed/Variable
<b>Access for Fire Engines:</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Limited

**Fire History:**

2011: 4-acre brush fire near Boys & Girls Club forced facility evacuation. 2019: park closure for brush thinning and debris removal due to homeless encampment fire risk. 2024: Waiehu fire (25+ acres) used Keopuolani Skate Park as evacuation point. Persistent small ignitions from encampments continue.

**Risk Narrative:**

A persistent homeless encampment in a culturally sensitive area generates frequent ignitions, with continuous guinea grass and kiawe creating unbroken fuels. The park sits adjacent to the MACC, Kahului Harbor, Kahului Airport, hospitals, police headquarters, a university, and critical arteries (Kaahumanu Ave, Kanaioa Ave). NE trade winds push fire toward these assets, creating a choke point for response and evacuation. Deer r

**Mitigation Work:**

Focus on ignition management (encampment outreach, debris removal) and hazardous fuels reduction, deer population reduction, and pulse grazing. Establish fuel breaks along park perimeter adjacent to MACC, harbor, and highways. Tier 1 (\$400,000) funds encampment clearance, debris removal, fuels reduction, and deer removal work. Tier 2 (\$50,000) funds trash pickup, outreach, manual trimming, and cultural protection.

Rank # Kapiolani St (Kanaloa)

10

TMK: 380720690000

Acres: 2.36

District: Central Maui



Maui

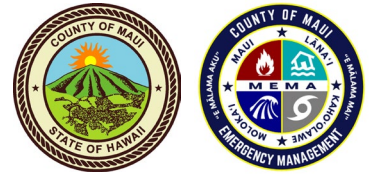


<b>FIRE RISK</b>	<input type="checkbox"/> EXTREME	<input checked="" type="checkbox"/> HIGH	<input type="checkbox"/> MODERATE	
<b>Fuel Availability:</b>	<input checked="" type="checkbox"/> 1-Hour	<input checked="" type="checkbox"/> 10-Hour	<input checked="" type="checkbox"/> 100-Hour	<input checked="" type="checkbox"/> 1000-Hour
<b>Fuel Species:</b>	Mixed vegetation – Tall trees (non-native species) and understory brush			
<b>Vertical Arrangement:</b>	<input checked="" type="checkbox"/> Ladder Fuels Present	<input type="checkbox"/> Surface Fuels Only	<input type="checkbox"/> Canopy Only	
<b>Horizontal Continuity:</b>	<input type="checkbox"/> Continuous (Uniform)		<input checked="" type="checkbox"/> Patchy	<input type="checkbox"/> Separated
<b>Prevailing Winds:</b>	Northeast trade winds push fire southwest toward nearby homes, businesses, and Kanaloa Avenue corridor.			
<b>Population Density:</b>	<input type="checkbox"/> High (>5000)	<input checked="" type="checkbox"/> Medium (500-5000)	<input type="checkbox"/> Low (<500)	
	<input type="checkbox"/> Very Low / None			
<b>Built Environment:</b>	<input type="checkbox"/> Historic	<input type="checkbox"/> Plantation-Era	<input checked="" type="checkbox"/> Older	<input checked="" type="checkbox"/> Modern
	<input type="checkbox"/> Critical Infrastructure		<input checked="" type="checkbox"/> Mixed	<input type="checkbox"/> None / Open Space
<b>Proximity to Structures:</b>	<input checked="" type="checkbox"/> 0-5 ft	<input checked="" type="checkbox"/> 5-30 ft	<input type="checkbox"/> 30-100 ft	<input type="checkbox"/> >100 ft
	<input type="checkbox"/> Mixed/Variable			
<b>Access for Fire Engines:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Limited	

**Fire History:** Post-August 2023, Maui County saw a sharp increase in overgrowth complaints from residents worried about fire risk. This specific parcel has been identified by homeowners as a persistent hazard due to dense brush and tall trees located between residential lots.

**Risk Narrative:** A small vegetated area between homes off Kanaloa Ave, near Keopuolani Park. Tall trees and dense understory brush create ladder fuels and place the parcel in proximity to multiple residences. Complaints from homeowners have identified this parcel as a persistent fire hazard. NE trade winds can push a fire directly into adjacent homes, businesses, and the surrounding neighborhoods. Small arson ignition risk in hidden area.

**Mitigation Work:** Focus on community engagement, clearing dead brush, and establishing a sustainable maintenance plan. Tier 1 (\$60,000) covers dead-brush removal, targeted pruning of lower tree branches, and coordination with a local grazing operator for a small-scale goat-grazing pilot on a fenced portion of the lot. Tier 2 (\$10,000) supports manual weed whacking, community volunteer days, and a simple maintenance schedule.



# Top 5 Critical Corridors

Beyond individual parcels, the Wildfire Risk Reduction Program (WRRP) has identified five critical corridors that represent a landscape-scale challenge, encompassing thousands of acres, traversing hundreds of mixed-ownership parcels, and posing a direct threat to the island’s largest population hubs and its most vulnerable life-safety infrastructure. In West, North, Central, and South Maui, as well as Moloka’i, these corridors contain the primary transportation arteries that serve as the only evacuation routes for entire regions. A fire in any of these corridors threatens to overwhelm these lifelines, potentially cutting off tens of thousands of residents from safe egress and isolating entire communities. The sheer scale of these corridors—vast, interconnected, and spanning diverse jurisdictions—demands a strategic approach that goes beyond tactical parcel-level intervention to address the continuity of fuels and the safety of mass evacuation.

Unlike the focused mitigation on discrete parcels, planning for these corridors is in the beginning stages, with implementation expected to be broken into multiple projects and phases across different geographic segments, reflecting variations in land ownership, fuel conditions, and community vulnerability. Prioritization is guided by the County of Maui Hazard Mitigation Plan (HMP) and HWMO’s Community Wildfire Protection Plans (CWPPs), which function at a landscape scale to identify values at risk across entire regions. The primary risk driver is no longer a single ignition source, but the continuous fuel bed and the potential for catastrophic, rapid fire spread that could lead to gridlock and “non-survivable” evacuation conditions. The five corridors highlighted here represent the highest current threat for landscape-level fire spread and community-wide impact, where the convergence of continuous hazardous fuels, persistent ignitions, and prevailing winds could result in a regional disaster.

Mitigation for critical corridors requires systems thinking and large-land management rather than parcel-by-parcel intervention. Strategies include strategic roadside fuel breaks, landscape-scale mastication of invasive grasses, targeted grazing across continuous fuel beds, and coordinated encampment clearance with sustained outreach. Unlike discrete parcels, corridors demand phased, adaptive implementation that prioritizes segments with the highest life-safety consequences—such as areas immediately adjacent to schools, hospitals, and the only evacuation routes out of entire communities. A restorative actions phase follows initial fuel reduction, re-establishing fire-resistant or native vegetation to prevent fuel reaccumulation across the wider landscape, reduce long-term maintenance costs, and enhance ecological function.

Community outreach is not ancillary but central to corridor risk reduction, given the presence of unsheltered populations, adjacent residents, businesses, and multiple landowners. Successful implementation requires an all-County-departments approach integrated with public safety agencies (Maui Police Department and Maui Fire Department). Beyond County government, state and federal partnerships are essential—including DLNR Division of Forestry and Wildlife, Hawai’i Department of Transportation, and federal land management agencies—alongside utility providers, private landowners, lessees, community-based organizations, private contractors, and subject matter experts (SMEs).

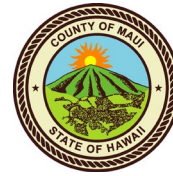
Legal and permitting challenges are substantial across these corridors, given the mix of County, state, and private ownership, as well as jurisdictional overlaps involving road rights-of-way, utility easements, environmental



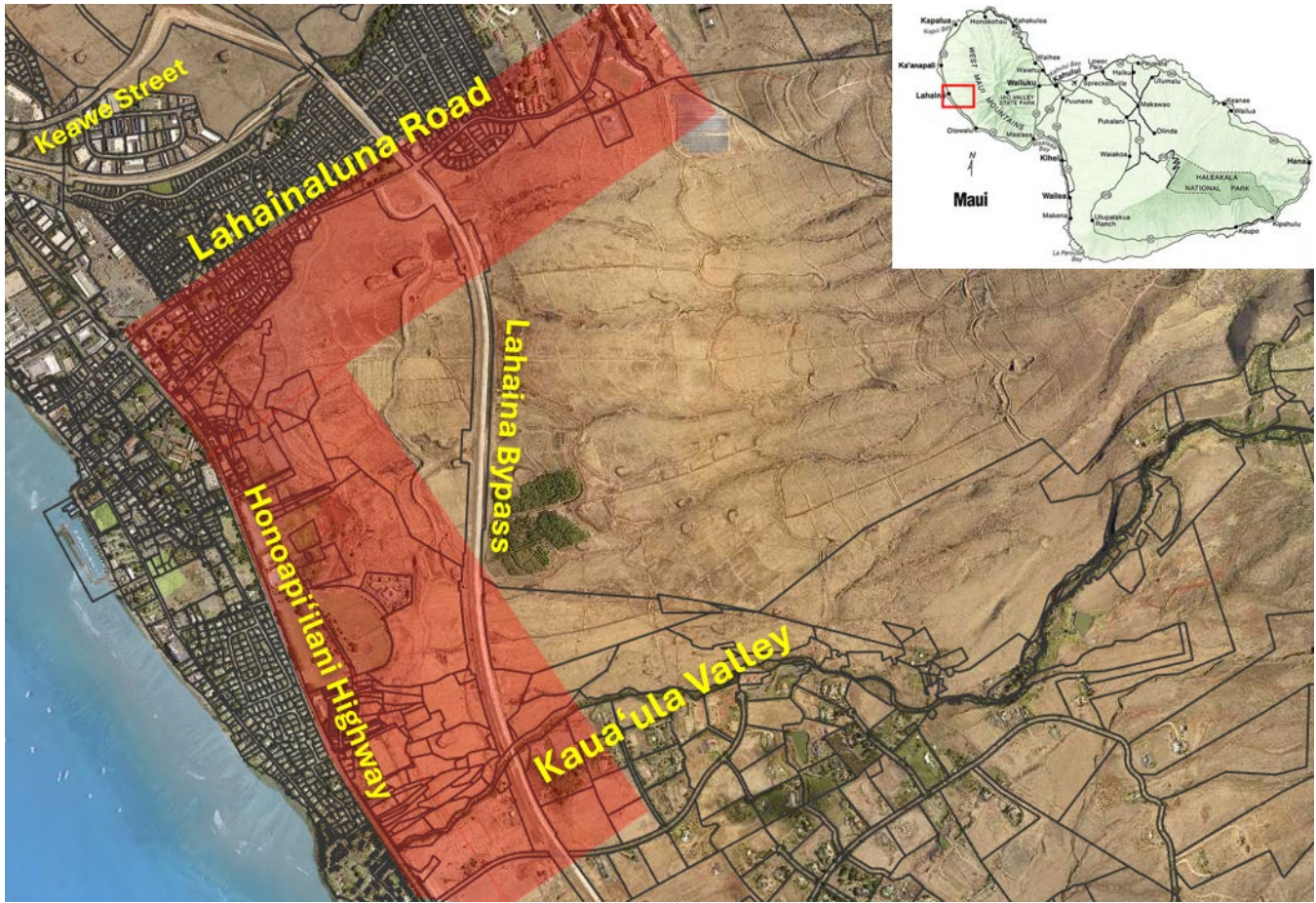
regulations, and cultural resource protections. Securing the necessary permits—from NEPA/HEPA reviews, shoreline and stream setbacks, archaeological surveys for iwi kūpuna, and encroachment permits for work along state highways—will require sustained persistence by MEMA and its partners. Without proactive, patient, and legally sound navigation of these processes, critical mitigation work will face delays or become infeasible. MEMA is committed to persistent, iterative engagement with regulatory agencies, legal counsel, and landowners to clear these hurdles, ensuring that the resulting interventions are ideal for life safety, protective of property and the environment, and cost-beneficial over the long term.

