



Leveraging Economic Impact and Labor Analytics for Regional Growth



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If you had a superpower in economic development, what would it be? One word only — let's see what strengths are in the room!

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Hang tight! Responses are coming in.

Objectives

Explore a real-world scenario to understand how economic and workforce data can highlight regional strengths.

Engage in hands-on analysis and storytelling to transform raw data into compelling, actionable insights.

Gain clarity on what the data reveals and why economic impact analysis is essential for informed community development.

Learn how to interpret and apply labor and economic analytics to support and sustain regional growth.

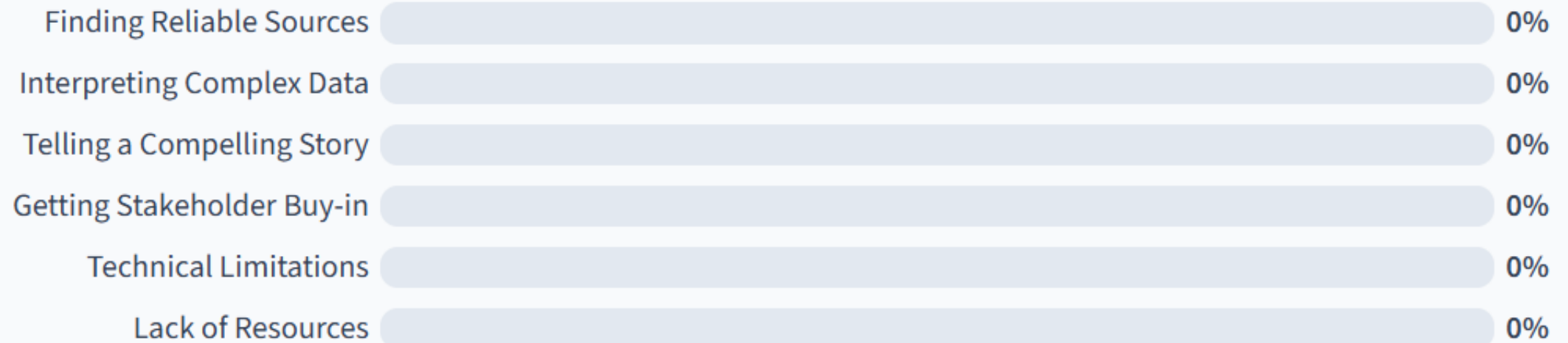




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What's your biggest challenge when using data in your work?



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Informed Communities, Smarter Investments



Purpose

- Quantify economic contributions
- Support decision-making
- Justify public investment or incentives
- Benchmark and compare regions
- Enhance storytelling and advocacy

Value

- Credibility and transparency
- Strategic planning
- Community engagement
- Grant applications and reporting
- Risk assessment

Real-World Application



- Business attraction and retention
- Industry cluster analysis
- Benchmarking and competitive analysis
- Tourism and events

- Public infrastructure projects
- Real estate and land use planning

- Renewable energy projects
- Disaster recovery and resilience planning

- Healthcare and education investments
- Community impact reports

- Policy impact evaluation
- Incentive program design
- Annual reports and strategic plans



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Which of these use case categories have you worked on in the past year?

- ☐ Business & Industry ☐ Infrastructure & Planning ☐ Sustainability & Resilience
☐ Community Investment ☐ Strategy & Policy



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The background of the slide is a complex, semi-transparent overlay of financial data. It includes a world map with a grid of dots, several line graphs with data points, and candlestick charts. Some data points are labeled with values and percentage changes, such as '102 +7.51%', '183 +5.10%', '281 +1.07%', '566 +2.08%', '178 +3.28%', and '4 +7.09%'.

