





**Mariculture Workshop  
February 24, 2004  
Majuro, RMI**



**Summary of Workshop Findings**

**Objectives**

The workshop was convened by the RMI Mariculture Development and Management Planning team to promote the sustainable development of mariculture in the Marshall Islands. The results from the workshop will be incorporated into a profile of mariculture issues and priorities in the RMI. This is the first step in the preparation of action strategies for mariculture development.

The principal exercise of the workshop was group work and constructive discussion on key components of the mariculture supply chain, including production, transportation, product development and marketing, government, environment and conservation, and customers. The objectives of the workshop were to:

- identify the major issues/priorities that should be addressed in mariculture development;
- engage a broad group of people in a highly participatory process;
- increase participants' overall understanding of mariculture;
- generate ideas and discussion, and;
- have FUN!

**Participants**

Guest Speaker: Hon. John Silk, Minister of Resources and Development

Workshop Facilitator: Nicole Baker

**Steering Committee—Mariculture Development and Management Planning**

John Bungitak, Director of EPA

Jim Tobey, URI

Don Hess, CMI Marine Science

Danny Wase, Director of MIMRA

Lenest Lanki, Secretary of Internal Affairs

**Working Group—Mariculture Development and Management Planning**

Virgil Alfred, BPOM

Karl Fellenius, CMI Marine Science

Nicole Baker, RMI-EPA

Clyde James, MIMRA

Rod Bourke, Ocean Reef Aquariums

Terry Keju, MIMRA

Carlos Dominic, R & D

Hilton Kendall, Internal Affairs

Rand Dybdahl, USDA Land Grant

Manoj Nair, Land Grant and CMI

Florence Edwards, MIMRA

Angela deBrum Tibon, Internal Affairs

Albon Ishoda, RMI-EPA

Matang Ueanimatang, Land Grant and CMI

**Other Contributors**

James Capelle, Mayor of Likiep

Begonia Alik, Jaluit High School

Len Lenja, Mayor of Mili

Maity B., Jaluit

Amos McQuinn, Mayor of Namdrik

C.L. Cheshire, UHH

Frederick Aitab, MoE

Junior DeBrum, Likiep, MIMRA

Jan Fellenius, Visitor  
Larual Heine, Northern Islands High School, Wotje  
Dean Jacobson, CMI Marine Science  
Souvenior Kabua, RMI-EPA  
Anir Lal, CMI Marine Science

Ned Lobwij, MIMRA & CMI  
Houston Lomae, MIMRA & CMI  
Zaion Mark, Namdrik Local Government  
Bobby Muller, MoFA & BPOM  
Takinal Robert, Jaluit High School

## **Welcome by John Silk, Minister of Resources and Development and Chairman of the MIMRA Board**

Ladies and gentlemen, on behalf of the Marshall Islands Marine Resources Authority I would like to welcome all the participants to this National Mariculture Planning Workshop. I would like to recognize several mayors that are with us today: James Capelle from Likiep, Len Lenja from Mili, and Amos McQuinn from Namdrik.

Mariculture in the Marshall Islands is in its infancy. Several successful projects have already been developed here but there is much potential for expansion. The outer islands need to find supplemental income generating activities and mariculture is an opportunity to provide this. Furthermore, mariculture can be used for restocking of near-depleted species.

As of now, there is no national development plan nor significant policies in effect that would help the growth of this industry. The overall purpose of this workshop is to identify the issues that need to be addressed in developing mariculture for the RMI. In so doing, we will all gain an appreciation for the complexities as well as the opportunities involved. It is important that this process incorporate the views of all stakeholders and that is why we have invited you here today. It is my hope that we can all work together and share our collective knowledge to gain an understanding of mariculture and work towards a national development plan.

In conclusion I would like to thank the organizers of this workshop – Terry Keju from MIMRA, Karl Fellenius from the College of the Marshall Islands, Nicole Baker from RMI – EPA and Matang Ueanimatang, CMI aquaculture extension agent. I would also like to recognize our off island participants – Jim Tobey from the University of Rhode Island and C.L. Cheshire from UH Monoa Pacific Business Center.

