

Charlotte County, FL
EMERGENCY FOOD SERVICE –
ANNUAL CONTRACT

Technical and Management Approach

20260189

DATE: February 3, 2026

PRESENTED BY:

Cotton Commerical USA Inc.
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I. Introduction:

With over 29 years of expertise, Cotton has emerged as an industry leader in the emergency response and turnkey solutions sector. As a prime contractor, our experience spans more than five years collaborating with various federal agencies, including FEMA, HHS, ACF, and ORR, while also serving state agencies in Texas, Nevada, New Mexico, North Carolina, and Florida among others. Our reputation for delivering comprehensive in-house turnkey solutions ensures that projects are executed efficiently and seamlessly.

Cotton's catering capabilities are led by a team of seasoned professionals, including Executive Chef Wade Schindler, who joined Cotton Culinary in 2014. Chef Schindler brings decades of experience in remote catering and menu planning, having previously owned his own catering business. His expertise has been instrumental in developing Cotton's ability to provide professionally made food and beverage services in diverse settings, including corporate events, private gatherings, workforce camps, and disaster recovery scenarios.

Kraig Junck, Vice President of Cotton Culinary, joined the Cotton team in 2018 and has been instrumental in driving the growth and success of the Cotton Culinary brand. With extensive experience in strategic planning, financial performance, and day-to-day culinary operations, he has expanded the company's capabilities across Corporate Catering, Business Dining, OneLodge Food Services, Remote Site Catering, and Emergency Food Services. Kraig plays a critical role in coordinating healthy and safe meal services during natural disasters and catastrophic events, leveraging his leadership and expertise gained from previous roles, including Regional Director at Landry's and Director of Food Services at Buc-ee's.

Jeff Inman serves as the Director of Culinary Operations at Cotton, where he plays a key role in overseeing the day-to-day culinary functions and ensuring the delivery of high-quality food services across various operations. With his expertise and leadership, Jeff contributes to the development and execution of Cotton's food safety management plans, aligning with the company's commitment to excellence in emergency and remote catering services. His role is integral to maintaining operational efficiency and compliance with industry standards, ensuring Cotton's ability to meet the needs of clients during critical situations.

Cotton proves its commitment to excellence through its first-party executive management and operations personnel, dedicated to ensuring a comprehensive wraparound management approach to every effort. Our project management and coordination teams can take charge of all phases of operations, while our facilities management personnel create an environment conducive to productivity and safety. The corporate Health, Safety, and Environmental (HSE) teams focus their extensive experience in navigating state and federal regulations on prioritizing the reduction of our environmental footprint while delivering exceptional service. Simultaneously, our Quality Assurance and Quality Control (QAQC) teams uphold stringent standards that align with state, local, federal, and Cotton's own benchmarks for quality and safety. Complementing these efforts, our facilities upkeep and maintenance personnel ensure operational efficiency and cleanliness, overseeing housekeeping, janitorial, wash & fold



laundry staff and maintenance personnel to maintain a clean, hygienic and fully operational response approach

By leveraging our wide range of experience and dedication to quality, Cotton continues to deliver innovative modular solutions that meet the diverse needs of our clients and partners across the country.

II. Objective:

Cotton Commercial USA Inc. aims to support Charlotte County's mission by providing Emergency Food Services and associated delivery, construction and commissioning at the City's designated location of the Emergency Operations Center (EOC). We are committed to delivering high-quality, efficient, and compliant services under the provided Request for Proposal requirements.

III. Firm's Ability to Respond:

Please review Cotton's Standard Operating procedure in responding to a Notice to Proceed for an Emergency Feeding engagement.

Purpose

To provide a comprehensive and detailed guide for mobilizing, operating, and demobilizing an emergency response catering job, from the moment the notice to proceed (NTP) is received until the completion of the project. This SOP ensures that all personnel understand their roles and responsibilities, and that the operation is conducted efficiently, safely, and in full compliance with client expectations.

Scope

This SOP applies to all departments and personnel involved in the emergency response catering operation, including management, kitchen staff, logistics, procurement, safety officers, finance, meal tracking, support staff, and any third-party contractors.

Procedures

Receive and Acknowledge the Notice to Proceed (NTP)

Responsible:

Director of Operations

Timeline:

Immediate upon receipt

Actions:

- Verify Details: Confirm that the NTP includes all necessary details, such as scope, location, number of meals, dietary restrictions, and delivery timeline.
- Notification: Immediately notify key personnel via phone call and email.



Initial Briefing and Strategy Meeting

Responsible:

Director of Operations

Timeline:

Within 30 minutes of NTP receipt

Participants:

- Director of Operation
- Project Coordinator(s)
- Project Manager(s)

Actions:

- Gather Information: Review the NTP details, including client expectations, location and or locations, timeline, and specific requirements.
- Role Assignment: Assign specific roles and responsibilities to key personnel.
- Resource Review: Assess availability of resources, including staff, equipment, vehicles, and supplies. Identify gaps and develop a plan to address them.
- Contingency Planning: Discuss potential challenges and develop contingency plans.