Setting the Stage

Know Your Data

Regional Metric Insights

Foundations for Regional Advantages



Demographics



Infrastructure



Business Climate



Quality of Life



Innovation and
Entrepreneurship



Economic Resilience

Regional Snapshot

Exploring San Antonio-New Braunfels MSA



Demographics

- 21% of the population are millennials (25-39)
- Median age is 35.7
- 24% of the population is 55+



Quality of Life

- Cost of living index 98.2, slightly above the state average of 96.7
- \$258,700 median house value
- \$1,299 median monthly rent



Business Climate

- Over 138,000 businesses
- Over 65% of businesses have fewer than 10 employees



Economic Resilience

- High reliance on government employment
- Industry diversity of 30.5%
- 63.7% non-functional employment

Labor Metric Insights

Foundations for Regional Advantages



Labor Force
Characteristics



Occupational
Composition



Industry
Employment



Wages and
Compensation



Educational Attainment
and Skills



Workforce
Availability

Labor Snapshot

Exploring San Antonio-New Braunfels MSA



Labor Force Characteristics

- 7% increase in jobs from 2019 and 2024
- 64% labor force participation
- 3.8% unemployment rate, decreased from 7.35% in 5 years



Educational Attainment and Skills

- 30,905 graduates
- General studies and registered nursing rank as highest completed programs
- Top growth program is engineering and technicians



Industry Employment

- Largest industry: Government
- Largest growing industry: Transportation and Warehousing



Wages and Compensation

- \$74.3K median household income, \$4.2K below national median
- \$77.2K would be the average earnings required to match the regional cost of living



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Please rank the following metric groups from most to least important based on your community's needs:

Foundational Assets: Demographics, Infrastructure, Quality of Life

Economic Dynamics: Business Climate, Innovation & Entrepreneurship, Economic Resilience

Workforce Profile: Labor Force Characteristics, Occupational Composition, Industry Employment

Talent Pipeline: Wages & Compensation, Educational Attainment & Skills, Workforce Availability



Digging Deeper – Real World Example

From Data to Action: A Case Study

Case Study Information

Cybersecurity Firm to Open Mid-Sized Facility in San Antonio–New Braunfels, Bringing 200 New Jobs

\$5 million investment will create regional cybersecurity hub, with facility operational by 2030

BY STAFF REPORTER

SAN ANTONIO, Texas, Sept. 23

A leading computer systems design and cybersecurity company has announced plans to open a new facility in Bexar County, with the company anticipating an investment of \$5 million and the creation of 200 new jobs in the San Antonio–New Braunfels metro area.

Construction is set to begin in 2027, with the facility scheduled to be fully operational by 2030. Company officials said the project will include the development of an innovative building that reflects the collaborative and human-centered culture the company strives to achieve.

PROJECT OVERVIEW

Investment: \$5 million

Jobs Created: 200 new positions

Timeline: Construction 2027, Operations 2030

Location: Bexar County

Focus: Advanced cybersecurity solutions

The company was drawn to the San Antonio area due to the region's pool of technology talent, seeing an opportunity to upskill that talent pool and be part of a regional hub.

"This isn't just about one facility - it's about building a future-ready workforce. We see San Antonio as a critical hub for cybersecurity innovation and growth."

— Company Spokesperson

Local economic leaders welcomed the announcement, calling it a win for the region.

"San Antonio is rapidly becoming one of the most important technology hubs in the United States. This reflects the power of data-driven storytelling in business attraction and highlights the region's readiness for high-tech services."

— Joe Smith, Director of Regional Economic Development

The new facility will focus on delivering advanced cybersecurity solutions for both private businesses and government agencies. In addition to the 200 direct jobs, ranging from systems designers and engineers to logistics and administrative staff, economic developers expect ripple effects across industries such as government defense, e-commerce, and professional services.

The company cited the area's skilled workforce, economic diversity, and supportive business climate as key reasons for choosing this growing metro area. Local and state officials are now collaborating with the firm on potential incentive programs, infrastructure improvements, and customized workforce development initiatives.

With this project, the San Antonio–New Braunfels MSA strengthens its reputation as a growing technology hub and expands its role in supporting cybersecurity resilience nationwide.

Stakeholders	Goals
City of San Antonio	Increase tax base, create jobs, improve infrastructure, maintain quality of life.
Economic Development Organizations	Promote sustainable growth, attract high-value industries, support workforce development.
Residents	Access to good jobs, affordable housing, minimal disruption to lifestyle.
Educational Institutions	Develop relevant programs, increase enrollment, foster industry partnerships.
Cybersecurity Company	Efficient setup, access to skilled labor, community support, long-term profitability.
State Government	Regional competitiveness, innovation, and alignment with Texas' economic strategy.