### **Exercise 1: Identification of Mariculture Key Issues (5 issues per participant)**

Each item listed represents an issue as it was expressed by participants on post-it paper. The issues have been grouped into general categories. This highlights both the perception of issues and their frequency.

#### **Community Awareness, Local Involvement, and Local Benefits**

1. Greater awareness
2. Community awareness
3. Community awareness
4. Not enough community awareness
5. Promotion of public awareness
6. Concern and understanding about the issue
7. Traditional leaders and community support and involvement
8. Education
9. Outreach program



10. Way to meet people
11. More community participation
12. People (not interested)
13. Local involvement
14. Provide economic benefits to outer atolls
15. Make sure wages are fair and meet international standards
16. Happy communities
17. Catalyst for economic development
18. Make sure as much work as possible is kept on island (not just growing)
19. Food stability
20. Cultural/traditional issues

### **Production, Facilities, Species, and Profitability**

1. Lack of full use of existing facilities (use current rather than build new)
2. Equipment and maintenance of facilities
3. Inventory of existing resources and facilities
4. Suitable species
5. New species
6. Culture of non-indigenous species vs. local species culture
7. Putting farms in the right locations
8. Availability of broodstock
9. Production
10. Product quality
11. Legitimate operations not just chasing funding, but that produce product
12. Economic viability: all ventures must be able to stand alone. Government funding is no good in the long run.
13. Protection of locally operated businesses from “unscrupulous foreign business scammers”
14. Protection of already established operations from competition
15. Reliability of supply of mariculture products by local producers
16. Tools for maintenance
17. Cooperation between hatcheries and grow-out farms

### **Marketing**

1. Marketing
2. Marketing
3. Markets and transportation costs
4. No marketing
5. Marketing problems: few buyers
6. Marketing problems: cheaper markets elsewhere
7. Marketing problems: perishable products
8. Marketing of RMI mariculture products is weak, need the assistance of other trained people
9. Stronger relationship with international trade companies
10. Marketing problems of small-scale production—difficult to match production with wholesaler requirements in terms of quantity and timing
11. Black pearls: RMI black pearls are of higher quality than other Pacific Island pearls. Why are they not selling as well?
12. Too many middlemen
13. Linkages: linking producers, brokers, markets
14. How to get mariculture items to the final consumer through established channels
15. A fair price to producers

### **Financial Resources**

1. Funding
2. Funding
3. Funding
4. Money
5. Money
6. Money
7. Money (not enough)
8. No Money
9. More money for funding and support
10. Financial support
11. Pure economics
12. Attracting long term financial capital to complete projects
13. Attract private sector investment
14. Industry needs capital, to kick start projects, training, etc.
15. Investment: currently most overseas investment is for deep-sea fishery (tuna, etc.). Should we focus on promoting mariculture as an alternative?

### **Role of Government**

1. No government support
2. Need better implementation of laws and policies that support this type of industry/foreign investment
3. Mariculture should be a government priority
4. Appropriate role for government? What should government agencies do/not do?
5. Lack of local government ordinances
6. Need for public sector support and coordinated planning
7. Governance
8. High authorities in government need to understand the issues and how they can be of assistance to this industry
9. No plan
10. EIA process (part of permitting process?)
11. Enforcement of fishery regulations should be strong
12. Need for an understanding on land ownership issues between landowners, entrepreneurs, government people, etc.
13. Problems with monitoring

### **Links to the Environment**

1. Risks to environment: are there any biological hazards to local species with the introduction of mariculture?
2. Environmentally sustainable
3. Environmentally friendly
4. Conservation of marine life
5. Water pollution
6. Lead contamination: what if lead from batteries gets into reef fish food chain. Is any testing being done?
7. Nutrient loadings: What if excess nutrient, food, and waste get onto reef and causes damage?
8. Marine protected areas
9. Restocking
10. International donors to fund restocking as part of commercial operation
11. Depletion of stock

## **Training, Extension and Technical Skills**

1. No skills
2. More workers and skills are needed
3. Finding workers and technicians
4. Form of education (learning)
5. Aquaculture education
6. Skills
7. Skilled workers
8. More hands-on technical training workshops (grafting, tanks, etc.)
9. Local extension training to replace outside expertise
10. Availability of highly trained Marshallese for technical positions
11. Appropriate role for technical assistance providers (CMI, IFAFS, etc.). What should it do/ not do?

