

The Millennial Generation presents a unique opportunity for governments to grow capabilities that satisfy the needs of an increasingly multicultural citizenry.

Speaking Their Language

Recruiting Millennials in
Huntsville, Alabama

James Howell

May 2018

Table of Contents

Introduction.....	1
Millennials Defined	2
Their growing influence and share of the workforce	5
Cultural Competency Defined	8
Huntsville Overview	10
Why Huntsville should care about Cultural Competency and Millennials.....	11
City Strengths.....	14
City Weaknesses	16
Millennials	17
National Trends.....	17
Successful Facilities.....	19
Cultural Competency Initiatives	19
Recommendations.....	20
Summary	20
Stakeholders.....	24
Conclusion	26
References.....	29

EXHIBIT ONLY

Introduction

Turnover is not just a problem restricted to the corporate arena. Cities across the country work hard to ensure their workforces are prepared to fill the gaps in industrial and economic labor. Spread across decades, cities also play central roles in building generational competencies that promote workforce transitions in essential industries, as well as create and fill new ones. They do this by creating space that's both advantageous to the industry as well as desirable to its citizens. As contemporary society becomes more and more global, industries and people exercise their freedom of mobility to relocate as they see fit to places that manage turnover best.

The effect of this mobility on their municipal hosts is increasingly significant. Economic development is a never-ending process of recruitment and retention to replace firms and industries which exit or fold, and enable the spread of city prosperity. This effort leverages the flows of people and corporations across the world to increase municipal and individual incomes while mitigating the negative effects of their own industrial losses. As a result, cities are local champions and regional partners, but national, and even global, competitors.

Active cities, such as Huntsville, Alabama, promote themselves to both industries and workforces. It is a balancing act resembling that classic argument of primacy: the chicken or the egg, whenever decisions are made about which deserves priority. While ensuring a positive environment for corporations is essential to recruiting and sustaining some major companies, quality of life concerns also weigh heavily on peoples' choices of where to live. In fact, a 2014 poll by the American Planning Association found that the majority of respondents felt quality of life features outweighed economic health and the job market when choosing a city to call home (APA). This signifies the importance of promoting a positive environment for residents which includes investments in built amenities as well as government services.

These services must be responsive in order to be effective. American cities continue to diversify, which is the case in Huntsville where racial and ethnic minorities make up most of its growth (City of Huntsville). This trend emphasizes the need to ensure citizens of various cultural backgrounds can access services and facilities to make these investments responsive.

The Millennial generation presents a consolidation of both these mobility and culturally diversified trends. As this paper discusses, this age group is the most diversified of the current national workforce. It also had the greatest increase of any Alabama age-group in 2016. This suggests that targeting this generation for workforce recruitment and development could enable a city's development of a culturally competent environment and government. This is especially the case for cities like Huntsville, which lack dedicated holistic approaches to cultural competence. As this paper will attempt to demonstrate, Huntsville can drive its growth of cultural competence within the government through its recruitment of workers from the Millennial age-group.

Millennials Defined

The naming of generations has been a creative endeavor ever since it became popular to label snapshots of time in a population. This trend seems to have begun in the mid-1900s, but grew in popularity after Gertrude Stein used “the Lost Generation” to describe those who lived through the First World War (Sanburn). Every twenty years or so, a new group of Americans get defined by a characteristic believed to be unique, or at least prevalent, among them. From the Greatest Generation to the most recent commonly accepted one, Generation Z, or the iGeneration since there is still debate, these labels become an easy way for people to classify themselves and others according to age. In truth what really defines these generations are the environments they enter into and affect, be it a major conflict or social upheaval or based on the availability of some

landmark technology such as computers. This mild form of ageism becomes hotly contested due to the generalizations they make, yet also proudly defended as we seek to differentiate ourselves from the generation before us.

The Baby Boom Generation, or Baby-Boomers, set records in America. Born after the Greatest Generation returned home from World War II, between 1946 (sometimes 43) and 1964, Baby Boomers were unique in their general prosperity. Much of this was due to the work and security provided and fought for by their parents, but they came into their own as a significantly influential group. This was due in large part to another unique characteristic: their size. In 1964, the last year of new domestic baby boomers, they numbered almost 72.5 million people (CNN). This accounted for nearly 38% of the country's population at the time and they later became the workforce of a nation recently emerged as a global economic leader.

Generation X followed the Baby Boom Generation, though with fewer numbers. The Boomer's numeric superiority would not last, however. By 1981 another generation had begun though it would not be identified as such for another ten years until Neil Howe's book, *Generations* (Sanburn). The name he gave this age group was 'Millennial', signifying the fact that they would finish High School on or after the new millennium. They are generally accepted as being born between 1981 and the mid to late 1990s. Pew Research uses 1996. Sixty-two million babies were born during these sixteen years, almost ten million more than the similar length of time Pew designates as Generation X. If the Millennial time period is extended to 1999, giving it the same number of years as the Baby Boom (19), total births would grow to 73.8 million¹; 1.3 million more than those recorded between 1946 to 64.

True, these final three years of births that would tip Millennials over Boomers are not included in Pew's "official" designation, but as an age-group the former's momentum soon

¹ Adding cumulative births from 1997-9 as recorded by the Centers for Disease Control and Prevention.

overtakes the latter. Pew estimates that the surviving 16 years-worth of Millennials will surpass the surviving 19 years-worth of Boomers by 2019 (Fry). This is the result of continuing immigration of foreign nationals in the Millennial ages combined with the growing mortality of Baby Boomers. Generation X will not overtake Boomers until nine years later in 2028. By this time, they will have started their own mortal decline, though slowly in its initial years.

As an age-group, Millennials generally share many characteristics. They were old enough to have distinct memories of the 9/11 terrorist attacks. They were beginning careers or entering the workforce at about the same time as the beginning of the Great Recession in 2008. Many may not remember a time when their family did not have a computer. They are also extremely diverse, the most so in American history. Although white Millennials still accounted for the largest single age-group demographic in 2015, over 34%, the other two-thirds were classified as either “white, plus another race” or another race entirely (U.S. Census Bureau).

2015 Data									
Total US Pop	White	White+	Black	Black+	Am. Ind.	Am. Ind.+	Asian	Asian+	Hisp./ Lat.
321,418,821	234,940,100	243,479,179	40,695,277	44,655,257	2,597,249	5,431,402	17,273,777	3,699,957	56,496,122

Age	White	White+	Black	Black+	Am. Ind.	Am. Ind.+	Asian	Asian+	Hisp./ Lat.
18-24	0.091	0.092	0.116	0.118	0.116	0.115	0.098	0.079	0.119
25-34	0.13	0.13	0.146	0.143	0.143	0.14	0.17	0.219	0.158
Pop	51,921,762	54,052,378	10,662,163	11,655,022	672,687	1,385,008	4,629,372	1,102,587	15,637,696
% of Total US Pop	16.15%	16.82%	3.32%	3.63%	0.21%	0.43%	1.44%	0.34%	4.87%
	31.05%								
	47.20%								
% of Mill Pop	34.22%	35.63%	7.03%	7.68%	0.44%	0.91%	3.05%	0.73%	10.31%

Mill Pop 151,718,675
 % of Mill Pop Non-White 66%

Their growing influence and share of the workforce

Now, just as the Baby Boomers before them, Millennials are becoming more and more influential in American politics and the workforce. As recorded by the US Census Bureau, 18- to 29-year-olds were the only age group to increase their voter rate in the 2016 election (U.S. Census Bureau). Total Baby Boomer participation still far outpaces that of Millennials, but growth in their participation is virtually as inevitable as the decline in Boomer participation.

