



September 16, 2025

The Honorable John E. Dailey, Mayor, *Seat 4*
The Honorable Dianne Williams-Cox, Mayor Pro Tem, *Seat 5*
The Honorable Jacqueline Porter, City Commissioner, *Seat 1*
The Honorable Curtis Richardson, City Commissioner, *Seat 2*
The Honorable Jeremy Matlow, City Commissioner, *Seat 3*
Reese Goad, City Manager
300 South Adams Street
Tallahassee, FL 32301

RE: Tallahassee Memorial Hospital and Florida State University

Dear Mayor Dailey, Mayor Pro Tem Williams-Cox, Commissioner Porter, Commissioner Richardson, Commissioner Matlow and City Manager Goad:

We are pleased to inform you that Tallahassee Memorial HealthCare (TMH) and Florida State University (FSU) have signed a Memorandum of Understanding to partner together to transform Tallahassee Memorial Hospital into an academic health center.

The TMH Board of Directors voted unanimously Monday, September 15, 2025, to proceed with the partnership. Additional definitive agreements must be finalized in the coming months.

This partnership will strengthen TMH's capabilities, expand its reach, establish a first-class academic medical center in Tallahassee and deliver state-of-the-art, enhanced quality care to Tallahassee residents. The affiliation will further TMH's tax-exempt, charitable mission of providing high-quality care to the City of Tallahassee and FSU's educational and research mission. TMH will continue its existing charity care policy, and the parties have no plans to make any changes to it.

Both TMH and FSU are committed to advancing quality care in Tallahassee. Together, TMH and FSU will be able to:

- Train and retain the next generation of physicians, nurses, and health professionals.
- Expand access to care for Tallahassee residents.
- Drive clinical research and innovation that benefits Tallahassee residents.
- Strengthen the Tallahassee economy and position the City of Tallahassee as a leader in health sciences.
- Current partnerships with Florida A&M University and Tallahassee State College will continue and opportunities for future expansion will be encouraged.

Our partnership ensures that the decision-making for Tallahassee's hospital will remain with the community. TMH and FSU each have deep roots in the City of Tallahassee, and this new affiliation only strengthens the commitment to the City of Tallahassee. TMH and FSU will now proceed to collaborate to finalize an affiliation that honors TMH's history, safeguards its future, and keeps healthcare locally led.

We look forward to working with you regarding the transfer of title of the land, building and other assets that comprise TMH from the City of Tallahassee to FSU. This is an exciting time for healthcare in the City of Tallahassee. Your offices are a big part of helping to transform the future of healthcare in our region.

Sincerely,

A handwritten signature in black ink that reads "Richard D. McCullough". The signature is fluid and cursive, with the first name "Richard" and last name "McCullough" clearly legible.

Richard D. McCullough, Ph.D.
President
Florida State University

A handwritten signature in blue ink that reads "G. Mark O'Bryant". The signature is stylized and cursive, with the first name "G. Mark" and last name "O'Bryant" clearly legible.

G. Mark O'Bryant
CEO
Tallahassee Memorial HealthCare, Inc.