## **Transportation**

1. Transportation: getting product to Majuro from outer atolls and getting product to international markets
2. Cost of transportation
3. Transportation is limited
4. Transport (not enough)
5. High shipment costs
6. Isolation of sites
7. Mariculture shipping and handling



## Exercise 2: Strengths, Weaknesses, Opportunities and Threats

Participants were located in groups of the mariculture supply chain based on their preferences/area of work and experience. Strengths, weaknesses, opportunities, and threats (SWOT) of mariculture from the perspective of the specific group were first discussed. Ways to resolve SWOT problems or build on SWOT strengths and opportunities were then developed, often through cross group interaction.

### 1. Government Facilitation

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Direct access to donor countries</li> <li>- Participation in regional and international organization</li> <li>- Coordinating body for atoll governments</li> <li>- MIMRA, CMI, Local government, EPA, MoE</li> <li>- Marshall Islands Development Bank (MIDB)</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Getting grants and loans from donors/partner countries/international organizations</li> <li>- Remove barriers to foreign markets (export restrictions)</li> <li>- Provision of technical assistance</li> <li>- Area zoning</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Unavailability of funds for grants/loans</li> <li>- Lack of communication of needs from the public</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Lack of management skills</li> <li>- Misuse of funds and equipment</li> <li>- Lack of/diminishing support from local government/community</li> <li>- Lack of coordinated efforts (resulting in introduction of new species, diseases, environmental threats)</li> <li>- Careless packing/shipments (gives poor reputation)</li> <li>- Lack of assessment/review of projects</li> <li>- Ownership</li> </ul>

### Solutions

- More grant writing
- Coordinate discussion among stakeholders (facilitate action)
- Easier access to funds – loans
- One-stop process for permits, etc.
- Need policy for land tenure issues and foreign investment
- Vocational opportunities funded by government to train workers
- Coordination between producers and local government for restocking purposes
- Use MIMRA as facilitator
- Small Business Development (SBDC)
- Protect local businesses



## 2. Product Development, Marketing and Export

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Wide range of products</li> <li>- Good facilities</li> <li>- Air transport</li> <li>- Professional</li> <li>- Good market contacts</li> <li>- Good “clean” image of RMI and facilities</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Lucrative resource</li> <li>- Increasing volume of sales</li> <li>- Become established as a “major player” in raising RMI GDP and employment</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Operating costs and start-up loan</li> <li>- Labor costs and capacity for intensive work</li> <li>- Reliability of production quality and laborers</li> <li>- Transport concerns</li> <li>- Government agency “meddling”</li> <li>- Land tenure</li> <li>- Overly demanding land owners</li> <li>- Costs of marketing</li> <li>- Costs of shipping materials and power</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Indonesia and Philippines</li> <li>- Local competitors (if they arise)</li> <li>- Downturn in US economy</li> <li>- Disease</li> </ul>

### How to increase *Strengths*

- “Clean” image of RMI (create awesome website)
- High profile marketing
- Link clean image of mariculture to alternative modes of income, e.g. tourism

### How to reduce *Weaknesses*

- Partnerships to increase cash flow
- Training of labor force to become competent
- Liaise closely with producers (lower prices, maintain quality)
- MOU with transportation sector
- Establish long term lease plans

### How to take advantage of *Opportunities*

- Develop plans to see what resources can be produced sustainably and what numbers
- Liaise with other atolls to see what they can offer
- Search for investors for major expansion and stronger capital inflow

