



PHOTO: TYSON RITTER, EUREKA REPORTER



PHOTO: KOKOTAT WATER SPORTSWEAR

## The Humboldt County Export Economy: MANUFACTURING

Prosperity! was developed with the direction of over 300 business and community people. It's about growing and sustaining our community—our people, our businesses, our environment, our lifestyle. It's about competing—and winning—in an extremely competitive global marketplace. It's the North Coast strategy for economic development. And it's working.

The export industries of Humboldt County grew wages 11.2% in the last two years... that's faster than the whole economy, and that's the point. These industries *drive* the local economy...and *thrive* on the quality of life that we all cherish.

It's just after the New Year's storms of 2006, and Robert Goodman has had ample time to reflect on the seclusion of Humboldt County from his perch atop Fickle Hill in Arcata. With good humor, the winemaker alludes to the "Redwood Curtain" in a way that any 30-year Humboldt resident and business owner might, talking of highway washouts and the slow restoration of power. "The county finally entered the 20th century," he jokes. "It's too bad it's the 21st century, but that's one of its charms."

Those charms—particularly a quality of life so high it's off the scale—are even enough to make Humboldt "a great place to do business," Goodman says, despite the many challenges that might indicate otherwise. That's not to say that Humboldt manufacturers operate passively in an industry backwater, albeit a pretty one. As Goodman well knows, the 21st century has indeed come to Humboldt, bringing with it a wide range of global market forces that shape the way business is done in all corners of the world. Humboldt companies have responded and prospered by becoming ever more efficient and competitive, combining new technologies with shrewd marketing. They have made the playing field one of quality, exclusivity and added value instead of price. And their successes are the blueprint for manufacturing growth in Humboldt County.

### DELICIOUSLY UNIQUE: FOOD MANUFACTURING

Manufacturers of food products in Humboldt County face a range of challenges unique to their sector, from fickle consumer tastes to the perishable nature of their goods. For Barbara Groom, owner of Lost Coast Brewery and Café in Eureka, one current negative trend is the popularity of hard liquor, which continues to erode the market for beer. ►

Then there are the more general costs of doing business today: the increased expense of transporting her company's seven beers to distributors in 16 states, and higher energy costs that have driven up the cost of bottles and processed malt.

Nevertheless, Lost Coast has grown an average of 35 percent over the last three years, enabling the brewery to add a state-of-the-art bottling line and a new automatic keg washer and filler. The company's beers sell very well outside California—half of its production moves out of state—and at the end of 2005 it made its first rail shipment from the Bay Area to Florida, home to its largest distributor.

But there are growing pains. Groom employs about 18 people at the brewery and has hired five new positions in last year alone. The brewery's Third Street location is 12 years old and has reached capacity. "We take up half a block now," Groom says. "We've reached the end of the block and can't rent any more buildings." She's had trouble finding vacant industrial land

that's not on the costly Eureka waterfront, and other towns nearby either don't have adequate infrastructure or attach too many strings to new development. It's a common local problem for many growing manufacturers, one that Groom hopes she can solve soon. More space would allow her to enlarge the company's product line, expand its out-of-state markets and even explore the possibility of canning beer.

Tofu Shop Specialty Foods remains "a creature of the tofu market," says Matthew Schmit, president and general manager, which for years has meant solid annual growth with some years of huge demand, depending on national consumer trends. Although 75 percent of its sales occur inside the county, the Arcata company's handcrafted, certified-organic tofu and tofu products are found in groceries and natural food stores from Southern Oregon to San Diego. That includes a solid niche market in the Bay Area. "We have steady sales there, but it hasn't turned into the big deal we were hoping for," Schmit says. "It's so competitive."

