



---

# STRATEGIC PLAN

## FY2018-2020

---

## Acknowledgements

A strategic plan requires rigorous consideration of constraints and opportunities and creative thinking about ways municipal government can rise to meet the challenges that lie ahead.

Thanks to Creve Coeur's elected officials and staff whose hard work is reflected in this document.

We greatly appreciate the opportunity to work with you and we wish you the best of luck as you move forward with the most important phase of your plan, implementation.



Beth Quindry  
Shockey Consulting

### Elected Officials

Mayor Barry L. Glantz  
Council Member James Faron, Ward 1  
Council Member Alexis Travers, Ward 1  
Council Member Ellen Lawrence, Ward 2  
Council Member Ted Ruzicka, Ward 2  
Council Member Charlotte D'Alfonso, Ward 3  
Council Member Robert Hoffman, Ward 3  
Council Member Sue Baseley, Ward 4  
Council Member Scott Saunders, Ward 4

### City Staff

Mark C. Perkins, City Administrator  
Sharon Stott, Assistant to the City Administrator

Tim Brinks, Assistant Recreation Director  
Glenn Eidman, Chief of Police  
Jason Jaggi, Director of Community Development  
James Heines, Director of Public Works  
Lauren Khawaja, Human Resource and Management Analyst  
Carl Lumley, City Attorney  
Bess McCoy, Public Information Officer & Management Analyst  
Deborah Ryan, City Clerk  
Daniel Smith, Director of Finance  
Chris Tumbarello, Information Systems Coordinator  
Matt Wohlberg, City Engineer  
Jason Valvero, Director of Recreation

# Table of Contents

Introduction .....	4
Vision and Mission .....	7
Values.....	8
Goals and Objectives .....	9
Action Plan .....	10
Goal 1: Encourage civic engagement	11
Goal 2: Enhance parks, parks programs and green space	13
Goal 3: Support a strong and diverse economy	16
Goal 4: Practice and promote sustainability	18
Goal 5: Maintain high quality housing	20
Goal 6: Maintain excellent municipal services	23
Strategic Plan Graphic	Appendix A

# Introduction

## Context

City leaders sought to update the City's existing strategic plan to guide the next three years of city government.

With a significant project about to begin and the City's long-term goals defined in an updated (draft) comprehensive plan, it was a good time to reevaluate the city's short and midterm priorities. In November 2016, voters in Creve Coeur approved Prop P, a bond measure to fund construction of a new police station, one of the largest capital improvement projects the city has embarked upon. Discussions during the strategic planning process identified creative ways the City can benefit from this project, even beyond the immediate benefit to police department operations.

Also in 2016, the City drafted an important update to its comprehensive plan (final approval pending). Many of the issues from the comprehensive planning process were discussed during strategic planning meetings including the need to balance high quality existing housing with strategic market-driven housing options, the desire for a town center, improvements to the bicycle and pedestrian network and attention to development along East Olive Boulevard.

Of note, four of eight city council members had come into office since completion of the last strategic plan. The refresh of the plan offered the opportunity to reflect these new voices in city government.

## Process

The process for development of the strategic plan included:

- 1. Work Session I with Elected Officials, City Staff in attendance, January 4, 2017**  
Elected officials reviewed and revised the City's vision; identified strengths, weaknesses, opportunities and threats; and developed a list of values held by city government.
- 2. Work Session II with Elected Officials, City Staff participating, January 5, 2017**  
Elected officials worked with city staff to review goals and begin to develop objectives and action items.
- 3. Work Session III with City Staff, February 17, 2017**  
City staff reviewed and further developed the objectives and action items to carry out the strategic plan.
- 4. Work Session IV with Elected Officials, City Staff in attendance, March 13, 2017**  
Elected officials reviewed the draft strategic plan and provided comments.
- 5. City Council Meeting, April 13, 2017**  
Elected officials voted unanimously to approve the strategic plan by Resolution 1281.