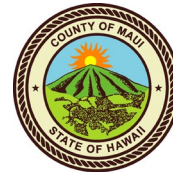
Without targeted, landscape-scale intervention, these corridors pose an imminent risk of catastrophic wildfire similar to the August 2023 Lahaina and Kula fires, with the potential to cut off entire communities from emergency access and egress. The top 5 corridors directly address WRRP Goal 1 (hazardous fuels reduction) by prioritizing strategic vegetation management to interrupt horizontal fuel continuity across vast areas. They also directly address Goal 2 (community resilience and preparedness) by focusing on areas with the highest population density, schools, and the island’s most critical evacuation routes, enabling place-based CWPP actions and public education. Additionally, the corridors support Goal 4 (utility infrastructure resilience) by reducing fuels around regional power lines, communication towers, and other critical assets, and Goal 3 (encampment ignition prevention) by targeting large roadside areas where persistent encampments generate frequent ignitions.

Strategic planning drives every phase—from initial corridor segmentation and prioritization, to securing multi-jurisdictional agreements, to long-term stewardship across mixed ownerships. This collaborative, landscape-scale framework ensures that the County’s corridor-based risk reduction strategy is practical, equitable, and aligned with all applicable laws, including protection of Native Hawaiian cultural assets.



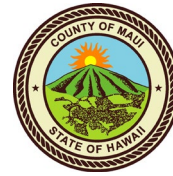
## MAP 1. West Maui Corridor: Kaua'ula Valley to Lahainaluna Road



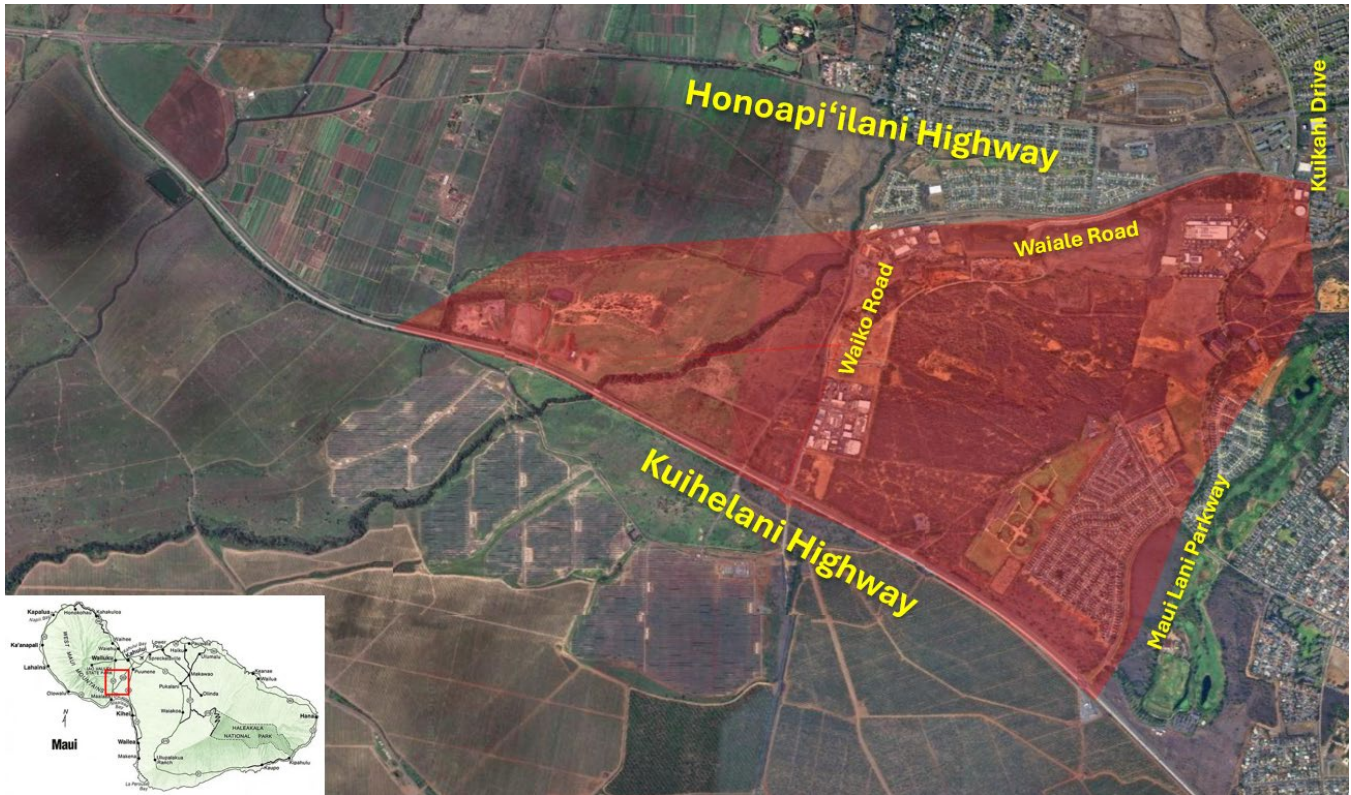


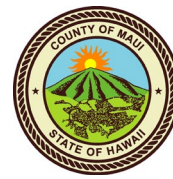
## MAP 2. South Maui Corridor: Pi'ilani Highway from Kaiwahine Villages to Maui Meadows



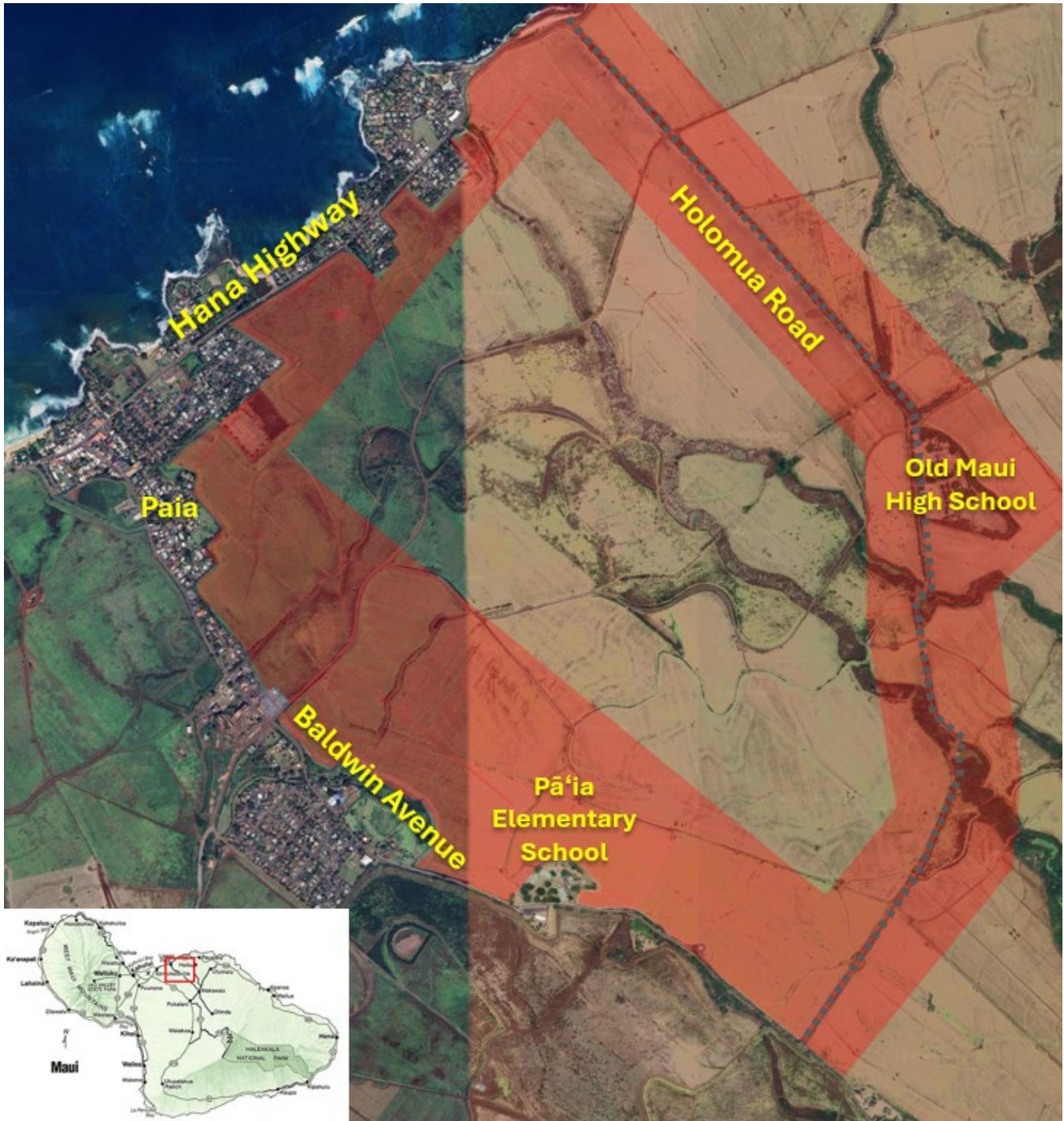


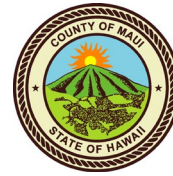
### MAP 3. Central Maui Corridor: Kuihelani Highway to Waiale Road