Part of competing in wider food markets is having a good distributor with in-store service, so when Schmit's longtime

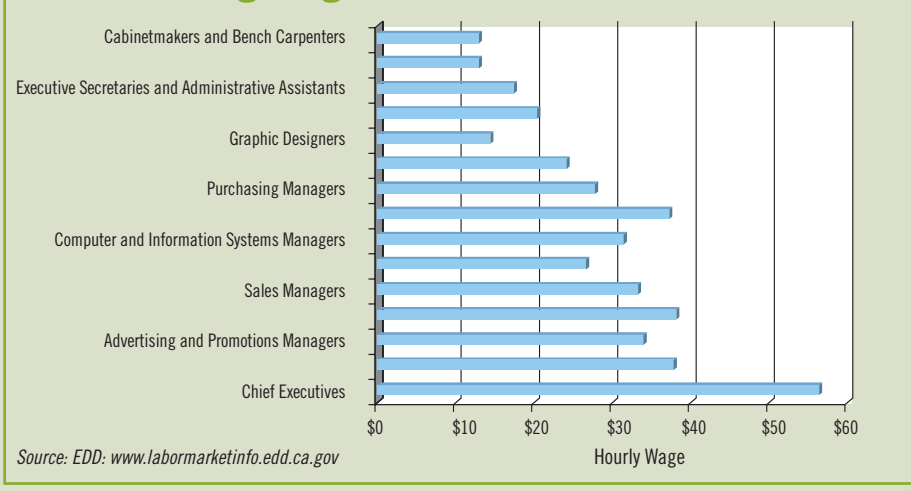
distributor based in Garberville retired last year, business suffered. As the company works with a replacement distributor in the Bay Area, Schmit and his 24 employees continue to focus on tightening up processes and quality. That includes saving thousands by recycling about 97 percent of the company's waste, an achievement that has earned recognition in the state's Waste Reduction Awards Program for four straight years.

For the Robert Goodman Winery, one of more than a dozen small wineries in the county, business trends follow a complex mix of local tastes, demographics and interstate politics. Goodman works hard to make wine for the local market, such as his \$15 Pinot Noir, but a lack of high-end retailers here makes it easier to market more expensive wines in major metropolitan areas, despite more competition. About half of the winery's production is top-end Cabernet, \$40 to \$60 a bottle, sold mostly in urban areas in California and on the East Coast where unique taste and quality command a loyal following.

Having achieved complete market coverage inside the county, the winery's growth depends on sales to the outside. Online sales are only a small part of that strategy, since 21 states prohibit interstate wine shipments direct to consumers; the remaining states impose strict limits. More importantly, Goodman and his small staff need more production capacity to meet current demand, which is why for months he has searched for a new site near Highway 101 and the tourist trade that could accommodate a new facility by the end of the decade. Recently he found such a site in Arcata. "I want to build a nice place where people can have banquets, with a restaurant and tasting room, so it could be an asset for the community," he says.

In addition to the Humboldt manufacturers who serve markets outside ►

## Manufacturing Wages on the North Coast



**“You’ve got to have a specialty niche of some kind. You can’t just think you can compete [on price] with China.”**

**BRUCE HAMILTON,  
Wing Inflatables**

the county, many long-standing companies only sell locally but could expand outward if the time were right. Los Bagels is one such company. For years the bakery has served a growing number of devoted retail and wholesale customers. “The things we promote, both our community involvement and our use of local products, fit in really well with the county and people’s commitment to those qualities,” says Dennis Rael, co-founder and general manager. The company operates three local restaurants with 38 employees and supplies retail groceries throughout the county.

But Los Bagels isn’t insulated from greater market trends. It weathered the low-carb diet craze and the exploding national popularity of coffeehouses, and today it faces higher raw material costs and fuel surcharges. That’s one reason why Rael believes the business is one that, with a few adjustments, could go anywhere in the country or world and still succeed. The company’s new online business may be a first step; already sales online have increased “fairly dramatically,” Rael says. And while he expects the focus on the local market to continue for now, expansion may not be far off.

