

Economic and Community Impact Report 2026



**Shasta
College**



**How education,
investment,
and workforce
development strengthen
our region.**

Produced by ICS Consulting

A Message from College Leadership

Dear Friends and Neighbors,

For more than 75 years, Shasta College has been more than a place to earn a degree – it has been a partner in the life and prosperity of our region. This inaugural Economic and Community Impact Report tells this story for the first time across the three main counties we proudly serve: Shasta, Tehama, and Trinity.

Shasta College has always been a powerful economic engine for our region. Now we have the numbers to prove it. In 2026, Shasta College

operations and student spending supported more than 1,700 local jobs, generated \$94 million in labor income for workers and families, paid nearly \$8 million in local taxes, and contributed \$160 million of added value to our regional economy. And thanks to you, our partners, our impact continues to grow.

These numbers reflect our communities – students who found a pathway to a family-sustaining job, employers who found a skilled workforce, and towns and cities that are healthier and more resilient because Shasta College is here. We invite you to read on to see how closely the success of our region and our college are intertwined.

Sincerely,



A handwritten signature in black ink, appearing to read "Frank Nigro".

Dr. Frank Nigro

Superintendent/President,
Shasta College



A handwritten signature in black ink, appearing to read "Kevin O'Rourke".

Dr. Kevin O'Rourke

Associate Superintendent/CEO,
North State Together

Shasta College's Impact at a Glance

\$249M

Total Annual
Economic Output

\$160M

Annual Added Value to
the Regional Economy

\$94M

Labor Income for
Workers and Families

\$45M

Annual Local, State,
and Federal Fiscal
Revenue Generated

1,734

Total Jobs Supported

\$60M

Annual Employee
Payroll

\$56.8M

Annual College
Services and Supply
Spending

\$131.6M

Construction
Spending Since
Measure H Passage

15,484

New and Returning
Students Served

751+

Total Number of
Employers Served
(Direct and Indirect)

