

**25-81018 BUSINESS PROPOSAL
ATTACHMENT E**

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

- 2.3.1 General (optional)** - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

Cura Hospitality presents its business proposal to the State of Indiana Psychiatric Hospital Network (ISPHN) with a fresh approach to serving both juvenile and adult patients, a highly competitive contract offering, and a strong commitment to the community with Indiana Women, Minority, and Veteran Business Enterprise partners adding significant value. The State of Indiana can be assured of a seamless foodservice transition through its continues partnership with Cura Hospitality as it enters its 2026 fiscal operating year. The State's successful acquisition of services outlined in its Scope of Work will be critical in a time of census growth and during a year of a Joint Commission audit.

Evaluating proposals to validate an apples-to-apples technical bid comparison relative to labor models and organization structure/support, managerial qualifications, patient safety and employee training programs, compliance initiatives, and capital investment with a veteran supplier will be key. Securing a patient-first partnership which is collaborative, transparent, mutually accountable, and fiscally prudent will create success. We believe that Cura is this partner. Cura is committed to bringing ongoing innovation to the partnership, including demonstrated experience in behavioral health, continuous investment in our onsite foodservice teams, and in the state's equipment infrastructure, and interactive reporting and discussions monthly and quarterly with hospital and system administration to ensure goal alignment.

- 2.3.2 Respondent's Company Structure** - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

Elior Elior North America

Elior North America's 13 companies and 16,000 team members serve millions of meals a day in behavioral health facilities, hospitals, senior living communities, senior

congregate dining sites, correctional facilities, schools, universities, cultural attractions, corporate offices, and more, across the U.S. What ties us together is our passion for great food, top-notch service, and the drive to make our customers' experiences better every day.

Cura Hospitality

Cura is a company of experienced dining services professionals that came together under one name in 2019, previously doing business as Cura, A'viands and Valley Services, providing services in Life Plan Communities, and Acute Care. Cura is now part of Elior North America where, together, 'we are small enough to care and big enough to make a difference'.

Cura Hospitality is dedicated to enhancing the lives of those in Behavioral Health, Senior/Life Plan Communities and Acute Care facilities through exceptional culinary services. By merging compassion with nutrition, our tailored meal solutions support both the physical and emotional well-being of each individual while protecting patients and governmental agencies due to its ability to manage high-compliance environments effectively.

Please refer to pages 4-7 of our separate Appendix file for our organizational chart additional details about our relationship with our parent company.

2.3.3 Respondent's Diversity, Equity and Inclusion Information - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents' Executive Staff and Board Members, if applicable.

Elior North America has released its 2023 Doing Good Social & Environmental Responsibility (SER) Report. The second annual report details significant strides in sustainability and social responsibility, underscoring the company's commitment to enhancing food systems and community well-being. Elior North America has made great strides with its initial goals and also set new, ambitious targets that reflect our ongoing dedication to social and environmental excellence. Its achievements in 2023 mark significant progress on Elior's journey, demonstrating robust action toward our commitments.

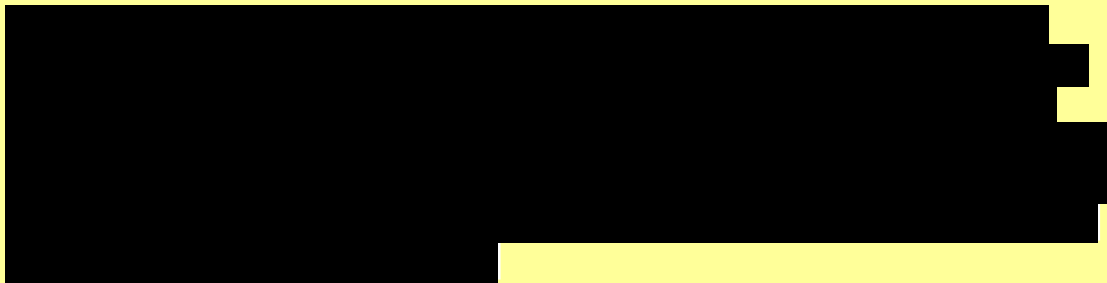
2023 SER Report Highlights include:

- **Food Waste Reduction:** At Elior NA's Waste Nothing program locations, food waste has been reduced by an average of 49%, up from 35% the previous year. Through enhanced practices, a total of 247 tons of food waste were successfully diverted from landfills via donations and composting efforts.
- **Plant-Based Initiatives:** Reflecting the company's commitment to sustainable eating, 30% of entrées in new programs are now plant-based. Elior NA aims to

increase this to 50% by 2025. The company has also set a new goal to make 30% of base menus in colleges and universities, professional dining, and healthcare retail plant based by 2025.

