



## Shasta College Foundation

Minutes of the Foundation Board Meeting  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Tuesday, December 9, 2025 at 12:00 p.m.

---

### 1. OPEN SESSION

#### 1.1 *Call to Order & Roll Call*

The meeting was called to order at 12:01 p.m.

#### Foundation Board Members Present

- Ms. Star Alfaro, Vice President
- Ms. Andree Blanchier, Executive Director (Ex-Officio Non-Voting Member)
- Mr. Joe Gibson, President
- Ms. Michelle Hickok, Representative for the Shasta College Board of Trustees
- Mr. Mike Mari, Secretary/Treasurer
- Mr. Hiram Oilar
- Dr. Frank Nigro, Superintendent/President (Ex-Officio Non-Voting Member)
- Ms. Mandy Trusas

#### Foundation Members Absent

- Ms. Tiffany Blasingame

#### Special Guests:

- Ms. Angela Cordell
- Ms. Jennifer Hedman-Chase

#### 1.2 *Call for Request to Speak on an Agenda Item from the Audience*

There were no requests.

#### 1.3 *Introduction of Special Guests*

Ms. Blanchier welcomed the special guests. Ms. Angela Cordell, Associate Dean of Economic and Workforce Development (EWD), joined the meeting as a presenter to report on the collaboration between the Shasta College Foundation and the Forestry Program in administering a grant. Ms. Jennifer Hedman-Chase was introduced as a prospective candidate interested in joining the Board of Directors.

Ms. Hedman-Chase provided a brief introduction including her background of working 17 years at the Lucile Packard Foundation for Children's Health, where she held roles spanning annual giving to major and principal gifts, helping raise funds for pediatric programs at the Stanford School of Medicine and Lucile Packard Children's Hospital. Ms. Hedman-Chase and her family moved back to Redding four years ago and she is grateful to be raising her family in Redding. Currently, she is also serving on the board of the Community Foundation of the North State.

### 2. APPROVAL/REVIEW OF MINUTES

#### 2.1 *Approval of Minutes from the September 29<sup>th</sup>, 2025 Foundation Board Meeting (attached)*

The minutes from the September 29<sup>th</sup>, 2025 meeting were approved unanimously.

***Approve the Minutes from the September 29<sup>th</sup>, 2025 Foundation Board Meeting***

***Motion by Hiram Oilar, second by Star Alfaro***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Joe Gibson, Michelle Hickok, Mike Mari, Hiram Oilar, Mandy Trusas***



## Shasta College Foundation

Minutes of the Foundation Board Meeting  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Tuesday, December 9, 2025 at 12:00 p.m.

---

### 3. REPORTS & UPDATES

#### **3.1 Special Report: Angela Cordell, Associate Dean of Economic and Workforce Development**

Ms. Angela Cordell began the presentation by introducing herself and describing the work of EWD, noting that EWD serves as a business incubator within the college. EWD brings together early-stage ideas, invests resources and expertise, and helps determine whether those ideas can successfully launch into the broader world. Nearly all EWD programs are grant-funded, and the department also houses the Apprenticeship Program, which Ms. Cordell oversees. Shasta College hosts the only registered logging apprenticeship program in the country, supported through a combination of state and federal grants. The presentation is attached hereto as **Exhibit A**.

The Foundation received a three-year grant from the Community Foundation of the North State (CFNS), funded by an anonymous donor, to address workforce needs related to forest resiliency and health. The grant provides approximately \$66,000 per year, with funds divided between the Heavy Equipment and Logging Operations (HELO) Program and the California Registered Apprenticeship Forest Training (CRAFT) Program. These funds are relatively unrestricted, allowing flexibility and innovation in program design.

Several years ago, small logging businesses approached EWD expressing concern that the industry was declining and there were no formal training programs to expand the workforce and attract individuals to the profession. Logging had historically been a generational profession, but this is no longer the case. EWD worked closely with industry partners, despite limited labor market and curriculum data, to respond to these workforce needs. As wildfire activity became more common, conversations around forest health and workforce development also became more open and bipartisan at both the state and national levels.