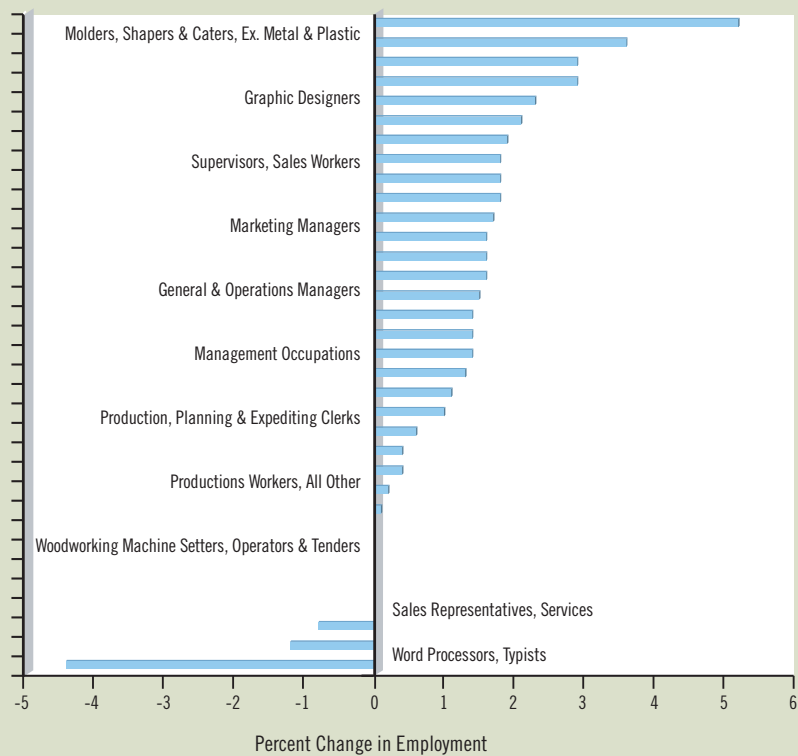
## CARVING A NICHE: INDUSTRIAL AND CONSUMER PRODUCTS

Despite labor costs much higher than those enjoyed by competitors in the developing world, and logistics costs higher than those in more urban U.S. locations, a number of Humboldt manufacturers continue to succeed in industrial and consumer products by filling very specialized niches in the marketplace. Wing Inflatables of Arcata is a case in point. The company is the leading manufacturer of original equipment and replacement tubes for rigid inflatable boats, perhaps the fastest-growing segment of the

workboat market that includes pilot boats, tour boats, and harbor security, fire and tow boats. “More and more, on a national basis, people turn to us,” says CEO Bruce Hamilton. “We have a strong national brand as ‘the tube guys.’”

The company fits almost 100 different boats with replacement tubes and continues to do significant business with the U.S. Navy and Coast Guard. Overall, the company and its 42 employees have sustained around 20 percent annual growth since 2000, Hamilton says. Wing’s products are so specialized that he describes each ►

## Manufacturing Job-Growth Projections 2000-2012



Source: EDD: [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov)

## HIGHLIGHTS

Source: Dennis Mullins, EDD:  
[www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov)

In 2005 there were 178 establishments within the Manufacturing cluster. This number decreased by 6.7% from 2003, while the number of employees has dropped less, by 1%. During this period, total wages rose 7% to more than 70 million. Average wages rose by 7.8% to \$29,868 per person. The Manufacturing cluster represents 5% of the total economy and 14% of the base economy in Humboldt County.

## HUMBOLDT COUNTY QUALITY OF LIFE:

Defined by small town atmosphere, access to a beautiful natural environment, quality schools, and the isolated, pastoral landscape which inspires creativity. This quality of life attracts talented people.

custom order as “an engineering project with a product at the end of it.” With tubes ranging from \$5,000 up to \$20,000 apiece, customers are willing to pay a premium for a quality, unique product, as opposed to one mass-produced overseas. “You’ve got to have a specialty niche of some kind,” Hamilton says. “You can’t just think you can compete [on price] with China.”

Steve O’Meara, founder and CEO of Kokatat, echoes those sentiments. As the maker of an extensive line of high-value-added watersports wear, Kokatat is one of the few remaining U.S. companies with domestic manufacturing in the labor-intensive apparel sector. The company has enjoyed annual growth between 8 and 15 percent over the past few years, with about 20 percent of its business outside North America. “Our international business has picked up substantially,” O’Meara says.

Opportunities for growth at Kokatat continue to lie internationally, as well as with government contracts as law enforcement agencies beef up harbor security and require water-related equipment. With that growth comes the need for more space: The company employs just under 100 and now occupies 30,000 square feet, but it has reached capacity in its current building in Arcata.

