



**February 4th, 2016, 8:30 a.m.**  
864 Collins Road, Room 103, Jefferson, WI 53549

## **JCEDC BOARD AGENDA**

**Revised**

### **Board Members**

Chairman: John David – City of Watertown

Timothy Freitag – City of Jefferson, Linda Bagley-Korth – Cambridge, Steve Wilke – City of Lake Mills, Mark Johnsrud - Village of Johnson Creek, Mo Hansen – City of Waterloo, Pat Cannon – City of Whitewater, Matt Trebatoski – City of Fort Atkinson, Augie Tietz – County Supervisor, Jim Mode – County Supervisor, Glen Borland – County Supervisor

- I. Call to Order
- II. Roll Call (Establish a quorum)
- III. Certification of Compliance with Open Meeting Laws
- IV. Approval of February 4, 2016 Agenda
- V. Approval of Minutes – December, 2015 \*#
- VI. Citizens' Comments. *Members of the Public who wish to address the JCEDC on specific agenda items must register their request at this time.*
- VII. JCEDC Reports
  - A. Preliminary Finance Report – December, 2015 \*#
- VIII. General Orders
  - A. Director's Report #
- IX. Special Orders
  - A. Discussion and Possible Action of Potential JCEDC/WEDO Merger \*#
- X. Citizens' Comments
- XI. New Business
  - A. Future Agenda Items
  - B. Upcoming Meetings/Seminars
- XII. Adjournment

*\* Indicates a vote will be taken. # Indicates a document is enclosed.*

A quorum of any Jefferson County Committee, Board, Commission or other body, including the Jefferson County Board of Supervisors, may be present at this meeting.

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.



## Board Action Form

---

Action

Docs Enclosed

Future Review

Date: February 4, 2015

Point of Contact: Watertown Mayor John David  
JCEDC Board Chairman

Agenda Item: IV

Respective Issue: Motion to approve February 4, 2016 Agenda.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



## Board Action Form

---

Action

Docs Enclosed

Future Review

Date: February 4, 2015

Point of Contact: Watertown Mayor John David  
JCEDC Board Chairman

Agenda Item: V

Respective Issue: Motion to approve December, 2015 Minutes.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



## Jefferson County Economic Development Consortium BOARD MINUTES

December 9, 2015

Meeting called to order at 8:30 am.

**Board members present:** Supervisors Jim Mode, Augie Tietz, Glen Borland; Mo Hansen – City of Waterloo; Patrick Cannon – City of Whitewater; John David – City of Watertown; Steve Wilke – City of Lake Mills; Matt Trebatoski-City of Fort Atkinson; Tim Freitag – City of Jefferson;

**Others Present:** Ben Wehmeier-County Administrator, Agriculture Agent LaVern Georgson, Jennifer Bakke – MATC, Thomas Harrigan-Whitewater CDA, Paul Jadin-MadRep, Executive Director Genevieve Coady, and Program Specialist RoxAnne Witte, Ali Kualheim – JCEDC Intern.

### Roll Call – Quorum Established

**R. Witte** certified compliance for the agenda dated 12/9/2015.

### Approval of December 2015 Agenda

Mode/Trebatoski moved to amend agenda to take up discussion on Special Orders A and B after Citizens Comments. Motion Carried.

### Minutes

Tietz/Wilke moved to approved October 2015 minutes as presented. Motion Carried

### Citizen Comments

None.

### Special Orders –

#### A. Discussion on Moving Towards a New JCEDC Organization Model.

Presentation and discussion on the challenges and opportunities of developing a 501c3 or a 501c6/4 Organization Model for JCEDC to better suite engagement of the privacy sector administratively and financially. Freitag/Wilke moved to work with von Briesen & Roper, S.C. to on the development of a 501c3 Organization Model for JCEDC. Motion Carried.

#### B. Authorization of a Capital Campaign Feasibility Study Request for Proposals.

Hansen/Cannon moved to approve JCEDC staff to move forward with the Request for Proposals for a Capital Campaign Feasibility Study for JCEDC, Funds for the study to come from the \$25,000 allocated to JCEDC by Jefferson County. Cost of the study not to exceed \$23,000 with the balance of the funds to be used for marketing Jefferson County. Motion Carried.

### JCEDC Reports

Tietz/Wilke moved to approve JCEDC October 31, 2015 and November 30, 2015 Finance Report as presented, Motion Carried.

**DISCLAIMER:** These minutes are uncorrected and any corrections made thereto will be noted in the proceedings at which these minutes are approved.

## **General Orders –**

### **A. Directors Report**

1. G. Borich highlighted several activities that staff have been working on from the Directors Report submitted to the board.
2. Tyson Update – Discussion was held on the potential loss of more than 1,000 jobs due to Tyson closing plants in Wisconsin and Illinois. Ongoing meetings are being held with area businesses and the state to address this issue.

### **B. Homebuyer Counseling Report**

1. R. Witte distributed an updated report on the Home Buyer program through December 9, 2015.

## **Citizens Comments**

None

## **New Business**

### **A. Future Agenda Items**

1. Possible presentation by Pat Schramm – February/March

### **B. Upcoming Meetings/Seminars –**

1. JCEDC Board of Directors Meeting, January 28, 2016, 8:30 am, 864 Collins Road, Room 8, Jefferson, WI

## **Adjournment**

There being no further business for consideration, motion by Cannon/Trebatoski to adjourn. Motion carried.

Meeting adjourned at 9:10 am

Respectfully submitted,

RoxAnne Witte, Recording Secretary

**DISCLAIMER:** These minutes are uncorrected and any corrections made thereto will be noted in the proceedings at which these minutes are approved.