- Responsible Sourcing: Over the past year, Elinor NA served more than 1 million pounds of local produce and expanded its network to over 200 certified MWBE (Minority/Women Business Enterprise) suppliers.

As part of our Social and Environmental Responsibility program, Doing Good, Cura Hospitality has made the following commitments to Diversity, Equity, Inclusion, and Belonging. We have continued our partnership with the Thurgood Marshall College Fund and created an internship program in 2023 which sources candidates from HBCUs. In addition to our ongoing training efforts, Our DEIB Council introduced new Gender Identity training and is developing training for Managing a Neurodiverse Workforce.



In addition, please see the make-up of our Executive Team/Board in the Appendix. Of the 12 leaders on our executive committee (the Elinor board), we are 50% female, with 54.5% of our CEO's direct reports being female, including our Chief Financial Officer, Chief of Staff, Chief Support Services Officer, Chief Strategy & Growth Officer, and 2 Business Presidents (Cura's President is female, as is contract-assigned Cura Vice President of Operations).

2.3.4 Company Financial Information - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

Please refer to the Appendix for our Audited Financial Statements on pages 8-25. Cura

Hospitality is a member of Elior North America's family of companies doing business within the United States.

2.3.5 Integrity of Company Structure and Financial Reporting - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

Please refer to page 26 of our Appendix for an executive statement from our CFO, Sabrina Brossard.

2.3.6 Contract Terms/Clauses - Please provide the requested information in RFP Section 2.3.6.

Mandatory contract clauses are accepted, or alternative wording is suggested, and additional contract terms are proposed for consideration in Attachment E with the understanding that they may be rejected. Please see our contract clarifications on pages 27-28 of the Appendix.

2.3.7 References - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to idoareferences@idoa.in.gov. **Attachment H** should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

| Customer 1 | |
|--|--|
| Legal Name of Company or Governmental Entity | |
| Company Mailing Address | |
| Company City, State, Zip | |
| Company Website Address | |

| | |
|--|--|
| | |
| Contact Person | |
| Contact Title | |
| Company Telephone Number | |
| Company Fax Number | |
| Contact E-mail | |
| | |
| Industry of Company | |
| Customer 2 | |
| Legal Name of Company or Governmental Entity | |
| Company Mailing Address | |
| Company City, State, Zip | |
| Company Website Address | |
| Contact Person | |
| Contact Title | |
| Company Telephone Number | |
| Company Fax Number | |
| Contact E-mail | |
| Industry of Company | |
| Customer 3 | |
| Legal Name of Company or Governmental Entity | |
| Company Mailing Address | |
| Company City, State, Zip | |
| | |
| Company Website Address | |
| Contact Person | |
| Contact Title | |
| Company Telephone Number | |
| Company Fax Number | |
| Contact E-mail | |

| | |
|---------------------|--|
| Industry of Company | |
|---------------------|--|

2.3.8 Registration to do Business – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

Please see our Certificate of Good Standing for Indiana on page 29 of the Appendix.

2.3.9 Authorizing Document - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

Please see our Certificate of Authorization included on page 30 of the Appendix.

2.3.10 Diversity Subcontractor Agreements

- a. Per RFP Section 1.21, Minority & Women’s Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.
- b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

Elior North America is proud to partner with diverse suppliers nationally and in our local communities - suppliers that share our commitment to responsible actions and

practices, while being cost-effective and quality-conscious. We make sure our relationships with these suppliers are transparent and collaborative to ensure we can positively impact our clients, communities, team members and people that we serve each day.

Elior/Cura's Procurement Department welcomes the opportunity to advance partnership opportunities with Minority, Women and Veteran-Owned Businesses. In evaluating potential diverse suppliers, we collaborate with Indiana-certified partners showcasing the highest quality of product offerings, service delivery and state-wide distribution channels to ensure reliability and customer satisfaction.

Cura has a successful history sourcing and collaborating with Minority Women Business Enterprise (MWBE) suppliers in Indiana. Cura Hospitality is proud to expand its MWBE partnerships over the next 4 years, as we are aligned with the need to invest in under-utilized suppliers and the broader community within Indiana. In fact, we will surpass State of Indiana targets in all categories of Minority, Women, and Veteran suppliers as follows:

- Minority – 9%
- Women – 12%
- Veteran – 4%

This equates to 25% of the total bid.