O’Meara is looking mostly for warehouse space nearby, but the choices can be underwhelming. “We are isolated,” he admits. “There aren’t a lot of resources, so you have to be very cautious about what product you make here.” He adds: “It’s not a bad place to do manufacturing, as long as you pick the right manufacturing.”

American Hydroponics has found the right formula by making hobby and commercial systems for the expanding market in hydroponics, a water-saving method of growing plants without soil. With a 16,000-square-foot facility and 16 employees in Arcata, the company is one of only a handful of U.S. makers of hydroponics equipment, which it sells direct through an online store and through a network of dealers and distributors around the world. The business has seen a recent boost as hydroponics becomes more mainstream and garden centers have begun to carry equipment.

Still, the company has had to re-examine its product offerings and sourcing to maintain a competitive advantage. “We’ve had to really diversify to be able to survive on the North Coast,” says Michael Christian, president. That has entailed, for example, having a subcontractor in Los Angeles make and ship plastic water channels directly to customers instead of routing them through Arcata. When the company needed a low-cost source for a plastic component using recycled materials, it considered sourcing overseas but fortunately found a supplier in Redway instead. Information technology has provided another valuable tool. From Arcata, trained staff use a broadband connection to offer detailed customer support to growers all over the world. “That’s why we have so many successful international growers,” Christian says. “We’re just plugged into them.”

Tomas Jewelry, an employer of 200 that has doubled its physical space in the

past five years, has also had to find new ways to stay competitive in the cutthroat global market for affordable jewelry. The company imports sterling silver jewelry, mostly from Thailand, then packages pieces for sale before distributing to retailers in all 50 states. Recent growth has followed a move into larger department stores and chain stores, but it has required Tomas to become very competitive with its supply chain—even to the point of competing with direct-from-Asia suppliers, says Tom Perrett, owner and president. “We’re experimenting with moving some of our packaging overseas to offset that labor cost, and it’s become a real challenge to find ways that we can bring product into Arcata, or not, through these new avenues of distribution.”

The biggest disadvantage in this arena is Humboldt’s lack of a viable commercial port, Perrett says, which means Tomas must import to the Bay Area, then truck to Arcata before shipping out across the country. Of course, any Humboldt manufacturer would benefit from a working port and accompanying rail connections; but all agree that upgrades to Highways 101 and 299 to allow larger, more efficient trucking offer the most immediate (and realistic) opportunity for logistics savings. “Often it’s more expensive to transport things from San Francisco to Arcata than it is from Bangkok to San Francisco,” Perrett points out. ▶

“We are isolated. There aren’t a lot of resources, so you have to be very cautious about what product you make here. It’s not a bad place to do manufacturing, as long as you pick the right manufacturing.”

STEVE O’MEARA,  
Kokatat

## BEAUTY FOR SALE: ART MANUFACTURING

Given Humboldt County's reputation as a center for the arts, it comes as no surprise that many artists and artisans have turned their talents into thriving businesses that supply beautiful goods to the world. They aren't immune, however, to the same market forces that affect manufacturing of other kinds. Arcata's Fire and Light Originals, founded in 1995 in partnership with the Arcata Community Recycling Center, handcrafts recycled glass giftware and dinnerware for specialty stores and galleries throughout the country. More so than most businesses, Fire and Light has felt the squeeze between high natural gas prices and competition

"It's an inspiring place to be, so it's so much easier to do something creative here."

RON SAMUELS,  
Marimba One

from China in the past year. Gas fuels the company's three furnaces, and with no alternative fuel available the company has had to absorb the spiraling costs. "We just did a price increase, but no increase can be proportionate to the rise in gas prices," says owner John McClurg.

Also affecting U.S. glass producers' ability to pass along cost is stiff competition from overseas. "Imports from China are impacting the whole glass industry," McClurg notes. What's more, the higher cost of air travel and flight limitations out of Eureka/Arcata Airport have increased the company's sales costs, further impacting the bottom line. Nevertheless, McClurg says the company and its 18 employees,

which moved to a new location a couple of years ago, are preparing for future growth, in part by rebuilding two of their three furnaces.