*Council members imagine the future of Creve Coeur with newspaper headlines (above). City staff develop action items for the strategic plan (below, right and left).*





---

# STRATEGIC PLAN

## FY2018-2020

---

## VISION

The City of Creve Coeur will be an exceptional place to live, work and play: a vibrant, sustainable and progressive community, home to thriving residential neighborhoods and diverse businesses, superior community amenities and world class research, technology and health centers.

## MISSION STATEMENT

The City of Creve Coeur serves its citizens by providing superior municipal services and being a leader for continuous community improvement.

# VALUES

## Service Delivery

- Quality. We seek to be the best in all we do, applying best practices in delivery of municipal service.
- Commitment. We are committed to doing things right and working hard to deliver excellent service to our community.

## People Centered

- Responsive. We seek to understand and be responsive to the needs of residents and businesses through ongoing dialogue.
- Employees. We value the employees who deliver municipal services and seek to be an employer of choice in order to keep and attract a talented workforce.
- Celebrating diversity. We embrace the diversity in Creve Coeur's population and consider it a strength of our community.

## Decision Making

- Flexibility. We are open to new ideas and willing to try new ways of doing business.
- Community-mindedness. We consider the impact of our decisions on the city as a whole, as well as those immediately impacted.
- Forward-thinking. While mindful of current needs, we work to anticipate the future needs of Creve Coeur's residents and businesses and plan accordingly.

## Stewardship

- Fiscal responsibility. We are good stewards of the City's financial resources, committed to long-term financial stability of the City.
- Sustainability. We seek to incorporate sustainability into decision making, both within municipal operations and as a leader in the community at large.
- Resiliency. We are strong and have systems in place that allow us to recover quickly from difficulties.

## GOALS & OBJECTIVES

<b>GOALS</b>	<b>OBJECTIVES</b>
1. Encourage civic engagement.	<ul style="list-style-type: none"> <li>a. Communicate effectively with citizens.</li> <li>b. Bring people together.</li> <li>c. Maximize participation in elected and appointed bodies.</li> </ul>
2. Enhance parks, parks programs, and green space.	<ul style="list-style-type: none"> <li>a. Develop more parks programs.</li> <li>b. Promote parks and parks programs.</li> <li>c. Increase the number of parks and parks amenities.</li> </ul>
3. Support a strong and diverse economic base.	<ul style="list-style-type: none"> <li>a. Implement the 39 North Plan.</li> <li>b. Consider strategies to keep and attract desired businesses.</li> <li>c. Promote Creve Coeur.</li> </ul>
4. Practice and promote sustainability.	<ul style="list-style-type: none"> <li>a. Update and implement bicycle and pedestrian plans.</li> <li>b. Integrate sustainability into municipal operations.</li> <li>c. Serve as a community leader in sustainability.</li> </ul>
5. Maintain and encourage high quality development.	<ul style="list-style-type: none"> <li>a. Support development of a town center.</li> <li>b. Maintain high quality housing.</li> <li>c. Support high quality demand-driven housing options.</li> <li>d. Support public art.</li> <li>e. Update regulatory framework for development.</li> </ul>
6. Maintain excellent municipal services.	<ul style="list-style-type: none"> <li>a. Control long-term costs.</li> <li>b. Use technology to improve municipal services.</li> <li>c. Ensure a competitive work environment.</li> </ul>

## ACTION PLAN

In the following pages, a table with action items is included for each of the objectives listed on the table on page 8. Objectives are organized by goal.

Action items are specific tactics that city staff, as well as elected and appointed officials, can take to accomplish the objective. A schedule indicates the fiscal year in which the action item will take place and assigns a level of priority within that year.