Cura has solidified agreements to support this contract with:



2.3.11 Evidence of Financial Responsibility – Removed at the request of the agency.

N/A

2.3.12 General Information - Each Respondent must enter your company's general information including contact information.

| Business Information | |
|--------------------------|----------------------------------|
| Legal Name of Company | Cura Hospitality, LLC |
| Contact Name | Jon Norris |
| Contact Title | Client Partnership Director |
| Contact E-mail Address | jnorris@curahospitality.com |
| Company Mailing Address | 6000 Town Center Blvd, Suite 120 |
| Company City, State, Zip | Canonsburg, PA 15317 |
| Company Telephone Number | 724.416.7676 |
| Company Fax Number | 724.416.7528 |

| | |
|---|---|
| Company Website Address | https://curahospitality.com/ |
| Federal Tax Identification Number (FTIN) | 26-2223480 |
| Number of Employees (company) | 2,390+ |
| Years of Experience | 9+ Years |
| Number of U.S. Offices | 2 |
| Year Indiana Office Established (if applicable) | N/A |
| Parent Company (if applicable) | Elior North America |
| Revenues (\$MM, previous year) | \$1,320,397,000 |
| Revenues (\$MM, 2 years prior) | \$1,349,175,000 |
| % Of Revenue from Indiana customers | 2% (22M) Note: Cura opened two new facilities in Indiana in the last 3 months alone, including a critical care hospital. Indiana is an important growth market for Cura Hospitality. |

- a. Does your Company have a formal business continuity and/or disaster recovery plan? Please provide a yes/no response. If not, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes, please see our SOP for Rubrik Restore and Recovery beginning on page 31 of the Appendix.

- b. What is your company's technology and process for securing any State information that is maintained within your company?

| | | |
|-----------------|--|---|
| Data Protection | <i>Clarify whether data leaves the premises and, if so, how it is protected.</i> | No. All data is stored on servers within the datacenter. Employees do not have physical access to these systems. |
| Data Protection | <i>Describe the encryption mechanisms used for data in storage.</i> | Data is encrypted with AES 256 using RSA 2048 bit key length. |
| Data Integrity | <i>Describe the methods used to ensure the integrity of transmitted and stored data.</i> | Transmitted data is TLS 1.2 secured. Data in storage is limited to authorized users. MD5 hashing ensure data integrity. |

Please see our Standard Operating Procedure for Rubrik Backup Protection beginning on page 55 of the Appendix. In addition, you will find an overview of MealSuites security/HIPPA practices.

2.3.13 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

Cura has partnered with State Government operations for many years, administering multi-million-dollar food service contracts for the states of Mississippi, Louisiana, Indiana, and North Carolina. In addition, we have numerous county operated facilities throughout Pennsylvania and New York. Services provided include Behavioral Health and Alcohol and Drug Addiction Treatment Centers, and Long-term Care facilities.

2.3.14 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

As the incumbent bidder, Cura has substantial experience serving the four hospitals in-scope, and is confident that all components of the contract scope can be met or exceeded with its seasoned teams and certified food service managers.

Cura's substantial experience serving clients of similar size and scope to the Indiana State Psychiatric Hospital Network is outlined with numerous examples below of specific clients and detailed examples below.

Cura has served the John J. Kanes Community Living Centers for over twenty years providing the residents of Allegheny County with quality meals and service. The Kanes is a four-property system similar in size and scope to the ISH system.

Center Locations

Kane Community Living Centers have four different facilities within Allegheny County to support older adults and adults who need additional assistance to live safe and healthy lives. Explore which facility would best support a loved one who needs care.

Glen Hazel Community Living Center

Number of independent living residences: 15

Size of facility (number of beds): 255

Care and facility highlights: Alzheimer's care offered, Memory Care Unit, Memory Care with Behavioral Disorders Unit

McKeesport Community Living Center

Number of independent living residences: 0

Size of facility (number of beds): 360

Care and facility highlights: Substance Use Disorder Unit

Ross Township Community Living Center

Number of independent living residences: 97

Size of facility (number of beds): 240

Care and facility highlights: Close to shopping centers and parks for recreation and

outing opportunities.

Scott Community Living Center

Number of independent living residences: 0

Size of facility (number of beds): 311

Care and facility highlights: Includes a Memory Care Unit, Transitional Care Unit, open air courtyard, and new community room.

2.3.15 Payment – Removed at the request of the agency.

N/A

2.3.16 Extending Pricing to Other Governmental Bodies – Removed at the request of the agency.

N/A

2.3.17 Cloud Terms and Conditions – Removed at the request of the agency.

N/A