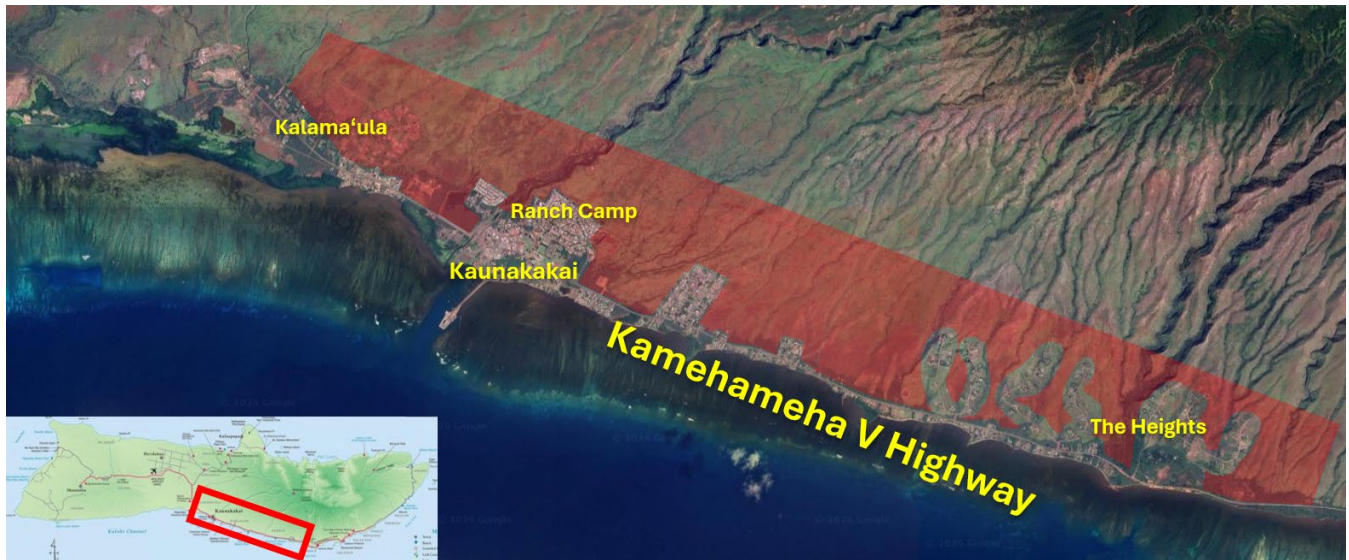


## MAP 4. North Maui Corridor: Holomua Road to Baldwin Avenue





## MAP 5. Central Moloka'i Corridor: Kaunakakai area above Ranch Camp along Kamehameha V Highway (both directions)



# Data Dictionary



## Quick Reference Table

VARIABLE	DEFINITION
<b>Fire Risk (Overall)</b>	The overall threat level of the parcel based on threat to life safety, property, environment, and conditions.
<b>Fuel Availability – 1-Hour</b>	Fine, flashy materials like dead leaves and cured grasses that ignite instantly and carry initial fire spread.
<b>Fuel Availability – 10-Hour</b>	Small branches, twigs, and stems that support fire spread and add moderate intensity after ignition.
<b>Fuel Availability – 100-Hour</b>	Medium branches and small logs that contribute significant intensity and longer burn duration.
<b>Fuel Availability – 1000-Hour</b>	Large branches and heavy logs that are hard to ignite but smolder for days, causing severe soil heating.
<b>Fuel Species</b>	The type of plants on the parcel – non-native grasses are high risk; bare ground or native plants are low risk.
<b>Vertical Arrangement – Ladder Fuels Present</b>	Fire can climb from surface fuels into tree canopies, creating dangerous crown fire – highest risk.
<b>Vertical Arrangement – Surface Fuels Only</b>	Fire remains on the ground in grass or litter and does not climb into trees – lower risk.
<b>Vertical Arrangement – Canopy Only</b>	Fire is only in tree tops with no surface fuel beneath – rare without ground fuel present.
<b>Horizontal Continuity – Continuous</b>	Fuels form an unbroken blanket across the parcel with no gaps – fire spreads freely to the whole area.
<b>Horizontal Continuity – Patchy</b>	Fuels have definite gaps or openings that slow or interrupt fire spread.
<b>Horizontal Continuity – Separated</b>	Fuels are broken into distinct patches by roads, bare soil, or rock – fire spread is blocked.
<b>Prevailing Winds</b>	Describes the direction, timing, and fire spread implications of dominant wind patterns affecting the parcel.
<b>Population Density – High (&gt;5,000)</b>	Parcel is within or adjacent to a town or tourist area with over 5,000 people within 0.5 miles.
<b>Population Density – Medium (500-5,000)</b>	Parcel is on the edge of a residential area with 500 to 5,000 people within 0.5 miles.
<b>Population Density – Low (&lt;500)</b>	Parcel is in a rural or agricultural area with fewer than 500 people within 0.5 miles.
<b>Population Density – Very Low / None</b>	Parcel is remote with no permanent residents within 1 mile.
<b>Built Environment – Historic</b>	Buildings with official historic designation – high cultural value, often lack modern fire resistance.
<b>Built Environment – Plantation-Era</b>	Wood-frame single-wall construction homes from 1900-1960s – highly vulnerable to ember and radiant heat.
<b>Built Environment – Older</b>	Buildings built (Pre-1980) before modern fire codes – may have wooden shake roofs or unrated siding.
<b>Built Environment – Modern</b>	Buildings built to current fire codes with fire-rated materials and defensible space requirements.
<b>Built Environment – Critical Infrastructure</b>	Parcel contains or is adjacent to power substations, water pumps, communication towers, or fuel storage.
<b>Built Environment – Mixed</b>	Parcel is adjacent to a combination of structure types – assess based on the most vulnerable among them.
<b>Built Environment – None / Open Space</b>	No structures within 500 feet – fire risk is primarily ecological with minimal property threat.
<b>Proximity to Structures – 0-5 ft</b>	Parcel edge within five feet of a structure – direct flame contact possible – highest priority.
<b>Proximity to Structures – 5-30 ft</b>	Parcel edge five to thirty feet from a structure – radiant heat can ignite the building – high priority.
<b>Proximity to Structures – 30-100 ft</b>	Parcel edge thirty to one hundred feet from a structure – embers can ignite the building – moderate priority.
<b>Proximity to Structures – &gt;100 ft</b>	No structures within one hundred feet – low direct threat to buildings.
<b>Proximity to Structures – Mixed/Variable</b>	Different sections of the parcel boundary have different distances to structures.
<b>Access for Fire Engines – Yes</b>	Good road access – fire trucks can reach the parcel or adjacent structures without delay.
<b>Access for Fire Engines – No</b>	No road access or locked gates – fire trucks cannot reach the fire.
<b>Access for Fire Engines – Limited</b>	Narrow, steep, or one-lane roads that slow response or restrict larger apparatus.
<b>Fire History</b>	Record of past wildfire burns and human-caused ignitions on or near the parcel.
<b>Risk Narrative</b>	A summary explaining why the parcel is dangerous and what will happen if the County does nothing.
<b>Mitigation Work</b>	The specific actions needed to reduce risk, such as mowing, clearing, grazing, or firebreaks.
<b>Tier 1 (\$)</b>	Comprehensive, multi-phase mitigation addressing short-term ignition risk and long-term fuel reduction.
<b>Tier 2 (\$)</b>	Basic reduction as a reduced-cost step down from Tier 1, lowering risk without fully addressing hazards.



# Complete Variable Definitions of Risk Ranking Criteria

## Fire Risk (Overall)

The parcel's combined wildfire threat level based on fuels, wind, ignition history, and proximity to people or buildings.

**Extreme** = Imminent threat to life safety and property, with explicit consideration of critical facilities or infrastructure (e.g., hospitals, power substations, evacuation routes). Unacceptable risk level requiring immediate mitigation or evacuation.

**High** = Significant potential for adverse consequences to property and critical infrastructure. Life safety is not the primary driver but may be indirectly affected under worst-case conditions. Requires priority intervention within one fire season.

**Moderate** = Predictable, manageable risk over a 2–3 year planning horizon. No expected threat to life, property, or critical infrastructure under typical fire weather conditions. Tolerable with routine mitigation measures.

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## Fuel Availability

**Overall Definition:** A measure of how much flammable vegetation is present on the parcel and how quickly it can ignite and carry fire.

**1-Hour Fuels:** Fine, flashy materials including dead leaves, cured grasses, and small twigs that dry out in one hour or less. These ignite instantly and are responsible for initial fire spread.

**10-Hour Fuels:** Small branches, twigs, stems, and large herbs that take about ten hours to dry after moisture. These support fire spread after ignition and add moderate intensity.