2016 Voter Turnout (in thousands)						
Age	Total Citizen Population	Reported registered		Reported voted		% Change
		Number	Percent	Number	Percent	
21 to 24 years	15,975	9,428	59.0%	7,291	45.6%	
25 to 34 years	38,282	24,681	64.5%	20,332	53.1%	
35 to 36 years	7,457	5,061	67.9%	4,298	57.6%	
Millennial total	61,714	39,170	63.5%	31,921	51.7%	4.7%
53 to 54 years	8,125	5,933	73.0%	5,291	65.1%	
55 to 64 years	39,243	29,392	74.9%	26,658	67.9%	
65 to 71 years	21,274	16,670	78.4%	15,334	72.1%	
Boomer total	68,642	51,995	75.7%	47,283	68.9%	-0.6%

2014 Voter Turnout (in thousands)					
Age	Total Citizen Population	Reported registered		Reported voted	
		Number	Percent	Number	Percent
18 to 24 years	27,535	14,766	53.6%	11,352	41.2%
25 to 32 years	28,748	18,807	65.4%	15,142	52.7%
Millennial total	56,283	33,573	59.7%	26,494	47.1%
49 to 54 years	24,894	18,462	0.7	16,500	0.7
55 to 64 years	36,624	28,349	0.8	25,895	0.7
65 to 67 years	8,810	7,016	79.6%	6,490	73.7%
Boomer total	70,328	53,827	76.5%	48,885	69.5%

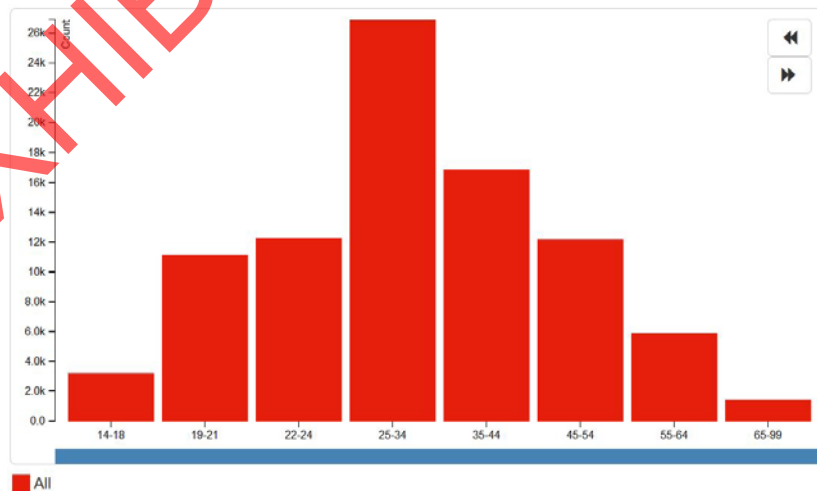
Data from US Census Bureau

Baby Boomer presence in the workforce is declining as well. In 2011, the oldest Baby Boomers reached the retirement age of 65. Pew Research estimates that every day from January

1st of that year until December 31st of 2030, ten thousand Baby Boomers will reach the age of 65 (Cohn, Taylor). This has significant implications for the turnover of employees in corporations and work sites across the country.

Stepping into this will be Generation Xers and an increasingly large share of Millennials. A Forbes study in 2003 found that the average age of CEOs was 48-years-old; and younger in sectors like information technology (Todaro). This would place the oldest Millennials into this bracket by 2028 at which time the effects of Baby Boomer retirements will be felt in the extreme. However, Millennials do not have to wait for CEO age to run their own companies. Entrepreneurism has been considered to be a likely strong suit of Millennials based on their mobility trends. This occupation also has secondary benefits for their communities through employment opportunities. In 2014, 30% of the American workforce were either self-employed or worked for the self-employed (Pew Research).

Total relocations to Alabama supports this mobility trend. In the first quarter of 2016, more Millennials between the ages of 19 to 34 moved to Alabama than any other age group, according to the U.S. Census Bureau's Job-to-Job Flows Explorer.



Their percent of the workforce in Alabama outpaces Baby Boomers, too, as they continue to retire. In the time span between 2015 and 2017, the 20- to 34-year-old age group consistently made up nearly a third of the state civilian labor force while Baby Boomers have made up about

a fifth. Boomers do still far outweigh Millennials in the total population. However, a far larger percentage of the younger age group earns wages in Alabama compared to the older generation:

75% of Millennials compared to just 33% of Baby Boomers.

Year	Group	Civilian non-institutional population (in thousands)	Civilian labor force (in thousands)				Percent Change from Previous Year
			Number	Percent of state population	Employment	Percent of state population	
					Number		
2017	Alabama	3,834	2,162	56.4%	2,068	53.9%	0.5%
	Millennials	935	708	32.7%	669	32.4%	0.2%
	Boomers	1,428	479	22.2%	466	22.5%	1.3%
2016	Alabama	3,816	2,167	56.8%	2,036	53.4%	0.2%
	Millennials	950	717	33.1%	654	32.1%	1.7%
	Boomers	1,389	449	20.7%	432	21.2%	-1.0%
2015	Alabama	3,803	2,155	56.7%	2,023	53.2%	
	Millennials	922	688	31.9%	616	30.4%	
	Boomers	1,402	463	21.5%	449	22.2%	

Data from US Census Bureau

Millennials’ growth, mobility, and share of the workforce demonstrate their significance to Alabama’s future. Their diversity foreshadows the changes in cultural make-up that are yet to come to the area. In 1970, a year when many of Huntsville’s current leaders may have been just entering the workforce, over 84% of Huntsvillians and almost 74% of Alabamians were white (U.S. Census Bureau, 1970). In 2016, those percentages had decreased to almost 63% and 69%, respectively, giving greater voice to a variety of communities (U.S. Census Bureau). This change in Huntsville’s social landscape will continue and carries with it the city’s need to constantly self-assess to ensure it provides services relevant to its citizenry and access for all its communities.

Cultural Competency Defined

Defining Millennials and describing how the national scene is impacted by them underscores the importance for any government to develop skills that make multicultural interactions more effective. This is not limited to just those interactions with citizenry, but between public servants themselves as workforces ideally become more representative of the populations they serve.

Much of the literature surrounding the idea of cultural competence is found in the healthcare community. This group of professionals deals with all societal communities daily and preventing delays caused by cultural ignorance and language barriers saves lives. For this very reason, some of the first federal legislation mandating early forms of cultural understanding was directed at medical providers. The Social Security Act of 1965, which established Medicare and Medicaid, required participating providers and facilities to provide “culturally and linguistically appropriate services” (Rice, 175). Since then, the value of culturally competent professionals has spread to other industries, particularly those that interact with diverse consumers.

The public sector has adopted many of the original aspects of this discipline and added to the growing base of information. This includes shifting the originally external patient focus to include internal workforce considerations as well. Adding this aspect enables an organization to value the unique cultural perspectives that exist within it. Doing so can help develop broader sets of alternatives and improve service delivery.