JCEDC-December 2015



## Board Action Form

---

Action

Docs Enclosed

Future Review

Date: February 4, 2015

Point of Contact: Genevieve Borich  
JCEDC Executive Director

Agenda Item: VII.A

Respective Issue: Motion to approve preliminary 2015 December Finance Report.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:

Jefferson County Economic Development Consortium  
December 31, 2015

|  | December            | YTD Estimate      | YTD Budget           | Pct YTD<br>Budget | Adjusted 2015<br>Budget |
|--|---------------------|-------------------|----------------------|-------------------|-------------------------|
| <i>Income</i>                                |                     |                   |                      |                   |                         |
| 2014 Home Buyer Counseling                   | -                   | 1,950.00          | -                    | -                 | -                       |
| 2015 Home Buyer Counseling                   | 3,300.00            | 38,237.00         | 10,000.00            | 402%              | 10,000.00               |
| Brownfield Grant Administration              | -                   | 3,840.00          | 4,000.00             | 96%               | 4,000.00                |
| Jefferson County                             | -                   | 83,974.00         | 83,974.00            | 100%              | 83,974.00               |
| Cambridge                                    | -                   | 156.00            | 156.00               | 100%              | -                       |
| Fort Atkinson                                | -                   | 12,364.00         | 12,364.00            | 100%              | 12,364.00               |
| Jefferson                                    | -                   | 7,922.00          | 7,922.00             | 100%              | 7,922.00                |
| Johnson Creek                                | -                   | 2,873.00          | 2,873.00             | 100%              | 2,873.00                |
| Lake Mills                                   | -                   | 5,758.00          | 5,758.00             | 100%              | 5,758.00                |
| Waterloo                                     | -                   | 3,323.00          | 3,323.00             | 100%              | 3,323.00                |
| Watertown                                    | -                   | 15,472.00         | 15,472.00            | 100%              | 15,472.00               |
| Whitewater                                   | -                   | 1,593.00          | 1,593.00             | 100%              | 1,593.00                |
| Transfer from Reserve - Rail & Econ Services | -                   | -                 | 47,847.00            | 0%                | 47,529.00               |
| Transfers & Other Financing Sources          | 25,000.00           | 37,513.87         | -                    | 0%                | -                       |
| <b>TOTAL INCOME</b>                          | <b>\$ 28,300.00</b> | <b>214,975.87</b> | <b>\$ 195,282.00</b> | <b>110.35%</b>    | <b>\$ 194,808.00</b>    |
| <i>Expenses</i>                              |                     |                   |                      |                   |                         |
| Wages/Payroll                                | 10,000.00           | 115,196.26        | 113,312.00           | 102%              | 113,312.00              |
| Employee Benefits                            | 3,300.00            | 36,306.09         | 35,091.00            | 103%              | 35,091.00               |
| 521219 Other Professional Services           | -                   | 3,900.25          | -                    | -                 | -                       |
| 529305 Web Page                              | -                   | 12.43             | 200.00               | 6%                | 200.00                  |
| 531301 Office Equipment                      | -                   | -                 | 200.00               | 0%                | 200.00                  |
| 531303 Computer Equipment/Software           | -                   | 1,465.33          | 840.00               | 174%              | 840.00                  |
| 531311 Postage                               | 10.00               | 59.09             | 260.00               | 23%               | 260.00                  |
| 531312 Office Supplies                       | -                   | 2,590.10          | 4,000.00             | 65%               | 4,000.00                |
| 531313 Printing & Duplicating                | -                   | 20.35             | 60.00                | 34%               | 30.00                   |
| 531322 Subscription                          | -                   | 7,660.45          | 10,820.00            | 71%               | 10,820.00               |
| 531324 Membership Dues                       | -                   | 945.00            | 815.00               | 116%              | 815.00                  |
| 531326 Advertising                           | -                   | 213.55            | -                    | -                 | -                       |
| 532325 Registration                          | -                   | 456.99            | 400.00               | 114%              | 400.00                  |
| 532332 Mileage                               | 150.00              | 3,576.70          | 2,000.00             | 179%              | 2,000.00                |
| 532334 Commercial Travel                     | -                   | 316.70            | 550.00               | 58%               | 550.00                  |
| 532335 Meals                                 | 50.00               | 487.44            | 750.00               | 65%               | 750.00                  |
| 532336 Lodging                               | -                   | 85.32             | 300.00               | 28%               | 300.00                  |
| 532339 Other Travel & Tolls                  | -                   | 317.54            | 100.00               | 318%              | 100.00                  |
| 532350 Training Materials                    | -                   | 382.45            | 500.00               | 76%               | 500.00                  |
| 533225 Telephone/IP Telephone                | 23.00               | 313.00            | 420.00               | 75%               | 420.00                  |
| 533236 Wireless Internet                     | 84.00               | 996.64            | 1,020.00             | 98%               | 1,020.00                |
| 535242 Maintain Machinery & Equipment        | -                   | 840.85            | 850.00               | 99%               | 850.00                  |
| 571004 IP Telephony Allocation               | 31.00               | 365.62            | 346.00               | 106%              | 346.00                  |
| 571009 MIS PC Group Allocation               | 530.00              | 6,064.83          | 6,359.00             | 95%               | 6,359.00                |
| 571010 MIS Systems Group Allocation          | 86.00               | 1,140.17          | 1,162.00             | 98%               | 1,162.00                |
| 591519 Other Insurance                       | 49.00               | 552.42            | 483.00               | 114%              | 483.00                  |
| 593413 Wisconsin River Rail Transit Comm     | -                   | 14,000.00         | 14,000.00            | 100%              | 14,000.00               |
| <b>TOTAL EXPENSES</b>                        | <b>\$ 14,313.00</b> | <b>198,265.57</b> | <b>\$ 194,838.00</b> | <b>102%</b>       | <b>\$ 194,808.00</b>    |