1+ million

Number of Campus
Visits per Year

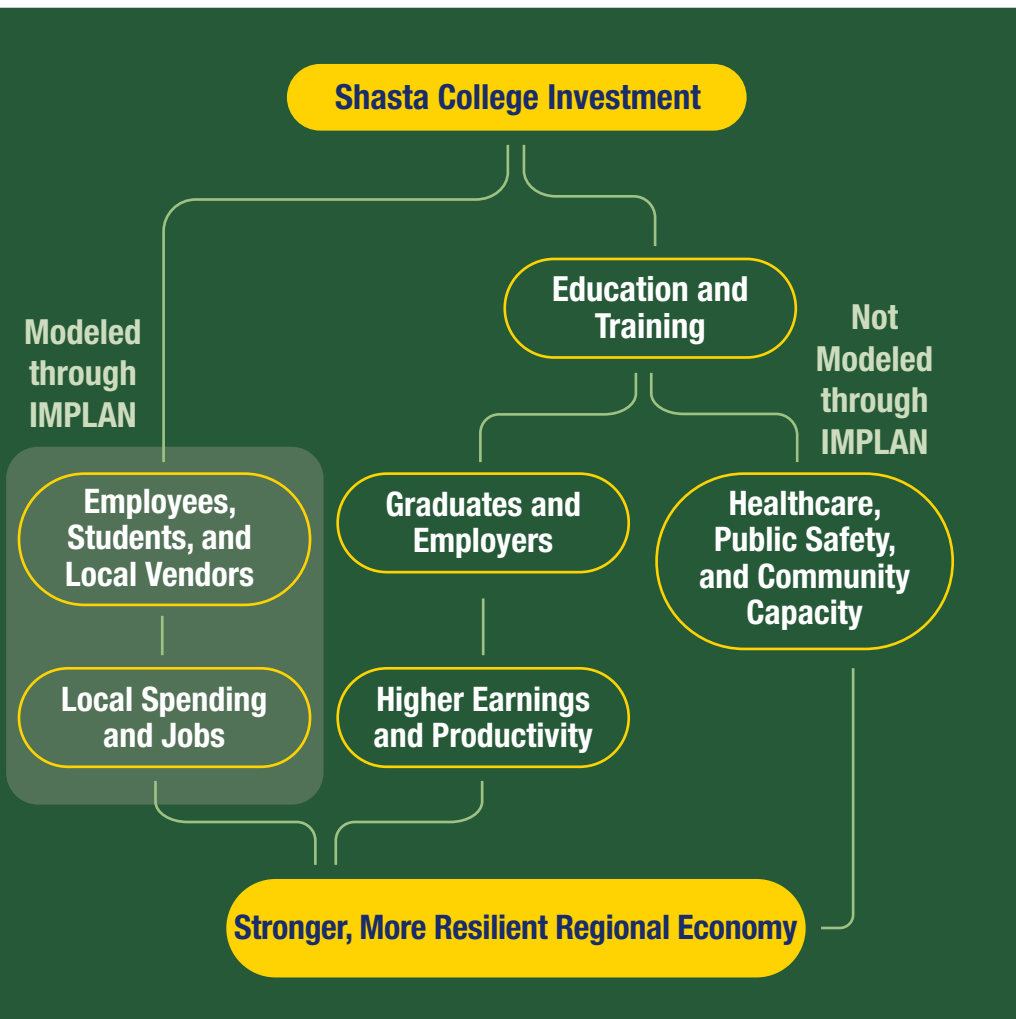
500K+

Students Whose Lives
Have Been Touched by
Shasta College Over
the Last 75 Years
(and Counting)

A Shasta College education pays dividends for decades. Graduates earn an estimated \$18,944 more annually than workers with only a high school education. If that advantage continues across a 40-year career, it could represent more than \$750,000 in additional gross earnings.

All figures based on 2026 estimates using input-output impact modeling and IMPLAN economic impact software, validated by ICS Consulting and peer-reviewed and confirmed by the economic development team at RCRC in August 2026, using generally accepted economic impact modeling and practices. See page 15 for citations and methodological descriptions and explanations.

How Shasta College Creates Impact



How Investment Becomes Regional Strength

Shasta College's economic and community impact begins with the dollars it invests in people, facilities, local vendors and suppliers, and education each year. These investments support local jobs and businesses today while developing the skilled workers, essential services, and employers the region needs tomorrow. As graduates earn more and organizations grow stronger, additional spending circulates through the local economy. Together, these investments build upon each other to create a strong, more productive, resilient regional economy over time.



"Shasta College is a valued community partner and important customer for Eagle Paving and Grading. We appreciate that the college spends money locally, supporting workers and businesses in our community. This helps keep local dollars local."