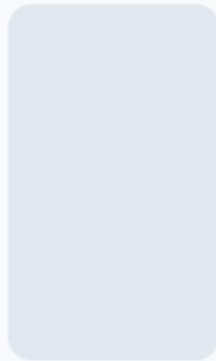


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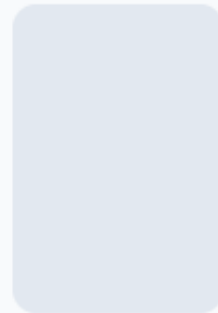
If this cybersecurity project came to your region, what would be your top concern?

0%



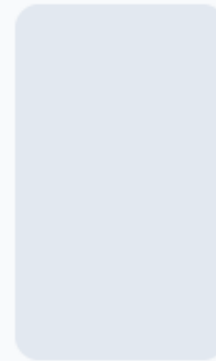
Workforce Availability

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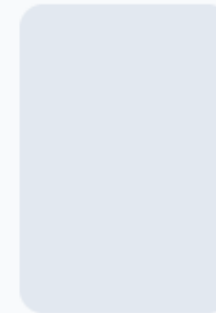
Infrastructure
Readiness

0%



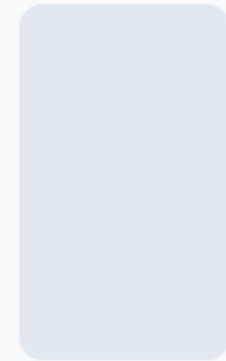
Housing Affordability

0%



Environmental
Compliance

0%



Community Opposition

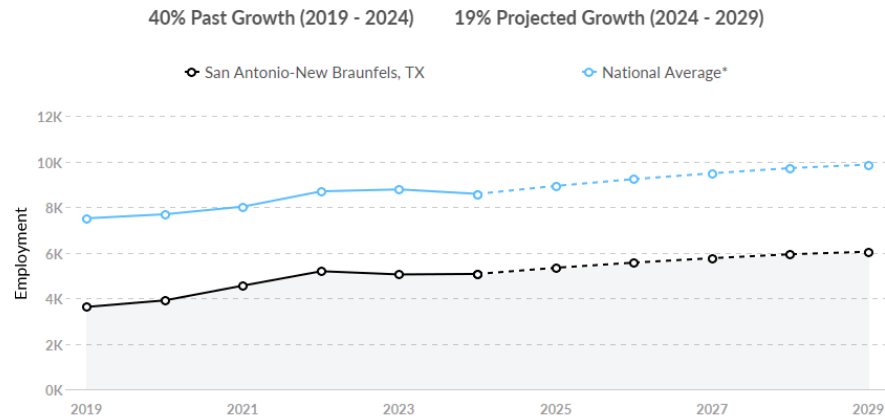
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Cybersecurity and San Antonio

Diagnosing Workforce Availability

Supply Is Lower Than the National Average

The regional vs. national average employment helps you understand if the supply of Custom Computer Programming Services is a strength or weakness for San Antonio-New Braunfels, TX, and how it is changing relative to the nation. An average area of this size would have 8,574* employees, while there are 5,060 here. This lower than expected supply may make it more difficult to find candidates. The gap between expected and actual employment is expected to remain roughly the same over the next 5 years.