*\*Note these numbers are estimates*



## Board Action Form

---

Action

Docs Enclosed

Future Review

Date: February 4, 2015

Point of Contact: Genevieve Borich  
JCEDC Executive Director

Agenda Item: VIII.A

Respective Issue: Directors Report



# JCEDC DIRECTOR'S REPORT

## February 4th, 2016

---

### JCEDC ADMINISTRATIVE SUMMARY

Enclosed is the JCEDC Director's Report for February 4th, 2016. Included within this document are a summary of JCEDC's work centered around the five areas of the organization's focus: Communication, Marketing, Workforce Development, Supporting a Positive Business Climate, and Facilitation and Coordination. Looking ahead to the remainder of 2016, the JCEDC Board and its staff look to continue to grow collaborations with economic development partners and the County's communities focused on work within these five core areas.

#### Brownfields Grant

Two sites (one in Waterloo and Johnson Creek a piece) nominated for Phase I ESA assessments through the brownfields program have been pre-qualified by SCS Engineering and staff are working with SCS to submit the sites to the EPA for formal qualification. Staff will also continue to work with SCS to finish the countywide inventory.

#### Area-wide Business Alliance

The Jefferson County Economic Development Consortium has been introducing the area business alliance to area economic development partners. Staff are meeting with partner staff and Boards to introduce the alliance as well as answer any questions posed. The Alliance is still on track to launch the spring of 2016.

#### Upcoming Focus

The JCEDC staff will work in the coming months to continue to garner support for the Jefferson County Area-wide Business Alliance and the area's first State of the Area's Economy event (estimated to be hosted for late-Spring 2016). Staff will continue to develop the CRM contact database for communications for the JCABA. Staff continue to move forward with the capital campaign feasibility study in next several months with two in-person interviews with firms (Power 10 and Convergent). Staff is also beginning to work with Von Briesen and Roper on developing a plan for the JCEDC board to consider encompassing the steps needed to move towards a new organizational model and also with Carlson Dettmann on doing a preliminary

HR review as the JCEDC moves towards a new organizational model. Finally staff are working to complete the area hotel/event space market demand analysis.

### FOCUS AREA 1: COMMUNICATION

#### Work Accomplished

- Advised Fair Park staff on financial modelling, expansion opportunities for growth
- Attended several meetings to further support for the osteopathic medical college initiative as well as to share findings and story of the statewide economic impact analysis completed for the initiative
- Continuing to build contact database for both the JCEDC quarterly e-newsletter as well as other announcements, etc. Adopted online CRM platform Insightly
- Presented to WEDO Board on JCEDC's new direction and probable capital campaign process
- Attended Jefferson RDA meeting
- Met with local officials to explore collaborations between the Jefferson County Fair Park and the new Sports Complex in Jefferson
- Met with the new foundation director for the Watertown Hospital
- Attended hearing at state capitol for med college initiative

### FOCUS AREA 2: MARKETING OF JEFFERSON COUNTY

#### Work Accomplished

- Updated JCEDC marketing website
- Reached out to local partners for content for JCEDC E-Newsletter
- Working on development of suite of marketing pieces that can be used as a general development marketing set for Jefferson County
- Attended several Chamber annual dinners in area and continuing work to join all chambers in the area

## **FOCUS AREA 3: SUPPORTING A POSITIVE BUSINESS CLIMATE & WORKFORCE DEVELOPMENT**

### **Work Accomplished**

- Worked with RLF Committee to do phone interviews with consulting firms that submitted proposals for a capital campaign feasibility study
  - Working on finalizing county-wide hotel and event space demand analysis
  - Working on additional information requested for the CDI WEDC grant application submitted for a site in Fort Atkinson
  - Finishing work on developing county-wide brownfields inventory
  - Met with several business executives in area for preliminary business retention/expansion interviews
  - Met with several businesses in area looking to expand or diversify
  - Continuing to develop an analysis for business park development and marketing program opportunities for JCEDC communities
  - Working to build a continuously up-to-date database of commercial and industrial properties available (both buildings and sites) to market through both LOIS and Locate in Wisconsin as well as local agencies websites'
  - Began work to co-host (with the Workforce Development Board) an area-wide expanded Job Fair
- Presenting Area-wide Business Alliance of area Chambers and other local ED partners
  - Continued to develop work program for ExperienceWorks staff to assist the JCEDC with 20 hours of support per week
  - Continue to assist with implementation of AdvanceNow, the Greater Madison Region's Comprehensive Economic Development Strategy (CEDS) and partner with MADREP on various activities
  - Serve as support and as a liaison to local planning and economic development staff and local leaders

## **FOCUS AREA 4: FACILITATION AND COORDINATION**

### **Work Accomplished**

- Attended GIS user group meeting for Jefferson County
- Toured Tyson plant with area officials
- Assisted with EDA grant application for Tyson reuse initiative
- Attended Home Consortium Meeting
- Talked individually with each JCEDC Board member to talk through organizational model opportunities
- Attended several meetings with Watertown representatives from the CDA, City, WEDO, and Chamber/Main Street program to explore alignment of projects and opportunities
- Attended Waterloo Visioning Session for work on their Economic Development Strategic Planning process
- Hosted meetings on Tyson announcement of closure



## Board Action Form

---

Action

Docs Enclosed

Future Review

Date: February 4, 2015

Point of Contact: Genevieve Borich  
JCEDC Executive Director

Agenda Item: IX.A

Respective Issue: Discussion and Possible Action of Potential JCEDC/WEDO Merger.