– **Jon Dickerson**, Eagle Paving and Grading



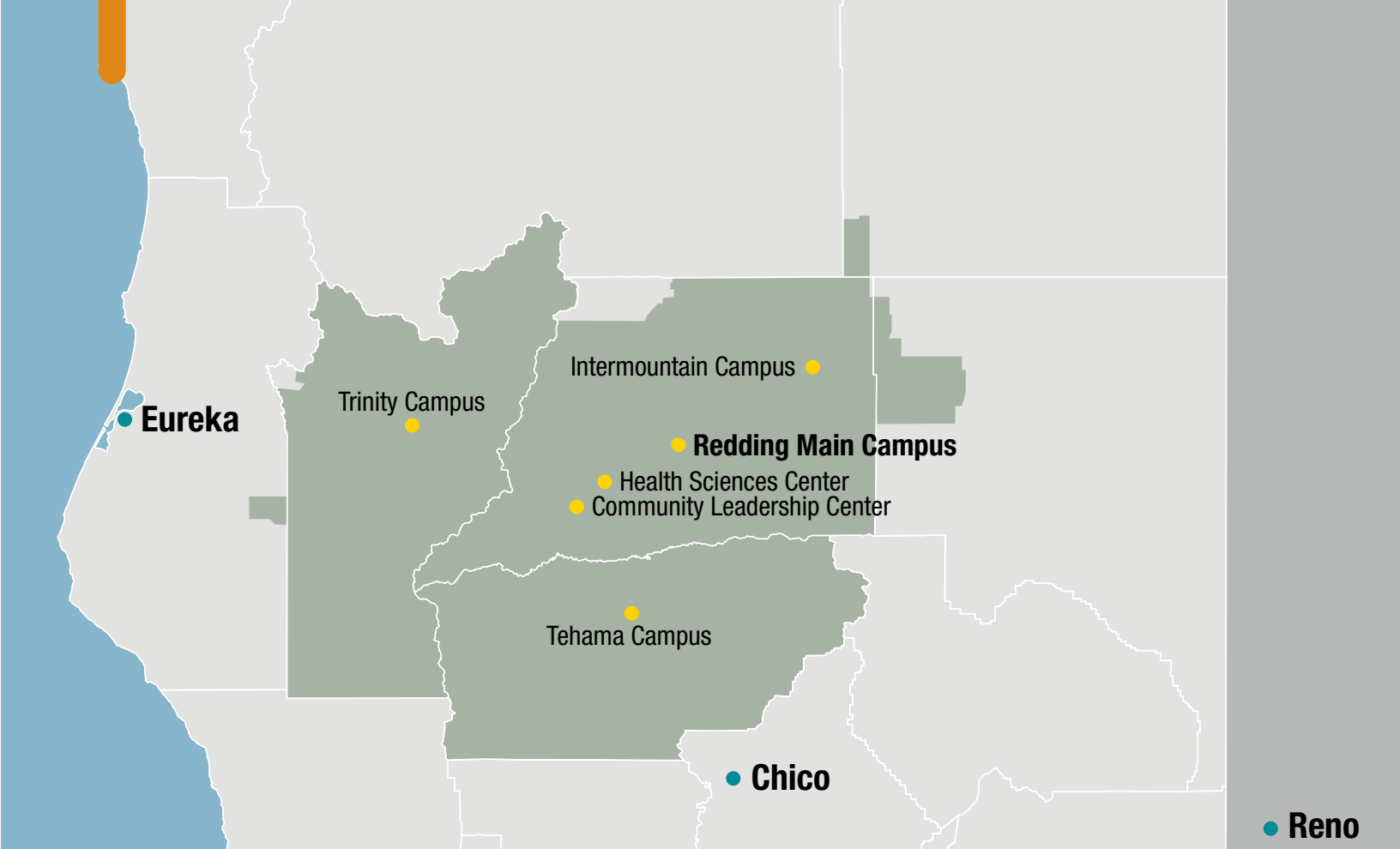
"Linde Gas and Equipment has been doing business with Shasta College and its students for 30-plus years. It's been great having the school, and its students spend their money with the local community. Keep up the good work. You have a great program. And again, thank you."

– **Dave Freemeyers**, Linde Gas and Equipment (formerly Shasta Welding Supply)



"Shasta College is one of the most important economic engines in our region, connecting local people directly to the skills and training our employers need to grow. From the Redding Chamber's perspective, the College plays a critical role in building our workforce, creating pathways to family-sustaining careers, and strengthening the long-term competitiveness of the greater Redding economy."

– **Todd Jones**, President & CEO, Redding Chamber of Commerce



Institutional Profile

Shasta College is the only public postsecondary institution serving the 10,132-square-mile region encompassing Shasta, Tehama and Trinity counties in rural Far Northern California. The College serves more than 15,000 students annually through several locations in Redding, plus campuses in Red Bluff, Weaverville and Burney, and extensive online offerings.

Shasta offers 89 degrees and 47 certificates across 119 programs, along with transfer pathways and a fully online Bachelor of Science in Health Information Management. Its programs prepare nurses, firefighters, public-safety personnel, forest-health workers, teachers, skilled tradespeople and other professionals who are essential to the region's economy and quality of life.

For more than 75 years, Shasta College has served not only as a regional educational center but as an economic and community center as well. Its 337-acre main campus includes student housing, a working farm, workforce-training facilities, Shasta County/CAL FIRE Station 73 and CAL FIRE's Redding Training Center, and athletics, arts and cultural programs. Investments supported by the voter-approved \$139 million Measure H bond have modernized facilities, expanded career education, and strengthened the College's capacity to serve area students, employers and local communities.