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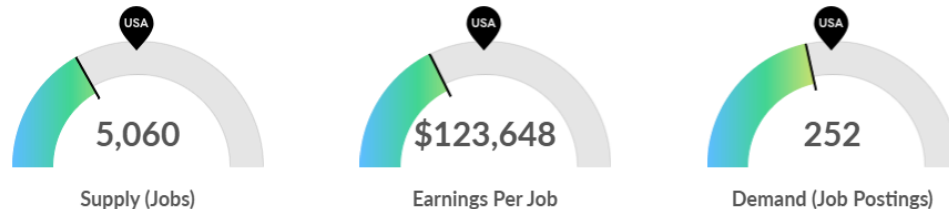
Challenges

- Talent supply shortage
- Retention risk, due to lack of opportunities

Opportunities

- Previous rapid growth, use this as a success story
- Continued by stable projected growth over the next five years, opportunity to boost workforce and supply chain to meet future growth

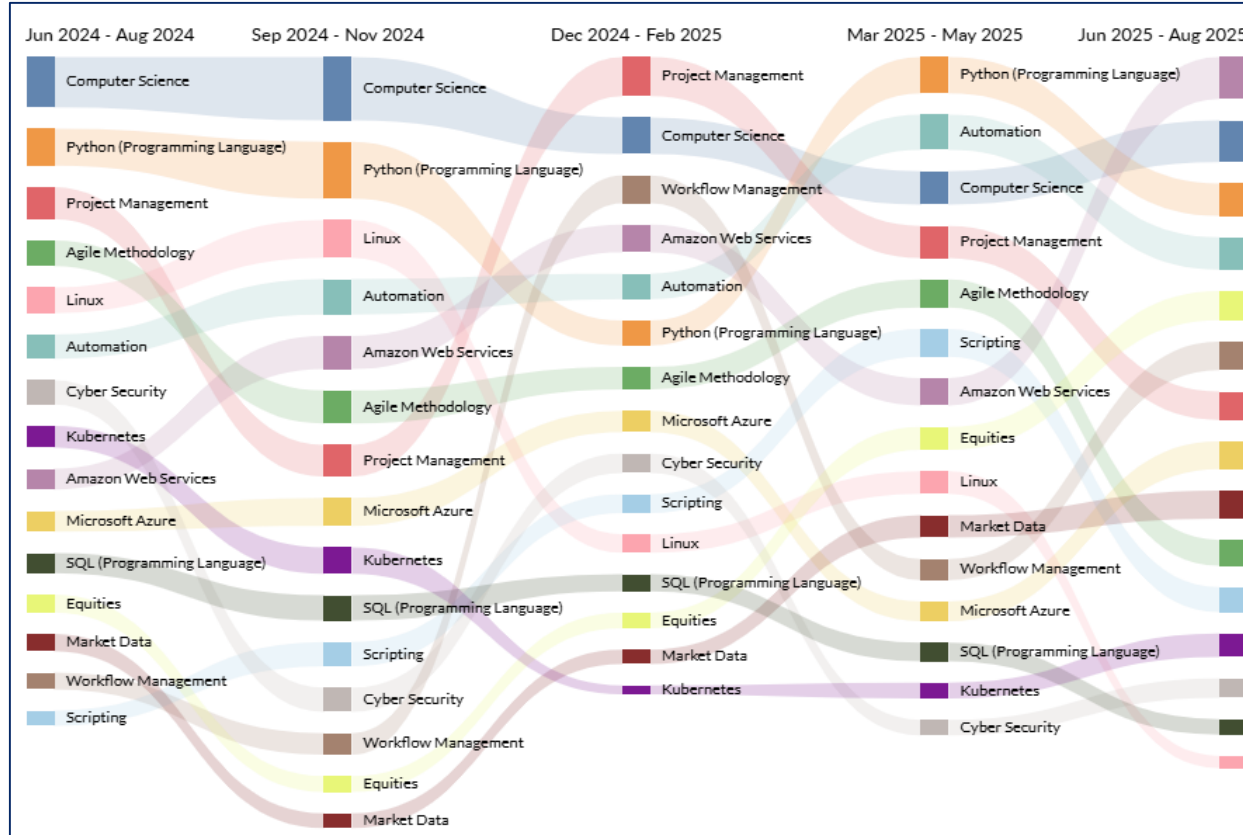
Light Hiring Competition Over a Thin Supply of Regional Talent



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Cybersecurity and San Antonio

Diagnosing Required Skills



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Challenges

- Evolving skill requirements
- Potential tool specific skill gaps

Opportunities

- Upskilling potential
- Micro-credentialing
- Shift regional curriculum with industry needs
- Cross-training for adjacent fields