## GOAL 1 ENCOURAGE CIVIC ENGAGEMENT

### 1a. Communicate effectively with citizens.

	Implementation Lead	Schedule
Review new resident guide and update as needed.	Public Information Officer	FY18, Priority 1
Conduct triennial citizen survey	Public Information Officer	FY18, Priority 1
Build social media following thru low cost advertising.	Public Information Officer	FY18, Priority 2
Compile lists of community boards; post fliers for at least three high priority events each year.	Public Information Officer	FY18, Priority 2 (create lists) Ongoing, Priority 2 (post fliers)
Investigate and make recommendation for funding of electronic signage outside of government center – include grants and Capital Improvement Plan as options. \$	Public Works Director	FY19, Priority 2
Form working group to make recommendation regarding new directional signage in government center lobby to improve wayfinding by visitors to City Hall.	Public Works Director	FY20, Priority 1

**1b. Bring people together.**

See objective 3b for action items related to community events including a Food Festival/Art Fair and Food Truck Friday.

	Implementation Lead	Schedule
Maintain or increase attendance in existing events that educate citizens about government: CERT, citizens' police academy, RAD training, National Night Out.	Police Chief	Ongoing, Priority 1
Invite local bands to open for at least two City events to assess impact on attendance. Continue if successful.	Recreation Director	FY18, Priority 2
Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.	Administration	FY19, Priority1

**1c. Maximize participation in elected and appointed bodies.**

	Implementation Lead	Schedule
Utilize community bulletin boards and promotion through civic organizations to attract new and more diverse membership in boards/commissiones/committees/commissions. Enlist City staff and elected officials to advertise through their networks.	Public Information Officer	Ongoing, Priority 1
Create a guide for new council members, providing "Creve Coeur Government 101" education that helps them acclimate quickly.	City Council, City Clerk	FY18, Priority 1
Explore ways to bring the perspective of young people into the city's decision making. Make recommendation to City Council.	City Clerk	FY19, Priority 2
Form working group to consider consolidation of boards/commissions/committees and make recommendation to City Council. Consider policy for creation of additional appointed bodies.	City Administrator, Mayor, City Clerk	FY20, Priority 3



**GOAL 2**  
**ENHANCE PARKS, PARKS PROGRAMS, AND GREEN SPACE**

**2a. Develop more parks programs.**

	Implementation Lead	Schedule
Bring Public Works/Parks Maintenance and Parks and Recreation staff together two times/year to evaluate programming.	Public Works Director, Recreation Director	Ongoing, Priority 1
Consider recommendations (in process) of the Golf Task Force. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY18, Priority 1
Consider recommendations (in process) of Parks and Historic Preservation Committee. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY19, Priority 1
Create GIS layer for parks facilities. \$	Public Works Director, Recreation Director, City Council	FY20, Priority 3

**2b. Promote parks and parks programs.**

	Implementation Lead	Schedule
Promote Dielmann Recreation Center and programs to local businesses in monthly business newsletter to increase program participation and facility usage.	Recreation Director	Ongoing, Priority 1
Develop a map and list of park amenities and include in recreation guide.	Recreation Director	FY18, Priority 1
Cross-promote parks and recreation opportunities through clubs and organizations that utilize City facilities (those that serve residents but are not operated by the City).	Recreation Director	FY18, Priority 1
Develop and implement a plan for signage in parks. \$	Public Works Director, Recreation Director	FY18, Priority1 (develop)  FY19, Priority 1 (implement)
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2
Target 10 new businesses: request involvement and sponsorship in community events like farmer's market and concert series.	Recreation Director	FY19, Priority 2
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. \$	Recreation Director	FY19, Priority 2

**2c. Increase the number of parks and park amenities.**

	Implementation Lead	Schedule
Review capital improvement needs related to parks and identify priorities.	Recreation Director, Public Works Director	Ongoing, Priority 2
Evaluate need for additional city parks and make recommendation to City Council.	Public Works Director, Parks Director, Parks and Historic Preservation Committee, City Council	FY18, Priority 2



## GOAL 3 SUPPORT A STRONG AND DIVERSE ECONOMIC BASE

### 3a. Implement the 39 North Plan.

*Planning in the 39 North project area is being led by the St. Louis Economic Development Corporation in cooperation with the Danforth Foundation. Implementation of the plan will be a joint effort of these entities, private developers, and others; the City of Creve Coeur will play an active supporting role.*

