



LOUISIANA SEAFOOD PROMOTION & MARKETING BOARD  
UNO Advanced Technology Center  
2021 Lakeshore Drive, Suite 300  
New Orleans, LA 70122

February 12, 2010

To Whom It May Concern:

The Louisiana Seafood Promotion and Marketing Board was formed in 1984 with a mandate to strengthen and revitalize the Louisiana seafood industry. Our state's shrimp industry has been devastated by three hurricanes and prices driven to commodity levels by farm-raised imports that supply 90% of the shrimp consumed in the US. It is key to the industry's future that harvesters and processors understand that wild Gulf shrimp cannot successfully compete in this commodity market.

I first met Doug Short from Integrated Marine Systems in spring of 2006 when he contacted our offices with a vision for improving the Louisiana shrimp industry. Over the past four years, IMS has been a dedicated industry partner, applying knowledge and resources for the long-term benefit of our shrimp fishery. IMS applied its expertise in the cold chain process and handling practices, joining with Lance Nacio of Anna Marie Seafood and other fishermen to create a new high-quality product for the nation's growing wild and natural food market. The economic success of these fishermen demonstrates a path forward toward revitalization of our state's industry.

The Cameron Fisheries processing plant, founded on the cold chain vision will be an important step forward, creating a model for our state fishery's future. The team from IMS has a proven record of implementing shrimp quality improvements and successfully marketing this new product to the epicurean consumer, the fastest growing segment of the nation's food market. No one company can transform the state's shrimp industry. Each fisherman and processor engaged in improving quality and creating market recognition will contribute to the momentum needed to transform our industry.

Louisiana has a unique and rich history recognized worldwide. Delivering the superior taste of wild gulf shrimp when caught to the consumer, combined with market recognition of Louisiana seafood, creates the opportunity for a successful future. The Seafood Board is grateful to committed people like Doug Short and Mark Burn working on projects like Cameron Fisheries as they strive to take our State's rich harvest out of the commodity market and realize a brighter future while helping to preserve our rich culture and heritage.

If I can answer any questions or provide additional information, please don't hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ewell Smith".

Ewell Smith, Executive Director

**Anna Marie Seafood**  
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February 4, 2010

To Whom It May Concern:

I became a customer of Integrated Marine Systems in summer of 2006. Since that time IMS has helped with every aspect of my business, working with me to increase the value I receive for my product and to grow the markets for my shrimp. They have been an important partner in the success of Anna Marie Seafood, committed to bringing long-term value to me as their customer.

I first met Doug Short on the dock in Dulac, as I was headed out fishing. He was not there to sell me equipment; he'd made an appointment to come out with me and to learn about what I did and how I did it. Doug worked as a crewmember on deck and in the hold, participating and learning, acquiring a deep understanding of my operation. Doug joined me on visits with my customers, to cook offs, at farmer's markets and with sophisticated buyers like Whole Foods. Through this process, we defined where our opportunities were and formed a plan to pursue them.

Through Integrated Marine's expertise in cold chain solutions combined with extensive experience in vessel retrofitting for refrigeration, they were able to work with me to achieve a well-designed system with onboard processing capability. Once they understood the challenges being faced, they were careful to only sell me exactly what was needed. They weren't there just to sell equipment – they were there through the whole process and helped me figure out how to best utilize the equipment we decided to add to the *Anna Marie*. By utilizing their refrigeration equipment and expertise, I am now able to offer better quality than I ever could in the past. IMS's efforts have helped me build my business.

Doug and IMS have contributed ideas and expertise to all areas of my business – they've worked with me to improve shipping, marketing and packaging; they even helped me negotiate contracts with my customers. Throughout the time I've worked with IMS, they've been very helpful and have spent plenty of their own time and money figuring out the best ways to improve the quality of Gulf shrimp so that our industry as a whole can be more successful.

The Cameron Fisheries project, under the management of the team from IMS, will bring the benefits of their expertise on a larger scale to the community of Cameron. The new processing plant founded on the IMS cold chain vision will create a model for the rest of the state's shrimp industry to follow. From first hand experience I believe this will be an important step in turning our states signature fishery around toward a brighter future.

I would recommend IMS to anyone. They are truly here to contribute to improving our industry, bringing new ideas and approaches that have proven to be successful.

Sincerely,

*James Naeio*



November 12, 2009

Dear Sir/Madam,

Since the early 1980's, global production of shrimp has increased dramatically, especially aquaculture produced shrimp. World production (both aquaculture and wild capture) of shrimp expanded from 3.4 billion lbs. in 1980 to 13.4 billion lbs. in 2005. The increases in production were particularly pronounced in the mid to late 1990's. This worldwide increased production translates into an average increase of over 400 million lbs. annually since the 1980's. To put this into perspective, Louisiana's average annual shrimp production is approximately 100 million lbs.

The fact that, the United States is the largest importer of shrimp in the world, coupled with a decline in world market price has caused the price paid to U.S. shrimp harvesters to decline since the 1980's (real dockside prices-deflated). The combination of reduced prices, increased fuel and supply costs and the current worldwide economic situation has caused significant hardship to the shrimp industry. Cameron is not insulated from this crisis.

The LSU AgCenter/Sea Grant programs have supported and worked on projects which attempt to stabilize and offer a more sustainable business environment to the Louisiana shrimp harvesting and processing industry. One of these projects has been to partner with Doug Short of Integrated Marine Systems to develop the cold chain harvesting, handling, processing and marketing of shrimp. This process has been proven to improve quality and market value of Louisiana shrimp.