**100-Hour Fuels:** Medium branches, small logs, and main shrub stems requiring one hundred hours to dry. These contribute significant intensity and longer burn duration.

**1000-Hour Fuels:** Large branches, downed logs, stumps, and heavy woody debris taking over one thousand hours to dry. These are difficult to ignite but smolder for days, causing severe soil heating.

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## Fuel Species

The type of plants growing on the parcel. Non-native grasses are high risk; bare ground, irrigated lawn, or native dryland forest are low risk.

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## Vertical Arrangement

How fuels are stacked from the ground to the treetops.

**Ladder Fuels Present:** Fire can climb from surface fuels (grass, shrubs) into tree canopies, creating dangerous crown fire. This is the highest risk condition.

**Surface Fuels Only:** Fire remains on the ground in grass, litter, or low shrubs. Risk is limited to surface spread.

**Canopy Only:** Fire is only in tree tops with no surface fuel beneath. Rare without ground fuel present.



## Horizontal Continuity

How unbroken the fuel bed is across the parcel.

**Continuous (Uniform):** Fuels form an unbroken blanket across the entire parcel with no gaps, allowing fire to spread freely to the whole area. This is the highest risk condition for rapid fire growth.

**Patchy:** Fuels are unevenly distributed with definite gaps or openings, slowing or interrupting fire spread. Fire may stop at gaps or spot across them depending on wind and flame length.

**Separated:** Fuels are broken into distinct patches by significant non-burnable barriers such as roads, bare soil, or rock fields. Fire spread is effectively inhibited under normal conditions.

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## Prevailing Winds

Describes the direction, timing, and fire spread implications of dominant wind patterns affecting the parcel. Includes the wind direction (e.g., northeast, southwest), timing (e.g., daytime trade winds, afternoon sea breeze, nighttime drainage winds, red flag events), and what this means for fire spread (e.g., pushes fire toward town, upslope toward homes, channels through a gulch). This narrative approach provides parcel-specific context that dropdown categories cannot capture.

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## Population Density

The number of people within 0.5 miles of the parcel who could be affected by a fire originating on or adjacent to the parcel. This helps leadership understand potential evacuation scale and life safety risk.

**High (>5,000):** Parcel is within or immediately adjacent to a town center, residential neighborhood, or tourist area with over 5,000 residents or visitors within 0.5 miles. Evacuation would require mass notification and road closures.

**Medium (500-5,000):** Parcel is on the edge of a residential area or near a major thoroughfare with 500 to 5,000 people within 0.5 miles. Evacuation is possible but manageable.

**Low (<500):** Parcel is in a rural or agricultural area with fewer than 500 people within 0.5 miles. Evacuation is limited to scattered homes or individual structures.

**Very Low / None:** Parcel is remote with no permanent residents within 1 mile. Only transient populations (e.g., homeless encampments, recreational users) may be present.

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## Built Environment

Describes the types of structures within or adjacent to the parcel that could be damaged by fire or that create additional ignition risk. Structure age and construction quality directly affect vulnerability to embers and radiant heat.

**Historic:** Buildings with official historic designation (National Register, State Register, or County historic inventory). These have high cultural value, often lack modern fire resistance, and require special preservation considerations for mitigation.

**Plantation-Era:** Wood-frame single-wall construction homes built 1900-1960s, often with original wooden siding, single-pane windows, and no fire-rated materials. These structures are highly vulnerable to ember ignition and radiant heat.



**Older:** Residential or commercial buildings built before modern fire codes (pre-1980). May have wooden shake roofs, unrated siding, or overhanging eaves that trap embers. Fire resistance is lower than modern construction.

**Modern:** Buildings built to current fire codes with fire-rated roofing, tempered glass, and defensible space requirements. Higher resistance to ember and flame exposure.

**Critical Infrastructure:** Parcel contains or is adjacent to facilities essential to community function: power substations, water pumps, communication towers, wastewater treatment plants, or fuel storage. Loss would disrupt regional services.

**Mixed:** Parcel is adjacent to a combination of structure types (e.g., historic buildings, plantation housing, and modern construction). Risk assessment must account for the most vulnerable among them.

**None / Open Space:** Parcel has no structures within 500 feet and is not adjacent to any built environment. Fire risk is primarily ecological with minimal property threat.

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## Proximity to Structures

Distance from the parcel edge to the nearest home, business, or County facility.

**0-5 ft:** Parcel edge is within five feet of a structure. Parcel fuels can contact the structure via direct flame. This is the highest priority for mitigation.

**5-30 ft:** Parcel edge is five to thirty feet from a structure. Radiant heat from parcel fuels can ignite the structure. High priority.

**30-100 ft:** Parcel edge is thirty to one hundred feet from a structure. Embers from parcel fuels can ignite the structure during wind events. Moderate priority.

**>100 ft:** No structures within one hundred feet of the parcel edge. Low direct threat to structures.

**Mixed/Variable:** Different sections of the parcel boundary have different distances to structures.

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## Access for Fire Engines

Whether fire engines can reach the parcel or adjacent structures.

**Yes:** Good road access with adequate width, turning radius, and weight capacity for fire apparatus.

**No:** No road access, locked gates, or terrain that prevents engine entry.

**Limited:** Narrow, steep, or one-lane roads that slow response or restrict larger apparatus.

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## Fire History

Record of past wildfire burns and human-caused ignitions on or near the parcel. Includes both natural fire occurrence and human ignitions from homeless encampments, arson, power lines, roadside activity, or agricultural burning. A long absence of fire means dangerous fuel buildup; frequent fires or repeated ignitions indicate a high-frequency fire regime with high probability of future starts.



## Risk Narrative

A plain-language summary explaining why the parcel is dangerous and what will happen if the County does nothing. Describes the combination of fuels, wind patterns, ignition sources, and nearby people or buildings. Includes specific consequences such as evacuation of residents and schools, loss of access to emergency routes, power cuts, liability for structure ignitions, and the potential for catastrophic outcomes similar to past fire disasters.

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## Mitigation Work

The specific actions needed to reduce risk on this parcel. Examples include mechanical mowing, hand-clearing, grazing, or installing gravel firebreaks.

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## Tier 1

Comprehensive, high-intensity mitigation approach designed to address both immediate (short-term) ignition threats and sustained (long-term) risk reduction. Tier 1 interventions target the full fire risk pathway: elimination of persistent ignition sources, removal of hazardous fuels, modification of fuel continuity, and establishment of durable risk controls (e.g., firebreaks, access improvements, maintenance plans).

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## Tier 2

Basic, low-intensity mitigation serving as a reduced-cost step down from optimized Tier 1 funding, focused on reducing immediate, localized hazards without fully resolving underlying risk drivers. Tier 2 interventions include manual vegetation trimming, periodic trash removal, outreach to at-risk populations, and minor debris clearance. These actions lower the probability of ignition or slow initial fire spread but do not eliminate sustained risk from continuous fuels, ladder fuels, or persistent ignition sources.



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# Maui Emergency Management Agency Training and Exercise Program (TEP)

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January 15, 2026

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## **I. PURPOSE**

This document establishes the Maui Emergency Management Agency (MEMA) Training and Exercise Program (TEP) as an operational program. It defines required training pathways, exercise practices, and certification standards used to build and maintain emergency management capability across MEMA, response partners, and the community. This document is instructional and programmatic in nature and is not a status report or briefing.

## **II. INTENTIONS**

The MEMA Training and Exercise Program (TEP) provides a structured, repeatable approach for developing, validating, and sustaining emergency management capability in Maui County. The program ensures personnel assigned to the Maui Emergency Operations Center (MEOC) and Incident Management Team (IMT) roles are trained, qualified, and operationally ready to perform their functions during emergencies of any scale.

The TEP emphasizes:

- Role-based qualification rather than course completion alone
- Recurring practice through exercises and scenario-based training
- Validation of plans, annexes, and procedures under realistic conditions
- Scalable participation across MEMA staff, partners, and the community

### **Blue Skies and Gray Skies Context**

Training and exercises are designed to prepare staff for both steady-state (“blue skies”) and activated (“gray skies”) environments. Blue skies activities focus on planning, training, system readiness, and capability development. Gray skies activities focus on executing MEOC roles, applying Operational Readiness Standards (ORS), and sustaining coordinated operations during incidents.

## **III. EXECUTIVE SUMMARY**

The MEMA Training and Exercise Program (TEP) is an operational readiness system designed to deliberately build, validate, and sustain emergency management capability across Maui County. The program emphasizes demonstrated performance, coordination, and execution under realistic conditions.

The TEP is organized into four integrated sub-programs: MEMA Staff Training, Response Partner Training, Community Response Network Training, and Incident Management Team (IMT) Development. These sub-programs provide a progressive pathway from foundational knowledge through scenario-based application, operational validation, and real-world execution.

Readiness is validated through Operational Readiness Standards (ORS), participation in exercises and workshops, and observed performance during exercises, planned events, and incidents. Annual execution is reflected in a coordinated calendar illustrating progression from seminars and workshops to tabletop, functional, and full-scale exercises.

#### **IV. RELATIONSHIP TO THE INTEGRATED PREPAREDNESS PLAN (IPP)**

The TEP is an execution component of the Maui County Integrated Preparedness Plan (IPP). The IPP establishes preparedness priorities and capability targets based on risk, mission requirements, and identified gaps. The TEP operationalizes these priorities through scheduled training, exercises, and readiness validation activities.

#### **V. DEFINITIONS AND TRAINING ACTIVITY TYPES**

**Certification** — Formal recognition that an individual has met defined requirements. Certification alone does not constitute operational qualification unless explicitly designated by MEMA.

**Training** — Structured instruction designed to develop or reinforce knowledge and skills.

**Workshop** — Interactive sessions focused on developing or refining plans and procedures.

**Seminar** — Information-focused instructional sessions introducing concepts or systems.

**Tabletop Exercise (TTX)** — Facilitated, scenario-based discussions examining roles and decisions.

**Functional Exercise** — Scenario-driven exercises testing coordination and information flow.

**Full-Scale Exercise** — High-fidelity exercises involving personnel, resources, and systems.

**Operational Readiness Validation** — Performance-based confirmation that assigned roles can be executed under realistic conditions.