*As implementation moves forward, additional City-led actions may be defined and added via updates to the strategic plan.*

	Implementation Lead	Schedule
Promote the Plan	SLEDP, City	Ongoing, Priority 1
Adopt 39 North Plan	Planning and Zoning Commission	FY18, Priority 1
Identify priority projects to support infrastructure improvements. Requests may include Olive/Lindbergh intersection improvements, bike/pedestrian connections to the Centennial Greenway, others.	SLEDP, City	FY18, Priority 1
Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning Commission, City Council	FY19, Priority 2

**3b. Consider strategies to keep and attract desired businesses.**

	Implementation Lead	Schedule
Identify sought after businesses, including but not limited to, locally owned and chef owned restaurants. Encourage them to come to Creve Coeur and understand any barriers they face.	Economic Development Committee, Administration	FY18, Priority 1
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1
Prepare white paper on establishing a voter-approved use tax to level playing field for brick and mortar businesses. Present to City Council.	Finance Director, City Council	FY20, Priority 1
Have a local food festival to encourage more locally owned restaurants and micro-breweries to come to Creve Coeur. Combine it with an art fair. \$	Recreation Director, Arts Committee, EDC, City Council	FY20, Priority 2

**3c. Promote Creve Coeur.**

	Implementation Lead	Schedule
Use all community events to promote and reinforce community brand.	Recreation Director	Ongoing, Priority 1
Identify ways to improve participation in business awards nominations.	Economic Development Committee, Administration, Public Information Officer	FY18, Priority 1
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	FY19, Priority 3
Develop marketing tools for outreach and promotion to new businesses and residents. Consider creating videos that are virtual tours of what the city has to offer: parks, shopping, housing, businesses.	Public Information Officer	FY20, Priority 1



## GOAL 4

### PRACTICE AND PROMOTE SUSTAINABILITY

#### 4a. Update and implement bicycle and pedestrian plans.

	Implementation Lead	Schedule
As opportunities arise, participate in regional bicycle/pedestrian planning including (but not limited to) efforts by Great Rivers Greenway and St. Louis County.	Community Development	TBD, Priority 1
Install bike racks at all City properties that do not currently have them. \$	Public Works Director	FY18, Priority 1
Review comprehensive plan and existing bikeways plan to determine priorities for bicycle and pedestrian infrastructure.	Community Development Director, Public Works Director	FY18, Priority 1
Explore a bike/pedestrian trail between Mason and Bellerive School through Creekside at Mason. Create a concept plan for the trail, recommended implementation steps and funding required. Request funds. \$	Public Works Director, City Council	FY19, Priority 1
Identify funding for new bicycle/pedestrian paths. \$	Public Works Director, Recreation Director, City Council	FY19, Priority 1
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	FY19, Priority 3

**4b. Integrate sustainability into municipal operations.**

	Implementation Lead	Schedule
Incorporate energy efficiency into all building renovations at public facilities, to the extent practical.	Public Works Director	Ongoing, Priority 1
Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing, Priority 1
Evaluate electric and other alternative fuels for new City vehicles. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director, Energy and Environment Committee	FY18, Priority 1
Evaluate use of car chargers at government facilities. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	FY20, Priority 3

**4c. Serve as a community leader in sustainability.**

	Implementation Lead	Schedule
Encourage restaurants to join Green Dining Alliance.	Energy and Environment Committee	FY18, Priority 1 (& ongoing)
Draft, adopt and implement a stormwater ordinance. Use permit process and permit guidelines to implement a better tear-down solution for residential redevelopment.	Community Development Director	FY18, Priority 1 (draft) FY19, Priority 1 (adopt)
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	Ongoing, Priority 2
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration	FY18, Priority 2

Draft a sustainable development ordinance.	Community Development	FY20, Priority 3
--	-----------------------	------------------