Motion to authorize staff and select JCEDC board members to work with WEDO representatives and Von Briesen & Roper to develop a proposed transition plan and organizational model for a JCEDC-WEDO merger.



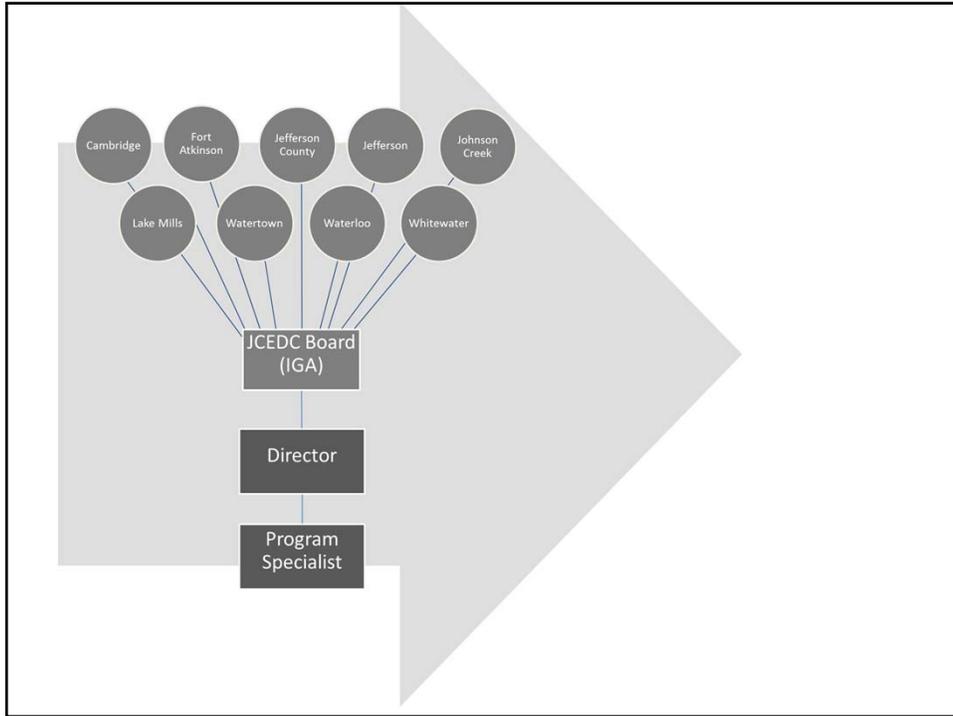
**Exploring Partnerships**  
The Potential for a JCEDC  
& WEDO Merger



## JCEDC Model – Economic Components

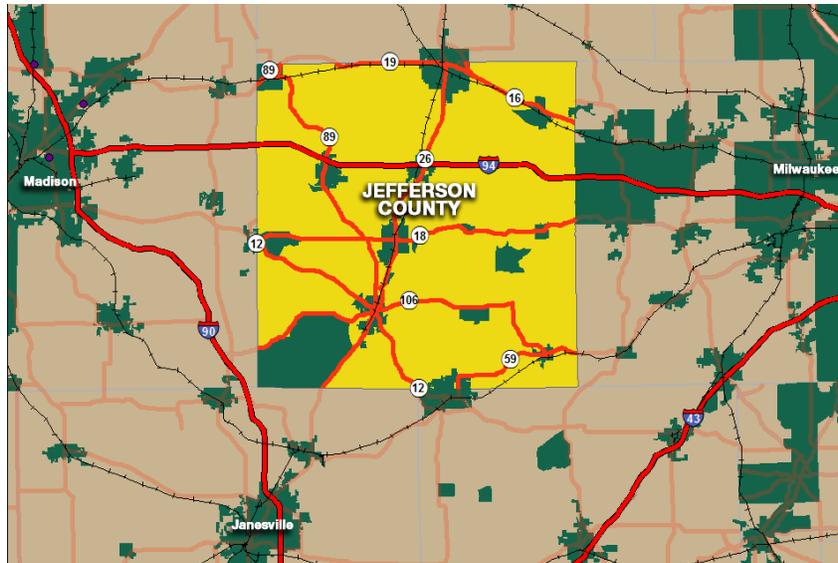
- 2008 County Comp Plan with Economic Focus
- Direct:
  - Primary Employers Business Attraction, Retention, Expansion
  - Workforce
  - Entrepreneurship/Small Businesses
- Indirect:
  - Community Development/Poverty/Housing
  - Planning/Downtown Revitalization
  - Tourism/Marketing/Branding
  - Infrastructure/Transportation





WORKING AT THE SPEED OF  
BUSINESS REQUIRES RESULTS.  
How do we best support the local economy?