These CRAFT Intensives are structured as a five-day bootcamp, with multiple sessions hosted throughout the year using HELO equipment. Students travel from across the state to participate. The program is designed with incentives that are attractive to employers. Employers continue to pay the participants' salaries during the week – in return, the participants gain approximately 50 hours of hands-on experience that mirrors working on a real logging crew. The goal is to maximize "seat time" on equipment. Each cohort consists of four participants, corresponding to the number of available machines, and employers select the equipment their employees will train on. Training days begin at 4:00 a.m. in the Red Lion parking lot, followed by travel to Sierra Pacific Industries (SPI) land, where participants work ten-hour days before returning to Redding in the evening.

Participants must be employed by a logging operation, as employment is required for apprenticeship eligibility. Trainees are typically brand-new employees. The program trained two cohorts in its first summer, three in the second, and plans for five cohorts this year, with the potential for future expansion. Participants include both Shasta College students and non-students.

To date, the program has trained 20 operators representing 16 businesses, provided approximately 2,500 hours of seat time, and served 17 students. The program has been very successful. The \$33,000 per year in funding allowed EWD to offer an opportunity that employers could not refuse by covering nearly all expenses except wages, including lodging, meals, travel,



## Shasta College Foundation

Minutes of the Foundation Board Meeting  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Tuesday, December 9, 2025 at 12:00 p.m.

---

instructor time, and marketing and outreach. Any remaining funds are directed to the HELO Program for equipment maintenance.

Trainees generate revenue while participating in the program, as logs harvested during training are sold back to SPI. Most trainees come from Northern California, though some have traveled from as far as San Diego. SPI compensates the program for logs cut on their land, consistent with industry practice, though at a negotiated rate that was increased last year. Approximately \$11,000 per week is generated through logging activity. Overall, the program has fundamentally changed how logging training is approached and has generated national interest. CRAFT was asked to present at the national logging conference last year, and other industries, such as construction, have inquired about adapting the training model.

When asked how the program would transition once donor funding ends, Ms. Cordell responded that some funding is available through 2027, and the model has become popular enough that employers have indicated a willingness to pay for participation moving forward. The average cost per intensive is approximately \$9,000 per week, not including marketing or administrative expenses. She emphasized that the impact achieved with the initial funding has been substantial. Long-term, her vision includes a dedicated fleet of equipment and the ability to run trainings year-round, though the current structure is working well.

### **3.2 2025-26 Finish Line Grant Mid-Year Report (\$150,000) (attached)**

This is the sixth year the Foundation has managed the Finish Line Grant and the associated Finish Line Scholarship. Grant funds are allocated with approximately 80% supporting scholarships and 20% designated for emergency aid, which has proven to be especially impactful for students. Emergency aid awards are typically \$500, with some awards reaching \$750, and the program works closely with the Basic Needs Resource Center (BNRC) to ensure students receive wraparound support.

The Finish Line Scholarship provides \$3,000 per semester to eligible students who are in their final or second-to-last semester, with the goal of helping students overcome financial barriers and complete their educational programs. The Foundation partnered again with the ACE department to identify qualifying students. As a reminder, the ACE Program provides flexible, supportive pathways and accelerated/compressed courses for working adults who are ready to earn a college degree while balancing work and life.

It was noted that the approval of the grant application to receive funding for the 2026–2027 academic year is expected in January.

### **3.3 Knight Fuel Mid-Year Report (attached)**

The Knight Fuel Program is another successful initiative made possible through the generosity of an anonymous donor. The program began several years ago with an initial \$25,000 donation and was developed based on an idea proposed by Dean Mike Mari. Since its launch, the program has gained strong traction on campus and is widely appreciated by faculty, staff, and students.

The Knight Fuel Program allows faculty to request snacks or food for their classrooms as a way to motivate students, encourage attendance and persistence, and show appreciation for student effort. Food Services has played a critical role in supporting the program's implementation, and



## Shasta College Foundation

Minutes of the Foundation Board Meeting  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Tuesday, December 9, 2025 at 12:00 p.m.

---

their partnership has been instrumental to its success. The program has been especially meaningful given that food is one of the most difficult needs to fund through traditional restricted funds or grants, as neither of these sources often allow for such expenses.

Ms. Blanchier noted that the donor has been very pleased with the program's impact and has renewed their support for the past three years. The program continues to be a valuable and well-received way for the Foundation to address basic needs and support student success, and it reflects the broader role the Foundation plays in providing food support across campus events and initiatives.