## VI. PROGRAM STRUCTURE

The Training and Exercise Program consists of four integrated sub-programs:

- **MEMA Staff Training Program**
- **Response Partner Training Program**
- **Community Response Network Training Program**
- **Incident Management Team (IMT) Development Program**

These sub-programs are complementary and mutually reinforcing, progressing from foundational knowledge to sustained operations.

## VII. PROGRAM TIMELINE AND ANNUAL PLANNING CYCLE

MEMA coordinates with the Hawai'i Emergency Management Agency (HIEMA) and County, State, and partner agencies to align training priorities and calendars. Monthly coordination meetings synchronize planned activities, reduce duplication, and maximize participation.

### A. Effective Period

The TEP is effective from January 15 through January 15 of each calendar year and is implemented continuously through an annual training and exercise calendar.

### B. Annual Training Plan Development

The annual training plan serves as the execution plan for the TEP and is developed beginning in November of the preceding year. Planning is informed by IPP priorities, After-Action Reports (AARs), partner and community planning efforts, statewide and national priorities, and identified capability gaps.

### C. Annual Readiness Outcomes

Annual readiness outcomes include sustained ORS certification, demonstrated MEOC operational capability, recurring participation in role-based exercises,

partner and community familiarity with MEOC processes, progressive IMT development, and documented identification of strengths and gaps. Readiness is defined by demonstrated performance.

#### **D. Exercise-to-Improvement Process**

Exercises function as validation and diagnostic tools. AARs and feedback are reviewed by the Training Officer and Operations Coordination Section Chief. Findings inform future training content, exercise design, ORS updates, calendar sequencing, and policy or procedure updates.

### **VIII. PROGRAM GOVERNANCE AND APPLICABILITY**

The TEP operates under the authority of the IPP and applies to MEMA staff, assigned MEOC and IMT personnel, participating County departments, response partners, and designated community response networks. Participation may be required to maintain assignment eligibility.

#### **Training Prioritization and Conflict Resolution**

Conflicts between training activities, exercises, operational demands, staffing availability, or competing priorities are resolved collaboratively by the Administrator, Operations Coordination Section Chief, and Training Officer. Training priorities are finalized prior to issuance of the annual Training and Exercise Calendar. Final approval authority rests with the Administrator. Once issued, the calendar serves as the authoritative planning document for training and exercise execution.

### **IX. 2026 TRAINING AND EXERCISE CALENDAR – AT A GLANCE**

**Bolded courses** indicate training hosted by MEMA on Maui. Activities illustrate progression from workshops and seminars to tabletop, functional, and full-scale exercises.

#### **Calendar Legend and Interpretation**

- Seminars and workshops: orientation and coordination
- Tabletop exercises: discussion-based decision-making
- Functional exercises: coordination and systems testing
- Full-scale exercises: integrated operational validation
- Weekly TTX and MEMACC: steady-state readiness reinforcement

## JANUARY

- Logistics Functional Exercise (HIEMA)
- AWR-167 – Sport and Special Event Risk Management and Planning (HIEMA) 5-6 Jan
- MGT-475 – Crowd Management for Sport and Special Events (HIEMA) 7-8 Jan
- Weekly TTX and MEMACC

## FEBRUARY

- US Coast Guard Search and Rescue Full Scale Exercise (MEMA)
- Evacuation/Reunification, Access/Functional Needs, Integration, Communication/Public Information Workshop (HIEMA)
- Homeland Security Exercise and Evaluation Program Course (HSEEP) (MEMA)
- L-0973 – AHPS Finance/Admin Section Chief Course – (Oahu County EM)
- MEOC Essentials Course for EOC Partners
- Weekly TTX and MEMACC

## MARCH

- Mass Care/Sheltering, Emergency Feeding, Disability Access Functional Needs (DAFN) & Vulnerable Communities, Commodity Points of Distribution (PODs) Workshop (MEMA)
- HIEMA Local Tsunami Tabletop Exercise (HIEMA)
- **ICS-300 Intermediate Incident Command System for Expanding Incidents (MEMA)**
- **ICS-400 Advanced Incident Command System for Command and General Staff (MEMA)**
- MGT-412 – Sport and Special Event Evacuation and Protective Action (HIEMA) 9-10 Mar
- MGT-466 – Sport and Special Event Enhanced Risk Management and Assessment (HIEMA) 11-12 Mar
- E/K-105 – Public Information Basics (EMI)
- Weekly TTX and MEMACC

## APRIL

- 93rd Civil Support Team (CST) Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Full Scale Exercise (MEMA)

- Makani Pahili – Pre-Impact Functional Exercise (HIEMA) – 27 Apr – 1 May
- Mass Care Workshop and Hands-on Training with Partners (MEMA)
- Mass Care Tabletop Exercise (TTX) (Sheltering, Feeding, PODs, DAFN) (MEMA)
- HECO Public Safety Power Shutoff (PSPS) Tabletop Exercise (MEMA)
- MGT-318: Public Information in an All-Hazards Incident (MEMA)
- 2026 Access and Functional Needs (AFN) Conference 7-9 Apr
- Weekly TTX and MEMACC

## MAY

- Makani Pahili – Post-Impact Functional Exercise (HIEMA) – 1-8 May
- **L-0964 - Situation Unit Leader Course (MEMA)**
- **G-191 – EOC/ICS Interface (MEMA)**
- **G-2300 – Intermediate EOC Functions (MEMA)**
- **G-0402 – NIMS Overview for Senior Officials (MEMA)**
- K-552 Public Works Damage Assessment (MEMA)
- L-0965 – Resource Unit Leader Course – (Oahu County EM)
- MEOC Essentials Course for EOC Partners
- Weekly TTX and MEMACC

## JUNE

- Search and Rescue (SAR) Workshop (MEMA)
- **L-0970 – Supply Unit Leader Course – (MEMA)**
- MGT-346: EOC Operations and Planning for All-Hazards (MEMA)
- E/K0101: Foundations of Emergency Management (MEMA)
- E/K0102: Fundamentals of Threats and Hazards (MEMA)
- E/K0103: Planning: Emergency Operations (MEMA)
- Weekly TTX and MEMACC

## JULY

- **Crisis Track Damage Assessment & Recovery Training (MEMA)**
- Environmental Systems Research Institute (ESRI) Geographic Information Systems (GIS) User Conference 13-17 Jul
- L-0449 – Train-the-Trainer Course – (Oahu County EM)
- Weekly TTX & MEMACC

## **AUGUST**

- MEMA Mass Care Functional Exercise (Sheltering, Feeding, PODs, DAFN)
- **L-0969 – Communications Unit Leader Course**
- **ICS-300 Intermediate Incident Command System for Expanding Incidents (MEMA)**
- **ICS-400 Advanced Incident Command System for Command and General Staff (MEMA)**
- L-0954 – AHPS Safety Officer Course (Oahu County EM)
- MEOC Essentials Course for EOC Partners
- Weekly TTX and MEMACC

## **SEPTEMBER**

- **L-0958 – Operations Section Chief Course (MEMA)**
- Weekly TTX and MEMACC

## **OCTOBER**

- Mass Care Gaming Exercise (TTX) (MEMA)
- **O-0305 Type 3 All-Hazards IMT Course (MEMA)**
- Distant Tsunami Functional Exercise (HIEMA)
- Weekly TTX and MEMACC

## **NOVEMBER**

- E/K-210 Recovery from Disaster; The Local Community Roles (MEMA)
- **G-191 EOC/ICS Interface (MEMA)**
- **G-2300 Intermediate EOC Functions (MEMA)**
- **G-0402 – NIMS Overview for Senior Officials (MEMA)**
- MEOC Essentials Course for EOC Partners
- Weekly TTX and MEMACC

## **DECEMBER**

- Mass Care Full-Scale Exercise -MEOC and Maui County Emergency Services (MEMA)
- E/K-212 Unified Recovery Group Ops
- Weekly TTX and MEMACC

# MEMA STAFF TRAINING PROGRAM

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## I. PROGRAM OVERVIEW

The MEMA Staff Training Program establishes a structured approach to preparing MEMA personnel to perform effectively in assigned Emergency Operations Center (MEOC) roles. The program ensures staff develop the functional knowledge, coordination capability, and operational familiarity required to support MEOC operations across all activation levels.

The program is informed, where appropriate, by the principles and position qualification concepts of the National Qualification System (NQS) and the Hawai'i Qualification System. While not all MEOC functions are formally defined or credentialed under these systems, MEMA uses them as reference frameworks to promote interoperability, consistency, and professional development while maintaining local qualification authority.

## II. PROGRAM OBJECTIVES

The MEMA Staff Training Program is designed to:

- A. Establish a common operational foundation across MEMA staff
- B. Prepare personnel for role-specific responsibilities within the MEOC
- C. Support consistent staffing, cross-coverage, and operational depth
- D. Reinforce coordination with incident command and partner agencies
- E. Maintain readiness through recurring training and exercises

## III. PROGRAM COMPONENTS

The MEMA Staff Training Program consists of five integrated components.

### A. Baseline Certification Requirements

All MEMA staff complete baseline Incident Command System (ICS) and Emergency Operations Center (EOC) training to establish a shared operational framework.

Baseline Certifications include:

- IS 100 — *Introduction to the Incident Command System*
- IS 200 — *Basic Incident Command System for Initial Response*
- IS-230 — *Fundamentals of Emergency Management*

- ICS 300 — *Intermediate Incident Command System for Expanding Incidents*
- ICS 400 — *Advanced Incident Command System for Command and General Staff*
- IS 700 — *National Incident Management System (NIMS): An Introduction*
- IS 800 — *National Response Framework (NRF): An Introduction*
- G-191 — *Emergency Operations Center / Incident Command System Interface*
- MGT – 346 EOC Operations and Planning
- G-2200 — *Basic Emergency Operations Center (EOC) Functions*
- G-2300 — *Intermediate Emergency Operations Center (EOC) Functions*

#### B. Position-Specific Training and Certification

Position-specific training prepares staff to function effectively in assigned MEOC leadership, section, branch, and unit roles. Training pathways are aligned with the MEOC Staffing Requirements Plan and identify foundational preparation necessary for each position.

