

City of Port St. Lucie Annual Budget 2015-2016

"The City for all Ages"

Adopted by the City Council
September 28, 2015

Mayor

Gregory J. Oravec



Vice Mayor

Linda Bartz
District 1



Councilwoman

Michelle Lee Berger
District 2



Councilwoman

Shannon M. Martin
District 3



Councilman

Ron Bowen
District 4



City Manager
Jeffrey A. Bremer

Incorporated
April 27, 1961
Population
174,110

Prepared by:

Office of Management and Budget

www.cityofpsl.com

Listing of City Officials

ELECTED OFFICIALS

Gregory J. Oravec Mayor
Linda Bartz Councilwoman, Vice Mayor - District 1
Michelle Lee Berger Councilwoman – District 2
Shannon M. Martin..... Councilwoman – District 3
Ron Bowen Councilman – District 4

APPOINTED OFFICIALS

Jeffrey A. Bremer City Manager
Pam Booker City Attorney

ADMINISTRATION

Patricia Roebing Assistant City Manager
Daniel Holbrook Assistant City Manager
Edwin M. Fry, Jr..... Finance Director/City Treasurer
Jesus Merejo Utility Systems Director
James Angstadt..... Director of Public Works
Jerome Post..... Director of Human Resources
Renee’ Major..... Director of Risk Management
Joel A. Dramis Building Official
Karen Phillips City Clerk
William Jones Director of Management Information Systems
David K. Pollard..... Office of Management and Budget Director
Cheryl Shanaberger Procurement Management Director
Sherman Conrad Parks and Recreation Director
John Bolduc Chief of Police
Patricia Tobin Planning & Zoning Director
Patricia Selmer..... Community Services Director
Edward Cunningham Communications Director
Bridget Kean..... CRA Director



"A City for All Ages"

JEFF BREMER
City Manager

CITY OF PORT ST. LUCIE

Office of the City Manager

July 1, 2015

Honorable Mayor, Vice-Mayor and Esteemed Members of City Council:

Pursuant to Section 4.04 (g) of the City Charter, the proposed budget for the Fiscal Year (FY) 2015-2016 is hereby submitted to you for your review and consideration. This submittal provides the administration's recommendations for our annual financial plan that covers all aspects of our operations. In general, all programs and service remain in place.

The proposed budget for the 2015-2016 fiscal year is recommended at \$552,287,569 for all funds. This is an increase of \$11,060,041 from the originally approved budget for FY 2014-2015. The proposed budget provides for a net increase in personnel of 8.80 FTE's for a total staffing level of 996.55 FTE's.

For the third year in a row the City has seen an increase in its taxable value, with this year producing the highest of the three years at 6.91%. This has helped our financial picture, but not at a sufficient level to address our continuing deficit spending in the General Fund. While we have provided the General Fund budget at the existing millage rate as for the FY 2014-2015 budget, in order to balance the General Fund for the upcoming fiscal year, we have had to tap into our Fund Balance in the amount of \$7,716,734. As you are aware, and as I have repeatedly stated, the reason for our deficit spending in the General Fund is directly related to our Failed Economic Investments (FEIs). This short budget message will not go into the details of this situation. This is due to the fact that I provided a detailed memorandum to you prior to the issuance of the proposed budget. A copy of this memorandum and supporting tabs is appended to this document. The memorandum provides a snapshot of how we arrived at our current situation and proposes a number of recommendations on how to resolve our deficit spending and reboot our financial picture for the future of the City of Port St. Lucie.

In the last year, we have continued to see good things happening in PSL. Among them are:

- The City was selected as the location for the 7th Veterans Administration Nursing home.

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- For the third year in a row the City's taxable value has increased (1.7%, 5.35%, and 6.91% this year).
- Investor's Business Daily named PSL the 2nd hottest housing market in the US for the first quarter of 2015, which was also reported in The Wall Street Journal.