## JCEDC Model (New Direction)



## JCEDC Model (New Direction)

### How do we best support the local economy?

- Two years community and business interviews
- Private Sector does not follow gov't boundaries
  - Supply chains
  - Customer bases
  - Employee base / laborshed
- Business support between area's communities - supplement community work
- Serve as conduit between communities & region



WORKING AT THE SPEED OF BUSINESS REQUIRES RESULTS.  
 How do we emulate best practices in economic development?

| Organization/<br>Community                                | Public<br>Funds<br>Invested | Private<br>Funds<br>Invested | Total Annual<br>Funds<br>Invested | 5- Year Rate     | Number<br>Businesses | Org Type              | Population     | Business<br>Est. per \$<br>Invested | \$ Invested<br>per Capita |
|---|-----------------------------|------------------------------|-----------------------------------|------------------|----------------------|-----------------------|----------------|-------------------------------------|---------------------------|
| Oshkosh Area Economic Development Corporation             | \$506,800                   | \$2,534,000                  | \$3,040,800                       | \$15,204,000     | 3,010                | 501c4                 | 166,994        | 1,010                               | \$18.21                   |
| Forward Janesville/City of Janesville/Rock County 5.0     | \$293,374                   | \$607,697                    | \$901,071                         | \$4,505,355      | 2,831                | 501c3                 | 64,009         | 318                                 | \$14.08                   |
| Jackson County Industrial Development Corporation (IN)    | -                           | -                            | \$386,748                         | \$1,933,740      | 915                  | 501c3                 | 43,466         | 423                                 | \$8.90                    |
| <b>WEDO</b>   | <b>\$65,000</b>             | <b>\$128,550</b>             | <b>\$193,550</b>                  | <b>\$967,750</b> |                      | <b>501c6</b>          | <b>23,905</b>  |                                     | <b>\$8.10</b>             |
| Door County Economic Development Corporation              | -                           | -                            | \$212,000                         | \$1,060,000      | 1,227                | 501c3                 | 27,896         | 173                                 | \$7.60                    |
| Fond du Lac Economic Development Corporation              | -                           | -                            | \$624,000                         | \$3,120,000      | 2,113                | 501c4                 | 101,798        | 295                                 | \$6.13                    |
| Eau Claire Economic Development Corporation, City, County | \$390,300                   | \$205,000                    | \$595,300                         | \$2,976,500      | 2,309                | 501c6                 | 101,438        | 258                                 | \$5.87                    |
| Sauk County Economic Development                          | -                           | -                            | \$351,000                         | \$1,755,000      | 1,590                | 501c4                 | 63,162         | 221                                 | \$5.56                    |
| Shawano County Economic Progress Inc                      | \$80,598                    | \$116,358                    | \$196,956                         | \$984,780        | 838                  | 501c3                 | 41,776         | 235                                 | \$4.71                    |
| Sheboygan County Economic Development Corporation         | \$211,300                   | \$222,537                    | \$433,837                         | \$2,169,185      | 2,332                | 501c4                 | 114,922        | 186                                 | \$3.78                    |
| Columbia County Economic Development Corporation          | \$133,841                   | N/A                          | \$190,434                         | \$952,170        | 1,268                | 501c4                 | 56,647         | 150                                 | \$3.36                    |
| Washington County Economic Development Corp & County      | \$100,000                   | \$317,829                    | \$417,829                         | \$2,089,145      | 2,852                | 501c4                 | 132,739        | 147                                 | \$3.15                    |
| Kenosha Area Business Alliance                            | \$125,000                   | \$353,869                    | \$478,869                         | \$2,394,345      | 2,736                | 501c4                 | 166,874        | 175                                 | \$2.87                    |
| La Crosse Area Development Corporation & City             | \$270,908                   | \$118,897                    | \$389,805                         | \$1,949,025      | 2,563                | 501c6                 | 136,749        | 152                                 | \$2.85                    |
| <b>Jefferson County Economic Development Consortium</b>   | <b>\$143,435</b>            |                              | <b>\$143,435</b>                  | <b>\$717,175</b> | <b>2,209</b>         | <b>County Dept/GA</b> | <b>108,000</b> | <b>65</b>                           | <b>\$1.33</b>             |

## Key Takeaways

### Competitive Analysis

- Sole government-only organization
- Two organizations working on same mission
- Volume (marketing, programming)
- Private sector ownership in economic development
  - Administratively
  - Fiduciary
- Emulate best practice - Rock County model



WORKING AT THE SPEED OF  
BUSINESS REQUIRES RESULTS.  
Economies of scale - develop  
smart programming for businesses.

## Evolving Area Economic Development

### 5-Year Strategic Plan

- Increase Econ Dev programming, responsiveness
- Improve visibility of region/state/global
- Align area communities, businesses, and Econ Dev partners with work
- Better use qualified, actionable info to make Econ Dev decisions
- Set expectations and goals under new model