Mr. Short has a broad range of experience in seafood handling, processing, marketing and refrigeration technology and has worked extensively with the Northwest Pacific and Alaskan seafood industries. Implementation of his cold chain technology at a facility in Cameron would be the first of its kind in Louisiana and an opportunity create some economic growth and stability from this bountiful renewable natural resource afforded us in Cameron Parish. Please let me know if I can be of assistance in moving such a project to reality.

Sincerely,

Kevin A. Savoie  
Area Agent - SW Region  
Natural Resources - Fisheries



*Marine Advisory Program*  
*School of Fisheries and Ocean Sciences*  
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November 12, 2009

To Whom It May Concern:

The Alaska Sea Grant Marine Advisory Program (MAP) is the outreach education program of the University of Alaska Fairbanks School of Fisheries and Ocean Sciences. Our mission is to support coastal Alaska communities through research, education and training provided through our coastal network of marine agents and specialists.

I have had the pleasure to partner with Doug Short and the outstanding technical staff of Integrated Marine Services (IMS) in the area of onboard refrigeration training for Alaska commercial fishermen and crews. In partnership with local vocational trainers, refrigeration technicians and IMS, we have trained over 160 fishermen located in five ports in basic refrigeration theory, troubleshooting and maintenance, winterization, and safety since 2007.

IMS is an exceptionally dedicated industry partner in the Alaska seafood harvesting and processing sectors. Each of our workshops is filled to capacity, attendees and local technicians are always enthusiastic to assist with training logistics – in short, these classes are seen as much needed. IMS's involvement in these trainings, building on their many years training harvesters in Washington and Oregon, is highly regarded by Alaskan fishermen, and IMS's participation is considered first rate. As one workshop participant noted, "This training has really reduced the mystery for me and my crew around one of the most important systems on my boat. IMS trainers make this technical stuff real."

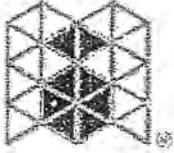
With MAP's mission to broadly serve coastal Alaska communities, we consider IMS to be a very capable and go-to collaborator. They understand seafood quality as a primary component of the market success of our many fisheries, they are recognized industry leaders, and IMS is fully dedicated to increasing the success of all businesses supporting this harvesting infrastructure.

If I can answer any questions regarding IMS, it's staff or the refrigeration trainings we provide, please don't hesitate to contact me.

Regards,

Torie Baker  
Associate Professor  
Alaska Sea Grant Marine Advisory Program

[www.marineadvisory.org](http://www.marineadvisory.org)



Mazzetta Company, LLC®

December 7, 2007

Jon W. Bell, PhD

Mazzetta Company, LLC  
1990 St. Johns Avenue  
Highland Park, IL 60035-3183

Dear Sir/Madam,

As a former Associate Professor with the LSU AgCenter Department of Food Science, and the Seafood Technology Specialist for the Louisiana Sea Grant College Program, I am writing this letter endorsing the "cold – chain" shrimp handling technology concept and proposal. I am currently the Quality Systems Manager for Mazzetta Company, LLC, a major wholesaler of shrimp in the U.S.

The Louisiana shrimp industry is the largest producer of wild caught shrimp in the United States, accounting for 40% of U.S. landings from 1995 – 2004. This industry is vitally important to the economic viability and social vitality of Louisiana's coastal communities. Since 1987, shrimp gear license sales have fallen 42 percent. During that same period, the number of shrimp processors in the southeastern U.S. declined from 124 firms in 1980 to 72 in 2001. But, despite these trends, the volume of landed and processed shrimp has not declined substantially. The Louisiana shrimp industry is undergoing drastic changes caused by market competition from farm raised imports, high fuel costs and the devastating effects of the 2005 hurricane season. As a direct result of the drastically increased importation, domestic shrimp now provide less than 10% of U.S. shrimp consumption. It is critical that the Louisiana shrimp industry improve and change to remain viable and provide a sustained economic opportunity to individuals in coastal communities.

Such an improvement and productive change would be the production of high quality, high value shrimp to meet real market demands and requirements. The way to capture this high value market is through producing a superior quality and tasting product. This can be accomplished by changing the traditional harvesting and handling practices of fishermen and processors and adopting the "cold-chain" handling and processing recommendations. This niche and high return market is only beginning to be established to meet the developing consumer demand for high value wild-caught shrimp.

Traditionally, shrimp are harvested on vessels, where the shrimp are separated from bycatch, sorted, and either brine frozen or iced. Trip length varies from 1 day to as

long as several weeks on larger vessels. When the vessel comes to unloading docks, shrimp are shoveled into a rinse tank where they are separated from ice, carried on a conveyer to a weigh station and repacked. All of this takes place in open air, often times in high temperatures, thus reducing shelf life and quality.

The proposed "cold-chain" handling and processing starts with the fishermen, on their vessels. Shrimp would be separated from by catch, placed in ice slush to quickly chill the shrimp. The shrimp can then be rapidly frozen or iced onboard. The step of separating shrimp by size could be eliminated, since shrimp would be graded with automated equipment at the dock. Upon arrival at the unloading dock, shrimp would be unloaded from the hold using chilled water with a suction hose and soft pump. The shrimp would be pumped into the indoor refrigerated facility, where they would be graded. From there the shrimp could be further processed, or packed and shipped out. The key is to maintain low temperatures during the entire handling processing. The ability to control product temperature and not allow the warming the shrimp, will significantly improve product quality, shelf life, and "lock in" the distinct flavor of wild caught Louisiana shrimp. This high quality product will return increased revenues and thereby help to ensure the long term viability of Louisiana's renowned shrimp industry and our coastal communities.

Sincerely,  
*Jon W. Bell*

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