### ***3.4 Strategic Plan: Scholarships Goals – Maximize the cultivation and award of scholarships (attachment)***

The Foundation team has been evaluating scholarship policies and procedures to improve and modernize the scholarship program. Current work includes reviewing scholarship cycle options, the timing of scholarship disbursements, and scholarship application software. These discussions are being conducted in collaboration with the Enrollment and Financial Aid departments to balance student needs, donor stewardship, and administrative capacity.

A final recommendation on the scholarship cycle and disbursement schedule is forthcoming, after which attention will shift to refining the scholarship application and review process. Concurrent work is underway to revise scholarship-related policies, including the Shasta College Foundation's donation policy and related District policies and procedures. Later in the agenda, two Board members will be invited to join the newly proposed Ad Hoc Scholarship Subcommittee to provide feedback on application review processes, scoring rubrics, and reviewer training.

The Foundation team also announced plans to transition to a new scholarship software platform, AwardSpring, which is expected to reduce annual costs and better serve students and administrators. Implementation is anticipated to begin in early 2026 and is expected to take approximately 12 to 20 weeks, aligning with the broader review of scholarship processes.

## **4. DISCUSSION/ACTION ITEMS**

### **4.1 Approval of the 2024-25 Commensurate Benefits Analysis (attached)**

The Executive Director presented the annual Commensurate Benefits Analysis, noting that completion of the report is required by the Chancellor's Office as part of the Foundation's role as an auxiliary organization of the District. The analysis was developed in accordance with Chancellor's Office guidelines and represents the third year the Foundation has prepared and presented this report to both the Foundation Board and the District Board of Trustees. The high-level summary was included in the agenda materials, with detailed data provided in the accompanying report (**Exhibit B**).

The analysis demonstrated that the Foundation provided approximately \$1.8 million in total benefits to the District during the fiscal year, reflecting the high-value work performed in support of students, programs, and the broader college community. Endowed student scholarships showed significant growth, while annual student scholarships fluctuated slightly due to new and changing donations. Contributions to students, instructional programs, and athletics increased by 17%, driven by support for programs such as Pay-It-Forward, Knight Fuel,



## Shasta College Foundation

Minutes of the Foundation Board Meeting  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Tuesday, December 9, 2025 at 12:00 p.m.

---

Emergency Aid, departmental funding, and the rollover of the forestry grant. Athletics continued to be a significant contributor through funds raised and reinvested into athletic programs. Marketing and promotional expenses increased due to 75th anniversary events and departmental marketing efforts, and cash payments to the District reflected the first year of the updated master agreement, including a \$40,000 payment.

The report also included financial support generated through fiscal sponsorship activities, including North State Together and SCAILE. While these contributions remain impactful, totals decreased compared to the prior year due to changes in grant funding sources, including salary reimbursements shifting to a District-held grant. Intangible benefits, such as in-kind services and the growth of endowments and assets, increased by approximately 20%, largely due to favorable market performance. In response to a question regarding in-kind services, it was clarified that these values are estimated based on assumed time commitments and hourly rates.

College support provided to the Foundation—including salaries, legal services, facilities, technology, and general operating support—increased this year due to the updated master agreement, resulting in a net decrease of approximately 6% in total estimated net commensurate benefits, while still demonstrating substantial value to the District. Upon approval, the Commensurate Benefits Analysis will be presented to the Board of Trustees in January.

***Motion to Approve the 2024-2025 Commensurate Benefits Analysis as presented***

***Motion by Mandy Trusas, second by Hiram Oilar***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Joe Gibson, Michelle Hickok, Mike Mari, Hiram Oilar, Mandy Trusas***

### 4.2 Nomination and Election of Officers

The Board of Directors conducted its annual officer elections, approving a new slate of officers and noting the significance of the leadership transition and expressing appreciation for President Joe Gibson's long-standing leadership.

**Motion: Elect the following nominee as 2025-26 President:**

- Star Alfaro

***Motion by Joe Gibson, second by Mandy Trusas***

**Motion: Elect the following nominee as 2025-26 Board Vice-President:**

- Tiffany Blasingame

***Motion by Hiram Oilar, Star Alfaro***

**Motion: Elect the following nominee as 2025-26 Secretary/Treasurer:**

- Mike Mari

***Motion by Hiram Oilar, Star Alfaro***

***Final Resolution: Each Motion Carries***

***Yea: Star Alfaro, Joe Gibson, Michelle Hickok, Mike Mari, Hiram Oilar, Mandy Trusas***



## Shasta College Foundation

Minutes of the Foundation Board Meeting  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Tuesday, December 9, 2025 at 12:00 p.m.