My definition for this research focuses on the ability to make multicultural interactions a productive event, whether with citizens or coworkers. Ideally, the outcome of this is a mutually beneficial one where both parties know they were essential in the process. With some inspiration from the psychiatric definition listed by Rice, I define cultural competency as *having the*

knowledge and interpersonal skills to understand, appreciate, and work with coworkers and citizens from cultures other than one's own and using that knowledge and those skills effectively to employ policies and programs that improve access to services, increase well-being, and improve the potential for social mobility (Rice, 176).

Terry Cross, an early advocate and conceptual developer of cultural competency, described it as a “set of congruent behaviors, attitudes, and policies that come together in a system, agency or professional and enable that system, agency or professional to work effectively in cross-cultural situations” (Cross, 1988). He outlined a continuum within which an organization or individual can be placed based on attitude and actions related to multiculturalism.

Cultural Destructiveness	Behaviors include actions that deliberately seek to limit or even destroy a different culture. These could include dehumanization or cultural genocide.
Cultural Incapacity	No malicious intent, however, an organization lacks the capacity to serve minority specific needs.
Cultural Blindness	Belief that a single process or approach to service can be effective for all clients, regardless of culture.
Cultural Precompetence	Initial attempts are made to modify service delivery based on recognition that specific populations, typically minority, require specific approaches.
Basic Cultural Competence	Service models are adapted to satisfy individuals whose differences are accepted and respected. Agencies consider how dynamics of different circumstances can impact access.

Advanced Cultural Competence	Agencies at this point regard cultural difference in high esteem and work to develop new models of practice which can be replicated by other organizations.
------------------------------	---

Using this continuum as a guide, an entity might assess its own placement and establish goals for improved competency. The benefits of this includes several positive aspects that promote good governance. This includes being more socially responsive thanks to employees more capable of multicultural interactions that produce effective outcomes. A public workforce more representative of those it serves encourages public faith and trust. A secondary effect of this may be a more civic-minded public. Importantly, a diversity of backgrounds leads to more active discourse and problem solving with teams of diverse thinkers. This may also improve the likelihood that someone on the team greater familiarity of a particular social issue.

Promoting this capability early may help governments with a growing multicultural residency identify and address issues in a pro-active manner. This would be particularly useful for cities experiencing dynamic growth or simply wishing to connect to the many communities that exist within it. In Huntsville, both apply; and the city's ability to promote this quality could be central to sustaining that prosperity.

Huntsville Overview

Huntsville has changed dramatically since its days as an agrarian center one hundred years ago. It is, perhaps, the most significantly changed city in Alabama during that time period. The catalyst for such change is undoubtedly the concentration of the U.S. military's research for rocket and missile development in the late 1940's at Redstone Arsenal (Redstone Arsenal). Though the base had already been established south of the city in 1941, it was this decision that brought city-changing investment. It also brought new communities of highly educated

scientists and their families to the small city, many of whom were foreign-born German professionals who had partnered with the U.S shortly after WWII.

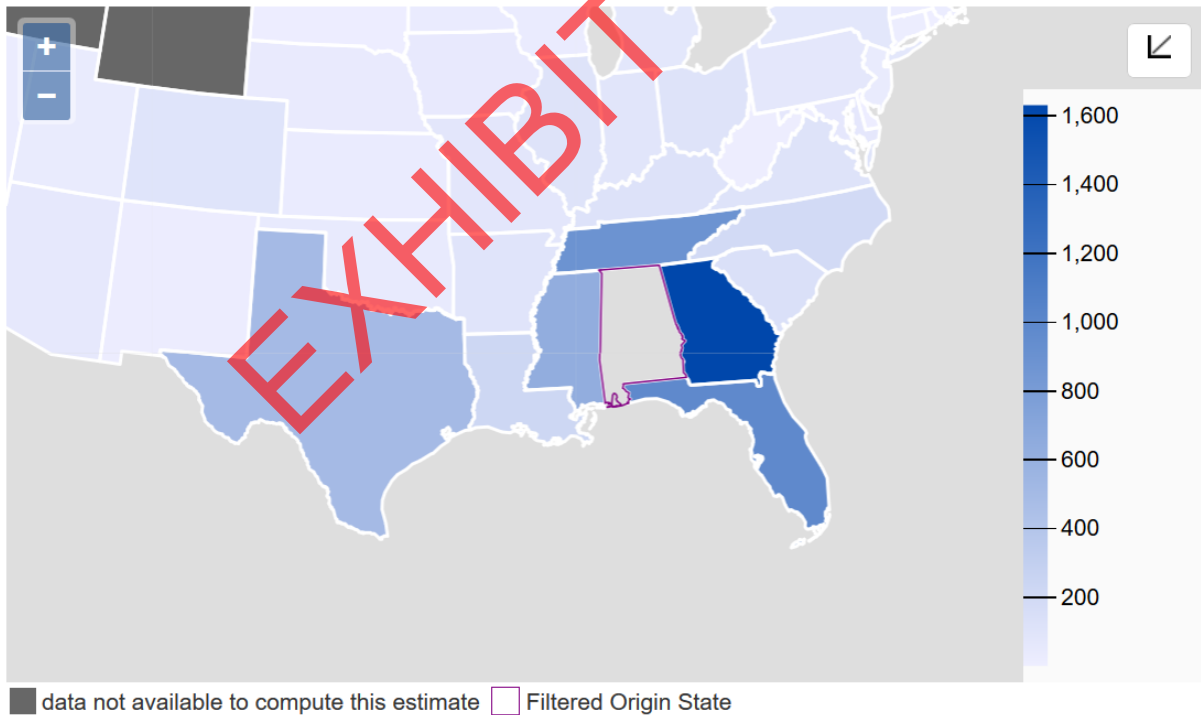
Why Huntsville should care about Cultural Competency and Millennials

Huntsville's international and minority community has grown rapidly since the early 1950s when Werner Von Braun's team first arrived. The clustering of government jobs, growth of secondary industries of research and education, and the ever-growing service sector have all contributed. Now, as these trends continue and the white baby-boomer population declines, racial and ethnic minorities account for the greatest growth in the city: 67% of it from 2000 to 2010 (City of Huntsville). Hispanics in particular saw especially high growth during this time, nearly tripling their percentage of the population according to the U.S. Census Bureau. Age is also a consideration as Huntsville grows older following the national trend. It is expected that by 2050, one in eight Huntsvillians will be over 75 (City of Huntsville). Addressing the unique needs of these various racial, ethnic, and older populations will challenge the city's administrators in an ever-growing way.

Huntsville is a city that prides itself in its appeal to an educated, global, and multicultural population. It has also prioritized the attraction of professionals in the Millennial age group to support the industrial workforce (City of Huntsville). Additionally, growth of the city's international community has outpaced that of Alabama. Huntsville's proportion of foreign-born residents is 6.5%, compared to the state's proportion of 3.5% (Statistical Atlas). These work to counter-balance age concentrations when some areas of the city could see up to 20% increases in its over-65 population by 2030 (City of Huntsville). These considerations demonstrate how the proportion of Huntsville's current and desired residents move beyond middle-aged white professionals.