In addition:

- Consumer research company ValuePenguin ranked PSL the Best City in the U.S. for firefighters to live.
- WalletHub.com ranked PSL 7th in its list of best places to retire in the US.
- Forbes.com named PSL the 8th best city for job growth in the country, saying jobs are mainly in healthcare, retail, leisure and hospitality.
- Golf Digest rated the PGA course as one of the best in the State.
- The National Weather Service recognized PSL as a StormReady Community placing us as the 19th StormReady certified City in Florida. Residents may be eligible for insurance discounts as a result.

Adding to this list is the following accomplishments thus far in the 2014-2015 fiscal year.

- Maintained the lowest crime rate in the State for cities over 100,000 population.
- Selected the Design/Build firm for the completion of the final phase of the Crosstown Parkway project.
- The PANDA system continues to improve and expand with over 35,000 permits in the system plus links to archives and "legacy" permits and the inclusion of all business tax functions allowing the business tax office to be 100% paperless.
- Completion of a two-year long vendor negotiations to migrate all current archived City permanent records for optical imaged tiff format to new vendor software in a searchable pdf format reducing the City Clerk's budget by \$15,000 annually.
- Purchased 6 foreclosed homes, rehabbed 6 houses, sold 12 rehabbed homes to new homeowners, sold 5 city-built homes and sold 8 vacant NSP lots to adjacent property owners.
- Re-implementation of the city's Facebook page.
- Creation of the following; Doing Business in PSL web page; Visit PSL web page; City Accolades web page; Doing Business in PSL brochure; McCarty Ranch brochure; Pruitt Fish Camp history video, and; Crosstown Parkway video.
- Implemented acceptance of credit card payments in code, Permits and Plan Review, Contractor Licensing, Business Tax, Animal Control, and Planning and Zoning Department.
- MIS developed over 30 new applications for our departments and citizens.
- Grand opening of the McCarty Ranch Preserve on November 8, 2014 with thousands attending. Opened to the public for multiple recreation opportunities.

- Grand Opening of C-24 Canal Park on March 2nd which provides an additional access to the ocean via the North Fork of the St. Lucie River.
- VISA program in Procurement provided cost avoidance of 3.3 FTE's for a savings of over \$290,000, received rebates of \$272,452 on expenditures of \$22,669,536.
- Installed over 45,000 linear feet of sidewalk.
- Received 1st place Click It Or Ticket Traffic Award.
- Installed 6,900 linear feet of 12" water main and fiber optic conduit along the McCarty Ranch Preserve entrance drive that, when completed, will provide potable water and public restrooms facilities, communications and security camera capabilities.
- Creation of the first Home-Based Business Expo held on June 13, 2015.
- CDBG funded a "Hawk" pedestrian signals at Tunis & Chartwell, Darwin streetlights at Belmont and Landale, D9 drainage improvements and improvements to restroom doors at parks.
- Received the Certificate of Achievement for Excellence in Financial Reporting Award from the Government Finance Officers Association stretching our consecutive years for the award to 22 years.
- Hired 194 new employees to replace those who retired or left work with the City, which included advertising, interviewing, and background checks.
- MIS installed 5 new security cameras in various City facilities.
- Increased memberships in the City's fitness centers to 1,800.
- The Parks Management staff received certification as Certified Playground Safety Inspectors (CPSI)
- Building Maintenance completed a large share of assigned renovations/projects at City Hall, including interior painting of all Building A, and the pressure cleaning and painting of the exterior of Building A, and landscape enhancements.
- Shifted the management of the City's phone system to MIS to allow OMB staff to concentrate on the financial work related to building and monitoring the annual budget.
- Awarded Florida Association of Procurement Officials Award of Achievement and Achievement of Excellence Award.
- Installed over 106,000 linear feet of swale liner.
- Installed over 1,700 linear feet of large culvert.
- Completed an Asphalt Condition Inventory of all streets.
- Code Compliance initiated over 21,000 interactions with the public.
- Building Department has developed 4 new training classes for businesses, sponsored training events for realtor associations, builder associations and businesses, has become the training center for code compliance professionals of the Treasure Coast and has established the Treasure Coast Chapter of the Construction Licensing Officials Association of Florida.
- Refinanced \$35,910,000 of Utility Bonds resulting in a future cash flow savings of \$2,996,000 which has contributed to no increases in water and sewer rates for FY 15-16.
- Paid \$12,610,000 of additional principal on special assessment district bonds.