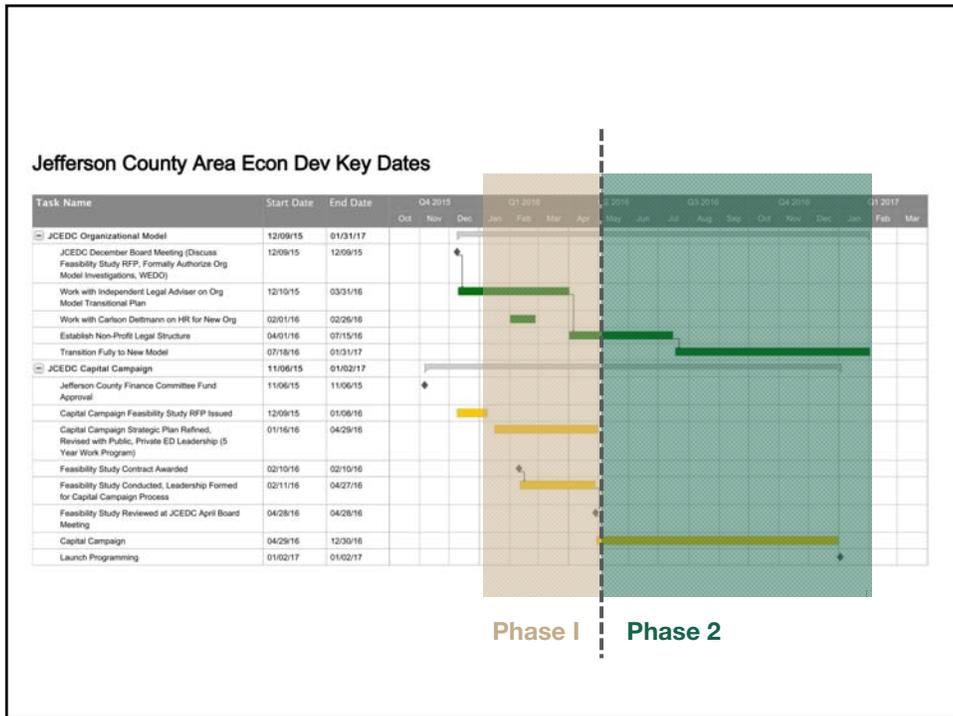
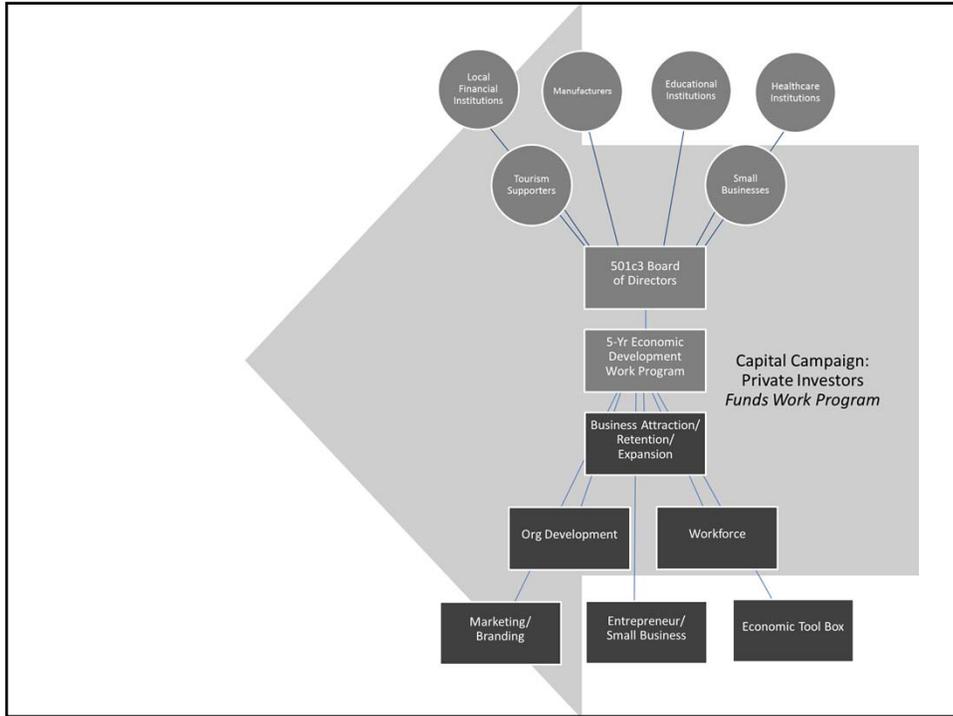


## JCEDC: New Direction

### 2015: JCEDC + 501c3

- Less time on admin, more time on economic development
- Fluid geographic boundaries
- Allow businesses to mainly fund programming
- Qualify for additional grants
- Keep public funds public
- Tax write-off for businesses
- County Affiliation:
  - Keep current admin/HR structure
  - Have support staff of county (payroll, IT, etc)
  - HR benefits a recruitment plus







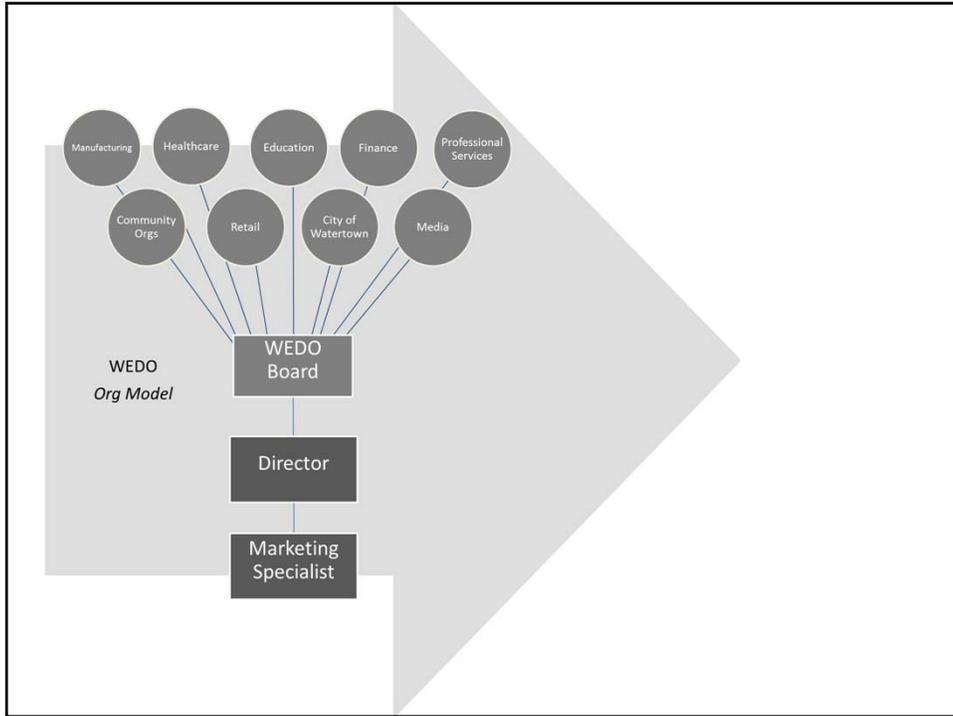
WORKING AT THE SPEED OF  
BUSINESS REQUIRES RESULTS.  
Exploring a JCEDC-WEDO Merger