---

### 4.3 Appointment of the Ad Hoc Finance Subcommittee

**Motion: Approve the appointment of \_\_\_\_\_ and \_\_\_\_\_ to serve on the Ad Hoc Finance Subcommittee until the next election of Board officers.**

The Directors discussed the formation of the Ad Hoc Finance Subcommittee and noted the importance of Foundation representation given the Foundation's oversight of 13 investment accounts, compared to three held by the District.

Discussion also included the timing of Finance Subcommittee meetings, which have historically been held at 5:00 p.m. due to alignment with the District Board of Trustees meeting scheduled later that evening. It was noted that meeting earlier, even by 30 minutes to one hour, could significantly improve participation, and that the committee could further discuss potential meeting time adjustments at the January meeting.

It was also noted that this subcommittee must include fewer than a majority of Board of Directors members, with the possibility of rotating membership if one or more members can't attend.

**Approve the appointment of Joe Gibson, Star Alfaro and Mandy Trusas to serve on the Ad Hoc Finance Subcommittee until the next election of Board officers.**

***Motion by Hiram Oilar, second by Joe Gibson***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Joe Gibson, Michelle Hickok, Mike Mari, Hiram Oilar, Mandy Trusas***

### 4.4 Establishment and appointment of Scholarship Subcommittee

**Motion: Approve the establishment of an adhoc Scholarship Subcommittee and the appointment of \_\_\_\_\_ and \_\_\_\_\_ to serve on the adhoc Scholarship Subcommittee until the next election of Board officers.**

The Board of Directors decided to table this election to the next meeting when Ms. Tiffany Blasingame could be in attendance.

***Motion to table this election to the next meeting by Star Alfaro, second by Hiram Oilar***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Joe Gibson, Michelle Hickok, Mike Mari, Hiram Oilar, Mandy Trusas***

### 4.5 Approval/Ratification of Contracts (attachment)

The contracts entered into since the last Board meeting were presented for review and approval/ratification.

***Motion to Approve/Ratify the recently executed contracts and grants***

***Motion by Joe Gibson, Hiram Oilar***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Joe Gibson, Michelle Hickok, Mike Mari, Hiram Oilar, Mandy Trusas***

## 5. PUBLIC COMMENTS FROM THE AUDIENCE

There were no public comments.

## 6. BOARD MEMBER UPDATE



## Shasta College Foundation

Minutes of the Foundation Board Meeting  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Tuesday, December 9, 2025 at 12:00 p.m.

---

Dr. Frank Nigro expressed a heartfelt thank you to the Board members and to Foundation staff, including Andree Blanchier and Jennie Dougherty, for their dedication and hard work in support of the Foundation's mission, and extended best wishes to everyone for a happy holiday season.

Mr. Joe Gibson noted his email address needs to be updated in the Foundation's internal directory.

The Board briefly discussed the upcoming Symphony event and agreed to move forward as planned with a cocktail hour prior to the performance. Board members were asked to notify the Foundation team regarding invitations. The event is scheduled for February 28, 2026.

### 7. SETTING OF FUTURE MEETING DATE

#### 7.1 Next Meeting – Board Elections

The next meeting will be set at the February Board of Director's Retreat.

#### 7.2 Foundation Board Retreat

The Foundation Board of Directors will hold a half-day retreat on February 6, 2026, from 9:00 a.m. to 12:00 p.m. at the Community Leadership Center (CLC).

### 8. ADJOURNMENT

The meeting was adjourned at 1:26 p.m.

***Approve the Motion to Adjourn the Foundation Board Meeting***

***Motion by Hiram Oilar, second by Star Alfaro***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Joe Gibson, Michelle Hickok, Mike Mari, Hiram Oilar, Mandy Trusas***

# CRAFT Intensives

# CRAFT

CALIFORNIA REGISTERED  
APPRENTICESHIP FOREST TRAINING



# 5

DAY  
INTENSIVE

CALIFORNIA REGISTERED  
APPRENTICESHIP FOREST  
TRAINING

# WHAT ARE THE CRAFT INTENSIVES



- ✓ 50 hours of Seat Time
- ✓ Hands-on Direction Instruction
- ✓ 4 Trainee Cohort