While the above does not represent an entire list of accomplishments for the 2014-2015 fiscal year, it does demonstrate the drive that our Departments and their employees employ in continuing to make this City the best it can possibly be.

Millage Rate and Fees:

As mentioned previously, the General Fund budget has been submitted with the same millage rate as approved for the FY 2014-2015 budget. Using this rate does not resolve our deficit spending trend and will, no doubt, be the main topic of discussion during our Summer Retreat and the weeks thereafter, as we address this situation. As we saw during our recent Strategic Planning session, we have many areas that need dedicated dollars to advance this City which are not available using the current financial model. The ghosts of the past are chaining us and preventing us from moving forward. It's time to reboot and move forward, as painful as it might be.

On the good side there are no proposed increases in Stormwater fees, Street Lighting fees, Solid Waste fees, or water and sewer rates, with these services continuing to be provided at the same level of service.

Department Goals:

As a part of the preparation of this budget message I asked that each department submit two goals for the upcoming year. In a testimony to our Strategic Plan you will note distinct parallels in their thoughts.

- Increase on-line permitting, contractor licensing renewals and business tax receipt renewals.
- Explore cost-effective, user friendly avenues for placing Ordinances and Resolutions on the City's web page for easy public access, with word-search capability.
- Provide assistance for all departments to obtain additional grant funding.
- Redesign of the City's website.
- Refinance City bonds whenever the City can achieve a 5% future cash flow savings.
- Implement a new classification and compensation system city-wide.
- Deploy Microsoft Office 365 Citywide.
- Creation of a new Building Maintenance electronic Work Order system that will allow work to be performed in a more efficient manner and with proper documentation recorded.
- Assist the City Manager with the financial strain being placed on the City's General Fund by the Failed Economic Investments.
- Complete neighborhood planning for Areas 3, 4N and 4S and start efforts for Planning Areas 1, 6 and 7.

- Maintain lowest crime rate in the State for cities over 100,000.
- Continuously improve working environment and conditions for employees.
- Streamline the City's procurement process.
- Finalize Public Works/Engineering merger.
- Continue restructuring of the Customer Service and Billing work units including implementation of several of the utility industries best management practices.
- Complete the 2015 water, wastewater and reclaimed water rate study and capital charge study.
- Certification from the Florida Real Estate Commission as a continuing education provider for real estate professionals.
- Work with Building Department and Police Department to transfer a backlog of records stored on and off-site into the archives Management storage facility.
- Organize the HR Department to create efficient use of staff skills and to meet the needs of the departments.

Unmet Needs:

- Computer program for Code Compliance to replace innoprise system.
- New recording equipment for TV20 studio.
- Software system for Finance to provide financial transparency.
- Additional staffing to keep pace with increasing workloads.
- City contracts for vendors to supply access control/alarm needs, security cameras, and network cabling.
- Sufficient capital outlay to insure continued growth and maintenance of all of our infrastructure.
- Recreate specialized units in the PD (primarily Traffic Enforcement and K-9).
- Remodel second floor of PD building.
- Funding for software upgrades.
- Paving and sidewalk funding.
- Funding for the continuing replacement of outdate water mains.
- Funding for rehabbing GDC era lift stations.

Conclusion:

There are so many awesome things happening in this City and so much potential that is on the cusp of happening that should not be overlooked. Advancements and improvements for the citizens of the City of Port St. Lucie are peppered throughout the City's Strategic Planning document. Moving forward should be within our grasp, but continues to be elusive as the ghosts of the past stop progress as all available funds, including General Fund balance monies, are consumed to pay for our Failed Economic Investments. The appended memorandum that specifically discusses our financial difficulties provides a number of suggestions to stop our General Fund deficit spending and move forward. It is time to reboot the system and exercise the ghosts so that we

can clear the way for future improvements for the citizens of Port St. Lucie. They deserve nothing less.