## WEDO Model

### **Watertown Economic Development**

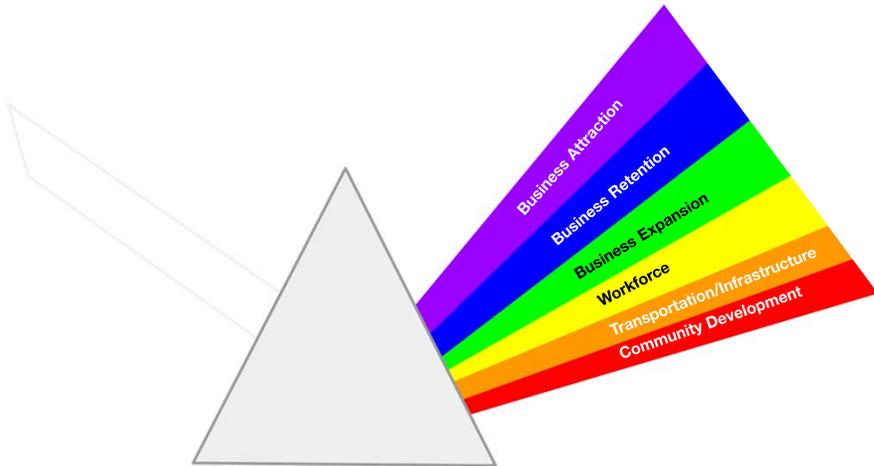
- Formed in 2010
- 501c6
- Approximately 25+ Investors
- Total budget similar to JCEDC





## WEDO-JCEDC Merger

**What values does a merger do for us?**



## JCEDC-WEDO Merger Net Gain

### JCEDC

- True public-private partnership
- Jump-start private-sector leadership
- Assistance with capital campaign
- Organizational sustainability for long-term
- Cleaner capital campaign
- Greatly expanded marketing capacity for each community

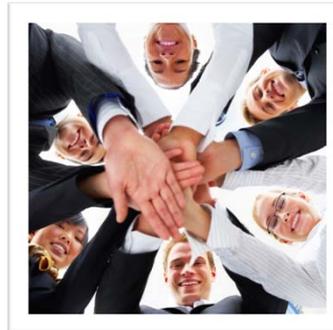
### WEDO

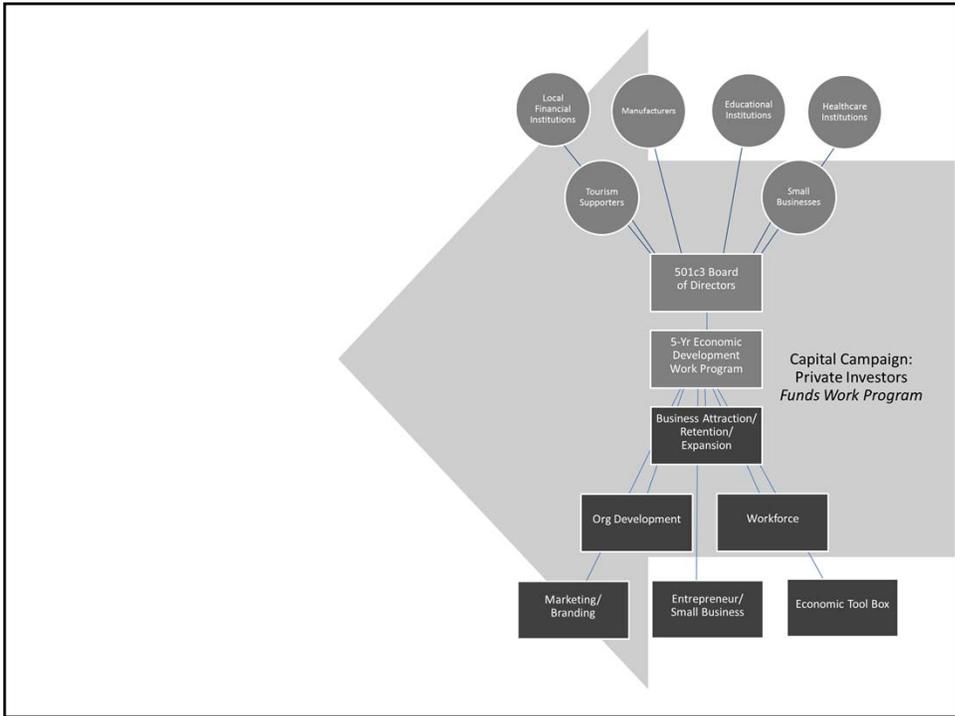
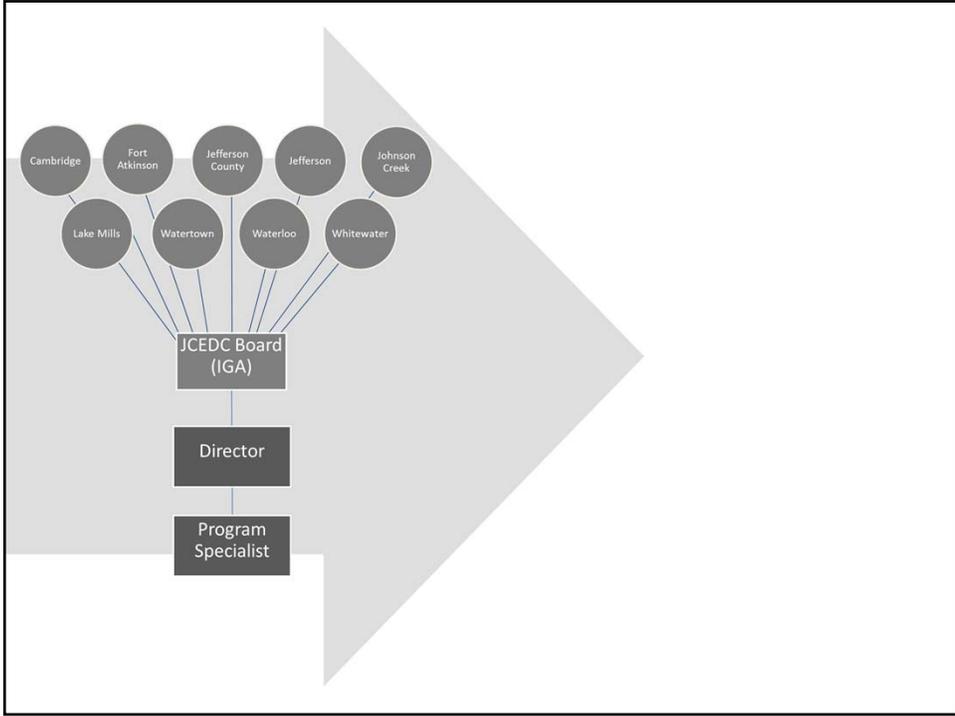
- Raise private-sector funds county-wide to support Watertown businesses
- Support Watertown businesses more effectively (most primary employers operate area-wide)
- Specialize work
- Extend city brand highlighting community's assets