Huntsville could be at risk of suffering decline by not taking more steps to promote itself among the Millennial age group. Although Huntsville successfully emerged from the last decade's Great Recession extremely well, this has been primarily due to the city's industrial strengths in federal and private science, technology, engineering, and math research and development. The city has taken few discernable steps to specifically draw more Millennials to its workforce. Huntsville needs more deliberate action to retain its growth in regional and national competition for qualified as well as culturally and economically diverse employees.

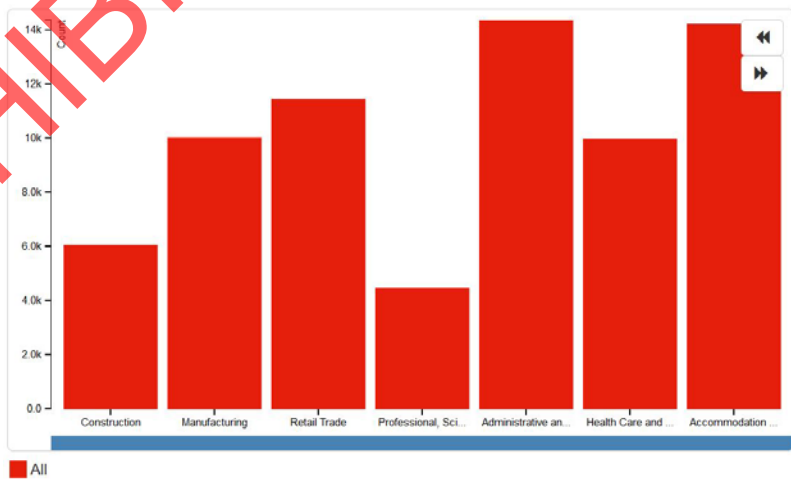
As a state, Alabama lost over 4,600 19-34 year-olds in the first quarter of 2016 to other states. Departures of this age group stayed mostly within the region, though, signifying a possible desire to remain close to "home". Shown below, the U.S. Census Bureau's Job-to-Job Flows Explorer found that the most relocations went to one of five southern states.



State	Number Moved
Georgia	1,631
Florida	983
Tennessee	894
Mississippi	634
Texas	504
<i>1Q16 Total</i>	<i>4,646</i>

These findings weren't unique; the second through fourth quarters of 2015 were similar. If the other three quarters of 2016 (for which data was unavailable) also had similar numbers of Millennials leaving the State of Alabama, the total would be nearly 18,600 people for that year. This undercuts by almost two-fifths the approximately 50,000 relocations *to* Alabama by this age-group in the same period as previously discussed. The industries they left Alabama for were mostly in the broad classification "administration and support and waste management and remediation services". This was followed closely by the food service industry.

Field	Number Moved
Administrative	14,367
Accommodation	14,197
Retail Trade	11,434
Manufacturing	10,008
Health Care	9,966
Construction	6,029
Sciences	4,454



City Strengths

Managing Diversity

Huntsville has recognized the trend in an increasingly diversified public. It established, under the executive, the Office of Multicultural Affairs. This office's two primary responsibilities are for engaging these communities and for educating the public. The former is to ensure communication flows effectively to these groups. The latter is to ensure these groups are informed of government services, and more broadly to the wider population by promoting multicultural events around the city.

Economic Development

Huntsville's Department of Economic Development (ED) has been successful at its job if measured by the city's 2016 Comprehensive Annual Financial Report. That year, over a thousand new jobs were added and almost \$200 million in industrial capital expansion was announced (City of Huntsville, 2016). Huntsville continues to leverage its strengths in industry and governmental relationships to promote growth and opportunity.

To help drive workforce recruitment, the city utilizes outreach to other regions as a means of self-promotion. Its community website, asmartplace.com, serves as a resource for job seekers and employers as well as a source of information to individuals considering relocation to the Huntsville area. Huntsville's ED also uses a more active version of this theme, called "Smart Place on the Road", to conduct job fairs in technology-heavy and advanced manufacturing-heavy places. Their skills-focused recruitment methods promote qualifications over personal attributes.

Cost of Living

Huntsville's cost of living is extremely competitive as compared with other cities. This is due in part to the city's relatively high median household income as compared to its median

home price. A Brookings Institute study found that the top ten cities experiencing Millennial growth in America from 2010 to 2015 were Colorado Springs, San Antonio, Denver, Orlando, Honolulu, Austin, Cape Coral, Houston, Sarasota, and Seattle, in that order (Frey). This study is discussed further later. Compared to these cities, Huntsville’s median household income is near the average of theirs while its median home price, as determined by Zillow’s Home Value Index, ranks well below.

Growth Rank	City	Median Home Price*	per Sq.Foot*	Rent*
1	Colorado Springs	\$325,000	\$176	\$1,495
2	San Antonio	\$229,900	\$114	\$1,250
3	Denver	\$475,000	\$351	\$2,095
4	Orlando	\$275,000	\$143	\$1,495
5	Honolulu	\$640,000	\$703	\$2,300
6	Austin	\$375,000	\$209	\$1,605
7	Cape Coral, FL	\$266,500	\$150	\$1,650
8	Houston	\$325,000	\$160	\$1,495
9	Sarasota	\$341,339	\$186	\$2,000
10	Seattle	\$699,950	\$496	\$2,500
	AVG	\$395,269	\$269	\$1,789
	Huntsville, AL	\$234,698	\$99	\$770

*Data from the Zillow Home Value Index

Growth Rank	City	Primary Occupations**	% of Total**	Median HH Income**
1	Colorado Springs	Management, Professional, and Related	41.1%	\$56,227
2	San Antonio	Management, Professional, and Related	32.8%	\$48,183
3	Denver	Management, Professional, and Related	45.2%	\$56,258
4	Orlando	Management, Professional, and Related	37.6%	\$44,007
5	Honolulu	(Data Unavailable)		
6	Austin	Management, Professional, and Related	46.9%	\$60,939
7	Cape Coral, FL	Sales and Office	31.6%	\$52,000
8	Houston	Management, Professional, and Related	34.3%	\$47,010
9	Sarasota	Management, Professional, and Related	32.6%	\$43,477
10	Seattle	Management, Professional, and Related	58.2%	\$74,458
	AVG		41.1%	\$53,618
	Huntsville, AL	Management, Professional, and Related	44.7%	\$51,441
		Alabama (comparison)	33.6%	\$46,257

**Data from Stats America, Town Profile

City Weaknesses

As pro-active as establishing its Office of Multicultural Affairs may seem, the office is severely limited. It consists of a sole city employee to direct, coordinate, and educate. The current occupant is highly qualified in clinical psychology with private practice and higher education experience. He is instrumental in coordinating and conducting city outreach and facilitating multicultural events. The office's lack of personnel depth, however, exposes it to the risk of failure should this individual leave. The office's focus, too, is limited. Its responsibilities are to engage and inform the greater community. There are no requirements for leading internal government education or assessments. This is a significant gap when considering how to make the Huntsville City Government a culturally competent organization. It is worth noting that the Director of the Multicultural Affairs conducts diversity and inclusion instruction, primarily for the Huntsville Police Academy; however, this is outside the scope of the Office and he does so out of a personal interest in supporting city-wide diversity.