Cybersecurity and San Antonio

Diagnosing Industry Occupation Needs



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Occupation*	Supply	Compensation	Demand
Computer and Mathematical Occupations	34,964	\$98,472	1,170
Management Occupations	100,745	\$100,010	1,975
Business and Financial Operations Occupations	86,521	\$75,434	1,387
Office and Administrative Support Occupations	153,717	\$43,290	1,768
Sales and Related Occupations	107,113	\$35,829	2,041
Arts, Design, Entertainment, Sports, and Media Occupations	17,739	\$48,317	395

*Two-digit SOC code

Challenges

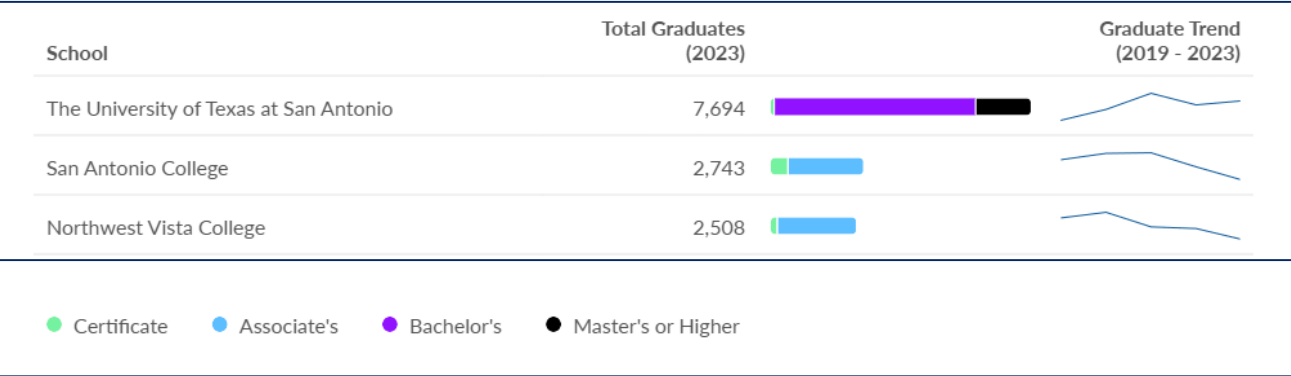
- Smaller cybersecurity specific supply comparative to regional size
- Competition from larger metros for high-skilled talent

Opportunities

- Overlap with top growth occupations in region
- Strong transferable skills within current job market

Cybersecurity and San Antonio

Diagnosing Education Pipeline Sustainability



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Program Type*	Regional Completion	Regional Growth
Engineering/Engineering-Related Technologies/Technicians	688	50%
Computer and Information Sciences and Support Services	1,595	23%
Business, Management, Marketing, and Related Support Services	3,787	(12%)

*Two-Digit CIP Code

Challenges

- Limited regional competitiveness in skilled labor market due to educational misalignment
- Future workforce could need specialized training

Opportunities

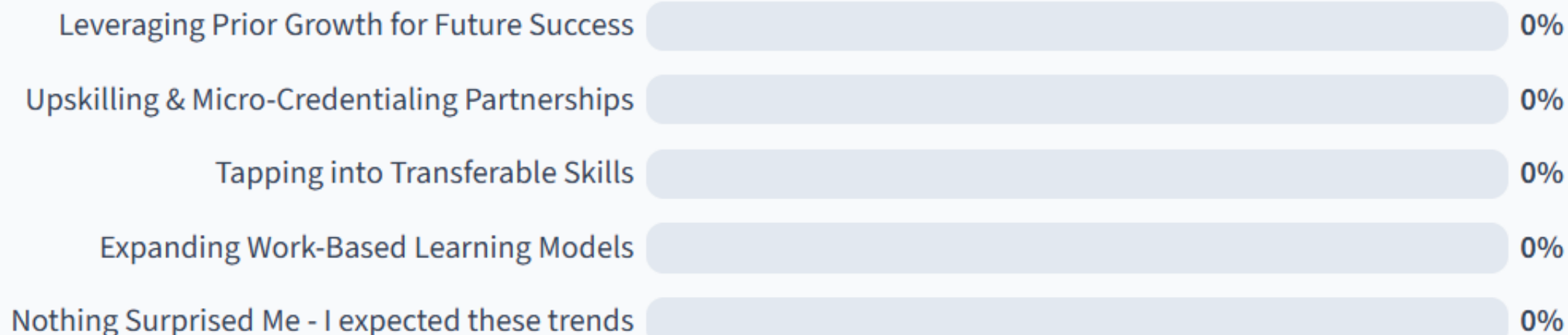
- Rising completion in engineering and computer science programs aligns with industry needs
- Collaborative work-based learning with companies to develop skills in the younger population



