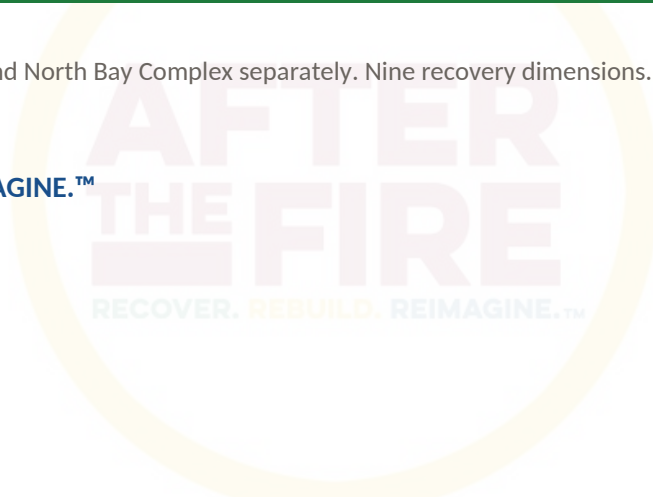


# Cross-Fire Recovery Matrix

Sixteen fires including Tubbs and North Bay Complex separately. Nine recovery dimensions. Actual rebuild counts at 2, 4, and 6 year marks.

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<b>FIRES</b>  <b>16</b>	<b>DIMENSIONS</b>  <b>9</b>	<b>STATES</b>  <b>4</b>	<b>YEARS</b>  <b>2017-2025</b>
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19201 SONOMA HWY #224 · SONOMA, CA 95476 · [www.afterthefireusa.org](http://www.afterthefireusa.org)

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## Cross-Fire Recovery Matrix — 2017–2020

Structures Lost = total structures destroyed. Tubbs row (crimson border) = Santa Rosa city only; North Bay Complex = all 2017 fires combined. Highlighted rows have rebuild timelines on page 4. Phil. = Philanthropy scale. | Page 2 of 4: 2017–2020

Fire	Yr	St.	Structures Lost	Community	Infrastructure	Loss Type	Demographics	Compensation	Phil.	Constraint
<b>Tubbs Fire</b>	2017	CA	<b>5,636</b>	Suburban / urban	Strong — city infrastructure	High residential — Coffey Park, Fountaingrove	Established homeowners, mixed income	<b>Fire Victim Trust</b>	High	City permitting scale
<b>North Bay Complex</b>	2017	CA	<b>8,900</b>	Suburban / urban mix	Mixed but serviceable	High housing, partial commercial	Older, established homeowners	<b>Fire Victim Trust</b>	High	Scale across counties
<b>Camp Fire</b>	2018	CA	<b>18,804</b>	Rural town	Limited, some outdated	Extreme — housing + civic	Older, lower income	<b>Fire Victim Trust</b>	Very high	Full town rebuild
<b>Woolsey</b>	2018	CA	<b>1,643</b>	Coastal / suburban	Strong but fragmented	Mixed housing + high-value	Mixed, higher income	<b>Partial</b>	Moderate	Multi-jurisdiction
<b>Kincade</b>	2019	CA	<b>374</b>	Rural / suburban	Functioning	Moderate housing	Similar to North Bay	<b>Likely</b>	Moderate	Repeat disaster fatigue
<b>LNU / Walbridge</b>	2020	CA	<b>1,491</b>	Rural	Limited	Mixed, spread counties	Rural populations	No	Low to moderate	Geographic spread
<b>Glass Fire</b>	2020	CA	<b>1,500</b>	Suburban / rural	Recovering region	Significant — incl. repeat	Mixed	No	Moderate	Reburn conditions
<b>CZU</b>	2020	CA	<b>1,490</b>	Rural / forested	Limited	Housing-heavy	Rural, dispersed	No	Moderate	Terrain + access

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## Cross-Fire Recovery Matrix — 2020-2025

Structures Lost = total structures destroyed. Tubbs row (crimson border) = Santa Rosa city only; North Bay Complex = all 2017 fires combined. Highlighted rows have rebuild timelines on page 4. Phil. = Philanthropy scale. | Page 3 of 4: 2020-2025