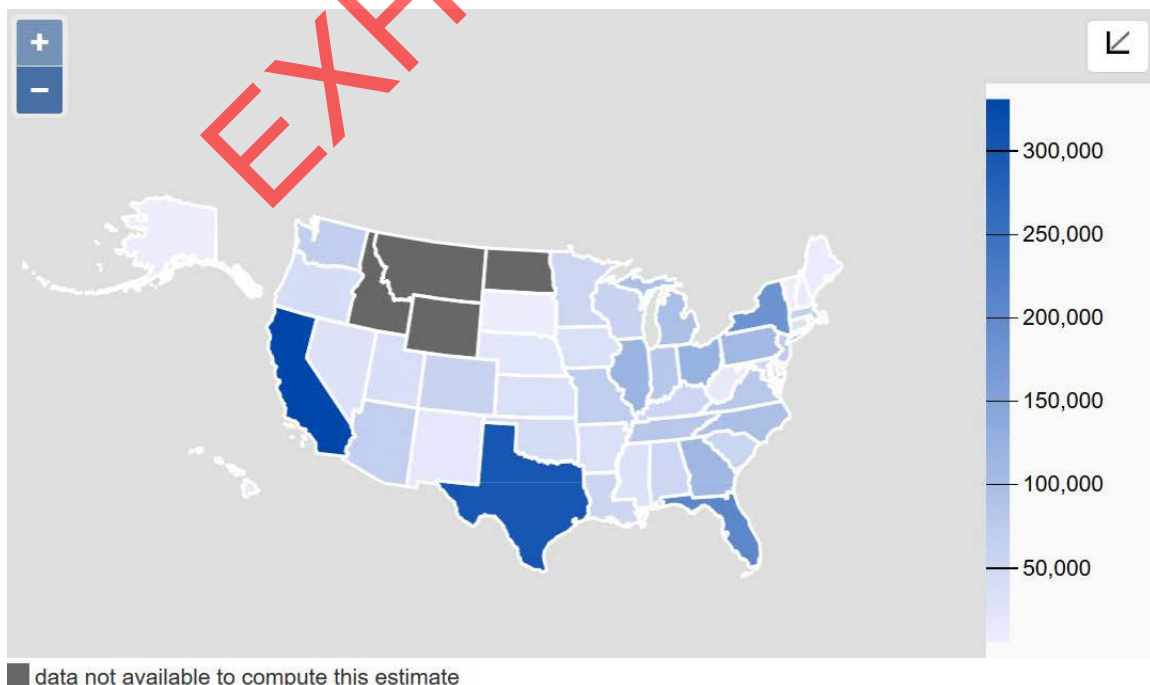
While Huntsville's ED recruitment method has been admirably color-blind, it still lacks in targeting specific demographics. ED limits its emphasis on diversity recruitment to matching the average diversity goals of local industry. This lowers priority of multicultural communities and minimizes information that leverages the city's multicultural strengths. Ultimately, this unbiased approach to workforce development is appropriately equitable, though it highlights the minimal role played by Huntsville's workforce developer in promoting the city's multicultural growth.

Millennials

National Trends

Growth of Millennials as shares of city populations indicates that they are an urban generation. A recent Brookings study found that all but one of the nation's largest metropolitan areas gained Millennial percentages between 2010 and 2015. The study found that most of these cities were in the south and west of the country. Many cities with the lowest rate of Millennial growth were in the industrial north and Midwest (Frey). Significantly, the one metropolitan area that actually lost Millennials was very local to Huntsville: Birmingham, Alabama.

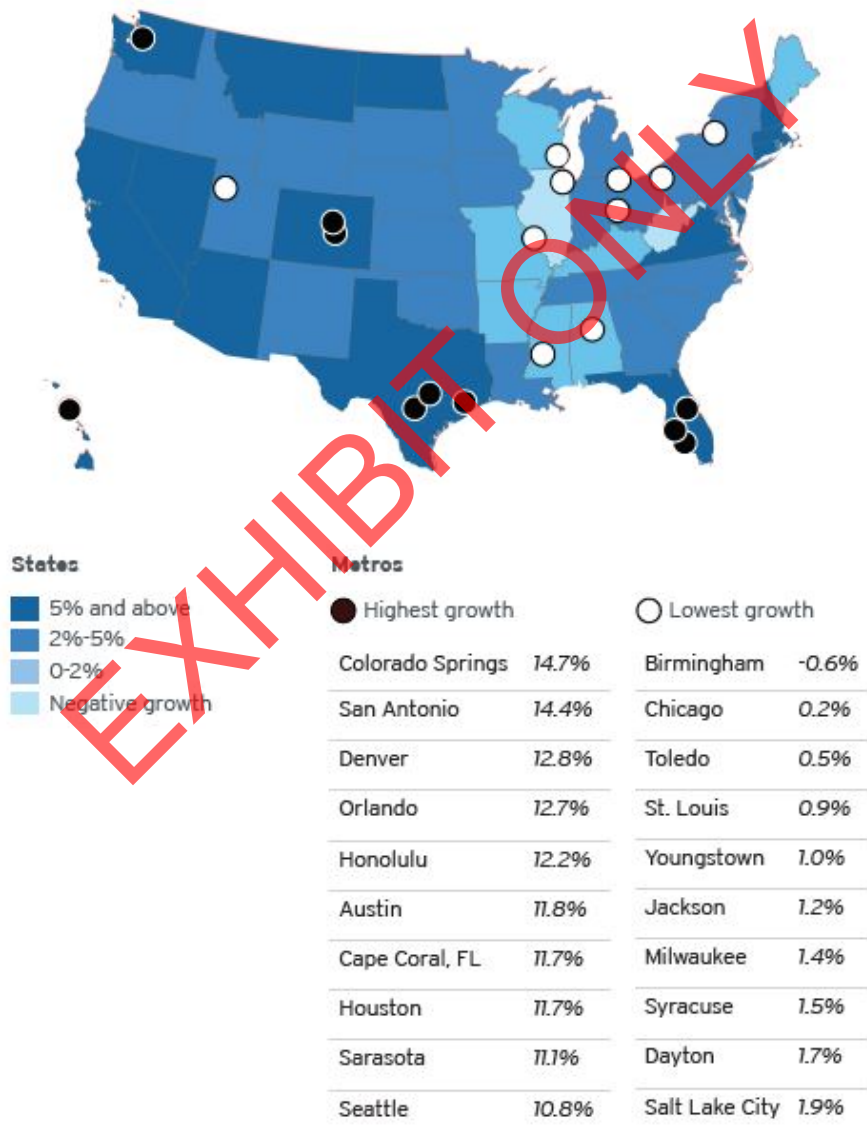
U.S. Census Bureau data for 2016 confirms this trend and suggests that the years immediately following the Brookings study will have similar results. New hire relocations of 19- to 34-year-olds from January to March of 2016, according to the U.S. Census Bureau's Job-to-Job Flows Explorer revealed continued movements to large states like California, Texas, Florida, and New York (U.S. Census Bureau). While still a net gainer, Alabama still fared less well as other regional states like Georgia, Tennessee, and North Carolina.



