**attachment F**

**SECTION 2.4**

**Indiana Department of Correction**

**technical specifications for procurement**

**of food services**

**for juvenile correctional facilities**

FORMAT

Respondent should follow the following format for its Technical Proposal: Each specification listed in the State’s Technical Proposal Section is numbered. Respondent is to respond specifically to each numbered specification and its response should correspond to the corresponding number of the specification listed. For example, a response corresponding to specification “2.4” should be preceded by the heading “2.4”; likewise, a response to specification “2.4.1” should be preceded by the heading “2.4.1” Respondent should also use the corresponding heading for each specification. Responses should be inserted immediately following each specification in a type font or color that is distinguishable from the type font of this RFP. Please number each page of the proposal using the following system: 1 of 200, 2 of 200, etc.

Respondent is to clearly identify its Technical Proposal as such and label it as “Section 2.4.”

Each numbered specification requires the Respondent provide a responsive statement that it agrees to provide the service, feature or information specified; and, when indicated, to provide a detailed proposal of how the Respondent will provide that service, feature or information. When such a detailed proposal is required, it will be underlined in the text of the specification.

No changes are to be made to the original RFP language by the Respondent and the RFP language should not be repeated in your response.

Failure to follow the aforementioned format may lead to rejection of your Proposal.

* + 1. GENERAL STATEMENT OF AGREEMENT

Respondent must here provide general statement of agreement stating that if its Proposal is selected, Respondent will meet the all the specifications set forth in the State’s Technical Proposal. In addition to this general statement, Respondent should in its response for each specification numbered below, provide a response statement that it agrees to meet provide the service. If Respondent cannot meet any of the specifications listed in the Technical Proposal, Respondent should provide a statement here clearly indicating which of the specification(s) it cannot meet. Respondent should note that failure to agree to any of the specifications listed in this section is cause for rejection of its Proposal.

*Aramark agrees. Aramark is requesting consideration of certain modifications which are listed in the Cost Assumptions, Conditions and Constraints. These are items we would like to discuss with you for possible inclusion in a final agreement.*

* + 1. General Requirements for Juvenile Food Services

Juvenile Facilities to be serviced:

* LaPorte Juvenile Correctional Facility, 2407 N 500 West, LaPorte, Indiana (maximum capacity of 95, and a current population 68);
* Logansport Correctional Facility-Treatment Unit, (sometimes referred to as the “North Central Juvenile Correctional Facility”) 1118 South St. Rd. 25, Logansport, Indiana (maximum capacity of 174, and a current population 109);
* Pendleton Correctional Facility, 9310 S. State Road 67, Pendleton, Indiana (maximum capacity of 391, and a current population 168) (includes approximately 30 Future Soldiers)

Of these facilities, Logansport Juvenile Correctional Facility-Treatment does not have prep kitchens of adequate size, and the meals may need to be prepared outside each facility and brought in. Respondent’s response to this specification should include a proposal of how it intends to provide food service for the Logansport Treatment Facilities given the situation.

Vendor will also provide one meal per shift to on duty staff, for which the Vendor will be reimbursed at $1.00 per meal. This does not include sample meals as further described in this RFP.

Vendor will also provide food service for special meetings or events held by the IDOC at an amount not to exceed $1500 a year for each facility. For purposes of this specification, the two facilities in Logansport, Indiana will be considered to be one facility.

The current population of all juvenile facilities in the aggregate is approximately 400 offenders. A spreadsheet breaking out the population by individual facilities and by daily population is attached to this document as “Attachment I.” The Vendor will be asked to invoice monthly based on average daily population for the month.

The required services are to be provided at a state correctional facility, and being provided to a student population comprised of juveniles who have been adjudicated delinquent and possess a range of behavioral disorders, mood disorders, anti-social behaviors, special needs, learning issues and learning disabilities. The Vendor must be willing to be flexible in dealing with the requirements of working in a secure, correctional environment, including acceptance of the need for enhanced security, the risk of physical or verbal assault by students, and frequent changes to the IDOC’s mission, programs, budget, population, policies and procedures. The IDOC will provide security in the dining rooms during the meal period.

The Indiana Department of Correction Food Service Department provides each offender a wholesome and nutritious diet within set budget allowance. Meals shall be prepared and served under strict sanitary conditions according to regulations set by the Indiana State Department of Health and the Indiana Department of Correction. The IDOC is also regulated under the American Correctional Association standards including food service and sanitation standards, all state and federal regulations in regard to purchasing, preparing and serving food and maintaining all areas.