Load and Mobilize Resources

Responsible:

Project Coordinator(s)

Project Manager(s)

Timeline:

Immediately after the strategy meeting

Actions:

- Request assets
- Arrange transportation of mobile kitchens, generators, refrigeration units, box trucks, refrigerated trucks and equipment to the site.
- Confirm vehicle readiness (Pre Trip Inspections and fuel).
- Load needed smallware's.
- Load needed hot boxes, table, and shelving units.
- Load needed items for Command Set Up.
- Secure food ingredients, water, cleaning supplies, and consumables from suppliers.
- Schedule timely delivery of supplies to ensure a smooth preparation process.
- Confirm availability and transportation for all required staff,
- Ensure staff have necessary identification, uniforms, and protective gear.
- Schedule briefings to review roles and responsibilities with staff.

On-Site Setup

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.



Responsible:

Project Manager(s)

Timeline:

Within 48 hours of the NTP, depending on location

Actions:

- Upon arrival on site, meet with the site lead and determine where to set up.
- Site Assessment: Assess the site for safety, accessibility, and space allocation for kitchen setup, storage, and dining.
- Address any identified hazards immediately.
- Kitchen and Equipment Setup:
 - Position mobile kitchens, refrigeration units, and generators according to the site plan.
 - Coordinate with responsible vendor to connect all equipment to power and water.
 - Establish food storage areas, sanitation stations, and waste disposal systems.
- Safety and Compliance:
 - Conduct a safety briefing covering hygiene standards, and equipment handling.
 - Set up first aid stations and ensure all staff know their locations.
- Implement controls and access to storage.
- Dining room set up to include, steamtables, salad bar, merchandiser, coffee dispensers and TV monitors.

Day-to-Day Operations

Responsible:

Project Manager(s)

Timeline:

Start of each shift

Actions:

- Review Previous Day: Discuss the previous day's operations, including successes, challenges, and client feedback.
- Plan of Action: Outline the day's tasks, including meal preparation schedules, staffing, and any logistical needs.
- Safety Review: Review safety protocols and address any specific risks or changes in the environment.
- Assign Roles: Ensure all team members understand their responsibilities for the day.
- Project manager(s) submit daily PMR'

Food Preparation and Service

Responsible:



Kitchen Lead(s)

Timeline:

Throughout the day, as per meal schedule

Actions:

- Menu Planning: Adjust the menu as necessary based on available ingredients and client requests.
- Preparation: Begin food preparation according to the menu plan, ensuring proper timing and coordination.
- Quality Control: Conduct taste tests and quality checks on all dishes. Address any issues immediately.
- Service: Oversee the serving of meals, ensuring correct portions, temperature, and presentation.
- Documentation: Record the number of meals served, any issues encountered, and client feedback.
- Confirm the plan for the next day, including any changes in staffing, menu, or coordination.
- Take in consideration all comments from CNP Command.

Inventory and Restocking

Responsible:

Project Manager(s)

Timeline:

Per Established guidelines with individual vendors.

Actions:

- Inventory Check: Conduct an inventory of food supplies, cleaning products, and other consumables.
- Review menu for required items
- Order Placement: Place orders for any items that are running low to ensure availability for upcoming menus for the next 3 to 4 days.
- Storage: Ensure that all supplies are safely stored according to safety standards (e.g., refrigeration for perishables).

End-of-Project Demobilization and Clean-Up

Final Meal Service

Responsible:

Project Manager(s)

Kitchen Lead(s)



Timeline:

Last day of service

Actions:

- Final Menu: Plan and execute the final meal service.
- Breakdown and pack all equipment and assets in the dining and prep tents.
- Load assets
- Disconnect utilities in coordination with vendors.
- Arrange transportation of assets to the proper laydown yard.

Track movement of assets and staff.

Capability to provide services in addition to current customers.

The key to Cotton's ability to manage multiple critical operations simultaneously is in maintaining one of the most experienced and dedicated operational teams in the country. In just the past year (2024) we have responded to multiple simultaneous emergencies across the country and executed at a high level throughout our operations including:

2024 New Mexico Wildfires:

Cotton deployed, managed & operated 3 separate FEMA basecamps simultaneously across the state of New Mexico: Alamogordo, NM, Ruidoso, NM & Roswell, NM. Throughout the duration of our time there, Cotton provided lodging, ablution facilities, dining facilities, meal services and more for over 1,500 displaced citizens and first responders.