Woodworker Anthony Kahn of Anthony Kahn Furniture relies on a robust economy, a strong housing market and a healthy stock market as the drivers of fine furniture sales. When consumers buy new houses and have more money in their pocket, they're more likely to invest in Kahn's handcrafted furnishings, which he shows in galleries in California and Oregon but also ships to other regions of the country. Although Humboldt's isolation makes it more expensive to ship finished goods and to source hardwoods from the eastern U.S., Kahn finds lower labor costs here to be a trade-off. Employees also tend to stay longer because of relatively fewer job opportunities in the rural market. The biggest drain on Kahn's business, he says, is the cost of workers' compensation in California, which he calls an "absolute job-killer."

Although other Humboldt manufacturers report dramatic improvements in workers' compensation premiums since state reforms became law in 2004, Kahn hasn't seen any relief, despite the fact that his business remains claim-free. "It takes money out of the pockets of my employees too," he explains, "because I can't offer much of a raise in hourly wages when premiums take up such a large part of my labor cost."

The instruments handcrafted by Marimba One not only are used by musicians all over the world to make beautiful music, but also are works of art in and of themselves. While owner Ron Samuels probably could make marimbas anywhere, he finds Humboldt County's landscape to be an essential part of manufacturing here. "It's an inspiring place to be, so it's so much easier to do something creative here," Samuels says.

The Arcata company, which moved to a new building in 2004, experienced growth of about 50 percent last year and has increased its staff to 16. Fueling that growth is the marimba itself, which didn't even exist 25 years ago but has since attracted the attention of composers, performers and listeners. Marimba One artists usually win or place high in international competitions. "The best players tend to gravitate toward our instruments," Samuels says.

"When we started we looked at ourselves as a jewelry company. Now we look at ourselves as a design company that makes jewelry."

PAUL LUBITZ,  
Holly Yashi Jewelry

About 80 percent of Marimba One's customers are individuals, the other 20 percent universities and orchestras, with the business divided evenly among Asia, Europe and North America. The timeframe for a single order can be as short as six weeks and as long as three months. "Everything is sold before we build it, because every instrument is custom-configured," Samuels explains.

But even creative companies with a successful market niche and a natural setting in Humboldt County have had to evolve with time. "When we started we looked at ourselves as a jewelry company," says Paul Lubitz, co-founder of Holly Yashi in Arcata. "Now we look at ourselves as a design company that makes jewelry." Holly Yashi can manufacture its unique, artistic jewelry here, Lubitz explains, because unlike Asian competitors, the company ▶

can get fresh designs to the U.S. market quickly at a high quality standard, then move on.

That kind of market agility lets Holly Yashi introduce about 600 new designs a year while taking roughly the same number off the market. It keeps about 1,200 designs in play at any one time. “We’re almost a whole new company every two years, in a way,” Lubitz says. “That gives people a reason to keep coming back.”

Holly Yashi supplies hundreds of retailers all over the country and overseas, and it recently began selling to larger outlets like Anthropologie and QVC. Last October the company ventured into retail for the first time with its new online store. “In two months it did what we thought we were going to do for all of 2006,” Lubitz says. Recent growth in sales and employment (now over 50) spurred the company to triple its physical space two years ago, which could accommodate online sales growth and even a future retail catalog operation. It’s all part of staying ahead of the curve. “It’s a multichannel

world,” Lubitz explains. “Now everyone does everything, it’s all the time, and it’s everywhere.”

#### HUMBOLDT AT WORK: JOBS IN MANUFACTURING

For more than a century, manufacturing in Humboldt County has meant forest products, and today that sector still represents more than half of all manufacturing jobs in the county. Beyond the forest products and dairy sectors, however, niche manufacturing employs more than 2,300 people in Humboldt. And although the industry has experienced job losses in recent years—most of them attributable to the departure of WaterMark (Yakima Products)—many smaller manufacturers have actually created jobs, and picked up Yakima employees, in the past year as the economic recovery continues and niche markets prosper.

Jobs in Humboldt manufacturing are as diverse as the companies that provide them, ranging from lower-skill, lower-wage jobs, such as warehouse labor, to highly technical, well-paying positions,

“With the better infrastructure, we’re actually eliminating the lower-paying jobs and are able to raise the wages for the higher-quality employees.”