## GOAL 5

### MAINTAIN AND ENCOURAGE HIGH QUALITY DEVELOPMENT

#### 5a. Support development of a town center and other locations for community gathering.

	Implementation Lead	Schedule
Work with citizen committee to consider community amenities as part of the police station and government center renovation projects. Ideas include a walking path, amphitheater, flexible interior space, small library and art.	Facilities Needs Assessment Task Force, Public Works Director, Community Development Director, Administration	FY18-20, Priority 1



#### ***A Big Idea: Create Community Gathering Opportunities in the Police Station Renovation Project***

*In strategic planning work sessions, elected officials and city staff identified the police station renovation project as an opportunity to create a community gathering place. By exploring amenities such as walking paths, a community amphitheater, public art and flexible meeting spaces, the project can serve the community as well as municipal operations.*

Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	FY18, Priority 2
--	--	------------------

**5b. Maintain high quality housing.**

	Implementation Lead	Schedule
Maintain code enforcement to preserve the character of neighborhoods as they age	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1
Minimize impact to residential property in areas where commercial development is nearby	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1

**5c. Support high quality demand-driven housing options.**

	Implementation Lead	Schedule
Meet with housing developers to discuss housing needs in the community and the desire for a variety of housing options.	Community Development Director	FY19, Priority 3
Consider zoning changes as recommended in the Comprehensive Plan to address housing needs in the community including desire to attract/keep age-in-place seniors and young professionals.	Community Development, Planning and Zoning Commission	FY20, Priority 1

**5d. Support public art.**

	Implementation Lead	Schedule
Acquire community public art that will serve as an identifier for the city.	Arts Committee, City Council	Ongoing
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee, Planning and Zoning Commission	Ongoing
Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee	FY19, Priority 1

**5e. Update regulatory framework for development.**

	Implementation Lead	Schedule
Review and revise existing design guidelines to be consistent with Comprehensive Plan.	Community Development Director, Planning and Zoning Commission	2018, Priority 1 (consider revisions)
		2019, Priority 1 (adopt changes)
Revise zoning incentives to encourage high quality development, calibrating incentives to Comprehensive Plan goals.	Community Development Director, Planning and Zoning Commission	2018, Priority 2 (consider revisions)
		2019, Priority 2 (adopt changes)
Review regulatory processes to identify efficiencies and service improvements, including, but not limited to, process for approval of Conditional Use Permits.	Community Development Director	FY19, Priority 2



## GOAL 6

### MAINTAIN EXCELLENT MUNICIPAL SERVICES

#### 6a. Control long-term costs.

	Implementation Lead	Priority
Continue to reduce unfunded pension liability for the defined benefit plan.	Administration, Finance Director	Ongoing, Priority1
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority1
Seek grant opportunities to support municipal services.	All Departments	Ongoing

#### 6b. Use technology to improve municipal services.

	Implementation Lead	Priority
Improve efficiency of municipal operations through software.	Department Heads, Information Technology	FY18, Priority1
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1
Explore record archiving system to better manage City records.	City Clerk	FY18, Priority 2

**6c. Ensure a competitive work environment.**

	Implementation Lead	Priority
Conduct annual salary and benefit review.	Administration	Ongoing, Priority 1
Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.	Administration, Department Heads	Ongoing, Priority 1
Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1
Prepare an employee directory with updated/more detailed organizational chart; make available in print and online; share with all new employees. Consider making it available to community via website as well.	Administration	FY19, Priority 2

# Appendix A

## Strategic Plan Graphic



# STRATEGIC PLAN 2018 - 2020

## Our Vision:

The City of Creve Coeur will be an exceptional place to live, work and play: a **vibrant**, **sustainable** and **progressive** community.

*Creve Coeur will be home to thriving residential neighborhoods and diverse businesses, superior community amenities and world class research, technology and health centers.*

## Our Mission:

The City of Creve Coeur serves its citizens by providing superior municipal services and being a leader for continuous community improvement.



