

**Memorandum of Understanding  
Among Workforce Florida, Inc.,  
Gulf Coast Community College, Gulf Power Company  
and The St. Joe Company**

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This Memorandum of Understanding is entered into this \_\_\_ day of \_\_\_\_\_, 2008 among Workforce Florida, Inc., (WFI), Gulf Coast Community College, Gulf Power Company and The St. Joe Company for the purpose of voluntarily developing and implementing a customized and consolidated workforce development model designed to meet the specific needs of individual businesses and industries seeking to locate in the West Bay Area Sector.

WHEREAS, the West Bay Area Sector is a 75,000-acre land tract in Bay County anchored by a new international airport under construction, which provides an opportunity to transform the economy of the entire region through targeted economic development activities; and

WHEREAS, the West Bay Area Sector is the largest master-planned region in the State of Florida, and features a multimodal infrastructure network that joins land, sea and air, including the nation's only greenfield airport with opportunities for businesses to build adjacent to and directly access a 10,000 foot runway; and

WHEREAS, WFI is the State's principal workforce policy organization created by the Workforce Innovation Act of 2000, as codified in chapter 445, Florida Statutes, with the express mission to develop the state's business climate by designing and implementing strategies that help Floridians enter, remain and advance in the workforce, becoming more highly skilled and successful, benefiting Florida businesses and the entire state to direct a workforce system that is prepared to assist every Florida business and citizen; and

WHEREAS, Gulf Coast Community College was the first public two-year institution to open after the 1957 Florida Legislature established a statewide network of community colleges, with a commitment to providing first-class innovative education through credit courses, lifelong learning and continuing education programs, to foster the growth and development of a regional talent pipeline necessary for regional business competitiveness in the Bay, Gulf and Franklin county areas; and

WHEREAS, Gulf Coast Community College has secured funding to develop a state-of-the-art Advanced Technology Center with the opportunity to serve the workforce needs of businesses locating in the West Bay Area Sector; and

WHEREAS, Gulf Power Company is an investor-owned electric utility that has been a part of Northwest Florida since 1926, and throughout the years has played a significant leadership role in education and workforce development. Through the Gulf Power Foundation and other donations, Gulf Power Company supports many charitable, educational and civic endeavors and gives scholarships to every institution of higher learning in Northwest Florida. Through the development of the first energy career academy—the Gulf Power Academy at the West Florida High School of

Advanced Technology—and other model workforce development programs, Gulf Power Company ensures a talented workforce for years to come; and

WHEREAS, Gulf Power Company serves a critical leadership role in regional workforce development through Board designations on four regional workforce boards (Workforce Escarosa, the Workforce Development Board of Okaloosa and Walton Counties, the Chipola Regional Workforce Development Board and the Gulf Coast Workforce Board) and in state workforce development through a Workforce Florida, Inc. Board member position and positions on several Employ Florida Banner Centers Industry Advisory Councils; and

WHEREAS, Gulf Power Company is a leader in economic development in Northwest Florida and has significant interest in the successful economic development of the West Bay Area Sector; and plays critical leadership roles in state economic development through Enterprise Florida, Inc. and the Florida Council of 100 key leadership positions; and

WHEREAS, The St. Joe Company, a publicly held company based in Jacksonville, Florida, is one of Florida's largest landowners and real estate development companies, with extensive involvement in the creation of the West Bay Area Sector. In addition to contributing the land for the new international airport, The St. Joe Company is engaged in economic development recruitment and job creation for Northwest Florida; and

WHEREAS, WFI, Gulf Coast Community College, Gulf Power Company and The St. Joe Company have voluntarily agreed to enter into this Memorandum of Understanding to develop a collaborative and responsive workforce development initiative to support the economic development activities within the West Bay Area Sector;

NOW, THEREFORE, the parties enter into this Memorandum of Understanding to identify those responsibilities between WFI, Gulf Coast Community College, Gulf Power Company and The St. Joe Company and to support the accomplishment of their mutual responsibilities and goals. This Memorandum is not intended to be all inclusive but only to establish the parameters for a successful alliance between WFI, Gulf Coast Community College, Gulf Power Company and The St. Joe Company by identifying key areas for coordination with each other's workforce development strategies pertaining to the economic development of the West Bay Area Sector.