I would like to express my appreciation to the hard working employees of the City of Port St. Lucie. They work hard every day to provide a small town feel to our service delivery. We are driven to continue to enhance our customer services through new computer programs, reorganizations and related services despite continuing pressures from a lack of funding to advance our organization. While no organization is perfect, we work every day to improve our services and interactions with our citizens. The hundreds of thousands of interactions that we have annually with our citizens and the relatively low numbers of complaints is a testament to successful customer service.

Based on the above, the proposed budget for FY 2015-2016 is submitted for your review and consideration.

Respectfully submitted,

Jeffrey A. Bremer

October 1, 2015

FOOTNOTE – Update on the final adopted budget.

At the final public hearing on the budget, held on September 28, 2015, the City Council adopted the budget (4 to 1 vote) with a one (1.0000) mill increase to the City's property tax rate. The City's total millage rate is 6.6289 for operations and voted debt. Also at the direction of the City Council, a five officer Traffic Enforcement Unit was added to the Police Department. This allows for total approved staffing of 1,004.55 FTE's. The final revised budget total is \$559,369,153 for all funds.

THE BUDGET DOCUMENT

The City of Port St. Lucie's Budget Document for 2015-16 is organized into twenty-six sections. They are Introduction, Strategic Plan, Financial Section, General Fund, Road and Bridge Fund, Stormwater Fund, Building Fund, Utility Funds, Governmental Finance Fund, Police Impact Fee Fund, Police Forfeiture Fund, Street Lighting Fund, N.P.D.E.S. Fund, N.S.P. Fund, C.D.B.G. Fund, S.H.I.P. Fund, CRA Fund, General Obligation Debt Service Fund, Golf Course Fund, Medical Insurance Fund, Conservation Trust Fund, O.P.E.B. Fund, S.A.D. Funds, Solid Waste Collection Fund, Capital Funds, Glossary and Abbreviations & Acronyms, each section has a designated tab. All funds with financial activity have an adopted budget and will be reported in the CAFR.

Introduction – The Introduction section includes a letter from the City Manager to the Elected Officials. Also included are the Listing of City Officials, The Budget Document, Distinguished Budget Presentation Award, City Organizational Chart, City Information & History,

Strategic Plan – The Strategic Plan section includes City Council Affiliations, Strategic Planning, the City's Mission and Vision Statement and the principals and meaning of both, Goals and Objectives and the means to the residents, the definition of each Goal, Long Term Challenges and Opportunities, Short Term Challenges and Opportunities along with the Policy Agenda, Management Action, Management in Progress, and what's on the Horizon.

Financial Section

The Financial Section includes Budget Development, Budget Structure, Budget Calendar, Millage Rates, Tax Bill Valuation Chart, Population Chart, Property Valuation

Chart, The Ten Largest Taxpayers in Port St. Lucie, Financial Policies (Operating Budget Policy, Reserve Policy, Investment Policy, Annual Audit and Auditor Selection Policy), Budget Summary & Total Budget Trends, Summary of Revenues and Expenses, Revenue Financial Policy, Revenue and Expense Trends Graphs, Revenue Description Overview, Staff Changes, Summary of Budgeted Positions, Long Term Debt Management Policy, Unaudited General & Enterprise Fund Long Term Debt Schedule and a Summary of all debt.

General Fund, Road and Bridge Fund, Stormwater Fund, Building Fund, Utility Funds, Golf Course Fund – These sections present the operating budget for each function and department. Included is a graph depicting revenues and uses and a summary briefly describing any significant changes along with a long range model forecasting future deficits and surpluses. Each Fund has a section which includes summaries and details of the operations of the City. Individual cost centers are presented at a function level, summary level and detail level. A department function chart is included in the front of each department.