## Equipment Options:

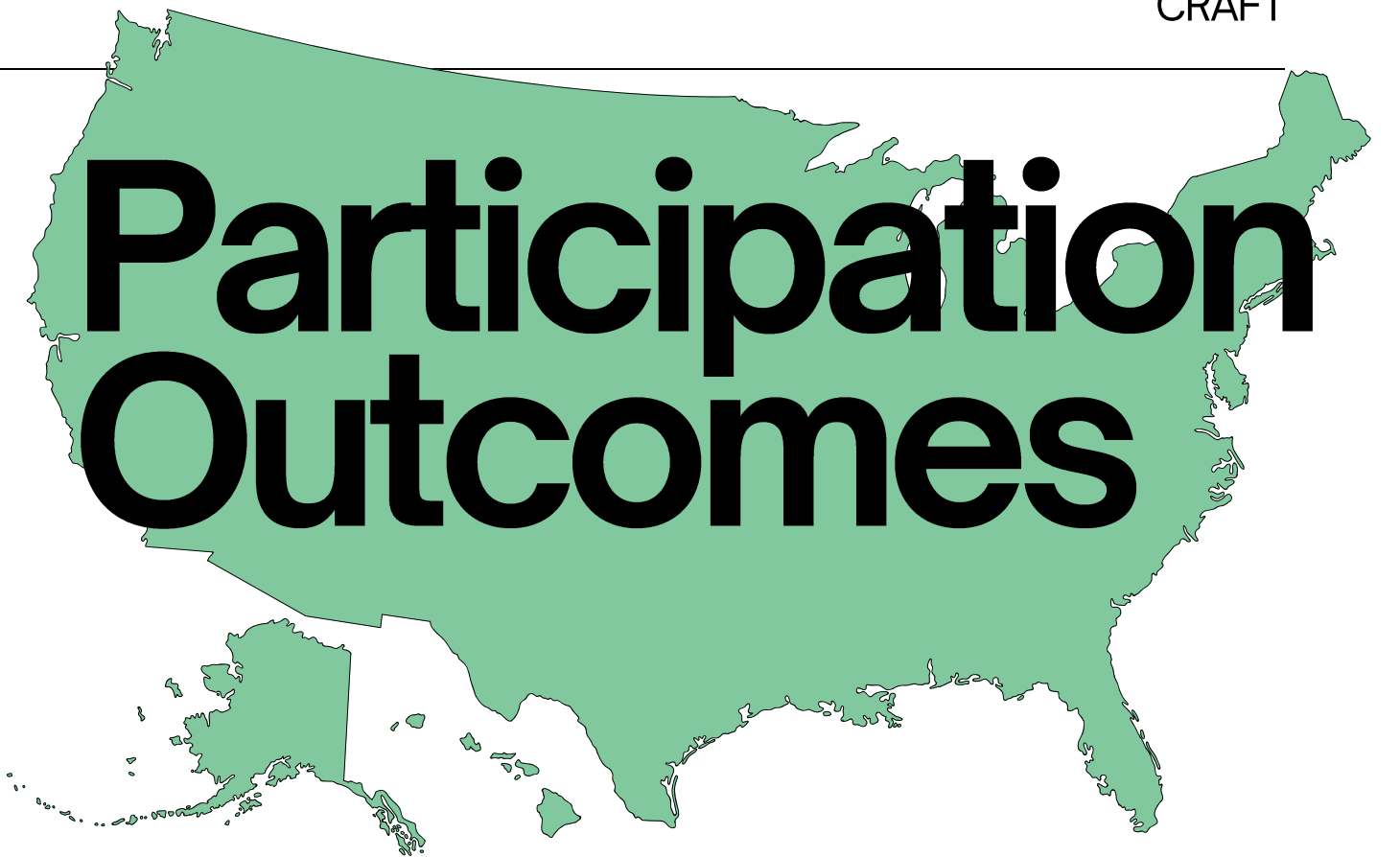
- Skidder
- Loader
- Hot Saw
- Processor



Training takes place on SPI (Sierra Pacific Industries) land, located outside of Shingletown, CA



Training is by Jonas Lindblom, Current instructor of Shasta College's Heavy Equipment Logging Operations (HELO) Program and Delbert Gannon, President of Creekside Logging inc.