Please indicate your willingness to meet the specifications.

|  |
| --- |
| Aramark has read and understands the “General Requirements for Juvenile Food Services” and will comply.  Food for Logansport will be provided as it is today. Food will be prepared at the Miami Correctional Facility, placed in insulated containers and transported to the Logansport facility. Once there, the containers will be received by assigned Aramark staff, placed in steam tables, and portioned and served to the residents. We will work closely with Logansport Juvenile to ensure food arrives at the proper temperatures, is stored properly, and served in the correct portions. Meals will be delivered two times per day from the Miami facility.  As an additional Aramark value add we are willing to propose our offender behavior and training tool, FreshFavorites™. Offender behavior affects security and your officers’ work environment. FreshFavorites™ is a tool officers can use to reward good behavior, and in turn enhance security.  Made on site, FreshFavorites brings popular takeout-style foods such as hamburgers to your facility. Items are paid for by offenders through their trust fund. This program is considered a privilege that motivates them by providing a taste of foods they would get at home. In addition to burgers, food choices include: pizza, burritos, nachos, and cheesesteaks; healthier selections like salads and grilled chicken sandwiches; and desserts such as chocolate chip cookies. There are more than 250 items available.  FreshFavorites is also a training tool. As the key component of IN2WORK food service training, offenders participating in the IN2WORK program at your facility will learn how to prepare and serve takeout food as they would in a retail food environment.  Aramark provides facility-approved marketing materials to drive offender excitement and participation. Promotions highlight featured menu items and holiday specials on a quarterly basis to help drive engagement. Menus incorporate the latest research and recipes from culinary teams and chefs throughout Aramark. We review the FreshFavorites menu regularly to discontinue slow-moving items and develop new promotional strategies.  Collaboration and customization are key to the program’s success. Aramark will work closely with IDOC to ensure that we meet your security protocols, determine an appropriate delivery schedule, and provide a menu tailored to your regional preferences. Because the program helps by encouraging positive behavior, it is a privilege that is given or taken away based on predetermined criteria. IDOC will benefit from fewer disruptions and security-related issues.  This is how it works: Offenders view the menu, then place their order via paper form or kiosk. Aramark staff receives the order, prepares the item on the predetermined day, and delivers it. |

* + 1. Adherence to Rules, Regulations, and standards

Vendor’s services shall meet all rules, regulations, and standards for food service operations, which shall include, but shall not be limited to:

1. Indiana Revised Administrative Procedures “The Development and Delivery of Food Service (04-01-301)
2. Public Health Department Food Operations Regulations
3. American Correctional Association Standards
4. Indiana Department of Correction Policy and Procedure
5. Nutritional Standards set by the National Academy of Sciences
6. Medical Nutrition Standards as set by Correctional Policy
7. Joint Commission on Accreditation of Health Organizations (<http://www.jcaho.org>) a. Hospitals; b. Behavioral Health Care Accreditation
8. Centers for Medicare and Medicated Services (http:cms.hhs.gov) --- Federal Regulation for Intermediate Care Facilities for Mentally Retarded
9. Joint Commission on Accreditation of Hospitals
10. Joint Commission on Accreditation on Behavioral Health Care Facilities
11. Medicaid/Medicare Hospitals
12. Federal Regulation for Intermediate Care Facilities for Mentally Retarded
13. Indiana State Board of Health Retail Food Establishment Sanitation Requirements 410 IAC 7-24.
14. Traditional Guidelines for the National School Lunch Program as administered by the Indiana Department of Education.

*Please detail how you will meet these requirements.*

|  |
| --- |
| *Our dietitians develop product specifications, menu selection, and recipes for the juvenile corrections facilities we service. Our program meets or exceeds the nutritional requirements for juveniles, including federal, state, and local standards, American Correctional Association requirements, National Commission on Correctional Health Care requirements, and parameters set by the Board of Education, and the National School Lunch and School Breakfast Programs. Additionally, our team of dietitians coordinate the food production system and quality-assurance program compliance with ACA standards. Aramark is fully conversant with all the standards of the American Correctional Association, and we will maintain all appropriate documentation. We are proud that we have achieved 100% compliance on every audit by the ACA at the Indiana Juvenile facilities. We have also achieved 100% compliance on every NSLP audit.* |

* + 1. Minimum meal requirements

Respondent will submit a “Master Menu” with its proposal. Master Menus will be written to include the recommended US Dietary guidelines for Americans, Recommended Daily Allowances, and Dietary Reference Intakes and meeting the Traditional Guidelines for the National School Lunch Program as administered by the Indiana Department of Education.The Master Menu should also include adjustments to portions to meet caloric requirements for the future soldier participants. These caloric requirements are set forth within this RFP.