3,535* First in family to attend college	1,600* Degrees awarded per year, on average	24.4%* Enrollment growth over the past 4-years	\$79.7M** Primary operating budget for FY 2025-26
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NOTE: *These figures based on 2024-2025 academic year. **This figure based on 2025-26 academic year.

Education that Raises Lifetime Earnings



A Shasta College education can significantly increase a graduate's lifetime earning potential while strengthening the regional economy. Based on 2025 local job postings, positions requiring an associate degree offer an estimated **\$18,944 more in annual earning potential** than positions requiring only a high school education.

For a graduate, this difference can translate into greater housing security, increased savings and a stronger ability to support a family. For the region, higher earnings translate into increased purchasing power as graduates spend with local businesses, supporting additional jobs and generating tax revenues that help fund essential public services. If sustained across a 40-year career, the advantage would total more than **\$750,000 in additional gross earnings**.

Multiplied across generations of Shasta College graduates, these gains not only help build the skilled workforce local employers need, but improve the purchasing power and financial security of local households, increase the public revenue base, and strengthen the North State's economy overall.

“Shasta College is foundational to the economic strength of our region – not only because of its estimated \$249 million in annual economic impact – but because it develops the talent, skills, and opportunities that allow our businesses and communities to grow.”

— **Rebecca Baer**, President and CEO,
Economic Development Corporation of
Shasta County

Affordable Education, Greater Opportunity

Shasta College brings education within reach by lowering financial, geographic, and scheduling barriers to North State students.



~6,000

Students pay no fees to attend
Shasta College (FY 2025-26)

Reducing Financial Barriers:

39%

received aid or fee waivers

Financial aid, fee waivers, and
free-college opportunities
reduce the cost of beginning

Reducing Distance Barriers:

6

regional learning centers

Campuses in Redding,
Red Bluff, Weaverville
and Burney, downtown
community leadership and
health science centers, plus
extensive online offerings

Reducing Time Barriers:

3,580

dual enrollment students

Flexible, early-start
pathways for high school
students to earn college
credits early

By providing affordable education, dual enrollment and free-college opportunities, Shasta College brings higher education within reach for rural, first-generation, lower-income and working students. Greater access helps more students complete valuable credentials on time at lower cost, improving their long-term economic prospects in the North State.

Affordable Access

Increased Completion

Greater Economic
Mobility and Impact

Affordable Education, Greater Opportunity

Degrees, certificates, and transfer pathways prepare students for further education, career transition and advancement, and lasting employment.

1,600

degrees and certificates awarded annually, on average

A valuable skill and recognized credential turns a college education into measurable results. At Shasta College, students earn degrees and certificates in high-demand sectors, transfer to four-year universities, and advance or pivot in their current careers to stay ahead of changing employer demands.



Degree or certificate



New skills for changing jobs



A stronger economic future



Transfer

Continue toward a bachelor's degree at a four-year institution.



Career entry

Quality for skilled occupations offering stability and room to grow.



Advancement

Build new skills, earn a promotion or move into a new field.



“Attending a four-year college straight after high school would have been financially impossible for me. Shasta gave me the education, classes, and skills I needed to pursue my career path without the burden of financial debt.”

– **Marie Schall** '14, San Jose State University '16 & M.S. '19

Building the Workforce the North State Needs

Teaching the technical skills, problem-solving ability, teamwork and communication that tomorrow's jobs demand, even as technology reshapes how work gets done.

9,656

students prepared annually for career and technical fields (FY 2025-26)

Career pathways aligned with regional demand

-  Healthcare and Community Care
-  Public Safety and Emergency Services
-  Agriculture, Forestry and Natural Resources
-  Skilled Trades, Infrastructure and Industrial Technology

-  Business, Hospitality and Entrepreneurship
-  Technology, Data and Creative Production
-  Education and Human Development

The North State depends on skilled people to care for patients, protect communities, build infrastructure, manage forests, produce food and support emerging industries. Shasta College aligns education and training to current and future employer demands, helping local residents build their futures close to home. Student participation in Shasta College's career technical education (CTE) subject areas increased by approximately 19% over the past two academic years, reaching nearly 9,700 students in 2025–26.