## Intensives Impact

- ➔ 20 Operators/Trainees
- ➔ Represented 17 Businesses/Employers Statewide
- ➔ 2,500+ Hours of Seat Time
- ➔ 17 Registered CRAFT Apprentices



## Budget Breakdown

\$33,000 Per Year

### All Training Expenses Covered

- Lodging
- Meals
- Travel
- Mileage

### Instructors

CRAFT Intensive Instructor is covered through the CRAFT budget.

### Marketing

Budget provided funds for marketing materials and recruitment outreach.



**Intensives  
Made Possible  
Through This  
Grant!**

# Success Stories

**“The instructors were very helpful and getting the opportunity to get hands on training for a full week was beneficial” – Michaela Godon, Week 3 Intensive 2025**

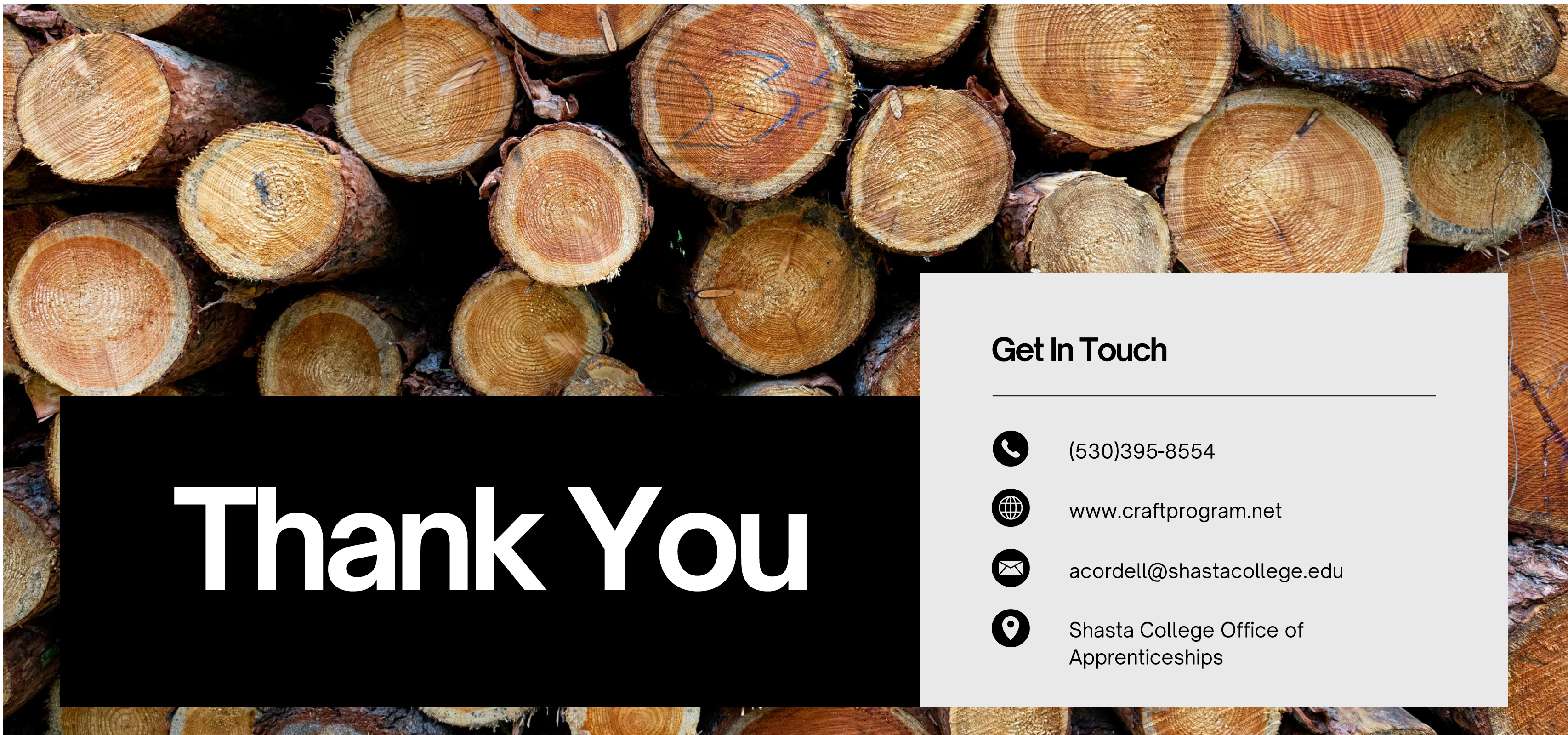
---

**“My experience was great I think there should be more programs or classes and opportunities for more people. The instructor was very knowledgeable, patient, and thoroughly explained what he was teaching and why. All in all, it was awesome and very helpful.” - Jeremiah Youngbloom Week 2 Intensive 2024**