### How to avoid *Threats*

- MOU with suppliers so they only use you
- Create brand image
- Legislation to protect already established businesses
- Try to become a shareholder in competing companies/suppliers
- Liaise with EPA so they don’t build dumps near farms
- Regular monitoring of clam farm water

### 3. Wholesalers, Retailers and Consumers

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Free to choose among producers</li> <li>- Able to demand product characteristics (e.g. color of clam mantle)</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Growing number and diversity of products to choose from</li> <li>- Improved transportation and access to new sources of supply</li> <li>- Creation of collector clubs</li> <li>- Linking maricultured animals with ecotourism in the places they are located</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Competition with other wholesalers (e.g. buyers from Europe that also influence product demand)</li> <li>- Uncertain product quality and reliability of supply</li> <li>- Producer/customer relations</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Fashionable (variable) customer demand</li> <li>- Dependence on single supplier</li> <li>- Inadequate supply</li> <li>- Disease</li> </ul>

#### How to increase *Strengths*

- Go to trade shows
- Search for new products
- Consult customers to determine demand (do consumer survey)
- Visit and consult with producers
- Discuss product development with producers

#### How to reduce *Weaknesses*

- If possible, form contracts with producers to minimize “dead on arrival” losses and risks of unreliable quality and timing of supply
- Develop long term relationship with producers
- Verbal agreement with supplier not to sell to other wholesalers

#### How to take advantage of *Opportunities*

- Promotion and improved marketing
- Create website for collectors
- Expand to other markets

#### How to avoid *Threats*

- Promotion of mariculture products
- Expand number of suppliers
- Preventative disease management

#### 4. Transportation

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Availability of ships, boats, planes, and automobiles</li> <li>- Resources</li> <li>- Ministry of T &amp; C</li> <li>- Communication between Majuro and outer islands and international</li> <li>- Reliable air schedule</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Linkages between outer islands and Majuro</li> <li>- Expansion and development</li> <li>- Private linkages</li> <li>- International tradelinks</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Unreliable water transportation schedule</li> <li>- Lack of necessary tools and maintenance</li> <li>- Limited funds</li> <li>- Limited space available for shipping</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Fluctuating fuel prices</li> <li>- Maintenance</li> <li>- Technical difficulties (prolonged loading)</li> <li>- Weather</li> <li>- Budget</li> <li>- Severing of ties with outside markets (being labeled as unreliable supplier)</li> </ul>

#### **How to increase *Strengths***

- Improve the overall management system in place (supply of tools, regular maintenance, strict adherence to schedule)
- Guaranteed schedule
- Reliability
- Regular service

#### **How to reduce *Weaknesses***

- Financial support from government (fuel subsidy)
- Purchase bigger vessels
- Purchase necessary tools/experts to maintain assets

#### **How to take advantage of *Opportunities***

- Government support
- Privatization/localization
- Guarantee safe space for priority products
- Insurance
- “Last loaded, first unloaded”. Labeling and tracking of shipments
- Special rates

#### **How to avoid *Threats***

- Regular maintenance
- MOU
- Have a plan B (alternative plans)

## 5. Environment/Biodiversity/Conservation Group

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- EPA – monitoring of marine species on Jaluit</li> <li>- Awareness to community (Councils; Landowners; Schools)</li> <li>- Regulatory bodies (MIMRA/EPA/Local Govt.)</li> <li>- EIA – regulations exist</li> <li>- Local government ordinance process</li> <li>- Government ratified biodiversity convention</li> <li>- Awareness of managers</li> <li>- Resources (agency personnel available)</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Access for technical assistance – monitoring</li> <li>- Income generating activities</li> <li>- Merge EPA/MIMRA permitting process/local government</li> <li>- Restocking reefs (MPAs)</li> <li>- Communicate possible threats</li> <li>- Capacity building in outer islands</li> <li>- Work with producers</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Lack of coordination, EIA not implemented</li> <li>- Biodiversity convention not well implemented</li> <li>- Lack of enforcement (regulation)</li> <li>- Lack of education</li> <li>- No framework</li> <li>- Permitting not incorporated into mariculture</li> <li>- No real process of quarantine</li> <li>- Knowledge of EIA details</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Exotic species</li> <li>- Over stocking could introduce disease</li> <li>- Over harvesting</li> <li>- Unbalanced ecosystem (food chain, competition)</li> <li>- Loss of investment due to uncertainty of environmental requirements</li> </ul>