The program leverages nationally recognized FEMA training, including Independent Study courses and selected instructor-led offerings, to build functional understanding in a scalable and repeatable manner. Position-specific training supports continuity of operations by enabling cross-training and reducing reliance on single individuals for critical functions.

Detailed position-specific training pathways are documented in **Attachment A**.

#### C. Operational Readiness Standards (ORS)

All MEMA staff assigned to MEOC duties complete Operational Readiness Standards (ORS) certification as a condition of activation readiness. ORS is a mandatory, annual, performance-based certification administered by the MEMA Training Officer beginning at the start of each fiscal year.

ORS certification verifies the ability to activate and support MEOC operations under time-sensitive conditions and confirms readiness to perform MEOC functions when assigned.

**See Attachment B. MEMA Staff – Operational Readiness Standards (ORS)**

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D. MEMACC – MEMA Core Competency Training

MEMA Core Competency (MEMACC) training consists of weekly, 60-minute sessions designed to reinforce foundational knowledge, systems use, internal procedures, partner capabilities, and lessons learned.

Elements of ORS are intentionally reinforced throughout MEMACC sessions to maintain familiarity with core MEOC processes in a steady-state environment. MEMACC supports ongoing readiness but does not replace formal ORS certification.

E. Tabletop Exercises (TTX)

MEMA conducts recurring, scenario-based tabletop exercises lasting approximately two to three hours. These exercises actively engage MEOC functional roles and are used to operationalize plans, annexes, and procedures.

Tabletop exercises may involve MEMA staff only, selected functional branches, or full MEOC participation depending on exercise objectives.

F. Advanced Professional Development and Executive Education

The Maui Emergency Management Agency (MEMA) supports selective participation in nationally recognized professional certification and executive-level graduate education programs to strengthen leadership capability, institutional resilience, and long-term emergency management effectiveness. These programs are considered advanced professional development pathways and are distinct from baseline, position-specific, and operational readiness training requirements within the Training and Exercise Program (TEP).

MEMA recognizes two primary pathways:

- **Certified Emergency Manager (CEM)** through the International Association of Emergency Managers, which validates professional competency, leadership, and national best practices in emergency management. This is a portfolio-based process with a nominal fee for testing.

- **Master’s Program at the Center for Homeland Defense and Security** (Naval Postgraduate School), which provides executive-level education in strategic leadership, crisis decision-making, and complex incident governance. If approved, this pathway is covered by the Center of Homeland Defense and Security.

Participation in these programs is intended to support leadership development, succession planning, and the ability to manage complex, large-scale, or prolonged incidents.

Selection is initiated by the MEMA Administrator based on agency needs and leadership considerations and is subject to operational feasibility and resource availability. Final authorization is provided by the Mayor, consistent with County governance and executive oversight. Participation is selective, mission-driven, and not entitlement-based.

#### **IV. PROGRAM GOVERNANCE AND MAINTENANCE**

The MEMA Training Officer is responsible for administering, coordinating, and maintaining the MEMA Staff Training Program. Training content and course references are reviewed periodically to ensure continued alignment with FEMA training doctrine, operational needs, and organizational priorities.

Updated or successor FEMA courses addressing equivalent competencies may be accepted without formal revision to this document.

#### **V. REFERENCE AND ATTACHMENTS**

- A. Attachment A – Position-Specific Training and Certification Pathways
- B. Attachment B MEMA Staff – Operational Readiness Standards (ORS)
- C. MEOC Staffing Requirements Plan
- D. MEMA Training and Exercise Program
- E. IAEM CEM Program
- F. CHDS Masters’ Program

# RESPONSE PARTNER TRAINING PROGRAM

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## I. PROGRAM OVERVIEW

The Response Partner Training Program establishes a structured approach to preparing partner agencies and organizations that support Maui Emergency Management Agency (MEMA) Emergency Operations Center (MEOC) operations. Response Partners are individuals and organizations—public, private, nonprofit, or specialized—that are expected to coordinate through or report to the MEOC during activations to support emergency response, recovery, or mitigation operations.

This program is designed to improve interoperability, coordination, and shared understanding between MEMA and its response partners by familiarizing participants with MEOC structure, processes, and branch-level coordination expectations while respecting the varied missions, authorities, and capacities of participating organizations.

## II. PROGRAM OBJECTIVES

The Response Partner Training Program is designed to:

- A. Improve coordination between MEMA and response partners during MEOC activations
- B. Establish a shared understanding of emergency management concepts and MEOC operations
- C. Familiarize partners with MEOC roles, processes, and information-sharing tools
- D. Strengthen branch-level coordination across emergency services, human services, and critical infrastructure
- E. Support scalable and repeatable partner participation

## III. PROGRAM COMPONENTS

### A. Baseline Incident Command System Training

Response partners may participate in baseline Incident Command System (ICS) training to establish a common operational language and coordination framework.

Baseline training may include:

- ICS 100, 200, 300, 400
- IS 700, IS 800

#### B. MEOC Essentials Course (Required)

All response partners who interface with the MEOC must complete the MEOC Essentials Course.

The MEOC Essentials Course is a four-hour orientation that provides a functional understanding of how the MEOC operates and how response partners integrate into MEOC coordination.

Core topics include:

- MEOC organizational structure and roles
- Emergency management processes and procedures
- Situational awareness tools and reporting
- PISTN board execution
- Forms use and information flow
- Branch operations
- Communications and coordination protocols

#### C. Position-Specific EOC Training (Optional)

Position-specific EOC training may be offered to response partners who routinely support MEOC functions or are expected to fill specific coordination roles during activations. Participation is optional and based on operational need and partner role expectations.

#### D. Branch-Based Workshops and Tabletop Exercises

MEMA conducts branch-based workshops and tabletop exercises to strengthen coordination within functional areas.

Branch-based activities are conducted for:

- Emergency Services Branch
- Human Services Branch
- Critical Infrastructure Branch

These activities focus on coordination, information-sharing, and application of relevant plans and annexes.

#### **IV. ROLE AND PARTICIPANTS ADDRESSED**

This program applies to response partners who interface with or support MEOC operations during activations. Participation levels vary based on partner mission, operational role, and coordination requirements.

#### **V. PROGRAM GOVERNANCE AND MAINTENANCE**

MEMA coordinates and delivers the Response Partner Training Program. Training content and delivery methods are reviewed periodically to ensure alignment with operational needs and partner capabilities. Participation in this program does not confer MEMA staff status or supersede partner agency authorities.

#### **VI. REFERENCES**

- A. MEMA Training and Exercise Program (TEP)
- B. MEOC Staffing Requirements Plan
- C. Applicable MEOC Plans and Annexes

# COMMUNITY RESPONSE NETWORK TRAINING PROGRAM

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## I. PROGRAM OVERVIEW

The Community Response Network Training Program provides structured, optional training opportunities for community leaders, volunteers, and community-based organizations who may support Emergency Operations Center (MEOC) operations through coordination, liaison, or advisory functions during activations.

This program is designed to build a prepared and informed community network that understands how the MEOC operates, how information flows during emergencies, and how community-based perspectives and capabilities can be effectively integrated into County emergency coordination.

## II. PROGRAM OBJECTIVES

The Community Response Network Training Program is designed to:

- A. Increase community understanding of MEOC operations and emergency coordination
- B. Build a cadre of community leaders familiar with emergency management concepts and processes
- C. Support effective liaison and coordination between MEMA and community organizations during incidents
- D. Strengthen information-sharing, trust, and coordination between the County and the community
- E. Provide scalable training opportunities without establishing mandatory requirements

## III. PROGRAM COMPONENTS

The Community Response Network Training Program consists of four integrated components, all of which are optional unless otherwise specified.

- A. Incident Command System (ICS) and Emergency Operations Center (EOC) Training

Community Response Network participants may elect to complete baseline Incident Command System (ICS) training to develop familiarity with emergency management terminology and coordination concepts.

Optional training may include:

- ICS 100, 200, 300, 400
- IS 700
- G-191

#### B. MEOC Essentials Course

Community Response Network participants may complete the MEOC Essentials Course, a four-hour orientation designed to provide a functional understanding of how the MEOC operates and how community organizations interface with County emergency coordination.

Core topics include:

- MEOC organizational structure and roles
- Emergency management processes and procedures
- Situational awareness tools and reporting
- PISTN board execution
- Forms use and information flow
- Branch operations
- Communications and coordination expectations

Completion of the MEOC Essentials Course supports effective liaison and coordination but does not confer staff status or operational authority.

#### C. Optional Position-Specific Training

Optional position-specific training may be offered to community participants who routinely support MEOC coordination, advisory, or liaison functions. This training is designed to improve familiarity with specific MEOC roles or functional areas and is offered based on operational need and participant interest.

Participation in position-specific training does not establish credentialing or qualification requirements.

#### D. Community-Focused Workshops and Tabletop Exercises

MEMA may conduct workshops and tabletop exercises designed specifically for Community Response Network participants. These activities emphasize coordination, information-sharing, and community integration during

emergencies and may focus on functional areas such as mass care, human services, communications, or community recovery.

#### **IV. PARTICIPANT ADDRESSED**

The Community Response Network Training Program applies to community leaders, volunteers, nonprofit organizations, faith-based groups, neighborhood organizations, and other community-based entities that may support or interface with the MEOC during activations.

Participation is voluntary and based on interest, availability, and relevance to emergency coordination needs.

#### **V. PROGRAM GOVERNANCE AND MAINTENANCE**

MEMA coordinates and administers the Community Response Network Training Program. Training content and delivery methods are reviewed periodically to ensure relevance to community needs and alignment with MEOC operations.

Participation in this program does not confer MEMA staff status, emergency authority, or operational command responsibilities.