Governmental Finance Fund, Police Impact Fund, Police Forfeiture Fund, Street Lighting Fund, N.P.D.E.S. Fund, N.S.P. Fund, C.D.B.G. Fund, S.H.I.P. Fund, CRA Fund, General Obligation Debt Service Fund, Medical Fund, Conservation Trust Fund, O.P.E.B. Fund, S.A.D Funds and Solid Waste Collection Fund – These sections include a graph of sources and uses, a summary and trial balance of each fund. Some funds such as C.D.B.G Fund, S.H.I.P Fund and the CRA Fund are presented at a function level, summary level, detail level and include a fund function chart.

Glossary - This section includes a list of terms used throughout the budget book and its definition.

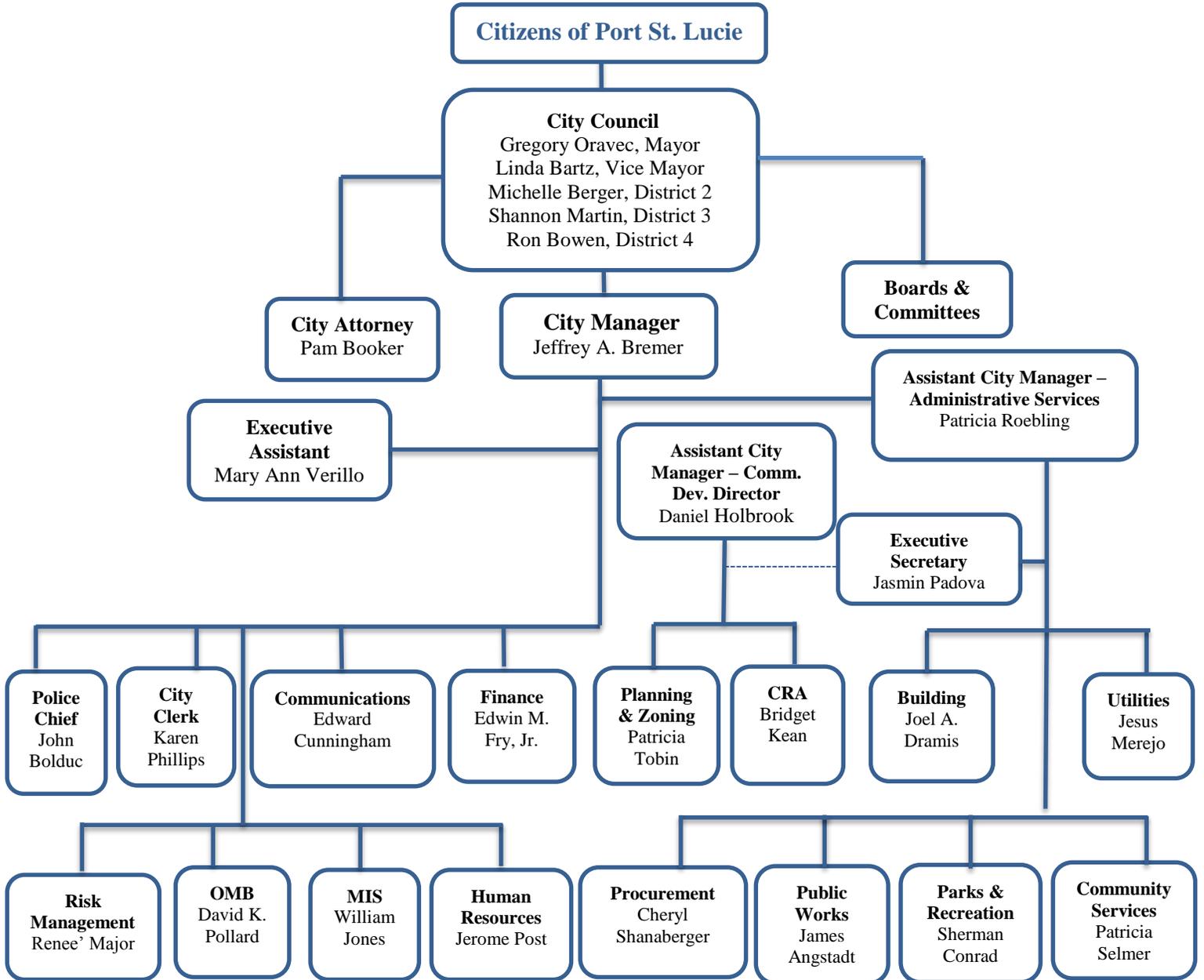
Abbreviations & Acronyms – This section lists abbreviations and acronyms used throughout the budget book and the related word.