Fire	Yr	St.	Structures Lost	Community	Infrastructure	Loss Type	Demographics	Compensation	Phil.	Constraint
Almeda	2020	OR	2,681	Urban interface	Mixed	Housing + vulnerable pops	Lower income, renters, BIPOC	No	Moderate	Equity + displacement
Santiam	2020	OR	1,500	Rural	Limited	Mixed, spread rural	Rural, working class	No	Low	Service access + distance
Holiday Farm	2020	OR	455	Rural	Limited	Housing	Rural	Potential	Low	Septic + infrastructure
Dixie	2021	CA	1,311	Frontier / rural	Limited	Town-scale — Greenville	Small, rural, aging	Yes	Moderate	Scale + isolation
Marshall	2021	CO	1,084	Suburban	Strong, modern	High housing, ltd commercial	Higher income, insured	Xcel settlement	Moderate to high	Cost + expectations
Maui / Lahaina	2023	HI	2,200+	Town / cultural center	Constrained (island)	Housing + commercial + culture	Multigenerational, cultural	state program	Extremely high	Land + culture + logistics
Palisades	2025	CA	6,837	Urban interface	Strong	Housing + high-value	Higher income	No clear pathway	High	Scale + expectations
Eaton	2025	CA	9,414	Urban interface	Strong	High housing, mixed demos	Mixed — BIPOC + lower income	SCE program	High	Claims navigation

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## Rebuild Timelines: Actual Structure Counts

COs = Certificates of Occupancy issued. Tubbs = Santa Rosa city only. North Bay Complex = all 2017 fires. 6-year data not yet available for Dixie (2021). Sources: ICMA, socoemergency.org, Town of Paradise, Plumas County, Boulder County Dashboard.

	2 YEARS OUT	4 YEARS OUT	6 YEARS OUT
<b>Tubbs Fire — City of Santa Rosa</b> 5,636 structures · 3,098 residential <i>Santa Rosa city. Resiliency Permit Center + third-party review within 4 months. 5-day plan check turnaround. Sources: ICMA, socoemergency.org.</i>	<b>2 YRS OUT</b> 2019 COs ISSUED <b>900</b> PERMITS <b>1,700</b> ~900 COs. Permit Center live. Third-party review decoupled from normal queue.	<b>4 YRS OUT</b> 2021 COs ISSUED <b>2,176</b> PERMITS <b>2,600</b> ~2,176 COs. City rebuild well advanced. Public dashboard tracking completions.	<b>6 YRS OUT</b> 2023 COs ISSUED <b>2,500</b> PERMITS <b>2,700</b> ~2,500+ completed (~80% of city losses rebuilt). ~850 still in process.
<b>North Bay Complex — All Counties</b> 8,900 structures · 5,342 residential <i>All 2017 North Bay fires. Tubbs is the dominant fire. County tracking via Permit Sonoma. Sources: Sonoma County, Santa Rosa city.</i>	<b>2 YRS OUT</b> 2019 COs ISSUED <b>1,240</b> PERMITS <b>2,100</b> County-wide: ~1,240 COs. Fire Victim Trust active. Block Captains operational.	<b>4 YRS OUT</b> 2021 COs ISSUED <b>3,180</b> PERMITS <b>4,200</b> County-wide: ~3,180 COs. Kincade (2019) held on existing system.	<b>6 YRS OUT</b> 2023 COs ISSUED <b>4,600</b> PERMITS <b>5,000</b> ~75% of parcels rebuilt or resolved. Remaining: litigation, disputes, relocation.
<b>Camp Fire — Paradise / Butte County</b> 18,804 structures · 13,972 residential <i>Largest single housing loss in modern U.S. wildfire history. Weekly dashboard operational. Fire Victim Trust.</i>	<b>2 YRS OUT</b> 2020 COs ISSUED <b>412</b> PERMITS <b>890</b> Very slow start. COVID disrupted supply and inspections. Pre-approved plans launched.	<b>4 YRS OUT</b> 2022 COs ISSUED <b>1,820</b> PERMITS <b>2,600</b> Rebuild accelerating. ~30% of pre-fire population returning.	<b>6 YRS OUT</b> 2024 COs ISSUED <b>3,100</b> PERMITS <b>3,500</b> 3,100+ COs. ~22% of pre-fire pop. returned. Commercial rebuild lags residential.
<b>Dixie Fire — Greenville, Plumas County</b> 1,311 structures · 788 residential <i>Frontier / rural. Plumas County records + field documentation. No compensation pathway or dedicated dashboard.</i>	<b>2 YRS OUT</b> 2023 COs ISSUED <b>48</b> PERMITS <b>112</b> Remote location, limited contractors, small local government. Greenville largely unrebuilt.	<b>4 YRS OUT</b> 2025 COs ISSUED <b>145</b> PERMITS <b>290</b> ~18% of residential rebuilt. Recovery defined by what was lost beyond housing.	Data not yet available

All counts from public tracking systems and field documentation. Numbers should be read alongside community type and compensation pathway — those variables explain the differences more than structure counts alone.