### Solutions to SWOT

- Restocking of *T. Gigas* (true giant clam) for fisheries objectives as well as biodiversity  
For Jaluit and other atolls with candidate marine protected areas. May need external funding (e.g. ROC, Japan) as there is little incentive for industry to produce non-exported products. The government (either MIMRA or local government) needs to become a regular client of mariculture operations through public/private partnerships that reintroduce threatened/depleted species into areas that already have community compliance as no-take (greater chance of survival, spillover into adjacent areas, etc.). Such a process requires community education about potential benefits, strong MIMRA/local government leadership, and at least one private sector company willing to engage in a pilot. Alternative can be to use a public facility (e.g. Likiep Hatchery).

- One-Stop Permit Process (MIMRA, EPA, and local government)  
Development and/or modification of a mariculture facility affect the coastal environment and is under the jurisdiction of the EPA (EIA process). Review and approval of the type of mariculture product is done by MIMRA (lead agency for mariculture). Sites under local government jurisdiction are owned by Marshallese landowners so the local government council has to give final approval. Operations at an ongoing mariculture facility involve export of mariculture products. The type and volume/number needs to be submitted to MIMRA on an export basis assuming local government approval based on regular activity updates by MIMRA

- Developing/strengthening institutional arrangements among agencies/levels of government  
For there to be a one-stop permit process, government needs to clarify and streamline its regulatory role in mariculture. Staff need to be designated and resources provided to deal with proponents in an effective and timely manner. A monitoring program needs to not only keep track of exports and physical/procedural changes to production facilities, but also to gauge and adapt their institutional ability to deal with a dynamic and growing industry currently in its infancy in the RMI.

**Exercise 3: End of workshop, round-robin identification of priority issues for mariculture development**

<b>Issue</b>	<b>Links to categories of issues identified earlier</b>
1. Create a good atmosphere for mariculture development	Role of government
2. Climate for attracting private investment	Role of government
3. Clarified role and responsibilities between key players	Role of government
4. Clear policies and regulations	Role of government
5. Streamline the permit process/zoning	Role of government
6. Secure land leases	Role of government
7. Distinctions among land ownership/business ownership clarified	Role of government
8. A plan to achieve goals of restocking/income generation and business development	Role of government
9. Welcoming and aware community	Community awareness, local involvement, and local benefits
10. Inclusion of aquaculture education in school curriculum for both vocational training and awareness	Community awareness, local involvement, and local benefits
11. Clear benefits of local ownership balanced with using foreign investment	Community awareness, local involvement, and local benefits
12. Extension/training to outer islands	Training, extension and technical skills
13. Train-the-trainer	Training, extension and technical skills
14. Business oriented education	Training, extension and technical skills
15. Environmentally sustainable	Links to the environment
16. Importance of restocking for biodiversity and food security with the support of international donor funding	Links to the environment
17. Maintenance of facilities and equipment for long-term use	Production, facilities, species, and profitability
18. Reliable/economic transportation	Transportation

## Highlights of Key Findings from the Workshop

In this section we highlight some of the recurrent themes, concerns, and ideas that frequently came up in discussion at the workshop. The headings can be viewed as broad policy areas and each description as the beginnings of a strategy to address the policy. These strategic issue priorities require further development and will be the focus of subsequent meetings of RMI mariculture stakeholders. They are in no particular order. In fact, many of them need to proceed concurrently.

- **Fundraising**

A consistent theme was the lack of RMI financial resources and staff to provide the government services needed to promote mariculture and to fulfill the roles and responsibilities of government agencies. The implication is the importance of a directed and concerted effort at fundraising with external donor organizations. The issue profile and subsequent action plan should provide a tool for grant making proposals. Other innovative strategies, such as earmarking revenues from tuna licensing to mariculture development, also need to be developed.