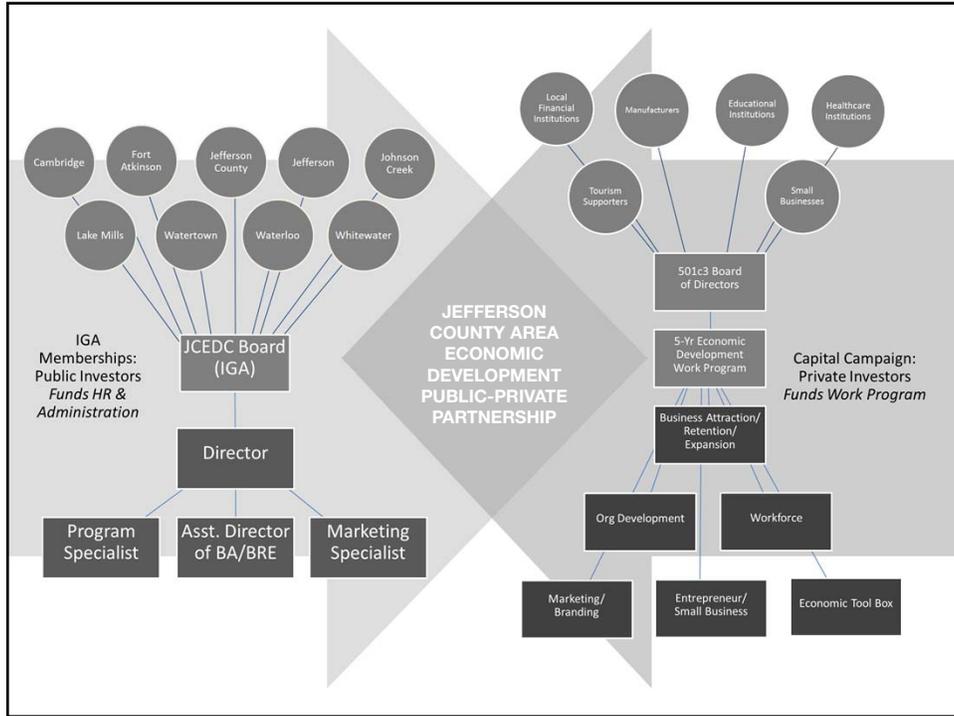
## JCEDC-WEDO Merger

### Mutual Benefits

- Emulate best practices
- Single PoC for business community
- Grow networking and programming beyond current capacity
- Area-wide programming
- Extend reach of marketing
- Grow staff capacity
- Align administrative function
- Better engage other partners



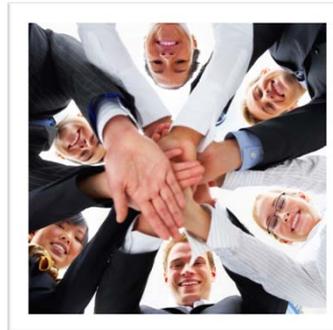




## JCEDC-WEDO Merger

### Strategic Deliverables – Pre-Merger

- Engage JCEDC, WEDO leadership
- Develop detailed plan to answer questions
- Admin and financial transition plan
- Human resources review
- Feasibility study
- Capital campaign



## JCEDC-WEDO Merger

### Strategic Deliverables Post-Merger

- Set # business retention interviews
- Serve as primary point person BA/BRE
- Attend key meetings in communities
- Host events in communities
- Council, investor updates
- Public relations program
- Robust marketing, property dev. of key sites
- Grow economic development tool box



## JCEDC-WEDO Merger

### Questions to be Answered

- Non-profit board makeup?
  - Timing merger? MOU?
  - WEDO Incubator?
  - Office hours?
  - Public investment levels?
- 
- Update late February