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What opportunity presented by our deeper dive into the data stood out the most to you?



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Economic Impact Analysis

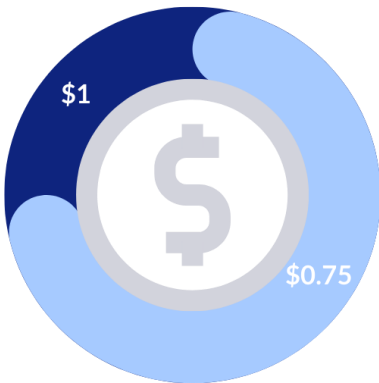
Ripple Effects in San Antonio-New Braunfels MSA

Economic Indicators – Construction 2027–2029

Impact	Avg. Annual Employment	Labor Income	Value Added	Output
Direct	29	\$1,623,599	\$2,233,584	\$5,000,000
Indirect	8	\$564,707	\$977,811	\$1,945,568
Induced	10	\$551,190	\$1,053,711	\$1,789,023
Total	47	\$2,739,497	\$4,265,106	\$8,734,590

Output Multiplier

For every \$1 of production, an additional \$0.75 of activity is generated in the local economy during construction.



Multiplier 1.75

Employment Multiplier

Every 1 direct job creates or supports an additional 0.61 jobs in the local economy during construction.



Multiplier 1.61

**Case study is illustrative and based on modeled assumptions.*

Economic Impact Analysis

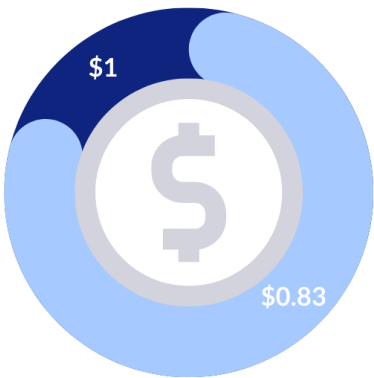
Ripple Effects in San Antonio-New Braunfels MSA

Economic Indicators – Operations 2030

Impact	Employment	Labor Income	Value Added	Output
Direct	200	\$22,572,439	\$27,540,391	\$45,604,655
Indirect	95	\$5,414,268	\$8,055,862	\$15,074,081
Induced	130	\$7,022,471	\$13,430,756	\$22,796,124
Total	425	\$35,009,178	\$49,027,009	\$83,474,860

Output Multiplier

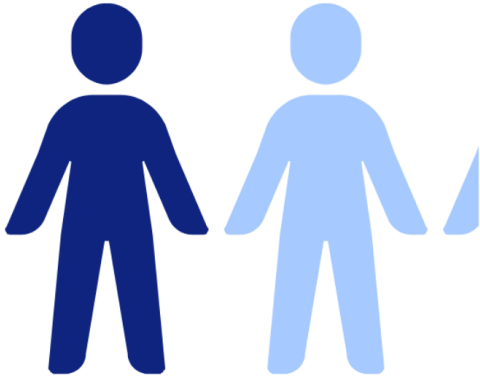
For every \$1 of production, an additional \$0.83 of activity is generated in the local economy during operations.



Multiplier 1.83

Employment Multiplier

Every 1 direct job creates or supports an additional 1.12 jobs in the local economy during operations.