- **Restocking**

Restocking of threatened/depleted species (e.g. *T. gigas* giant clams) in parallel with MPAs in community-based fisheries management planning was an area of recurrent discussion and importance to many participants. Critical gaps and potential solutions were discussed. There needs to be a pilot program to test the effectiveness of restocking efforts. Jaluit Atoll has expressed a will to engage in this process and are uniquely positioned among atolls with respect to their developing monitoring program. Potential sources for *T. gigas*, for example, are the Wau Island Farm in Mili as well as the MIMRA hatchery in Likiep. Issues related to using adults or juveniles need to be addressed.

- **Maximize Use of Public Facilities**

Many voiced concerns that existing facilities are in poor condition, lack necessary tools and equipment, and that the various public facilities do not coordinate sufficiently. To maximize the use of public facilities there is a need for improved coordination and planning among the organizations operating public facilities (MIMRA, Land Grant, and CMI). Commercial operations that at times rely on production at public facilities need to be actively involved in this review process.

- **Institutional Arrangements among MIMRA, EPA and local governments**

While a permitting process needs to be developed beyond the tracking of exports currently conducted by MIMRA, there are fundamental issues related to institutional arrangements in government that need to be dealt with first. The general theme of inadequate coordination among MIMRA, EPA, and local governments recurred throughout the workshop. Institutional roles and responsibilities in the development and regulation of mariculture, restocking, and protected area management need to be clarified. All institutions should be working under a common vision for mariculture development. Roles and responsibilities need to be made operational with strategic development and fundraising plans. Specific permitting issues such as EIAs can be developed once effective institutional arrangements are in place.

- **Educational Outreach and Training**

Community awareness, public education and local involvement in mariculture emerged as a theme of particular interest. Curriculum at all levels of education in the RMI need to incorporate mariculture. Many participants highlighted that the successful High School education program (e.g. Jaluit) should be continued and expanded to other atolls. Economic development and career planning workshops can be used to stimulate awareness of mariculture in the public mindset.

- **Local Benefits**

Finding ways to provide outer island benefits from mariculture and maximizing RMI income and employment benefits was also an area of wide concern. For example, public hatcheries that sell product to private companies need to benefit people/local govt. in the atoll where the product is produced, not only the national government. Strategies for expanding local benefits to outer islands need to be developed. The advantages and disadvantages of foreign ownership of business also need to be considered. Should mariculture enterprises be majority-owned by residents of RMI? What policies can increase the trickle down of benefits of business operations?

- **Land Ownership and Leasing**

Land ownership and land tenure issues came up on many occasions during the workshop. Security of land tenure arrangements and clarity on land and water availability for mariculture are critical for long-term business planning and smooth operations. There is a need for further dialogue to clarify land tenure issues and to find solutions to land use issues. However, interim measures agreements can be used as a tool to defer ownership decisions in the interests of moving forward on mutually beneficial economic development.

- **Private Sector Coordination**

There are currently three commercial mariculture businesses in operation. Despite the small number, they play a pivotal role in guiding the development of the industry especially given the theme highlighted earlier concerning lack of government funds for mariculture. More formal coordination and planning mechanisms among the private sector (such as an industry association) may be beneficial, for example in providing leadership on a vision for mariculture growth, promoting voluntary best management practices, and providing a single business voice to lobby for sustainable mariculture development both in RMI and externally. Such an association can also contribute effectively to the developing “Mariculture and Aquaculture Management” standard under the Marine Aquarium Council.

- **Promotional Outreach**

Another theme was the unique natural beauty and marine diversity of the Marshall Islands and the environmentally pristine and clean image of mariculture (e.g. Pearl of the Pacific). The opportunity to build on this strength to market and promote environmentally responsible mariculture came up in many of the discussions. Some opportunities identified in the workshop are to link mariculture with tourism, create a highly visible website, and produce colorful informational brochures.