Speaking Their Language; Recruiting Millennials in Huntsville, Alabama
 Jay Howell

State	Number Moved
California	331,143
Texas	299,038
Florida	205,972
New York	182,484
<i>Alabama</i>	<i>50,698</i>

Young adult growth and decline
 2010-2015



Source: Author's analysis of U.S. Census population estimates

Image from Brookings Metropolitan Policy Program

Successful Facilities

Many of the cities cited by Brookings share similar priorities. Foremost among these are efforts that promote transportation infrastructure, recreation, and conservation. Voters in Colorado Springs strongly support transportation investment. Citizens approved tax increases for transit, both roads and other options, three times in the past fifteen years – in 2004, 2012, and 2015 (City of Colorado Springs). The city's successful public engagement promoting sustainability and conservation initiatives is demonstrated by the fact that its per capita utility usage is going down while population continues to grow. Greenspace and recreation are also corner stones of Colorado Springs living based on its high per capita usage rates of parks and open space. Incidentally, the city's predominance of military, cybersecurity, and healthcare in its jobs market is similar to Huntsville's.

Other notable successes include San Antonio and Honolulu. Both have prioritized transit and seek to leverage tourism. San Antonio is investing in multi-modal transportation options that provide for more than automobiles (City of San Antonio). These include bus and light rail services. It's also maximizing its tourist market through historic landmarks and theme-park attractions. Honolulu recognizes the city's link to the environment as greatest asset and so prioritizes conservation (City of Honolulu). It also focuses efforts to promote the usage of an existing variety of options, to include its rail network. Both of these priorities are then tied into the city's sustainability implementation.

Cultural Competency Initiatives

Promoting multiculturalism should begin at an early age and continue into adulthood. The Colorado Springs non-profit World Affairs Council promotes interests in global issues and engagement. A member of the World Affairs Councils of America, they host speakers on world

issues and partner with the U.S. Department of State to create international opportunities in the city. They also offer secondary education programs like competitive events for high schoolers and others that support educators with resources.

Houston is known for its unique blend of multiculturalism. Geographic location, affordable homes and a lot of jobs across a broad spectrum of industries and incomes attract a wide variety of residents. This can partly be attributed to the city's minimalist approach to zoning which promotes a wide array of uses in most areas. However, the city also has a unique addition in its administrative structure.

The Houston Department of Neighborhoods is dedicated to promoting safe and connected neighborhoods throughout the city. It does this by offering after-school programming that educates and promotes civic responsibility, and creating volunteer events tailored to each specific neighborhood. It also maintains contacts with the city's immigrant and refugee communities to include offering department overviews in Arabic, Chinese, Spanish, Urdu, and Vietnamese easily identifiable on its website. (City of Houston, Department of Neighborhoods). Perhaps its most unique quality is that it coordinates building inspections and code enforcement; duties typically reserved for city planning departments. The effect of this encourages neighborhoods to work with the city to reduce blight and improve safety.

Recommendations

Summary

Promote Cultural Competency

Huntsville should conduct a cultural competency assessment of city government departments. Doing so will support the city's efforts to improve access to city services and utilization, enable multicultural and underserved communities to receive a higher quality of

service, and to promote administrator and departmental cultural and linguistic competence. As described by Georgetown University's National Center for Cultural Competence, conducting such an assessment is designed to help an organization improve its capacity as a multicultural service entity. This includes:

- Determining how well the city is meeting the needs of diverse groups
- Establishing partnerships for future engagement
- Improving consumer access and satisfaction
- Identifying how policies and structures that promote cultural and linguistic competence might be implemented
- Determining how personnel and fiscal resources should be distributed to impact improvement; and
- Identifying the organization's strengths and weaknesses with regard to cultural competence

Georgetown University, NCCC

The National Center for Cultural Competence provides tools to organizations that desire better awareness of their multicultural capability. These include the Cultural and Linguistic Competence Policy Assessment which can be modified to serve various organizations by industry or sector. It is designed for an entity to conduct a self-examination of seven considerations. One consideration, Clinical Practice, is geared specifically toward healthcare. The remaining six are:

- *Knowledge of Diverse Communities* concerns knowledge of cultural groups and their differences internally and from the dominant culture

- *Organizational Philosophy* involves the organization's commitment to providing services that are culturally and linguistically competent as well as how they are reflected in policy
- *Personal Involvement in Diverse Communities* concerns the level of reciprocity with multicultural communities that exists within an organization and its members
- *Resources and Linkages* deals with an organization's ability to leverage formal and informal networks within culturally diverse communities to create an integrated system of service access
- *Human Resources* concerns the organization's ability to implement various approaches to service delivery based on cultural and linguistic differences; and
- *Engagement of Diverse Communities* involves the nature and scope of activities conducted by an agency and its staff to engage diverse communities in civic involvement and service feedback

Georgetown University, NCCC

Huntsville should also consider dedicating departments to internal cultural competency and expanding its Office of Multicultural Affairs. Creating an additional office within Huntsville's Human Resources with the responsibility of promoting administrative cultural competency would formalize the diversity training presently conducted by the Office's staff. This office would be responsible for implementing policies developed from the assessment mentioned previously. Departments such as Houston's Department of Neighborhoods could be used for modeling an expanded Multicultural Affairs Department. In Houston, it conducts similar civic engagement and programming as well as other functions well beyond the Office's current scope. Increasing the Office's scope, staff, and authority would make it more effective in promoting civic multiculturalism.

Invest in transportation options

A Rockefeller Foundation study found that over half of surveyed Millennials said they would relocate to cities with better transportation options (Rockefeller Foundation). Two-thirds also said that local transit was among their top three criteria for location choice. Cities like Colorado Springs and San Antonio have already committed to this priority and are beginning to experience their benefits. Cities such as Honolulu take active steps in promoting its transit options, to include its light rail.

Huntsville's existing rail is a people mover operated by Huntsville Hospital System and is located near the city's urban center. Existing partnerships with the hospital could explore the feasibility of extending the rail into the central business district, or beginning a city light rail connected to and compatible with that of the hospital. Focused expansion in downtown will encourage density and economic activity. It should connect to other key infrastructure, like the Transfer Station, and service designated areas with density potential such as Lowe Mill. Even in a concentrated area, rail transit-oriented developments could open Huntsville to alternative mortgage structures. These, such as the Smart Growth Mortgage™ proposed by the thinktank Long Haul Capital Group, make central city living more affordable (and walkable) by considering a person's decreased transit costs in mortgage approval equations.

Invest in Greenspace

Another central facility Huntsville should invest in is its greenspace. As demonstrated in Colorado Springs, strong connections to the natural environment promote an active citizenry. As found in the APA survey, quality of life considerations are often more important to Millennial (and baby-boomer) relocators than economic ones. Just as Colorado Springs leverages its proximity to Pikes Peak, Huntsville should promote the sustainment and growth of organizations

like the Land Trust of North Alabama. This partnership has already contributed to successful greenspace programs and these should be strongly marketed.

Stakeholders

There are many public and private organizations that engage with cultural groups of Huntsville and Madison County. They consist of government agencies, civic groups, and institutions. Each have converging interests in terms of community development, engagement, and/or representation. All would benefit policy development focusing on minority group workforce development.