Multiplier 2.12

**Case study is illustrative and based on modeled assumptions.*

Economic Impact Analysis Tax Impact

Anticipated Tax Generation – Operations 2030

New Taxes Generated	City or Local	County	State	Federal	Total
Direct	\$849,107	\$219,126	\$1,149,929	\$4,746,094	\$6,964,256
Indirect	\$171,567	\$44,337	\$233,044	\$1,163,200	\$1,612,148
Induced	\$475,105	\$122,122	\$634,544	\$1,627,676	\$2,859,448
Total	\$1,495,779	\$385,585	\$2,017,517	\$7,536,970	\$11,435,851

Anticipated Local and County Taxes

Tax Type	Employee Compensation	Tax on Production and Imports	Households	Enterprises (Corporations)	Total
Social Insurance Tax: Employee Contribution	-	-	-	-	\$0
Social Insurance Tax: Employer Contribution	-	-	-	-	\$0
TOPI: Sales Tax	-	\$282,800	-	-	\$282,800
TOPI: Property Tax	-	\$1,544,744	-	-	\$1,544,744
TOPI: Motor Vehicle License	-	\$3,855	-	-	\$3,855
TOPI: Severance Tax	-	-	-	-	\$0
TOPI: Other Taxes	-	\$28,140	-	-	\$28,140
TOPI: Special Assessments	-	\$9,269	-	-	\$9,269
Personal Tax: Motor Vehicle License	-	-	\$2,708	-	\$2,708
Personal Tax: Property Taxes	-	-	\$9,848	-	\$9,848
Personal Tax: Other Tax (Fish/Hunt)	-	-	-	-	\$0
Total	\$0	\$1,868,808	\$12,556	\$0	\$1,881,364



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If your community received new recurring tax revenue from a major project, how would you want those funds to be used?

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Nobody has responded yet.

Hang tight! Responses are coming in.