2024 Hurricane Helene & Milton

In response to hurricane Helene, Cotton deployed, managed & operated 3 separate FEMA basecamps simultaneously across the State of North Carolina: Candler, NC, Flatrock, NC & Wilkesboro, NC. Between these camps, Cotton supported over 950 search & rescue, first responders, and FEMA personnel for a period of several months. These basecamps were fully self-sufficient with wraparound utility servicing. Cotton also stood up small community-use ablution & support facilities in the Black Mountain, NC area for FEMA. During this time Cotton also supported local fire departments with mobile ablution facilities, power generation, fueling, and water services.

During our operations in North Carolina, Hurricane Milton impacted the West coast of Florida and Cotton responded again. We shifted several critical management personnel from North Carolina and peeled off an operations team that had just finished their work in North Carolina down to Lutz, FL where we deployed another 1,200-bed basecamp for Quanta & Duke Energy linemen. This basecamp was another turnkey setup, fully self-sufficient with wraparound utilities including catering.

IV. Resources



Resources, equipment, food, supplies, and personnel available to perform the required services to provide water, drinks, food, on-site preparation and supplies

Cotton maintains friendly partnerships with suppliers from all across the country, including many in Florida, Georgia, Alabama, and other surrounding states. To list all of them would take an undue amount of time and space within this RFP. To this end, we have listed two of our top-choice suppliers that provide services across the country.

Sysco – Sysco is the global leader in selling, marketing and distributing food and non-food products to restaurants, healthcare and educational facilities, lodging establishments and other customers around the world.

Ben E Kieth - For more than a century, Ben E. Keith has been a leader in fine food and premium beverage distribution, and we strive to provide excellent customer service to all our partners.

Cotton Commercial USA, Inc. Maintains a fleet of transportation and delivery vehicles to bring all required equipment and supplies on-site. We have assets stationed in a variety of locations across the Southeast in preparation for emergency situations in order to provide an additional level of support for our customers who may be impacted by these extreme weather events.

On-site preparation is available, as we already have a contract with Charlotte County for Non-EOC emergency feeding services. Cotton maintains a number of mobile kitchens and can deploy them alongside alternative options for power, gas, and water to ensure that we can operate anywhere needed.

V. Experience and References

Past experience to provide services during emergency-related events as required by this RFP including all references

Please review Attachment A – Cotton Emergency Feeding Past Performance. In addition to the documented projects included in that attachment, Cotton was engaged on January 21st 2025 due to Winter Storm Enzo, where we provided feeding services to linemen in Texas. Just this Month, Cotton was engaged to perform Feeding Services at 3 sites across the US due to Winter Storm Fern. At the time of writing this response, we are still performing said services.

1. Quanta Energy
 - Contact Person: Tim Henry
 - Address: Early Riser Ave. Lutz, FL 33558
 - Telephone: 601-497-8192
 - Email: james.henry@quantaservices.com
 - Project: Storm Staging Basecamp RFP – 1,200 PAX Turnkey Staging Site (10/10/24-10/18/24)

Cotton set up a staging site for 1,200 linemen in Lutz, FL for Quanta Energy. This included catering.



2. Federal Emergency Management Agency (FEMA)
- Contact Person: Josh Wert
- Address: [Not provided in the context]
- Telephone: 202-440-2941
- Email: Joshua.wert@fema.dhs.gov
- Project: FEMA Temporary Support Facilities Responder Lodging Villages – North Carolina (9/30/24 - 12/9/24)

Cotton performed Full Turnkey Base-Camps in North Carolina, there were multiple simultaneous camps with 750, 250, and 50 headcount respectively. Cotton supplied on-site catering through the use of mobile kitchens, and an erected Dining Facility (DFAC).

3. Federal Emergency Management Agency (FEMA)
- Contact Person: David Callis
- Address: [Not provided in the context]
- Telephone: 202-705-8759
- Email: David.callis@fema.dhs.gov
- Project: FEMA Temporary Support Facilities Responder Lodging Villages – New Mexico (6/25/24 - 7/26/24)

Cotton performed Full Turnkey Base-Camps in New Mexico, there were multiple simultaneous camps with the largest having 300 headcount. Cotton supplied on-site catering through the use of mobile kitchens, and an erected Dining Facility (DFAC).

These references highlight Cotton's ability to deliver comprehensive solutions, including rapid deployment, turnkey services, and operational excellence during emergency response scenarios. Charlotte County is welcome to contact these references to verify our performance and capabilities.

VI. Cost Proposal

Cotton is prepared to provide the meals at the below prices if we are engaged to provide feeding services for the EOC alone. These prices are inclusive of Labor, Preparation, Food costs, consumables, and drinks. We can provide a more specific breakdown if requested.

