

# Regional Workforce Study: Comal & Guadalupe Counties

**Lead Partners:** Seguin Economic Development Corporation (Seguin EDC), New Braunfels Economic Development Corporation (New Braunfels EDC), and New Braunfels Chamber of Commerce.

**Fiscal Partners:** Workforce Solutions Alamo (WSA), if awarded the High-Demand Job Training Grant by Texas Workforce Commission

**Supporting Partners:** Regional Workforce Education Alliance (RWEA) which includes board members and ex-officio's from Comal ISD, New Braunfels ISD, Seguin ISD, Navarro ISD, Texas State Technical College, Northeast Lakeview College, and local business leaders.

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## 1. Purpose & Scope

This scope of work outlines a joint regional workforce study between **Comal and Guadalupe Counties**, led by SEDC and the New Braunfels EDC. The study will deliver actionable recommendations for the **Regional Workforce Education Committee** (RWEA) by analyzing workforce trends across both communities, identifying shared challenges and opportunities, and creating **strategic priorities** for talent pipeline strategies that support industry development and business retention, and expansion.

With Texas State Technical College (TSTC) and Northeast Lakeview College actively expanding in the region, this study will provide critical labor market insights to inform higher education program growth and ensure alignment with industry demand. Additionally, this study will inform school districts, higher education providers, and other training providers in the region on emerging industry demand for both communities.

## Targeted Industry Focus

- **Seguin Targeted Industries**

- Advanced Manufacturing (Machinery Mfg, Fabricated Metal Mfg, Composites and Materials Mfg)
- Automotive
- Smart Systems Technology
- Retail (Targeted Retail)

- **New Braunfels Targeted Industries**

- Information & Technology Services
- Financial Services
- Corporate Headquarters
- Advanced Manufacturing / Automotive / Semiconductor

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- **Other Supporting Targeted Industries**
  - Allied Health
  - Skilled Trades

Boundaries: The study will prioritize data, stakeholder engagement, and recommendations for the targeted industries above. Other sectors will be considered only insofar as they directly support critical functions, supply chains, or enabling occupations for those targets.

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## 2. Governance

- **Co-Chairs:** Seguin EDC & New Braunfels EDC (equal authority, joint leadership).
- **Project Managers:** Seguin EDC Workforce Manager and New Braunfels Chamber of Commerce Vice President of Industry and Workforce Development
- **Supporting Members:**
  - Workforce Solutions Alamo (WSA)
  - Representatives from RWEA (ISD CTE Directors, higher education, industry leaders)
  - Key employers from priority industries
  - City/County government representatives (Seguin, New Braunfels)

## 3. Deliverables

The research consultant (once engaged) will be expected to provide the following:

1. **Kickoff & Stakeholder Engagement Plan**
  - Meet with key stakeholders and employers to develop an engagement plan and priority area(s) for both communities.
2. **Data Collection & Analysis**
  - a. Industry Needs & Workforce Priorities in Comal and Guadalupe Counties
  - b. Education & Training Analysis in Seguin and New Braunfels
  - c. Workforce Barriers for Comal and Guadalupe Counties
  - d. Economic Resilience & Policy
3. **Regional Workforce Strategic Recommendations**
  - Statewide or National (if applicable) best practices for regional workforce partnerships.

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- 4-5 strategic priorities and recommendations for RWEA

## 4. Final Regional Workforce Study Report

- Executive summary and report including data visualizations, tables, and strategic recommendations.
- Implementation roadmap for collaborative workforce initiatives.
- Presentation to Seguin EDC, New Braunfels EDC, and regional partners.

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## 4. Recommend Key Data Deliverables in Workforce Study

Key Data Elements by County and segmented by City of Seguin and New Braunfels:

### A. Industry Needs and Workforce Priorities

- Conduct surveys and focus groups with major/primary employers in both counties. 12-48 month demand survey for critical occupations and emerging skills and competencies in the targeted industries.
- Identification of critical occupations, occupations at-risk of automation, hiring barriers, shared retention challenges, and skill requirements for targeted industries.
- Identify highest demand occupations and industries that are most at risk for automation or artificial intelligence
- **Summarize employer insights and provide a recommendation on strategic priorities based on projected demand and emerging trends in the next 12-48 months.**

### B. Education & Training Analysis Seguin and New Braunfels

- Inventory of current CTE programs in Seguin and New Braunfels, higher education pathways, apprenticeships, and workforce training providers.
- Analysis of alignment and mismatch between training supply and employer demand.
- Identify key industries driving employment and explore opportunities for growth or diversification.
- **Provide a summary of where current and future skill shortages exist and propose a recommendation for youth and adults to address these gaps.**

### C. Workforce Barriers for Comal and Guadalupe Counties

- Identify child care issues related to access, availability, and affordability in both counties and how these issues affect labor force participation.
- Identify transportation access (public/private) and availability as it relates to workforce participation.