---

**“I learned a lot from this course. I got to learn how to use a skidder, collect/combine bundles of wood, and the art of working as a team with a processor and feller buncher. Some days were rough operating but it’s all a part of working in the woods.” - Casey Wells Week 1 Intensive 2024**





**Thank You**

**Get In Touch**

---

-  (530)395-8554
-  [www.craftprogram.net](http://www.craftprogram.net)
-  [acordell@shastacollege.edu](mailto:acordell@shastacollege.edu)
-  Shasta College Office of Apprenticeships

Shasta College Foundation					
Commensurate Benefits Analysis					
Fiscal Year 2024-25					
		2022-23 \$ Value	2023-24 \$ Value	2024-25 \$ Value	FY25 vs FY24 (% Change)
<b>SHASTA COLLEGE FOUNDATION BENEFITS TO THE DISTRICT</b>					
<b>TANGIBLE BENEFITS</b>					
<b>Financial support to the College</b>					
	Endowed Student Scholarships Sub-Total	\$ 22,504	\$ 21,811	\$ 46,250	112%
	Annual Student Scholarships Sub-Total	\$ 141,906	\$ 139,755	\$ 148,317	6%
	Contributions to students, instructional programs & athletics Sub-Total	\$ 159,081	\$ 317,301	\$ 371,065	17%
	Unrecovered costs Sub-Total	\$ -	\$ -	\$ -	0%
	Use of Auxiliary services, products or facilities Sub-Total	\$ -	\$ -	\$ -	0%
	Marketing or promotional events Sub-Total	\$ 4,959	\$ 9,416	\$ 23,228	147%
	Cash payments Sub-Total	\$ 85,295	\$ 91,800	\$ 40,000	-56%
	Other Similar Benefits Sub-Total	\$ -	\$ -	\$ -	0%
	<b>Financial Support to the College Sub-Total</b>	<b>\$ 413,745</b>	<b>\$ 580,084</b>	<b>\$ 628,860</b>	<b>8%</b>

Shasta College Foundation				
Commensurate Benefits Analysis				
Fiscal Year 2024-25				
	2022-23 \$ Value	2023-24 \$ Value	2024-25 \$ Value	FY25 vs FY24 (% Change)
<b>SHASTA COLLEGE FOUNDATION BENEFITS TO THE DISTRICT</b>				
<b>Financial Support from Fiscal Sponsorship Activities</b>				
North State Together Sub-Total	\$ 381,512	\$ 496,689	\$ 286,963	-42%
Shasta College Attainment and Innovation Lab for Equity (SCAILE) Sub-Total	\$ 63,683	\$ 367,350	\$ 282,041	-23%
<b>Financial Support from Fiscal Sponsorship Activities Sub-Total</b>	<b>\$ 445,195</b>	<b>\$ 864,040</b>	<b>\$ 569,004</b>	<b>-34%</b>
<b>TANGIBLE BENEFITS TOTAL</b>	<b>\$ 858,940</b>	<b>\$ 1,444,123</b>	<b>\$ 1,197,864</b>	<b>-17%</b>
<b>INTANGIBLE BENEFITS TOTAL</b>	<b>\$ 659,030</b>	<b>\$ 800,412</b>	<b>\$ 982,812</b>	<b>23%</b>
<b>TOTAL ESTIMATED COMMESURATE BENEFITS</b>	<b>\$ 1,517,971</b>	<b>\$ 2,244,536</b>	<b>\$ 2,180,676</b>	<b>-3%</b>
<b>SHASTA COLLEGE DIRECT SUPPORT TO THE FOUNDATION</b>	<b>\$ (214,607)</b>	<b>\$ (336,837)</b>	<b>\$ (390,070)</b>	<b>16%</b>
<b>TOTAL ESTIMATED NET COMMESURATE BENEFITS</b>	<b>\$ 1,303,364</b>	<b>\$ 1,907,698</b>	<b>\$ 1,790,607</b>	<b>-6%</b>