36

Number of CTE programs aligned with priority fields

989

Number of CTE awards issued each year (FY 2025-26)

64%

Percent of students attaining a "living wage" (FY 2023-24)¹

Employers Grow Stronger

Shasta College works alongside North State employers to develop talent, address skill gaps, and strengthen the regional economy.

751+

Employers served annually

Shasta College's workforce role extends beyond preparing students for their first job. The College works closely with area employers to identify changing skill needs, develop customized training, expand apprenticeships and connect employers with qualified workers. These partnerships help employers fill open positions, retrain their existing workforce, and position themselves for growth. By developing talent locally, Shasta College also helps graduates build careers close to home, retaining talent, earnings and economic activity in the North State.



“Shasta College is one of the most significant economic assets in the North State. It drives workforce development, supports local businesses, and helps keep dollars circulating within our community. As the City works to attract and retain businesses and support long term economic growth, having a strong community college that produces a skilled and educated workforce is an invaluable advantage.”

– **Mike Littau**, Mayor, City of Redding

How Shasta supports employers

- Industry advisory partnerships
- Customized employee training
- Apprenticeships and work-based learning
- Recruitment and career connections
- Entrepreneurship and small-business support



¹**Source:** California Community Colleges Chancellor's Office, DataVista, "Proportion of Students After Exit Who Attained the Living Wage," 2023–24. The measure represents the percentage of qualifying former students who exited the community college system, did not transfer to another postsecondary institution, were matched to California Employment Development Department unemployment-insurance wage records, and had estimated annual earnings at or above the 2024 living-wage standard for a single adult in the county where the college district is located. Annual earnings were estimated by multiplying wages reported in the designated post-exit quarter by four and adjusting for inflation. The measure excludes, among others, self-employed workers, federal and military employees, people employed outside California, and individuals without a matched California wage record.

The Widespread Impact of Student Spending

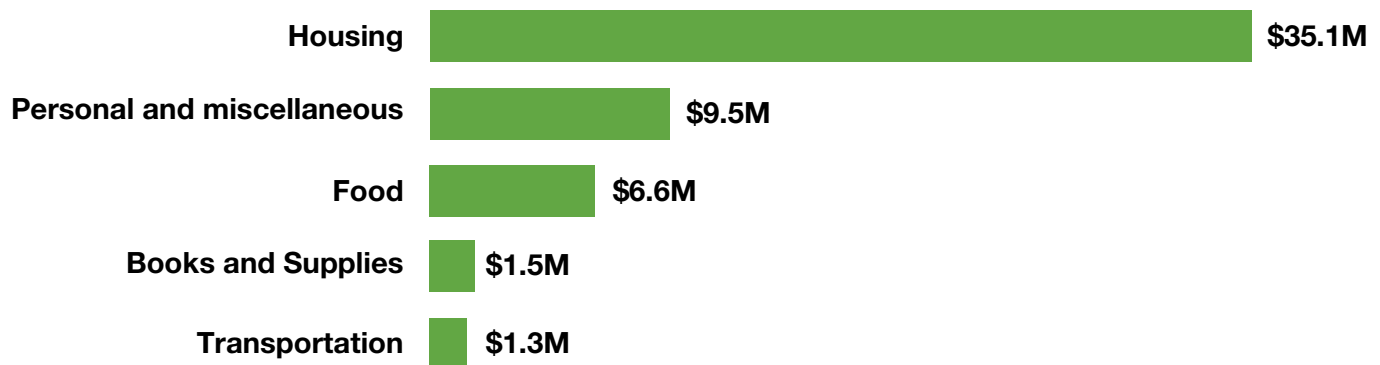
Students who move to the region for college bring new spending that supports local businesses, workers and essential public services.

\$66.3M

estimated annual student spending
(~2,157 relocated, in-person students)

Shasta College students contribute to the regional economy through housing, food, transportation, books and other everyday purchases. This spending generates revenue for local businesses, supports additional jobs, and creates additional economic activity throughout Shasta, Tehama and Trinity counties.