#### **VI. REFERENCES**

- A. MEMA Training and Exercise Program (TEP)
- B. MEOC Staffing Requirements Plan
- C. Applicable MEOC Plans and Annexes

# INCIDENT MANAGEMENT TEAM DEVELOPMENT PROGRAM

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## I. PROGRAM OVERVIEW

The Incident Management Team (IMT) Development Program builds advanced incident management capability by identifying, training, and developing personnel from Maui Emergency Management Agency (MEMA), response partner agencies, and the community who may serve in incident management roles during complex or extended incidents.

The program strengthens Maui County's ability to manage incidents that exceed routine response capacity by developing personnel capable of operating within the Incident Command System (ICS) and coordinating effectively with the MEMA Emergency Operations Center (MEOC).

### A. IMT Capability Focus

As part of this program, MEMA is strengthening countywide incident management capability by developing a multi-disciplinary Type 3 Incident Management Team (IMT) roster. This capability is intended to support incidents that require advanced ICS management structures, including Incident Complexes, multiple IMTs operating simultaneously, and, where appropriate, Area Command.

Under ICS, an Incident Complex may be established when multiple incidents occur in close proximity, share common objectives or resources, and can be managed under a single Incident Commander. The IMT Development Program supports the development of personnel capable of operating within incident complex structures and transitioning between single-incident and complex incident management as conditions evolve.

The program also supports scenarios in which multiple Type 3 IMTs are assigned to manage distinct incidents or operational areas within a countywide disaster. In such cases, IMTs operate under established ICS principles, maintaining coordination with the MEOC for policy support, resource coordination, and situational awareness.

When multiple Incident Commanders or IMTs are engaged, Area Command may be established consistent with ICS doctrine to provide overall incident prioritization, resource allocation, and strategic coordination. Area Command does not replace Incident Command but ensures alignment across

incident management organizations when incident complexity, geographic dispersion, or operational tempo exceeds the capacity of a single IMT.

Emphasis is placed on building IMT depth and availability to support operations on Moloka'i, Lāna'i, and East Maui, recognizing the unique logistical, geographic, and access considerations associated with these areas. IMT development efforts prioritize personnel from MEMA, partner agencies, and qualified community members to support scalable, locally informed incident management capability.

This capability focus establishes a development framework and does not create standing deployment commitments or guaranteed assignments.

#### B. Planned Events as Incident Management Development Opportunities

Planned events provide valuable opportunities to develop and validate incident management capability in a controlled and predictable environment. MEMA may utilize County-sponsored or permitted planned events as incident management training and evaluation opportunities consistent with the Incident Command System (ICS).

Planned events are managed using ICS principles, including the development of incident objectives, Incident Action Plans (IAPs), operational periods, and coordination with partner agencies. When appropriate, planned events may be used to support IMT development, position-specific experience, and coordination between field-level incident management and the MEOC.

The use of planned events for IMT development supports skill-building, team integration, and evaluation without the operational uncertainty associated with no-notice incidents. Participation in planned event operations does not alter event management authority, permitting processes, or lead agency responsibility and is applied selectively based on event scope, complexity, and training value.

## II. PROGRAM OBJECTIVES

The IMT Development Program is designed to:

- A. Build advanced incident management capability across MEMA, partner agencies, and the community
- B. Establish structured development pathways for incident command and general staff roles

- C. Support the use of incident complexes, multiple IMTs, and Area Command when incident conditions warrant
- D. Utilize planned events, exercises, and real-world incidents to reinforce incident management proficiency
- E. Strengthen coordination between incident command and the MEOC during extended operations
- F. Increase depth, redundancy, and continuity in countywide incident management capability

### **III. PROGRAM COMPONENTS**

The IMT Development Program consists of five integrated components.

#### **A. Candidate Identification and Selection**

IMT candidates may be identified from MEMA staff, response partner agencies, and qualified community members based on interest, experience, demonstrated aptitude, and operational need. Selection emphasizes functional capability, availability, and willingness to participate in training, exercises, and incident assignments.

Participation in the IMT Development Program is voluntary and does not guarantee deployment or assignment.

#### **B. Incident Management Training Pathways**

IMT candidates participate in structured training pathways designed to build competency in incident management roles. Training may include a combination of:

- Incident Command System (ICS) training
- Incident management-focused coursework
- Position-specific training aligned with command and general staff functions

Training pathways are tailored to the candidate's intended role and experience level and support progressive development.

#### **C. Exercises and Simulated Incident Experience**

IMT candidates participate in exercises and scenario-based training designed to apply incident management concepts under realistic conditions. Activities

may include tabletop, functional, and full-scale exercises and may be conducted independently or in coordination with MEOC exercises.

Exercise participation supports skill development, team integration, and familiarity with complex incident environments.

#### D. Real-World Incident Participation

IMT development is reinforced through participation in real-world incidents when appropriate opportunities exist. Incident assignments provide practical experience, reinforce training, and support progression within the IMT Development Program.

Participation in incidents is based on operational need, candidate readiness, and availability.

#### E. Qualification Validation and Progression

IMT qualification and progression are validated through demonstrated performance, not course completion alone. Validation may include observed performance during exercises, after-action feedback, and participation in actual incidents.

Progression within the IMT Development Program is incremental and based on demonstrated capability, experience, and continued participation.

### **IV. COMMUNITY PARTICIPATION PATHWAY**

The IMT Development Program is inclusive of qualified community members who are willing and able to contribute to incident management capability in Maui County. MEMA seeks to identify and offer a voluntary development pathway for community members with relevant experience, skills, or local knowledge who may support incident management functions during complex or extended incidents.

Community participation supports depth, continuity, and locally informed capability, particularly in geographically distinct areas of the County. Participation is based on interest, demonstrated aptitude, completion of applicable training, and performance in exercises or real-world operations.

Participation in the IMT Development Program does not confer employment status, emergency authority, or guaranteed assignment.

## **V. PARTICIPANTS ADDRESSED**

The IMT Development Program applies to:

- MEMA personnel
- Response partner agency personnel
- Qualified community members

Participants retain their primary employment, volunteer, or organizational status. Participation does not alter agency authority, command relationships, or employment arrangements.

## **VI. PROGRAM GOVERNANCE AND MAINTENANCE**

MEMA coordinates and administers the IMT Development Program in collaboration with partner agencies as appropriate. Program structure, training pathways, and participation criteria are reviewed periodically to ensure alignment with operational needs, incident experience, and recognized incident management practices.

IMT development activities do not supersede MEOC staffing requirements or local emergency management authorities.

## **VII. REFERENCES**

- A. Applicable Incident Management and Emergency Operations Plans
- B. National Incident Management System (NIMS)
- C. Incident Command System (ICS)
- D. National Qualification System (NQS)
- E. National Response Framework (NRF)
- F. Hawaii Qualification System (HQS)

## **APPENDIX A – POSITION SPECIFIC TRAINING PATHWAYS**

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### **PURPOSE**

This appendix documents MEMA’s foundational, position-specific training pathways for leadership and section-level staffing within the Maui Emergency Management Agency (MEMA) Emergency Operations Center (MEOC).

The training pathways identified herein:

- Establish baseline training expectations for MEOC roles
- Support effective coordination with Incident Command and Incident Management Teams (IMTs)
- Build capability across response, recovery, mitigation, and external affairs
- Reflect current FEMA training doctrine and nationally recognized emergency management practice

This appendix is incorporated by reference into the MEMA Training and Exercise Program (TEP). It does not represent the full scope of MEMA training, professional development, or qualification requirements.

Completion of FEMA Independent Study (IS), G-series, or IMT courses listed in this appendix does not independently credential MEOC positions. All MEOC roles are locally qualified through MEMA governance, Operational Readiness Standards (ORS), exercises, and validated operational performance.

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### **COURSE CURRENCY AND UPDATES**

MEMA recognizes that FEMA course offerings, course numbers, and delivery formats evolve over time. Updated, superseded, or replacement FEMA courses addressing equivalent functional competencies shall be considered acceptable without formal amendment to the TEP.

The MEMA Training Officer, in coordination with agency leadership, is responsible for maintaining alignment between this appendix and current FEMA training doctrine.

## **EOC Director**

- **IS-230.e** — *Fundamentals of Emergency Management*
  - **IS-240.c** — *Leadership and Influence*
  - **IS-241.c** — *Decision Making and Problem Solving*
  - **IS-402.c** — *Incident Command System Overview for Executives and Senior Officials*
  - **G-402** — *ICS Overview for Executives and Senior Officials*
- 

## **Operations Coordination Section Chief**

- **IS-703.a** — *NIMS Resource Management*
- **G-402** — *ICS Overview for Executives and Senior Officials*
- **E/LIG-0302** — *Operations Section Chief*
- **O-0305** — *Type 3 All-Hazards Incident Management Team*

## **Isolated Community Specialist**

- **IS – 701** – *Multijurisdictional Incident Management*
  - **E/LIG-0302** — *Operations Section Chief*
- 

## **Planning Coordination Section Chief**

- **IS-241.c** — *Decision Making and Problem Solving*
- **G-402** — *ICS Overview for Executives and Senior Officials*
- **E/LIG-0303** — *Planning Section Chief*
- **O-0305** — *Type 3 All-Hazards Incident Management Team*
- **E/LIG-0146** — *Situation Unit Leader*
- **E/LIG-0147** — *Documentation Unit Leader*

## **Situation Unit Leader (SITL)**

- **E/LIG – 0146** – *Situation Unit Leader*

## **Documentation Unit Leader (DOCL)**

- **E/LIG-0147** — *Documentation Unit Leader*

### **Resource Unit Leader (RESL)**

- **E/L/G-0145** — *Resource Unit Leader*
- 

### **Logistics Coordination Section Chief**

- **IS-703.a** — *NIMS Resource Management*
- **G-402** — *ICS Overview for Executives and Senior Officials*
- **E/L/G-0305** — *Logistics Section Chief*
- **O-0305** — *Type 3 All-Hazards Incident Management Team*
- **E/L/G-0148** — *Supply Unit Leader*
- **E/L/G-0149** — *Facilities Unit Leader*

### **Facilities Unit Leader (FACL)**

- **E/L/G-0149** — *Facilities Unit Leader*

### **Supply Unit Leader (SUPL)**

- **IS-703** — *NIMS Resource Management*
- **E/L/G-0148** — *Supply Unit Leader*

### **Communications Unit Leader (COML)**

- **E/G/L-0969** – *Communications Unit Leader*

### **Ground Support Unit Leader (GSUL)**

- **E/L/G – 0157** – *Ground Support Unit Leader*

### **Finance & Recovery Section Chief**

- **IS-1000.c** — *Public Assistance Program and Eligibility*
- **IS-1001** — *Public Assistance Delivery Model Overview*
- **G-288** — *Recovery Planning and Implementation*
- **G-402** — *ICS Overview for Executives and Senior Officials*
- **E/L/G-0304** — *Finance / Administration Section Chief*
- **O-0305** — *Type 3 All-Hazards Incident Management Team*

Cost Unit Leaders and Procurement Unit Leaders shall complete IS-230 (Fundamentals of Emergency Management) as the minimum formal training requirement.