Vendor shall provide all meals, in accordance with a Master Menu to be served at temperatures in compliance with those required by the Indiana Food Establishment Act and State Retail Food Code in a method approved by IDOC. Policy dictates that three meals per day and one evening snack shall be served with a minimum of two hot meals and not more than fourteen hours between the evening meal and the following day’s breakfast meal. Meals shall be served in a manner that makes them palatable and visibly pleasing complete with the appropriate condiments. The Vendor is expected to be on-site to prepare, serve and clean up after food service delivery. The Vendor will ensure that meals are served within the time ranges as determined by the Warden at each institution. Style of meal service varies at each institution, but the basic style of service includes cafeteria style in one or two main dining rooms. The Vendor shall ensure that the food items used in the preparation of foods on the Master Menu are approved by the IDOC. The Vendor shall ensure that the food service items served are the portion sizes required by the Master Menu, and that any required alternative items (e.g. modified or alternate menu items as defined herein) are available. Some cafeterias are fed in a blind feeding method; with this feeding, all required food items shall be placed on offender trays unless another system is developed and approved by the IDOC.

The Vendor shall offer a pork free menu and an alternative menu choice each meal, which includes an alternative protein entrée, fruit instead of dessert when on the menu, and condiment choices that are lower in fat, sodium and sugar. Substitutes for sugar, jelly, and syrup are served as required by the menu choices. The alternative protein entrée may meet the requirements for both the pork free and alternative menu choices. Fruit juice or fortified drink shall not be an acceptable substitute for fresh fruit, except for the evening snack. Any Master Menu shall list standard portion sizes.

At each meal, two sample trays shall be prepared at no cost to the IDOC. One tray shall be saved for a minimum of 72 hours and used in the event of an alleged outbreak of food borne illness. The second tray shall be available for sampling and evaluation by IDOC staff designated by the Warden to ensure adequate quality, palatability, presentation, and temperature. The IDOC shall send documentation of these evaluations daily to the Warden or designee and save on file a copy for the IDOC Food Service Administrator to view during quarterly contract audits. If the Warden and IDOC Food Services Administrator agree that a poor evaluation is justified for any particular meal, the result of this evaluation shall be discussed with the Vendor. At this stage, one of two directions shall be taken:

If the Warden, IDOC Food Services Administrator and the Vendor agree that the meal served was deficient in, quality, palatability, presentation, or temperature, or that the low evaluation was otherwise justified, the Warden, IDOC Food Administrator and the Vendor shall agree on the corrective action to be taken by the Vendor to correct the deficiency. This corrective action shall begin with the first meal following the date of such agreement. Continued failure to correct the issue once the deficiency has been identified as set forth above will result in breach of contract.

If the Vendor does not agree that the meal was deficient, or that the evaluation was otherwise unjustified, the Vendor shall provide the IDOC with a written detailed response specifically addressing any concerns raised in the evaluation, or cited as a deficiency, and shall explain why it feels the meal meets the contract standards. The Warden shall prepare a response supporting the evaluation or deficiency. The IDOC Commissioner shall review the Vendor’s response and Warden’s response and shall hold a meeting with the Vendor to discuss the Vendor’s response. After this meeting, if the IDOC Commissioner determines that the evaluation was justified or that the meal was otherwise deficient, the Vendor shall take corrective action to correct the deficiency and shall, additionally, be assessed liquidated damages in the amount of $1000 for the meal in question, and thereafter shall be assessed liquidated damages in the amount of $2,500 for each meal thereafter for which the IDOC Commissioner makes the same determination following the procedure set forth above.

Vendor shall put in place a procedure for emergency meals. The procedure shall have prior approval of the IDOC Food Service Administrator and relevant Facility Warden. In the event of an emergency, the Vendor shall continue to serve meals in compliance with this emergency procedure and/or as specifically instructed by the Warden or Food Service Administrator. Applicable IDOC emergency plans will be made available at each institution and may require the Vendor to alter normal operations and staffing, and to file any required reports. Vendor will provide any emergency meals, including storage of meals, as required by State and Federal Emergency protocols.