Where Shasta Student Spending Supports Jobs



\$53.9M

Economic Output

\$13.1M

Tax revenue

\$10.3M

Labor income

280

Jobs supported

The Impact Spreads: When a student spends money at a local business, that business uses the income to buy its own goods and services, and its employees spend their paychecks throughout the region — so the original dollar keeps circulating.

Separate estimated analysis based on cost-of-attendance figures and an estimated relocated, in-person student population. Local students are excluded. Totals may not sum due to rounding.

Shasta College as an Employer and Purchaser

Before economic multiplier effects are counted, Shasta College puts millions of dollars directly into the hands of local workers and businesses.

Shasta College is a significant public employer and purchaser. Faculty and staff earnings support households throughout the region, while College purchases create revenue for the businesses that provide the equipment, supplies and professional services needed to educate students.

AS AN EMPLOYER

1,049

College employees

\$60.3M

Annual payroll

AS A PURCHASER

\$56.8M

Supplies and services

\$20M

Paid to local vendors

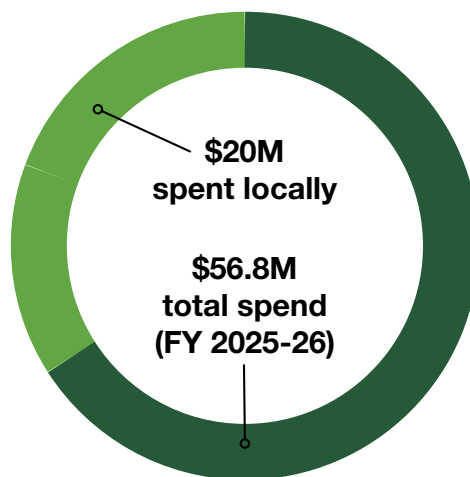


Employee earnings support housing, food, transportation, and other household spending that ripple across the region.



Hiring local vendors keeps more of Shasta College's spending circulating within the North State, supporting local businesses, jobs and household income. It also strengthens the regional supply chain and helps build lasting relationships between the College and the communities it serves.

Local vendor share of supplies and services



More than 35% of supplies and services spending went to local vendors in FY 2025-26.

These figures reflect the College's direct impact alone. They don't count the ripple effects that follow — the purchases businesses make or the spending households do with what they earn.

Measure H: Building for the Future

North State voters passed a facilities bond that fixed safety issues in aging buildings, created modern learning spaces, and positioned the College to attract millions more in funding — growing regional and satellite facilities while expanding workforce training capacity.

\$139M

Authorized by local voters in 2016

\$30.2M

Leveraged from other sources (including \$20.7M in State funding)

\$131.6M

Invested through May 2026 to modernize facilities

21

Number of projects completed



Tehama Student Services Building
November 2020



Computer Information Systems (CIS) Building
October 2021

Measure H has renewed the places where students learn, workers train, and veterans and public-service professionals prepare — strengthening the North State's economy and readying the North State for future growth.



Veterans Support & Success Center
March 2020

One Year of Economic Activity Generated by Measure H Spending (June 2025 – May 2026)

\$15.8M

Construction spending modeled

\$11.6M

Total economic output

\$4.1M

Labor income generated

54

Number of jobs supported

Measure H continues to create economic activity today while expanding opportunity, workforce readiness, and community resilience for the future.

A Safer, Healthier, and More Resilient Region

Shasta College prepares the people who care for our families, protect our communities, and help the North State respond to its greatest challenges.

1M+

estimated number of visits to Shasta College locations in FY 2025-26

Shasta College brings people together – supporting veterans, developing civic leaders and drawing students, families and visitors to athletic, cultural and community events throughout the region.



Across the North State, Shasta College graduates serve as care givers, nurses, firefighters, law-enforcement officers, construction workers, office professionals, and entrepreneurs. The College also strengthens community life through services to veterans, employee volunteerism, by hosting athletics, arts, and cultural events, and by participating in civic leadership efforts. These contributions may not always appear in traditional economic measures, but they make the North State safer, healthier, more prosperous, and better prepared for the future.

A strong region depends on more than economic growth alone. It depends on skilled people, trusted institutions and communities prepared to meet the next challenge. That's where Shasta College comes in.