Additional finance-, procurement-, or reimbursement-related training may be completed as available but is not required for assignment. Operational readiness is validated through MEMA Operational Readiness Standards (ORS), exercises, and demonstrated performance.

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### **Hazard Mitigation Section Chief**

- **IS-1000.c** — *Public Assistance Program and Eligibility*
  - **IS-1001** — *Public Assistance Delivery Model Overview*
  - **G-318** — *Mitigation Planning Workshop for Local Governments*
  - **G-393** — *Hazard Mitigation for Emergency Managers*
  - **G-288** — *Recovery Planning and Implementation*
  - **G-402** — *ICS Overview for Executives and Senior Officials*
  - **O-0305** — *Type 3 All-Hazards Incident Management Team*
- 

### **External Affairs Section Chief**

- **IS-230.e** — *Fundamentals of Emergency Management*
  - **IS-29** — *Public Information Officer Awareness*
  - **IS-242.c** — *Effective Communication*
  - **G-290** — *Basic Public Information Officer*
  - **G-291** — *Joint Information System / Joint Information Center*
  - **G-402** — *ICS Overview for Executives and Senior Officials*
  - **O-0305** — *Type 3 All-Hazards Incident Management Team*
- 

### **Public Information Officer (PIO) and Outreach Specialist**

- **IS-230.e** — *Fundamentals of Emergency Management*
- **IS-29** — *Public Information Officer Awareness*
- **IS-242.c** — *Effective Communication*
- **G-290** — *Basic Public Information Officer*
- **G-291** — *Joint Information System / Joint Information Center*
- **E/LIG-0290** — *Public Information Officer*

## **APPENDIX A — CLOSING STATEMENT**

The training pathways outlined in this appendix establish a baseline foundation for MEOC staffing and coordination. Unit Leader courses are aligned under their respective Sections to reinforce doctrinal oversight and functional integration. Completion of coursework does not independently confer qualification or assignment authority. Operational readiness is validated through Operational Readiness Standards (ORS), exercises, and demonstrated performance during operations.

## **Attachment B – Staff – Operational Readiness Standards (ORS)**

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### **I. PURPOSE**

The Operational Readiness Standards (ORS) – Staff establishes the required knowledge, skills, and certification standards for MEMA personnel authorized to independently initiate activation of the Maui Emergency Operations Center (MEOC).

ORS – Staff ensures that designated staff members are prepared to act independently, accurately, and decisively during time-critical incidents, including after-hours and single-staff activations.

### **II. SCOPE**

ORS – Staff applies to MEMA personnel who may be required to:

- Serve as the first and sole staff member initiating MEOC activation
- Act during nights, weekends, or rapidly evolving incidents
- Perform activation actions prior to the arrival of additional staff or leadership

This certification is individual-based, performance-driven, and required for both initial authorization and annual re-certification.

### **III. AUTHORITY AND ROLES**

#### **A. Certification Authority**

Final certification authority under ORS – Staff resides with the Administrator, Deputy Administrator, or Operations Coordination Section Chief. Any of these positions may approve or deny certification based on demonstrated performance.

## B. Training Officer Responsibilities

The Training Officer manages the administrative functions of the ORS – Staff certification process, including:

- Scheduling written examinations and skills evaluations
- Maintaining certification records and expiration dates
- Tracking completion of Knowledge and Skills Development
- Retaining examination and evaluation documentation
- Coordinating re-certification timelines and notifications

The Training Officer does not evaluate performance and does not grant MEOC activation authority.

## IV. CERTIFICATION MODEL

ORS – Staff certification follows a progressive readiness model consisting of:

- Knowledge Development
- Skills Development
- Certification

All phases are required for initial certification and annual re-certification.

## V. KNOWLEDGE DEVELOPMENT

A. Knowledge Development establishes the cognitive foundation required for MEOC activation authority.

Candidates must demonstrate understanding of:

- ORS – Staff standards and intent
- MEOC activation levels and decision thresholds
- Administrator notification protocols
- Incident confirmation and threat assessment
- Situational awareness systems and information sources
- Public messaging authority and workflow
- Situation reporting using CIA format

B. Knowledge may be developed through briefings, self-study, tabletop discussions, and SOP or plan review.

## **VI. SKILLS DEVELOPMENT**

A. Skills Development focuses on hands-on execution of MEOC activation tasks under realistic conditions.

Candidates must practice and demonstrate proficiency in:

- Incident confirmation from multiple information sources
- Administrator notification and briefing
- MEOC activation procedures
- Systems startup and verification
- Situational awareness tool deployment
- Genasys Protect use, including zones and road closures
- Drafting public messaging for review
- Producing a CIA-format SITREP

B. Skills Development prepares the candidate for certification but does not confer activation authority.

## **VII. CERTIFICATION**

Certification formally validates that the candidate meets ORS – Staff standards.

Certification consists of:

1. A twenty-question written knowledge examination with a minimum passing score of eighty percent
2. A one-person, scenario-based practical skills evaluation conducted without coaching and assessed using the ORS – Staff checklist

## **VIII. PERFORMANCE STANDARD**

To be certified, the candidate must demonstrate:

- Independent judgment under uncertainty
- Accurate synthesis of information
- Proper sequencing of actions
- Technical proficiency across required systems
- Clear, professional communication
- Adherence to MEMA standards and intent

Critical failures, including missed notifications, incorrect activation levels, or inaccurate public messaging, result in certification failure regardless of written exam score.

## **IX. CERTIFICATION DETERMINATION**

Certification outcomes include:

- Certified – ORS Staff
- Certified with Conditions
- Not Certified

All determinations are documented and retained by MEMA.

## **X. CERTIFICATES**

A. Upon successful completion of initial certification or annual re-certification, the staff member will be issued a Certificate of Completion or Certificate of Re-Certification, as applicable.

B. Certificates acknowledge successful completion of ORS – Staff requirements and identify the effective certification period. Certificates do not confer authority beyond formal certification approval.

C. Certificate issuance and tracking are managed administratively by the Training Officer.

## **XI. VALIDITY AND RE-CERTIFICATION**

ORS – Staff certification is valid for twelve months. Annual re-certification is required and includes both the written examination and the practical skills evaluation. Lapsed certification removes MEOC activation authority until renewed.

## **XII. ADMINSTRATOR'S INTENT**

Operational Readiness Standards (ORS) – Staff exists to ensure that the authority to initiate activation of the Maui Emergency Operations Center is exercised only by personnel who have been deliberately prepared, objectively

evaluated, and consistently validated. MEOC activation is a consequential decision that requires sound judgment, clear communication, and disciplined execution, often under time pressure and with limited information.

This standard removes ambiguity at the earliest stage of an incident by confirming that certified staff can independently assess conditions, notify leadership accurately, establish situational awareness, and initiate MEOC operations in alignment with executive intent. Readiness under ORS – Staff is not assumed by position or tenure; it is proven through performance.

ORS – Staff reinforces accountability and operational excellence through written examination, practical evaluation, and annual re-certification. Authority is granted, maintained, or withdrawn based on demonstrated readiness, ensuring trust, consistency, and confidence in MEMA's initial emergency coordination.

### **XIII. RECORDS MANAGEMENT**

All ORS – Staff documentation, certification records, and certificates are maintained by the Training Officer in accordance with MEMA recordkeeping practices.



## BFED Committee

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**From:** Tiare P. Horner <tiare.p.horner@co.maui.hi.us>  
**Sent:** Monday, April 20, 2026 12:15 PM  
**To:** BFED Committee; Amos K. Lonokailua-Hewett  
**Cc:** Ezekielia I. Kalua; Lesley J. Milner; Kristina Angeline C. Cabbat; Shirley Blackburn; Janina E. Agapay; Mary Jane B. Eusebio  
**Subject:** RE: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-3)  
**Attachments:** BFED-1 EMA-03 MEMA\_WRRP\_Critical Corridors\_Top 5 Summary.pdf; BFED-1 EMA-03 MEMA\_WRRP\_Top10 County Parcels\_Data Dictionary.pdf; BFED-1 EMA-03 TEP-MEMA.pdf; BFED-1 EMA-03\_MEMA Staff\_Course Completion\_as of 13 April 26.pdf; BFED-1 EMA-03 MEMA\_WRRP\_County Parcel\_Top 10 Parcels Summary.pdf; BFED-1 EMA-03 MEMA\_WRRP\_County Parcels Top\_Parcel Evaluations.pdf; (BFED-1) (EMA-03).pdf

Aloha,

Please see attached correspondence and related attachments.

Mahalo,

Tiare P. Horner  
Budget Specialist  
Phone: 808.270.7517

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**From:** BFED Committee <BFED.Committee@mauicounty.us>  
**Sent:** Wednesday, April 15, 2026 08:41  
**To:** Amos K. Lonokailua-Hewett <amos.lonokailua-hewett@co.maui.hi.us>  
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**Subject:** PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-3)  
**Importance:** High