**BARBARA GROOM,**  
Lost Coast Brewery

such as computer-aided design. But even the traditionally lower-skill positions, more abundant in Humboldt County, today involve increasing use of computers and technology. “With the better infrastructure, we’re actually eliminating the lower-paying jobs and are able to raise the wages for the higher-quality employees,” says Barbara Groom of Lost Coast Brewery. Half of the employees at Wing Inflatables, for example, work with computers on a network.

Supplying some candidates for these more attractive jobs are graduates of the College of the Redwoods Manufacturing Technology program, designed for students seeking careers in drafting and design, machining operations, computer-controlled manufacturing, process control and production. Humboldt State University also offers programs in industrial technology, as well as degrees in business and the sciences.

But generalized training alone can’t fill the skill requirements of a diverse industry, says Steve O’Meara of Kokatat. Employees also require specialty, company-specific training, which continues to be a significant cost for manufacturers in Humboldt County, who may spend a few days to several ►

## Three Keys to Developing a Successful Manufacturing Industry In Humboldt County:

### INNOVATION, ENTREPRENEURSHIP AND A 21ST CENTURY COMPETITIVE WORKFORCE

According to the Task Force on American Innovation, “The ascension of American economic strength has largely been based on our historical investments in science and technology, and the entrepreneurship of these innovations to grow companies, jobs, and industries. In a global marketplace environment, renewed investment in innovation and entrepreneurship are essential to remain competitive. Humboldt County has built a regional specialization in the Niche Manufacturing industry – creating high quality goods for specialized marketplaces which allow high price points.

Source: Economic Development Administration. [www.eda.gov](http://www.eda.gov)

# MANUFACTURING

months coaching new hires on the job to a high level of productivity. At least one company, Tomas Jewelry, employs a large number of production workers who don't speak English, including Filipino, Hispanic and Laotian employees. Although Tomas does not offer formal English training, it does group employees with bilingual floor leaders to facilitate communication.

Some specialized and high-level jobs, however, simply are not as easy to fill with qualified candidates from among the county's relatively small labor pool. Yakima Products was for years a giant talent magnet for the area, attracting business acumen in design, manufacturing, sales, marketing and international commerce, some of which rubbed off onto surrounding businesses, says Paul Lubitz of Holly Yashi.

When the company and its jobs left, the talent draw evaporated, though fortunately many Yakima employees decided to stay in the area. "That's been a real boon for companies that took advantage of it," says Ron Samuels of Marimba One, who is always on the lookout for "the best and the brightest."

Similarly, some companies are lucky to catch a few very talented people who relocate to Humboldt after burning out in the urban corporate world. "That's improved every aspect of our business," says Michael Christian of American Hydroponics. Others have undergone regional or even national searches to fill important vacancies, often using Humboldt County's quality of life to lure candidates.

The most successful manufacturers have offered wages higher than the area norm, though recent increases in Humboldt's cost of living, particularly in

housing and transportation, have begun to erode that advantage. When possible, even the smallest companies offer impressive benefits to attract and retain employees,

including health and dental insurance, retirement plans, paid tuition and even profit-sharing. ►