How the Impact Was Calculated

Methodology

This analysis estimates the economic contribution of Shasta College to the Shasta-Tehama-Trinity region using IMPLAN, an input-output economic modeling platform widely used by economists and public institutions to estimate how a given source of spending or employment ripples outward through a local economy — supporting additional jobs, income, and tax revenue beyond the initial dollars spent. To learn more, visit: <https://implan.com>

Data Collection

Institutional data were provided directly by Shasta College, including employee headcount and complete wage figures from the Payroll Office, the official Final Budget as adopted by the Board of Trustees, and detailed vendor payment records segmented by spending category and vendor location. These figures were cross-checked against the college's own published financial documents to confirm they reflected actual, documented institutional activity for the periods described in this report, rather than estimates.

Regional Model

The economic region modeled combines Shasta, Tehama, and Trinity counties, reflecting the primary geographic footprint from which the college draws its workforce, students, and vendors. The model uses the most recent available IMPLAN dataset, which characterizes the structure of this regional economy — its industries, labor market, and spending patterns — as a basis for estimating ripple effects.



Modeled Scenarios

Four distinct economic scenarios were modeled separately:

1. **College Operations** — the direct employment, wages, and day-to-day operational spending generated by operating the college, excluding capital (construction) and facilities spending.
2. **Capital and Facilities Spending** — construction and facilities investment, modeled separately from day-to-day operations, since capital spending behaves differently in a regional economy than routine operational spending.
3. **Student Spending** — non-tuition spending by students living in, or drawn to, the region because of Shasta College (housing, food, transportation, and other living expenses), capturing the college's role in attracting spending into the region beyond its own institutional budget.
4. **Measure H Bond Program** — spending funded specifically through the college's voter-approved general obligation bond, approved Nov. 8, 2016, modeled using the most recent 12 months of actual, realized bond expenditures.

College Operations, Capital and Facilities Spending, and Student Spending were each modeled separately and then combined to establish a total, one-year economic impact. The Measure H Bond Program was modeled as a distinct, stand-alone analysis because Measure H bond dollars are also captured within the broader Capital and Facilities Spending category, and adding the two together would double-count that overlapping spending.

Independent Peer Review

Prior to finalizing this analysis, the modeling methodology underwent an independent peer review by the Economic Development Division of the Rural County Representatives of California (RCRC), which found the approach sound. This additional layer of review reflects a broader effort to ensure the figures presented in this report are both methodologically appropriate and grounded in the college's actual, documented financial and operational activity.

The North State's Investment in Its Future



Combined College and Student Spending

Direct, indirect, and induced effects of Shasta College's FY2025-26 spending

	Direct	Indirect	Induced	Total
Jobs Supported	1,308	171	255	1,734
Labor Income	\$70.5M	\$9.2M	\$14.5M	\$94.2M
Value Added	\$116.0M	\$15.5M	\$29.1M	\$160.4M
Output	\$166.4M	\$35.9M	\$47.1M	\$249.4M

Combined Tax Revenue: \$44.9M total

\$23.8M	\$13.3M	\$7.8M
Federal	State	Local

Combines College and student spending, if the underlying assumptions utilized for student spending are accepted. Excludes Measure H, which overlaps with construction spending already in operations.

Special Thanks:

This report was made possible through the time, knowledge and thoughtful contributions of Shasta College faculty and staff. We gratefully acknowledge the following individuals for providing data, institutional perspective and other support that helped ensure the report accurately reflects the College's impact on its students and the North State region. Their assistance was invaluable in bringing this story to life. Our thanks to Sara Holmes, Kevin O'Rorke, Mark Endraske, Diane Taylor, Theresa Markword, Becky McCall, Adrian Vergara, and Peter Griggs.

“Looking ahead, Shasta College will deepen its role as the North State's workforce partner using real-time labor-market data, employer insights and student outcome data to guide programs, curriculum and investments. More flexible pathways, work-based learning and responsive support will help students succeed in today's fast-changing environment while keeping our regional economy healthy and resilient.”

– **Dr. Kevin O'Rorke**,
Associate Superintendent / CEO,
North State Together



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