***Please detail how these requirements will be met along with the master menus.***

|  |
| --- |
| *Aramark agrees and will comply. Please see the proposed menus in Attachment* ***F2.4.2 - Master Menu*** *and* ***F2.4.2 - Alternate Menu****. Further information on each component of the master menu is detailed below in item 2.4.3 (Master Menu). Aramark dietitians develop the master menus, and they revise them as necessary to create variety, incorporate requests from staff and students when feasible, and ensure they continue to meet the evolving standards of the National School Breakfast/School Lunch program. We will work closely with the facility wardens in the event of any emergency contingency to ensure residents continue to receive meals in a timely fashion during the emergency.* |

* + 1. Master menu

Vendor shall provide and serve a Master Menu as provided in this RFP. The Master Menu shall consist of two (2) menus. One menu is to be for Spring/Summer and to be implemented in April; and one for Fall/Winter to be implemented in October. All menus must receive approval by the IDOC Food Services Administrator at least sixty (60) days before implementation. Menus submitted for approval shall list portion sizes, recipes, and complete nutritional analysis indicating age and gender specific caloric needs as addressed in the contract. The IDOC reserves the right to change the Master Menu requirements and will provide the Vendor 30 days written notice of the change. It is anticipated that changes to the Master Menu will not increase the overall cost of food products as such changes are to be unsubstantial in nature.

Vendor shall comply with the Master Menu. There shall be an approved substitution list that shall be approved in advance by the Vendor’s dietician and the IDOC’s Food Service Administrator. No more than two substitutions within one week shall be made from this list by Vendor, without approval from the IDOC Foods Services Administrator. Any changes or substitutions to the Master Menu shall be documented and submitted to the IDOC Food Service Administrator in a monthly report due by the 10th of each month. These monthly reports shall be reviewed for unapproved substitutions. Any unapproved food substitutions occurring in the previous month shall be discussed by the Vendor and IDOC Food Service Administrator. The Vendor will be given an opportunity to explain and to correct such substitutions. If the unapproved food substitutions occur after the discussion, the IDOC Food Services Administrator will issue a warning to Vendor. If unapproved food substitutions occur following the written warning, the Vendor will be assessed liquidated damages in the amount of $250 for each meal subsequent to the written warning in which there is an unapproved substitution.

Compliance with the master menu will include correct portions, correct utilization of approved recipes, and use of proper ingredients. The master menu shall consist of several components with specific guidelines that meet various dietary needs, including religious, medical, and some offender preferences. These components of the Master Menu are as follows:

Juvenile Master Component: This component includes the menu requirement for general juvenile offender population and meets the Recommended Dietary Allowances (RDA) and Dietary Reference Intakes (DRI):

Juveniles 2800 to 3000 calories

Future Soldier 3000 to 3500 calories (average 3300 weekly)

Modified Diet Component: This component includes the menu requirements for specific dietary needs of offenders with medical conditions. This includes specific diet trays when specified.

Alternate Menu Component: This component includes the menu requirements for all religious dietary needs as well as needs not listed under the modified diet.

Sack Lunch Menu Component: This component includes the menu requirements for those areas such as work programs or court trips that require a sack lunch instead of a meal tray.

Other meals served under the Master Menu

Vendor shall provide each of the following meals in accordance with the requirements of the Master Menu. These meals are provided in areas other than the dining room such as confinement, work and program areas, and outside work crews. Food shall be prepared in sufficient quantities to feed offenders, patients, staff, or guests.

*Confinement/Infirmary Meals:* The Vendor’s staff shall supervise the preparation of meals in accordance with the Master Menu for offenders assigned to confinement areas and any other areas including the infirmary, segregation units, or other satellite areas requiring meal trays. The transportation and delivery of the prepared meals to confinement and infirmary areas shall be the responsibility of the Vendor. In designated areas, security personnel shall be responsible for the delivery of each tray to the offenders. Meals are delivered in pre-portioned individual serving trays in such a manner as to maintain food temperature requirements, with the exception of a few satellite areas. There are several locations, which use a bulk feeding method for confinement areas. This method of feeding shall be continued, unless the Vendor can establish a more efficient and accurate method of feeding, which shall be approved by the Warden and IDOC Food Services Administrator. Three meal choices shall be available for confinement or infirmary feeding: (1) the regular main line meal; (2) the alternative menu including the protein alternative, condiment, and dessert choices; and (3) the modified diet menu. Offenders will make a choice upon entering the confinement or infirmary and that choice will remain the same throughout the incarceration period, unless the offender makes a formal request, and is given permission by the Facility Warden, to change to another meal choice, or has his or her personal preference diet privileges suspended for dietary non-compliance.