Economic Impact Analysis

Ripple Effects – Impacted Industries During Operations

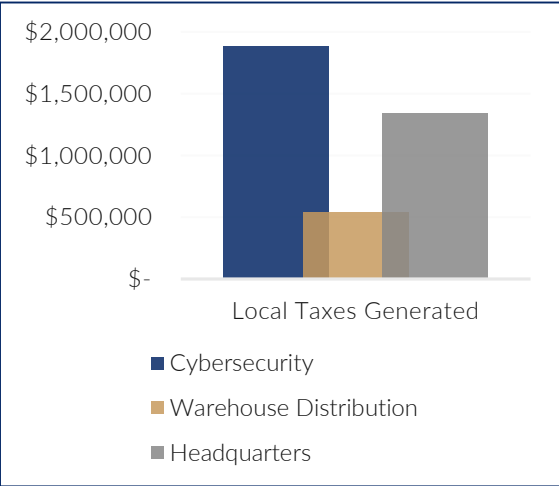
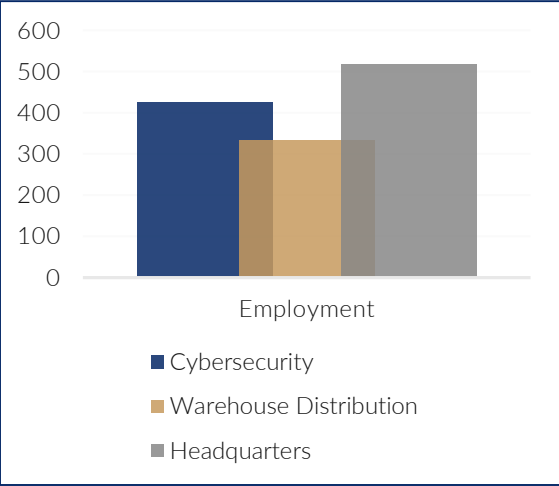
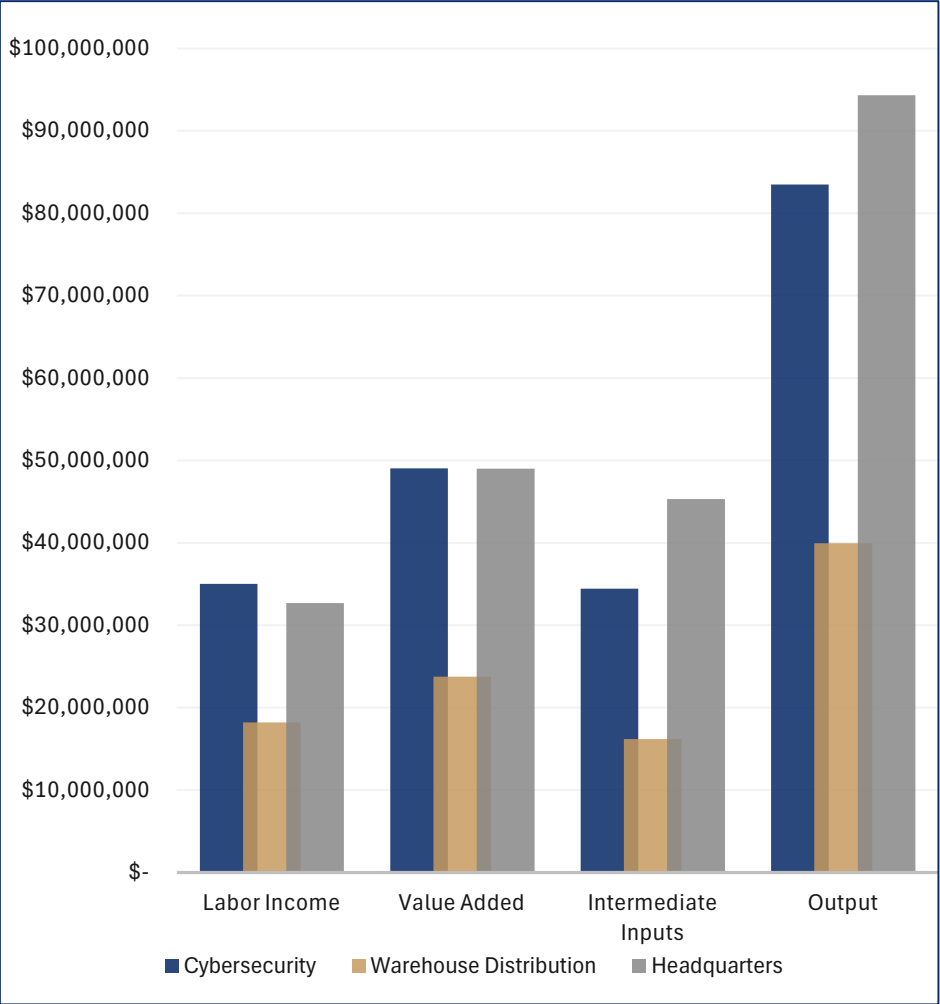


Comparing ROI

Stakeholder POV

Economic Impact Analysis

Comparing Operations



Stakeholders	Goals
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Economic Development Organizations	Promote sustainable growth, attract high-value industries, support workforce development.
Residents	Access to good jobs, affordable housing, minimal disruption to lifestyle.
Educational Institutions	Develop relevant programs, increase enrollment, foster industry partnerships.
Cybersecurity Company	Efficient setup, access to skilled labor, community support, long-term profitability.
State Government	Regional competitiveness, innovation, and alignment with Texas' economic strategy.



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Which project do you think best aligns with our case study stakeholders and goals?

Cybersecurity

0%

Warehouse Distribution

0%

Corporate Headquarters

0%

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The background features several light-colored wooden human figures of varying heights and orientations. Some figures have teal speech bubbles above their heads, each containing three white dots. A large, white, rounded rectangular box is centered in the middle of the slide, containing the main title and subtitle.

Applying the Insights

Tell Your Story

Connecting Data to Challenges

Housing – Use labor data to assess affordability and location needs

Workforce – Align training programs with projected job growth

Infrastructure – Justify investment using impact projections

Opposition – Use data to build public and political support

Uncertainty – Model scenarios to prepare for change

Planning – Build strategic plans with data-driven goals





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What's one challenge you'd like to model using economic impact analysis and labor analytics?

Nobody has responded yet.

Hang tight! Responses are coming in.



Questions?



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