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Port St. Lucie, Florida for its annual budget for the fiscal year beginning October 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as

a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



FUND STRUCTURE OVERVIEW

Fiscal Year 2015-2016
 Major and Non-Major City Funds
 \$559,369,153

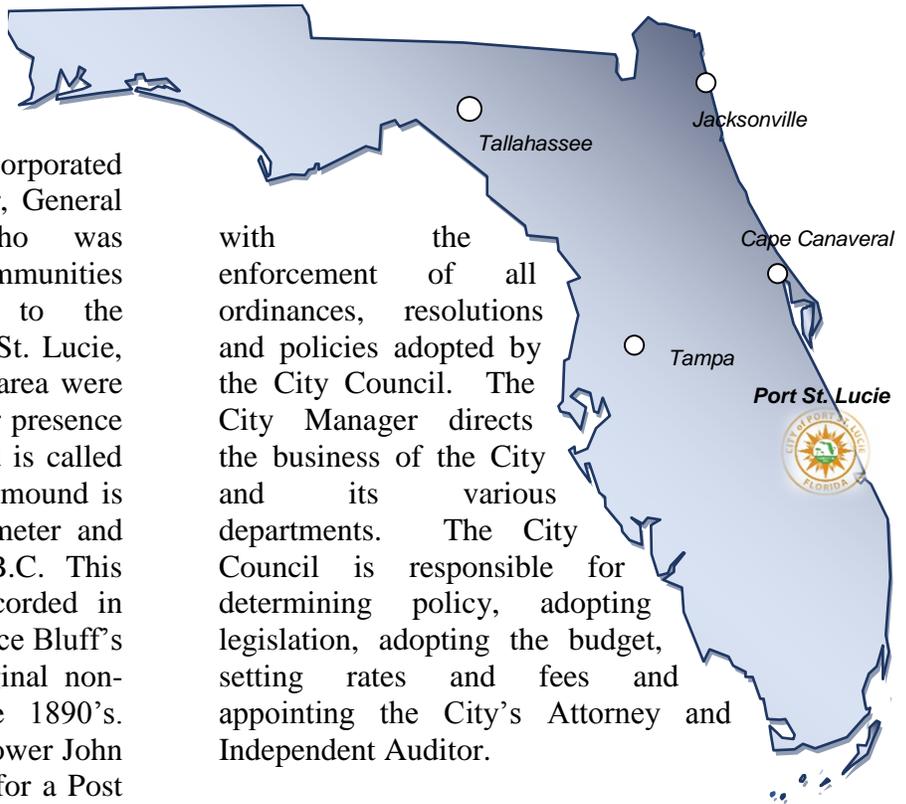


History

The City of Port St. Lucie was incorporated in 1961 by the original developer, General Development Corporation, who was responsible for starting several communities throughout the state. Prior to the Incorporation of the City of Port St. Lucie, the earliest known settlers of the area were the Ais Indians. Evidence of their presence at Spruce Bluff is still visible and is called the “Spruce Bluff Mound”. The mound is 18 feet tall and 190 feet in diameter and dates back between 100 and 300 B.C. This mound was investigated and recorded in 1978, by the state of Florida. Spruce Bluff’s (now called Port St. Lucie), original non-Indian settlement started in the 1890’s. Spruce Bluff was settled by a widower John Enos Fultz. Mr. Fultz petitioned for a Post Office and the name Spruce Bluff was adopted. Mail was carried by a twenty foot schooner-rigged boat and sawmills were operated to clear the pine and cypress from the land. Settlers planted pineapples and citrus, but by 1894 a severe freeze discouraged the early settlers and they left. All that remains of this community is a small stone obelisk on Lookout Boulevard with some broken gravestones. The monument is inscribed “Spruce Bluff Early Pioneer Settlement 1892.” On the north and south faces are the names or descriptions of the seven that are buried there. Spruce Bluff is now a recreation area comprised of 97 acres and is owned and managed by St. Lucie County.