Stakeholder/Actor	Justification
Huntsville Human Resources	<ul style="list-style-type: none"> • Responsible for workforce training and development • Manages employee assistance programs and safety • Maintains city employee statistics
Huntsville Multicultural Affairs	<ul style="list-style-type: none"> • Partners with networks of local multicultural civic groups • Provides diversity and inclusion training to city offices • Maintains established relationships and lines of communication with community leaders
Huntsville Economic Development	<ul style="list-style-type: none"> • Current understanding of workforce requirements and diversity goals from industry • Manages networks of higher education institutes that partner with industry for research and development • Conducts outreach to communities nation-wide
Huntsville Community Development	<ul style="list-style-type: none"> • Manages housing programs for the city alongside Huntsville Housing Authority • Conducts economic empowerment of residents • Manages data pertaining to socio-economic status of individuals and neighborhoods
Huntsville Parking and Public Transit Department	<ul style="list-style-type: none"> • Supports atypical commuting methods through CommuteSmart Huntsville • Manages Huntsville’s Public Transportation • Would be responsible for building capacity in city mass transit options

Speaking Their Language; Recruiting Millennials in Huntsville, Alabama
 Jay Howell

<p>Huntsville Police Department</p>	<ul style="list-style-type: none"> • Interacts with members of diverse communities daily • May possess knowledge of existing issues and communities at risk of marginalization • Can advise on how issues and their proposed solutions might impact public safety
<p>Universities (Alabama A&M, UAH, Tuskegee, etc.)</p>	<ul style="list-style-type: none"> • Educates the workforces recruited by the city • Partners with industry for research • Sponsor concentrations of minority and international student groups
<p>Huntsville/Madison County Chamber of Commerce, Workforce and Education Department</p>	<ul style="list-style-type: none"> • Supports community efforts to ensure skill qualifications that support sustained regional growth • Partners with education community to align with needs of local business • Responsible for collecting relevant worker data such as pay and benefits surveys and local school conditions • Supports job fairs throughout the region
<p>Downtown Huntsville, Inc.</p>	<ul style="list-style-type: none"> • Redevelopment agency dedicated to the revitalization of downtown Huntsville • Conducts studies of urban issues that apply to Huntsville • Partners with advocacy groups for sustainable urban investment
<p>Huntsville Citywide Council of Neighborhood Associations</p>	<ul style="list-style-type: none"> • Facilitates community participation and communication with city government • Assists coordination of city departments' responses to neighborhood problems • Identifies and mentors new neighborhood associations
<p>Huntsville Hospital System</p>	<ul style="list-style-type: none"> • Operates Huntsville's only existing light rail facility
<p>Community Development Citizen Advisory Council of Huntsville</p>	<ul style="list-style-type: none"> • Advises the City Council on matters involving community development within the city • Conducts public hearings regarding municipal initiatives
<p>Representatives from various cultural/minority community organizations (ex.: AshaKiran, Brazilian Community of Huntsville, Caribbean Association of North Alabama, North Alabama African-American Chamber of Commerce, Hispano-America, etc.)</p>	<ul style="list-style-type: none"> • Reasonable likelihood to have intimate knowledge of issues affecting specific demographic groups • Maintains lines of communication with these groups

Conclusion

Huntsville's ability to market itself to the Millennial age group could suffer based on the limitations described herein. A lack of depth in its office of primary responsibility and a low prioritization of Millennial recruitment in workforce development could produce situations that make the city less competitive among peer cities. A 2018 Brookings Institute study analyzed Millennial trends to, among other things, determine cities receiving the fastest growing shares of that age group. They included Colorado Springs, CO; San Antonio, TX; Denver, CO; Orlando, FL; Honolulu, HI; Austin, TX; Cape Coral, FL; Houston, TX; Sarasota, FL; and Seattle, WA (Frey). Compared with these cities, Huntsville's median household income was near the average of these cities and its housing market was more affordable than all of them. In fact, U.S. News and World Report ranked it 7th in its 2018 *125 Best Places to Live in the USA* (U.S. News and World Report). Will this trend continue if the city doesn't take additional steps to appeal to a rapidly diversifying workforce? Does the fact that it doesn't appear on Millennial migration trends, despite recent notoriety, point to future problems? Carrying Huntsville's ascendance over the long-term may depend on its ability to prove it is a culturally competent city that values the differences of an increasingly influential generation.

Huntsville has several strategies available to it that could improve its competitiveness with other cities around the nation. These include, but are not limited to, promoting cultural competency in government and investments in city transportation and greenspace. Since many of these programs were found to be desirable for other generational age groups as well, as found by the APA and the Rockefeller Foundation, their investments could have broad appeal. Additionally, connecting the city's diverse communities to these investments is essential to growing the prosperity in an equitable manner.

First and foremost, the city should undertake an examination of itself with regard to its abilities as a culturally competent organization. This will enable the administration to be aware of its strengths and its shortcomings. The city can then use this knowledge to leverage the former in ways that target the latter. Implementing these changes and maintaining their momentum will be supported by a degree of reorganization within the government. Human Resources should assume responsibility for improving the city government's competency while the Office of Multicultural Affairs is given broader scope and authority as well as the depth necessary to be effective at those tasks. Taking these steps will help Huntsville achieve long term goals in civic health.

To compete with other national cities and improve quality of life, Huntsville should invest in specific facilities. These include transportation and greenspace that promote walkable communities and densities near downtown. To its benefit, the city already has the seeds for these developments. Land Trusts and state parks provide a basis to continue to grow a more dynamic city greenspace network. Private rail infrastructures have already been created and now the city should explore ways to partner and expand on that infrastructure in such a way that rail-transit oriented development can occur. Improvements in both these types of facilities should then be emphasized during ED promotions across the country.

Achieving these improvements will only be possible through the collaboration of local, state, and federal partnerships. Coordinating the strengths and knowledge of these will help identify issues, create solutions, and build on their success.

The Millennial generation presents a unique population in their size, diversity, and mobility. They present a departure from previous generations in the connectedness and urban values. They have also expressed their desire to be in places that value infrastructures which,

incidentally, benefit the broader community. Their diversity also presents an opportunity for governments to become more capable of satisfying the needs of a multicultural citizenry. It is important to consider that while their combination of characteristics may be the first of their magnitude, they will inevitably be supplanted by the generations behind them. America will continue to grow and evolve, and cities like Huntsville could easily be in the vanguard of that evolution.

