

| Comparable Cities Survey II Results | | | | | | | | |
|--|--------------------------|-----------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------|----------------------|
| Action: | City¹: | | | | | | | |
| | Tempe 2001 | Tempe 2004 | Amarillo 2001 | Amarillo 2004 | Chandler 2001 | Chandler 2004 | Reno 2001 | Reno 2004 |
| Assessment: | | | | | | | | |
| ➤ Employee Surveys | ✓ | ✓ | | | ✓ | ✓ | ✓ | |
| ➤ Policies & Procedures Audit | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | |
| Systems Change: | | | | | | | | |
| ➤ Policies & Procedures Change | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ➤ Grievance Policies | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ➤ Performance Evaluations | | | ✓ | ✓ | | ✓ | | ✓ |
| ➤ Rewards and/or Recognition Program | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ |
| ➤ Promotion Practices | ✓ | ✓ | | ✓ | | ✓ | | |
| Recruitment Strategies: | | | | | | | | |
| ➤ Specialized Recruiting Team | | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ |
| ➤ Nontraditional Job Postings | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ |
| ➤ Nontraditional Professional Jobs | | ✓ | | ✓ | ✓ | ✓ | | ✓ |
| ➤ Retention Strategy | | | | ✓ | | | | |
| Career Development: | | | | | | | | |
| ➤ Succession Planning for Women, Minorities | | ✓ | | | ✓ | | ✓ | |
| ➤ Career Coaching for Managers | | ✓ | | ✓ | ✓ | ✓ | | ✓ |
| ➤ Coaching and/or Mentoring | ✓ | ✓ | | | | ✓ | | ✓ |
| ➤ Targeted Career Tracks for Women, Minorities | | | | | | | | ✓ |
| Employee Involvement: | | | | | | | | |
| ➤ Employee Task Forces | | ✓ | | ✓ | | ✓ | ✓ | ✓ |
| ➤ Support Groups for Women, Minorities | ✓ | ✓ | | ✓ | | | | |

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¹ "N/R" means No Report. "N/A" means Not Applicable. Additionally, nine cities were surveyed in the Comparable Cities Survey in both 2001 and 2004. Eight cities responded in either or both years. Santa Clarita, California did not respond in either year. Since there are no data from them, they are omitted from the table.

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|---|---------------|---------------|------------------|------------------|------------------|------------------|--------------|--------------|
| | Tempe 2001 | Tempe 2004 | Amarillo 2001 | Amarillo 2004 | Chandler 2001 | Chandler 2004 | Reno 2001 | Reno 2004 |
| Training and Education: | | | | | | | | |
| ➤ Manager, Supervisory Training | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ➤ Employee Training | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ➤ Special Training for Police, Fire | | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ |
| ➤ Tuition Reimbursement | | ✓ | | ✓ | | ✓ | | |
| ➤ Diversity Awareness Training | | ✓ | | ✓ | | ✓ | | ✓ |
| Accountability: | | | | | | | | |
| ➤ Diversity Goals Tied to Promotion | | ✓ | | | | | | |
| ➤ Diversity Goals Tied to Compensation | | ✓ | | | | | | |
| ➤ Formal Outcome measures | | ✓ | | ✓ | | | ✓ | ✓ |
| ➤ Specific plans for each City Department to assist in achieving employee diversity | | ✓ | | ✓ | | | | |
| Diversity Implementation Strategies: | | | | | | | | |
| ➤ Established formal Human Relations Commission | | ✓ | | | | | | ✓ |
| ➤ Office of Diversity | | ✓ | | | | | | ✓ |
| ➤ Diversity Evaluation | | ✓ | | | | | | ✓ |
| Total Actions by Each City | 11 | 28 | 8 | 20 | 9 | 18 | 13 | 19 |
| Net Change in Actions 2001-2004 | +15 | | +12 | | +9 | | +6 | |
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Comparable Cities Survey II Results

| Action: | City: | | | | | | | |
|--|-----------------|-----------------|---------------|---------------|-------------|-------------|-----------------------|-----------------------|
| | Santa Rosa 2001 | Santa Rosa 2004 | Rockford 2001 | Rockford 2004 | Tacoma 2001 | Tacoma 2004 | Huntington Beach 2001 | Huntington Beach 2004 |
| Assessment: | | | | | | | | |
| ➤ Employee Surveys | | | ✓ | | ✓ | | N/R | |
| ➤ Policies & Procedures Audit | | | ✓ | ✓ | ✓ | ✓ | N/R | |
| Systems Change: | | | | | | | | |
| ➤ Policies & Procedures Change | ✓ | ✓ | ✓ | | ✓ | ✓ | N/R | |
| ➤ Grievance Policies | ✓ | | ✓ | | ✓ | | N/R | |
| ➤ Performance Evaluations | | | | | | | N/R | |
| ➤ Rewards and/or Recognition Program | ✓ | | | | | | N/R | |
| ➤ Promotion Practices | | | | | | | N/R | |
| Recruitment Strategies: | | | | | | | | |
| ➤ Specialized Recruiting Team | ✓ | | | | ✓ | ✓ | N/R | |
| ➤ Nontraditional Job Postings | | ✓ | | | | ✓ | N/R | |
| ➤ Nontraditional Professional Jobs | | | | | | | N/R | |
| ➤ Retention Strategy | | | | | | | N/R | |
| Career Development: | | | | | | | | |
| ➤ Succession Planning for Women, Minorities | ✓ | | | | | | N/R | |
| ➤ Career Coaching for Managers | ✓ | ✓ | ✓ | ✓ | | | N/R | |
| ➤ Coaching and/or Mentoring | ✓ | ✓ | | | | | N/R | |
| ➤ Targeted Career Tracks for Women, Minorities | | | | | | | N/R | |
| Employee Involvement: | | | | | | | | |
| ➤ Employee Task Forces | ✓ | | ✓ | | ✓ | | N/R | |
| ➤ Support Groups for Women, Minorities | | | | | | | N/R | |

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| Action: | City: | | | | | | | |
|--|------------------------|------------------------|----------------------|----------------------|--------------------|--------------------|------------------------------|------------------------------|
| | Santa Rosa 2001 | Santa Rosa 2004 | Rockford 2001 | Rockford 2004 | Tacoma 2001 | Tacoma 2004 | Huntington Beach 2001 | Huntington Beach 2004 |
| Training and Education: | | | | | | | | |
| ➤ Manager, Supervisory Training | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | N/R | |
| ➤ Employee Training | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | N/R | |
| ➤ Special Training for Police, Fire | ✓ | ✓ | ✓ | ✓ | ✓ | | N/R | ✓ |
| ➤ Tuition Reimbursement | | ✓ | | ✓ | | ✓ | N/R | |
| ➤ Diversity Awareness Training | | ✓ | | ✓ | | ✓ | N/R | |
| Accountability: | | | | | | | | |
| ➤ Diversity Goals Tied to Promotion | | | | | | | N/R | |
| ➤ Diversity Goals Tied to Compensation | | | | | | | N/R | |
| ➤ Formal Outcome Measures | | | | | | | N/R | |
| ➤ Specific plans for each City Department to assist in achieving employee diversity | | | | | | | N/R | |
| Diversity Implementation Strategies: | | | | | | | | |
| ➤ Established Human Relations Commission | | | | | | ✓ | N/R | |
| ➤ Office of Diversity | | | | | | | N/R | |
| ➤ Diversity Evaluation | | | | | | | N/R | |
| Total Actions by Each City | 11 | 9 | 9 | 7 | 9 | 9 | N/R | 1 |
| Net Change in Actions 2001-2004 | -2 | | -2 | | 0 | | N/A | |