WORKFORCE FLORIDA, INC., GULF COAST COMMUNITY COLLEGE, GULF POWER  
COMPANY AND THE ST. JOE COMPANY'S

ROLES AND RESPONSIBILITIES

WFI shall coordinate the development of a West Bay Area Sector Workforce Initiative in coordination with Gulf Coast Community College, Gulf Power Company and The St. Joe Company. The purpose of the initiative is to create a customized workforce training pilot program that can be replicated statewide using innovative new programs combined with existing programs and resources to address the arising workforce needs that support the economic development of the West Bay Area Sector. With customization and flexibility in mind, the pilot program will be designed to collaboratively accommodate and respond to the specialized workforce needs of individual businesses and industry clusters that locate in the West Bay Area Sector.

The initiative shall emphasize:

***1. Responsiveness to Specialized Workforce Needs for each Business***

- Dedicated, on-site advanced training center to facilitate training as needed by businesses locating in the sector (or a temporary center until such a center is constructed);
- Coordination of job-specific pre-employment assessments and trainee recruitment and screening as required by sector businesses;
- Agreements with WFI-funded Employ Florida Banner Centers to replicate successful training programs created at the Centers within the West Bay Area Sector;
- Curricula contents and timeframes developed with industry participation and endorsed by the industry;
- Programs that certify persons completing training as meeting industry-approved standards or competencies.

***2. Coordination with secondary, post-secondary and higher education programs with pilot project***

- Engagement of secondary schools from across the region through industry-relevant career academies in industry disciplines that are consistent with the sector's master economic development plan and allow for contextual learning experiences on company sites;
- Alignment of training outcomes through articulation agreements from secondary to postsecondary;
- Coordination with other public and private universities as appropriate to develop continuing education programs at the bachelors, masters and doctoral levels.

***3. Creatively maximize and leverage resources and assets to support workforce development in the West Bay Area Sector***

- Creation of a business incubator on site or near the West Bay Area Sector with identified dedicated capital funding to enable new business start-up activities and market commercialization of research and development activities from nearby military installations;
- An evaluation of the use of bonding to finance exceptional training needs of businesses in the West Bay Area Sector;
- Development of a databank of skilled talent in the region by industry sector including skill attainment and industry-certifications obtained using the Employ Florida Marketplace;
- Leveraging and directing federal, state and local workforce funds and resources; and
- Involvement of other organizations, as appropriate, that can provide guidance in shaping the West Bay Area Sector Workforce Initiative, and as agreed upon by the four signatory organizations to this Memorandum.

WFI will coordinate with Gulf Coast Community College, Gulf Power Company and The St. Joe Company to develop a plan to retain, train and retrain workers with the skills most relevant to businesses locating in the West Bay Area Sector.

Gulf Coast Community College, with the assistance of Gulf Power Company, The St. Joe Company and WFI, shall convene representatives from the companies interested in location or sited within the sector to identify their priority training and education needs and to appoint a team to design

programs to meet those priority needs. Gulf Coast Community College will ensure that workforce development efforts are targeted to align programs with industry needs as required. The President of Gulf Coast Community College is empowered to act as a single point of contact on behalf of the alliance formed by this Memorandum.

In recognition of the mutual goals of the four organizations, the President of Workforce Florida, the President of Gulf Coast Community College, the President and CEO of Gulf Power Company and the President and CEO of The St. Joe Company shall endeavor to cooperate at the highest levels.

This Memorandum of Understanding is made on a good faith basis. None of the parties make any financial obligation or financial commitment by signing this Memorandum of Understanding, nor shall this Memorandum of Understanding provide the basis for any legal claim by one party or its constituents against any other party.

The term of this Memorandum of Understanding shall commence upon execution. Amendments to the Memorandum of Understanding may be made at any time. Amendments will be effective only if in writing and signed by the principals of each organization. Notwithstanding that process, by July 1 of each year the principals of each organization shall acknowledge in writing their continued support of this Memorandum of Understanding. This Memorandum shall terminate on June 30, 2011 unless terminated or extended in writing earlier by all parties.

In Witness Whereof, each of the parties hereto has caused this Memorandum of Understanding to be executed and delivered by its duly authorized representative effective as of the latter date hereunder.

By: \_\_\_\_\_  
Chris Hart IV  
President  
Workforce Florida, Inc.

Date: \_\_\_\_\_, 2008

By: \_\_\_\_\_  
Wm. Britton Greene  
President & Chief Executive Officer  
The St. Joe Company

Date: \_\_\_\_\_, 2008

By: \_\_\_\_\_  
A. James Kerley  
President  
Gulf Coast Community College

Date: \_\_\_\_\_, 2008

By: \_\_\_\_\_  
Susan N. Story  
President and CEO  
Gulf Power Company

Date: \_\_\_\_\_, 2008

By: \_\_\_\_\_  
William C. Cramer, Jr.  
Chair, District Board of Trustees  
Gulf Coast Community College

Date: \_\_\_\_\_, 2008