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- Identify housing affordability and projected development that will impact both regions.
- Identify workforce participation gaps (youth, veterans, underserved populations) by zip code. Identify zip codes with highest poverty rates, unemployment, underemployment and at-risk populations.
- Understand and identify common workforce barriers that working adults or underserved populations face in Comal and Guadalupe counties.
- **Provide a recommendation on childcare and/or other wrap around support services that will positively impact the local workforce in the region.**

## D. Economic Resilience and Policy

- **Economic Resilience:** Assess the impact of natural disasters such as flooding, hurricanes, etc. on local industries and employment.
- **Infrastructure Capacity:** Evaluate the adequacy of current infrastructure to support workforce growth and recommend necessary improvements.
- **Policy Recommendations:** Develop strategies to attract and retain talent, including incentives for businesses, teacher shortages & uncertified educators, child care access and affordability, workforce policy alignment, automation and job displacement risks, and rural workforce disparities.

## E. Regional Workforce Strategic Recommendations

- National best practices for regional workforce partnerships.
- 4-5 strategic priorities and recommendations for the Regional Workforce Education Alliance based on data deliverables in section 3.

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## 5. Timeline

| Phase   | Activity                                                                                                                 | Lead              | Estimated Timeline       |
|---------|--------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------|
| Phase 1 | Draft scope of work, finalize deliverables, identify funding opportunities                                               | SEDC + NBEDC+ WSA | October 2025             |
| Phase 2 | Finalize scope of work with Workforce Solutions Alamo, Seguin EDC, and New Braunfels EDC and update MOU agreements w/WSA | SEDC+NBEDC +WSA   | October-November 2025    |
| Phase 2 | Present to EDC board and City Council (if applicable)for first reading                                                   | SEDC + NBEDC      | November - December 2025 |

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|         |                                                                                                                      |                       |                            |
|---------|----------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------|
| Phase 3 | Present to EDC board and City Council (if applicable) for second reading                                             | SEDC + NBEDC          | December 2025-January 2026 |
| Phase 4 | Apply for workforce study grant (e.g., via Workforce Board, EDA, or state sources) or allocate EDC funds for project | SEDC + NBEDC+ WSA     | December 2025-January 2026 |
| Phase 5 | Develop RFP, solicit proposals, and select consultant                                                                | SEDC + NBEDC + WSA    | February 2026              |
| Phase 4 | Consultant kickoff and stakeholder engagement                                                                        | Consultant + Partners | March-April 2026           |
| Phase 5 | Data collection, surveys, focus groups, and training alignment study                                                 | Consultant            | May 2026                   |
| Phase 6 | Draft report and benchmarking                                                                                        | Consultant            | Summer 2026                |
| Phase 7 | Final report, presentation, and adoption of strategies                                                               | Consultant            | October 2026               |

*Total Project Duration: ~12 months (flexible depending on grant cycles and board approvals).*

## 6. Roles & Responsibilities

- **Seguin EDC:** Lead on Guadalupe County and City of Seguin engagement and local employer engagement. Provide matched funds for the cost of the project. Coordinate and identify deliverables with the consultant during the duration of the project.
- **New Braunfels EDC:** Co-lead on Comal County and City of New Braunfels engagement and local employer engagement. Provide matched funds for the cost of the project. Coordinate and identify deliverables with the consultant during the duration of the project.
- **New Braunfels Chamber of Commerce:** Co-lead on Comal County and City of New Braunfels engagement and local employer engagement. Coordinate and identify deliverables with the consultant during the duration of the project.

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- **Workforce Solutions Alamo:** Coordinate updated signed MOU's with local EDC's, lead applicant for the High-Demand Job Training Grant, lead on soliciting RFQ for project (if grant is awarded).
- **Regional Workforce Education Alliance:** Support employer engagement, local employer outreach, survey coordination, and feedback on strategic priorities outlined in Regional Workforce Study Report.
- **Joint Responsibilities:** Grant application, consultant procurement, steering committee formation, and final report adoption.

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