## Humboldt County Niche Manufacturing Businesses\*



BUSINESS	STARTUP YEAR	WEBSITE
<b>1970s</b>		
Kokatat	1971	<a href="http://www.kokatat.com">www.kokatat.com</a>
Lamps by Hillard	1975	<a href="http://www.hilliardlamps.com">www.hilliardlamps.com</a>
Robert Goodman Winery	1977	<a href="http://www.robertgoodmanwines.com">www.robertgoodmanwines.com</a>
Tofu Shop Specialty Foods	1977	<a href="http://www.tofushop.com">www.tofushop.com</a>
Wallace and Hinz	1977	<a href="http://www.whbars.com">www.whbars.com</a>
<b>1980s</b>		
American Hydroponics	1984	<a href="http://www.amhydro.com">www.amhydro.com</a>
Amulet Manufacturing	1984	<a href="http://www.amulet.com">www.amulet.com</a>
CPR Aquatic Inc.	1987	<a href="http://www.cpraquatic.com">www.cpraquatic.com</a>
Holly Yashi	1981	<a href="http://www.hollyyashi.com">www.hollyyashi.com</a>
Los Bagels	1984	<a href="http://www.losbagels.com">www.losbagels.com</a>
Lost Coast Brewery	1986	<a href="http://www.lostcoast.com">www.lostcoast.com</a>
Marimba One	1986	<a href="http://www.marimba1.com">www.marimba1.com</a>
Simmons Natural Bodycare	1982	<a href="http://www.simmonsnaturals.com">www.simmonsnaturals.com</a>
<b>1990s</b>		
Blue Canoe Organic Bodywear	1991	<a href="http://www.bluecanoe.com">www.bluecanoe.com</a>
Carlson Wireless Technologies, Inc	1999	<a href="http://www.carlsonwireless.com">www.carlsonwireless.com</a>
Fire and Light Originals	1995	<a href="http://www.fireandlight.com">www.fireandlight.com</a>
Warm Belly Wetsuits	1996	<a href="http://www.warmbelly.com">www.warmbelly.com</a>
Wing Inflatables	1993	<a href="http://www.wing.com">www.wing.com</a>
<b>2000s</b>		
Black Jack Humboldt	2005	<a href="http://www.blackjackhumboldt.com">www.blackjackhumboldt.com</a>
Humboldt Flakeboard	2003	<a href="http://www.ihfpcorp.com">www.ihfpcorp.com</a>
Jessicurl	2002	<a href="http://www.jessicurl.com">www.jessicurl.com</a>
Left In Stitches	2001	<a href="http://www.leftinstitches.com">www.leftinstitches.com</a>
Solar Racks	2007	<i>website coming soon</i>
World Shelters	2004	<a href="http://www.worldshelters.org">www.worldshelters.org</a>

\*This is not a comprehensive listing of Humboldt County niche manufacturers.

PHOTOS: JOSEPH WILHELM / MERIDIAN DESIGN

# MANUFACTURING



PHOTO: FIRE & LIGHT ORIGINALS



PHOTO: TYSON RITTER



PHOTO: LOST COAST BREWERY



PHOTO: CYPRESS GROVE



PHOTO: DIANA JEX | MERIDIAN DESIGN

While few companies have any formal program for employee advancement, all encourage promotion from within and have observed quality employees rise

through the ranks over the years. “That’s one good reason to grow,” Lubitz points out. It also helps ensure manufacturing’s successful future in Humboldt County.

As the industry continues to face its global challenges head on, today’s entry-level employees may just be Humboldt’s business leaders of tomorrow. ■

## Manufacturing Assets and Opportunities

### ASSETS

- Manufacturers recognize that the quality of living and working in Humboldt County is unparalleled.
- Humboldt State University brings new ideas, new people, and knowledge-based entrepreneurship.
- There is a sense of cooperation, trust, and regional identity among businesses.
- There are strong economic development agencies that take greater risks in order to create jobs and build businesses.
- The manufacturing population has an entrepreneurial spirit with a balanced attitude regarding working to live. This philosophy leads to more successful relationships with employees and vendors.

### OPPORTUNITIES

- Many Humboldt County businesses offer specialized and niche market products.
- Consumers of niche markets products will accept the costs of extra transportation and marketing associated with rural manufacturing.
- Build more reliable transportation channels so goods are easily shipped in and out of Humboldt County.
- The majority of manufacturing businesses are relatively small (less than 100 employees).
- Peer groups allow business owners to connect, share resources and learn together.
- Humboldt County has a discerning consumer base that provides immediate feedback for product improvement.

### KEY CHALLENGES

- Attracting and retaining high-skilled talent
- Entrepreneurs want to retire and need successful models for understanding how to transition business to new leadership
- The workforce necessitates additional Spanish-English business language training for both managers and line staff.
- High cost of accessing outside markets include delivering goods, importing materials and equipment, transmitting and receiving data and transporting employees to urban areas for marketing.
- The exclusion of longer, interstate trucks on Highways 299 and 101
- Low airport capacity and lacking infrastructure is not serving industry needs.

*Developed by Manufacturing industry leaders in their Prosperity! industry cluster work-plan.*