EXHIBIT ONLY

References

- American Planning Association. "Investing in Place: Two Generations' View on the Future of Communities." Research Summary. May, 2014. <https://www.planning.org/policy/polls/investing/>.
- Anderson, Kenny; Director, City of Huntsville Multicultural Affairs Office. Personal Interview. March 1, 2018.
- Centers for Disease Control and Prevention. "Public Use Data File Documentation, 1997 Detail Natality." *National Vital Statistics Report*, Vol. 47, No. 18. April 29, 1999.
- Centers for Disease Control and Prevention. "Documentation of the Detail Natality Tape File for 1998 Data." *National Vital Statistics Report*, Vol. 48, No. 3. March 28, 2000.
- Centers for Disease Control and Prevention. "Documentation of the Detail Natality Tape File for 1999 Data." *National Vital Statistics Report*, Vol. 49, No. 1. April 17, 2001.
- City of Colorado Springs. "PlanCOS." Webpage. Accessed May 12, 2018. <https://coloradosprings.gov/plancos>.
- City of Honolulu. "O'ahu General Plan." December, 2017. http://www.honoluludpp.org/Portals/0/pdfs/planning/generalplan/GPUupdate/PR%20GP%20Ramseyer_web.pdf.
- City of Houston. "Department of Neighborhoods Home Page." Webpage. Accessed May 12, 2018. <http://www.houstontx.gov/neighborhoods/>.
- City of Huntsville. "Community Issues | Big Picture Huntsville." Webpage. Accessed April 21, 2018. <http://bigpicturehuntsville.com/plan/community-issues/>.
- City of Huntsville. "Demographics | Big Picture Huntsville." Webpage. Accessed April 21, 2018. <http://bigpicturehuntsville.com/plan/demographics/>.
- City of Huntsville. "Mayor's Office: Multicultural Affairs." Webpage. Accessed January 18, 2018. <https://www.huntsvilleal.gov/government/mayors-office/mayors-initiatives/multicultural-affairs-office/>.
- City of Huntsville. "Mayor's Office: Urban and Economic Development." Webpage. Accessed January 18, 2018. <https://www.huntsvilleal.gov/government/departments/urban-economic-development-department/>.
- City of Huntsville, Alabama. "Comprehensive Annual Financial Report 2016." September 30, 2016. <https://www.huntsvilleal.gov/wp-content/uploads/2015/07/2016-CAFR-SINGLE-AUDIT.pdf>.
- City of San Antonio. "Home: SA-Tomorrow." SA-Tomorrow. Accessed May 12, 2018. <https://sacomplan.com/>.
- CNN. "American Generations Fast Facts - CNN." Webpage. August 27, 2017. <https://www.cnn.com/2013/11/06/us/baby-boomer-generation-fast-facts/index.html>.
- Cohn, D'vera; Taylor, Paul. "Baby Boomers Approach 65 – Glumly." *Pew Research Center*. December 29, 2010. <http://www.pewresearch.org/fact-tank/2010/12/29/baby-boomers-retire/>.

Speaking Their Language; Recruiting Millennials in Huntsville, Alabama
Jay Howell

- Colorado Springs World Affairs Council. "About Us | Colorado Springs World Affairs Council." Webpage. Accessed May 12, 2018. <https://csworldaffairs.org/about-us/>.
- Cross, Terry. "Services to Minority Populations: Cultural Competence Continuum." *Focal Point: A Publication of the Research and Training Center on Family Support and Children's Mental Health* 3, no. 1 (1988): 1–4.
- Diamond, Harrison; Business Relations Officer, City of Huntsville Department of Economic Development. Personal interview. February 27, 2018.
- Frey, William H. "The Millennial Generation: A Demographic Bridge to America's Diverse Future." Metropolitan Policy Program, The Brookings Institute. January, 2018. https://www.brookings.edu/wp-content/uploads/2018/01/2018-jan_brookings-metro_millennials-a-demographic-bridge-to-americas-diverse-future.pdf#page=13.
- Fry, Richard. "Millennials Projected to Overtake Baby Boomers as America's Largest Generation." *Pew Research Center* (blog), March 1, 2018. <http://www.pewresearch.org/fact-tank/2018/03/01/millennials-overtake-baby-boomers/>.
- Georgetown University, National Center for Cultural Competence. "A Guide For Using the Cultural and Linguistic Competence Policy Assessment Instrument." 2006. <https://nccc.georgetown.edu/documents/CLCPA-guide.pdf>.
- Huntsville Chamber of Commerce. "aSmartPlace – Home." Webpage. Accessed February 28, 2018. <http://asmartplace.com/>.
- Huntsville-Madison County Public Library. "Categories: Community Organizations." Webpage. Accessed January 23, 2018. <https://hmcpl.org/community/terms?category=All&=Apply>.
- International Society of Huntsville. "International Society of Huntsville – Home." Webpage. Accessed January 23, 2018. <http://www.internationalsocietyofhuntsville.org/index.html>.
- Land Trust of North Alabama. "Current Projects." Webpage. Accessed May 12, 2018. <http://www.landtrustnal.org/current-projects>.
- Long Haul Capital Group. "Long Haul Capital Group - Home." Webpage. Accessed May 12, 2018. <https://www.longhaulcapital.com/>.
- Millsap, Adam. "Location Choice in Early Adulthood: Millennials versus Baby Boomers." *Papers in Regional Science* 97, no. S1 (March 1, 2018): S139–67. <https://doi.org/10.1111/pirs.12240>.
- Pew Research Center. "Three-in-Ten U.S. Jobs Are Held by the Self-Employed and the Workers They Hire." *Pew Research Center's Social & Demographic Trends Project* (blog), October 22, 2015. <http://www.pewsocialtrends.org/2015/10/22/three-in-ten-u-s-jobs-are-held-by-the-self-employed-and-the-workers-they-hire/>.
- Raphelson, Samantha. "From GIs To Gen Z (Or Is It IGen?): How Generations Get Nicknames." NPR.org. October 6, 2014. <https://www.npr.org/2014/10/06/349316543/don-t-label-me-origins-of-generational-names-and-why-we-use-them>.
- Redstone Arsenal. "Redstone Arsenal – Home." Webpage. Accessed February 1, 2018. <https://www.garrison.redstone.army.mil/#>

Speaking Their Language; Recruiting Millennials in Huntsville, Alabama
Jay Howell

Rice, Mitchell. *Diversity and Public Administration; Theory, Issues, and Perspectives*. 2nd ed. New York: Routledge, 2015.

The Rockefeller Foundation. "Access to Public Transportation a Top Criterion for Millennials When Deciding Where to Live, New Survey Shows." April 22, 2014.
<https://www.rockefellerfoundation.org/about-us/news-media/access-public-transportation-top/>.

Sanburn, Josh. "How Generations Get Their Names." Time. December 2, 2015.
<http://time.com/4131982/generations-names-millennials-founders/>.

Statistical Atlas. "National Origin in Huntsville, Alabama (City) - Statistical Atlas." Webpage. Accessed April 21, 2018. <https://statisticalatlas.com/place/Alabama/Huntsville/National-Origin>.

StatsAmerica. "USA Towns in Profile: StatsAmerica." Webpage. Accessed March 1, 2018.
<http://www.statsamerica.org/town/>.

Todaro, Wendy. "Want To Be A CEO? Stay Put." Forbes. March 31, 2003.
https://www.forbes.com/2003/03/31/cx_wt_0401exec.html#36c7f7c77833.

U. S. Census Bureau. "American FactFinder - Results." Accessed April 21, 2018.
https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_16_1YR_B01001I&prodType=table.

U. S. Census Bureau. "General Population Characteristics Alabama." 1970 Census.

U.S. Census Bureau. "More Millennials Vote: Only Age Group to See Voter Turnout Increase Since 2012," Current Population Survey, 1980-2016 Voting and Registration Supplements.
<https://www.census.gov/topics/public-sector/voting.html>

U.S. News and World Report. "125 Best Places to Live in the USA 2018 | US News Best Places to Live." April, 2018. <https://realestate.usnews.com/places//rankings/best-places-to-live>.

Williamson, Kevin D. "A Misunderstood 'Diversity.'" *National Review* (blog), March 9, 2017.
<https://www.nationalreview.com/2017/03/houston-multicultural-diversity-david-brooks-fact-fiction/>.

Zillow, Inc.. "United States Home Prices & Home Values." Zillow. Accessed March 1, 2018.
<https://www.zillow.com:443/home-values/>.