City Government

The City of Port St. Lucie was created under the Laws of Florida Act 61-2721 and has operated under a council/city manager form of government since 1976. The City Council appoints the City Manager who is the chief administrative officer of the City responsible to the City Council and charged



with the enforcement of all ordinances, resolutions and policies adopted by the City Council. The City Manager directs the business of the City and its various departments. The City Council is responsible for determining policy, adopting legislation, adopting the budget, setting rates and fees and appointing the City’s Attorney and Independent Auditor.

The City provides a range of municipal services including police protection, code inspection and compliance, planning and zoning, community and economic development, construction and maintenance of transportation facilities, recreational and cultural activities, emergency preparedness management, water and wastewater utilities, stormwater management and general administrative support. Independent taxing agencies provide fire protection and education services.

General

Located 50 miles north of the City of West Palm Beach along the East Coast of Florida in the center of a three county area known as the Treasure Coast for its history of Spanish treasure ships that sunk along our coast during early settlement of the new world. Port St. Lucie is part of St. Lucie County with Ft. Pierce serving as the county seat. The city is bordered on the east by the Indian River and split in half by the North Fork of the St. Lucie River. The boating residents of the City can access the Atlantic

Sources: Finance Department CAFR.

The New Pioneers Historical Society

Economic Development Council of St. Lucie County (http://www.youredc.com/html/major_employers.asp)

Ocean using the St. Lucie River via Stuart to the St. Lucie inlet. With its Tropical South Florida environment, Port St. Lucie's average annual temperatures range from a high of 81 to a low of 66. Normal annual rainfall is 54 inches.

Month	Monthly Average	Monthly Average	Rainfall (Inches)
	Low	High	
Jan.	54°	75°	2.4
Feb.	54°	75°	2.9
March	58°	78°	3.8
April	64°	82°	2.1
May	68°	85°	5.3
June	71°	88°	6.5
July	74°	88°	6.5
Aug.	74°	90°	5.9
Sept.	74°	88°	7.5
Oct.	68°	85°	5.7
Nov.	71°	80°	3.3
Dec.	56°	76°	2.5
Average	60.17°	82.5°	54.40

With one hundred and fifteen square miles and a current population of 174,110 thousand in October 2015, only 73.5% of our single-family lots are developed. The City has tremendous future growth potential, which is reflected by its early growth pattern. Its 1970 population was only 330 residents. Today, Port St. Lucie is the largest city along the Treasure Coast. The City was primarily a residential community but is now increasing the number of commercial sites to support its citizens' needs. Although originally designed as a retirement community, today Port St. Lucie's average age is 40.9 as the City has become known for affordable homes.

Recreational opportunities are various due to the climate and location. In addition to boating on the St. Lucie River, beaches are only a short drive away. The City's

Sources: Finance Department CAFR.
 The New Pioneers Historical Society
 Economic Development Council of St. Lucie County (http://www.youredc.com/html/major_employers.asp)

extensive number of Parks and Recreation programs offers numerous sporting opportunities for all age groups.