Encourage civic engagement

Communicate effectively with citizens

Bring people together

Maximize participation in elected and appointed bodies



Enhance parks, parks programs, and green space

Develop more parks programs

Promote parks and parks programs

Increase the number of parks and parks amenities



Support a strong and diverse economic base

Implement the 39 North Plan

Consider strategies to keep and attract desired businesses

Promote Creve Coeur



Practice and promote sustainability

Update and implement bicycle and pedestrian plans

Integrate sustainability into municipal operations

Serve as a community leader in sustainability



Maintain and encourage high quality development

Support development of a town center

Maintain existing housing

Support high quality demand-driven housing options

Support public art

Update regulatory framework for development



Maintain excellent municipal services

Control long term costs

Use technology to improve municipal services

Ensure a competitive work environment



# STRATEGIC PLAN 2018 - 2020

## VALUES

### Service Delivery

**Quality**- We seek to be the best in all we do, applying best practices in delivery of municipal services.

**Commitment**- We are committed to doing things right and working hard to deliver excellent service to our community.

### People Centered

**Responsive**- We seek to understand and be responsive to the needs of residents and businesses through ongoing dialogue.

**Employees**- We value the employees who deliver municipal services and seek to be an employer of choice in order to keep and attract a talented workforce.

**Celebrating Diversity**- We embrace the diversity in Creve Coeur's population and consider it a strength of our community.

### Decision Making

**Flexibility**- We are open to new ideas and willing to try new ways of doing business.

**Community mindedness**- We consider the impact of our decisions on the city as a whole, as well as those immediately impacted.

**Forward-thinking**- While mindful of current needs, we work to anticipate the future needs of Creve Coeur's residents and businesses and plan accordingly.

### Stewardship

**Fiscal responsibility**- We are good stewards of the City's financial resources, committed to long-term financial stability of the City.

**Sustainability**- We seek to incorporate sustainability into decision making, both within municipal operations and as a leader in the community at large.

**Resiliency**- We are strong and have systems in place that allow us to recover quickly from difficulties.

**Creve Coeur Strategic Plan FY2018-20  
Performance Measures**

	Data Source			
	New Measure	Annual Report	Budget Document	Other Existing Source
<b>Goal 1: Encourage civic engagement</b>				
Increase number of followers on Facebook and Twitter by 10% over three years	X			
Increase attendance at city sponsored events by 10% over three years			X	
Increase number of participants in CERT, citizens' police academy, RAD training, National Night Out by 10% over three years	X			
Increase number of and diversity (race/gender/length of time living in Creve Coeur) of applicants to Boards/Committees/Commissions	X			
<b>Goal 2: Enhance parks, parks programs and green space</b>				
Increase the number of programs offered by 10% over three years			X	
Increase number of participants in parks programs and classes by 10% over three years			X	
Increase community center usage (hours used) by 15% over three years		X		
<b>Goal 3: Support a strong and diverse economic base</b>				
Increase business license applications for <i>targeted</i> businesses by 10% over three years (see Objective 3b., calling for identification of types of businesses to target)	X			
Maintain or increase sales tax revenue			X	
<b>Goal 4: Practice and promote sustainability</b>				
Reduce annual energy use in government buildings by 2.4% over three years (Phase 2 Climate Action Plan)				X
Reduce community energy use (through zoning incentives and other strategies) by 5% over three years (Phase 2 Climate Action Plan)				X
Increase the number of restaurants in the Green Dining Alliance by at least 5 each year	X			
<b>Goal 5: Maintain and encourage high quality housing</b>				
Increase the number of building permit requests for nontraditional housing (select locations only as indicated in comprehensive plan)	X			
Increase the number of public art installations by three or more each year	X			
Overall satisfaction with building permits and overall enforcement of City codes and ordinances (Resident Survey, 2020)				X
Overall satisfaction with how well the community is planning for growth (Resident Survey, 2020)				X
<b>Goal 6: Maintain excellent municipal services</b>				
Maintainance of Standard and Poor's AAA bond rating (PAFR)				X
Percentage of FTE employee turnover, ALL		X		
Percentage of FTE employee turnover, sworn only		X		