Headcount	Price per Meal
50-99	\$46.40
100-149	\$34.44
150-199	\$29.63
200+	\$28.29



VII. Legal Exceptions

CHARLOTTE COUNTY BOARD OF COUNTY COMMISSIONERS

Emergency Food Catering

Bid No.: 20260189

Exceptions Page

RP-14 - Insurance Requirements

- Section A Minimum Scope and Limits of Insurance
 - Section 1 (a)
 - Delete "and volunteers".
 - Section 2 (a)
 - Delete "and volunteers".
 - Section 4 Professional Liability (Errors and Omissions Liability) for Prime Contractors
 - Delete in its entirety
 - Section 5 Professional Liability (Errors and Omissions Liability) for Subcontractors
 - Delete in its entirety
- Additional Insured
 - Delete "and volunteers".
 - Delete "even if those limits exceed those required by this contract".
- Waiver of Subrogation Rights
 - Delete "and volunteers".
- Policies Primary and Non-Contributory
 - Delete "and volunteers".
 - Delete "or volunteers".
- Deductibles and Self-Insured Retention
 - Delete "\$10,000" and replace with "\$100,000".



Attachment A – Cotton Past Performance





REFERENCE SHEET

EMERGENCY CATERING

HURRICANE • *Baton Rouge, LA / Slidell, LA / Amelia, LA / Raceland, LA* • 9/2/21 – 3/31/22

Mobilized, set up and deployed emergency support infrastructure across 7 sites in response to Hurricane Ida, with a total capacity exceeding 2,200 beds in both modular (CLU) and mobile (RSU) formats. While supporting sites ranging from 150 to 500 beds, the project's core strength was the delivery of full-service emergency culinary operations — including large-scale meal production, distribution and sustained food service — complemented by comprehensive wrap-around services and full demobilization support in coordination with FEMA.

IMMIGRATION CAMP • *Fort Bliss, TX* • 8/30/21 – 12/31/21

Humanitarian Crisis in Texas providing Halal Catering Service for 15,000 Personnel 4x per day for Breakfast, Lunch, Dinner and Midnight. Cotton provided all Kitchen Equipment, Kitchen Labor, and Kitchen Staff, along with QA and Housekeeping services for Multiple DFACs.

IMMIGRATION CAMP • *Holloman Air Force Base, NM* • 10/11/21 – 1/31/22

Humanitarian Crisis in New Mexico providing Halal Catering Service for 5,000 Personnel 3x per day for Breakfast, Lunch, and Dinner. Cotton provided all Kitchen Equipment (Double Stack Ovens, Tilt Skillets, Hot Boxes, Reefers, Coolers, Dishwasher Trailer), Kitchen Labor, and Kitchen Staff, along with QA and Housekeeping services for DFAC.

DAY TO DAY • *Fort Knox, KY* • 5/24/22 – 8/03/22

Logistical Support for US Government at Fort Knox, KY, providing turnkey food service operations consisting of up to 3 meals per day to military population. Award of Disney DFAC's (6012, 5915, 5917) total of 3,222 personnel per day.

HURRICANE • *Fort Myers, FL* • 10/03/22 – 2/03/23

Mobilized and deployed full-scale emergency food service operations to support a total of 650 RSU beds across two Responder Lodging Sites in Fort Myers, FL — 500 beds at JetBlue Field (250 Wet RSU and 250 Dry RSU) and 150 RSU beds at the airport. Culinary services included 24/7 meal production, distribution and dietary accommodations for all housed personnel. Both sites also included full wrap-around and facilities management operations to ensure complete responder support.

HURRICANE • *Asheville, North Carolina* • 9/30/24-11/29/24

FEMA contracted Cotton to set up and operate multiple emergency response camps across North Carolina to provide shelter, culinary services and full support during disasters. The largest site in Asheville, with 750 beds, serves as the central hub for western relief efforts. A mid-sized camp in Wilkesboro (150 beds) and a smaller site in Boone (50 beds) support local and regional response needs. At all locations, three hot meals were prepared and served daily to every individual, ensuring consistent nourishment and operational readiness throughout the deployment.

WHY CHOOSE COTTON



**24/7
SUPPORT**



**RAPID
RESPONSE**



**WORLDWIDE
SERVICES**



**25+ YEARS
EXPERIENCE**

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that Cotton Commercial USA, Inc.
does: (name of business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

DocuSigned by:
Travis Bice

Proposer's Signature 453FFBBC8EFB4A2...

1/30/2026 | 11:11 AM CST

Date

END OF PART V

(This form must be completed & returned)

BYRD ANTI-LOBBYING CERTIFICATION

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of an Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

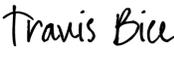
(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

1/30/2026 | 11:11 AM CST

Date

Travis Bice
Type or Print Name

DocuSigned by:

453FFBBC8EFB4A2...

Signature

EVP of Logistics and Culinary
Title

(This form must be completed & returned)