Quality of Life:

Recreation, Golf Courses and Points of Interest:

- ✓ Eight Golf Courses within the City
 - The Saints (Municipal Golf Course)



- The Sinners at Club Med
- Santa Lucia River Club
- Tesoro Country Club (two courses)
- St. James Country Club
- Spanish Lakes Golf Village
- St. Lucie West Country Club

- ✓ New York Mets Spring Training Facility (Tradition Field)
- ✓ Port St. Lucie Mets (Single A) participates in the Florida State League
- ✓ 40 Unique Parks and Recreational Facilities



Port St. Lucie is served by three major north-south highways: Interstate 95, the Florida Turnpike and U.S. Highway 1. The Ft. Pierce inlet, 20 miles to the North, serves

the local commercial markets such as the transportation of citrus grown in the unincorporated areas of the county. The nearby cities of Stuart and Ft. Pierce each have a small general aviation airport while Melbourne and West Palm Beach are the nearest airports offering scheduled commercial flights. The public school system is countywide and is governed by the School Board consisting of five members each elected for a four-year term. St. Lucie County School District has six high schools (grades 9-12), twelve schools that combine grades K-8, and seventeen elementary schools, five middle (grades 6-8) schools, four alternative education schools and over 40,000 students, with each school accredited by the Southern Association of Colleges and Schools. The public school system allows parents to select a school of their choice from a number of schools in residential choice zones. The City also has five Charter Schools; Palm Pointe Educational Research School at Tradition, Nau Charter School K-8 (Imagine schools near Becker Road), Renaissance Charter K-8 of St. Lucie, Renaissance Charter School at Tradition and College Preparatory Academy of the Treasure Coast. Indian River State College, Med Vance and Keiser Career College have facilities located within Port St. Lucie providing excellent higher education opportunities.



As of 2004 the City has a cemetery, Rolling Oaks, which is privately owned.

The City's construction activity has increased to an estimated 900 building permits in fiscal year 2015-16 from a low of 162 permits in 2011-12. The housing

demand was 716 single-family homes, 18 half duplexes and 210 apartment units for fiscal year 2014-15 down from 4,183 units in 2005-06. Additionally, the City's economy is stimulated by the demand for construction of office, retail, commercial and institutional space along with construction of roads, bridges, sidewalks, utilities and recreational facilities. The services sector is also a major influence on the local economy providing jobs in support of retail trade, health, food services and education.

Principal Employers in St. Lucie County

2015 Principal Employers in St Lucie County	
	# of Employees
St. Lucie County School Board	5,273
Lawnwood/HCA Medical	1,339
Indian River State College	1,996
City of Port St. Lucie	1,096
QVC St. Lucie, Inc.	994
Convey Health Solutions	950
Liberty Healthcare Group Inc.	920
St. Lucie Medical Center	850
Florida Power & Light Company	829
Martin Health System	809
Teleperformance	800
Wal-Mart Distribution Center	720
St. Lucie County	606
St. Lucie County Fire District	434
New Horizons of the Treasure Coast	360
City of Fort Pierce	350

As part of its long term economic development strategy, the City is engaged in diversifying and expanding its employment base. The City has had several early successes thanks to its partnerships with the State, SLC, the private sector and others, most notably the biotechnology cluster developing at the Tradition Center for Innovation (TCI). TCI features Torrey Pines and Tradition Hospital and more.

Due to the down turn in the housing market, the City is looking at other industry to stimulate the City's economy. The City has

Sources: Finance Department CAFR.

The New Pioneers Historical Society

Economic Development Council of St. Lucie County (http://www.youredc.com/html/major_employers.asp)

hired an Assistant City Manager to oversee the CRA and Economic Development.

Some of the past projects include Burlington Coat Factory, Bass Pro Shops, L.A. Fitness, Guitar Center, Publix at Tradition, a Veteran's Hospital for our Veteran's, a discounted grocery store (Aldi), Home Goods, Martin Memorial Health Systems (Tradition Medical Center) employing 264 employees, Torrey Pines Institute which employs approximately 117 Scientists is recognized for its scientific contributions including chemistry, multiple sclerosis, diabetes, immunology, infectious disease, heart disease, cancer vaccines and pain management.

Some of the future projects that are underway are the expansion of three floors at the Tradition Medical Center, a Veteran's Hospital for our Veterans, Cheddar's, Pollo Tropical and Tijuana Flats Restaurants.