

**CITY OF SEGUIN  
STATE OF TEXAS**

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SEGUIN, TEXAS, SUPPORTING A COLLABORATIVE EFFORT BETWEEN THE CITY OF SEGUIN, THE CITY OF NEW BRAUNFELS, AND TEXAS STATE UNIVERSITY FOR TEXAS STATE UNIVERSITY TO PERFORM A STUDY TO MAP AND ANALYZE EDUCATION-TO-WORKFORCE PATHWAYS IN GUADALUPE AND COMAL COUNTIES.**

**WHEREAS**, both the cities of Seguin and New Braunfels are experiencing rapid population growth and economic expansion alongside significant shifts in labor market demand; and

**WHEREAS**, the Regional Workforce Education Alliance (RWEA) is an advisory committee formed through a partnership between Seguin and New Braunfels to support workforce education efforts in the region; and

**WHEREAS**, the RWEA has identified the need to conduct a regional workforce study to analyze and map education-to-workforce pathways in Guadalupe and Comal Counties – with a goal to provide regional leaders, educators, employers, and workforce organizations with data, gaps, and recommendations for targeted investments and programmatic improvements; and

**WHEREAS**, Seguin and New Braunfels desire to engage Texas State University to conduct services as described in a unique Scope of Work as identified in **EXHIBIT A**; and

**WHEREAS**, Texas State University has the knowledge, authority, capacity, and experience to perform the services in accordance with the requests of Seguin and New Braunfels as described within the Scope of Work.

**NOW THEREFORE, BE IT RESOLVED** by the City Council of Seguin, Texas:

**THAT**, the City of Seguin supports the collaborative effort with the City of New Braunfels in the undertaking of a study to map and analyze education-to-workforce pathways in Guadalupe and Comal Counties by Texas State University.

**PASSED AND APPROVED** this 7th day of March 2026.

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**DONNA DODGEN  
MAYOR**

ATTEST:

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**KRISTIN MUELLER  
CITY SECRETARY**

**EXHIBIT A**

Texas State University Scope of Work Proposal to the Regional Workforce Education Alliance

## **Project Title**

### **Mapping Education-to-Workforce Pathways in Comal and Guadalupe Counties: An Applied Research Study of Opportunity, Access, and Alignment**

## **Proposed by**

### **Chris Dayley, PhD**

Professor, English Department  
Director, MA in Technical Communication  
Texas State University

## Notes:

Master's class – students interested in research experience

Publish two articles in academic journals

Research assistance (Focus on AI)

Focus on DEI (scholarly work)

Timeline (one year)

## **Purpose and Rationale**

Comal and Guadalupe Counties are experiencing rapid economic growth alongside shifting labor market demands. As employers, educational institutions, and workforce partners respond to these changes, there is a need for a clear, evidence-based understanding of how educational pathways align with current and emerging job opportunities and where gaps or barriers persist.

This project proposes a regional workforce and education study that will:

- Map existing educational, training, and credentialing opportunities in the two counties
- Analyze current and projected workforce demand in targeted industries
- Identify barriers to access and participation for students, workers, and underserved populations
- Produce actionable, region-specific recommendations for education, workforce, and economic development partners

The proposed study mirrors the scope, rigor, and deliverable style of recent regional workforce reports, including the *Austin Metro Area Master Community Workforce Plan* and the *Pflugerville Workforce Study*, while being tailored specifically to Comal and Guadalupe Counties.

## **Research Approach and Methodology**

This project will use a mixed-methods, applied research design, integrating quantitative labor market data with qualitative stakeholder insights.

### **A. Quantitative Analysis**

- Labor market data analysis (employment trends, projected growth, wages, skill requirements)
- Identification of high-demand, middle-skill, and emerging occupations, consistent with the targeted industries outlined in the regional Scope of Work
- Review of automation and AI risk for key occupations
- Geographic and demographic analysis (by county, city, and zip code where possible)

### **B. Education and Training Inventory**

- Comprehensive inventory of:
  - K–12 CTE programs
  - Community college and technical college programs
  - University pathways
  - Apprenticeships, certifications, and noncredit workforce training
- Alignment analysis between **training supply and employer demand**, similar to methods used in the Pflugerville study

### **C. Stakeholder Engagement**

- Structured interviews and/or focus groups with:
  - Employers in targeted industries
  - Education and training providers
  - Workforce and economic development partners
- Optional employer survey focused on 12–48 month workforce needs, hiring challenges, and skill gaps

### **D. Workforce Barriers Analysis**

- Examination of structural and access barriers, including:
  - Childcare availability and affordability
  - Transportation access
  - Housing affordability
  - Participation gaps among youth, veterans, and underserved populations

## Key Deliverables

### Kickoff & Stakeholder Engagement Plan

- Engagement strategy aligned with RWEA, EDCs, and Workforce Solutions Alamo

### Data Analysis and Findings Memo

- Interim summary of workforce demand, education supply, and key gaps

### B. Final Regional Workforce Study Report

Modeled after the structure and accessibility of the Pflugerville Workforce Study, including:

- Executive summary
- Data visualizations and tables
- Industry-specific findings
- Education-to-workforce alignment analysis
- Workforce barrier analysis
- 4–5 strategic priorities with actionable recommendations

### C. Implementation Roadmap

- Short-, medium-, and long-term actions
- Clear roles for regional partners

### D. Presentation to Regional Stakeholders

- Briefing for EDCs, RWEA, and partner organizations

## Research Ethics and Scholarly Component

In addition to the applied deliverables, this project will generate a peer-reviewed research article examining regional workforce alignment, cross-sector collaboration, and education-to-employment pathways.

Key commitments:

- Any scholarly publication will use aggregated, anonymized data
- Drafts and findings intended for publication can be shared with partners in advance
- The research will reflect positively on regional collaboration and innovation

This dual-purpose model allows the counties to benefit from:

- A high-quality applied study

- National visibility through academic dissemination of regional best practices

### **Value to the Region**

This approach offers several advantages:

- Cost-effective expertise grounded in workforce research and technical communication
- A researcher who understands how reports are read, used, and implemented
- Strong alignment with regional goals for education, workforce development, and economic resilience
- Deliverables that are immediately usable by policymakers, educators, and employers

### **Timeline (Flexible)**

The proposed research aligns well with the phased timeline already outlined in the Scope of Work, with active research and reporting occurring over approximately 6–9 months, depending on participant and stakeholder availability.