*Sack Lunches:*  The Vendor shall provide sack lunches in accordance with the Master Menu and Sack Lunch Menu component for groups of offenders/patients who require meals and cannot receive lunches as listed on the Juvenile Master Menu. Such offenders/patients include those going to outside court, assigned to work crews, and transfers. To enhance workday productivity, the Vendor shall deliver sack lunches to the control room, sally port gate, or designated area when requested by the institutional staff. Sack lunches for staff during emergency situations shall be made available upon request of the Facility Warden and shall be invoiced separately. Food temperature requirements shall apply to sack lunches, unless the Vendor receives approval to use the IDOC and ISDH approved “Time as a Public Health Control” policy.

*Medical Diets:* The Vendor shall provide meals for medical diets, which shall include any diet foods specified by the Medical Department. Physicians, dentists, or clinical associates in each facility’s medical unit shall prescribe medical diets from an IDOC list of medical diets. Snacks are considered part of the medical diet and are not billed separately. All diet trays served shall be recorded by the Vendor with a copy of the record sent to the IDOC Medical Department for proper documentation for ACA performance standards. (JACHO standards, and CMS (includes Medicaid, Medicare, and ICF-MR certification) standards). This record shall include, at a minimum, offender name or number, date when meal picked up, and type of meal.

*Staff/Guest Meals:* The Vendor shall ensure that one meal per shift is provided for the facility’s staff. Staff shall eat the same foods as served on the offender Master Menu. All facility staff and guests eating a meal shall sign for it, with the exception of the facility staff designated to evaluate the sample meal. The Vendor will use the completed sign in sheets for the purpose of invoicing staff meals to the IDOC. The cost per meal shall be $1.00. The total number of staff fed and the dollar amount shall be listed clearly on the month invoice as a separate line item. The facility staff and guests shall purchase their meals directly through the facility’s business office.

*Juvenile Snack:* Snacks will be provided to the juvenile population of IDOC as an evening snack. The snack is defined as a “Healthy Treat” consisting of a low sugar type of small feeding. Fresh fruit, yogurt, trail mix, dried fruit, cold cereal (low sugar) with 2% or skim milk, boiled eggs, graham crackers, vanilla wafers, chocolate milk (<2%), strawberry milk (<2%), string cheese, and/or a fortified sugar-free fruit drink are examples of a “Healthy Treat” Snack. These snacks are to vary daily and be included into the menu cycle for the juvenile facilities which is included in meeting the RDA’s for 3,000 calories per day. The Vendor shall maintain sufficient inventory to ensure that each juvenile receives a snack each evening, and that the type of snack issued varies throughout the week.

***Please detail how these requirements will be met.***

|  |
| --- |
| ***Medical and Religious Diets***  *Special diets must be integrated into the program with the cooperative efforts of food staff, medical staff, and administration. Our diet program has been developed to meet the unique needs of corrections facilities.*  ***Medical Diets***  *Balancing medical needs and cost is important to meet the dietary requirements of your population. Medical staff are encouraged to work with Aramark’s dietitians to ensure that meal service is aligned with diet orders. The process includes implementing the Medical Nutrition Therapy and Religious Meals Manual.*  *Staff follow daily diet meal plans and standard diet procedures to alleviate unnecessary cost and regulate the process. Documentation of meals, and which items are served and to whom, protect against litigation. An agreed-upon labeling system ensures that HIPAA guidelines are met and the appropriate offenders receive their trays. We will provide evening snacks for inmates who require them, such as those with diabetes or higher caloric needs.*  ***Religious Order Diets***  *Aramark provides religious diet options based on contract specifications and policies of the facility. These include lacto-ovo vegetarian (includes milk and eggs); vegan (total vegetarian, excludes meat and all animal by-products, including milk and eggs); and pork-free. Other prepackaged religious meals are provided at mutually agreed-upon pricing.*  *To maintain control and compliance, religious diet orders should only be authorized by a designated religious authority, not medical staff. Of equal importance, due to significant expense and security risks, such diets should not be ordered for personal food preferences. Proper verification will ensure that the offender is practicing dietary laws for established religious purposes. In addition, offenders are not permitted to alternate between religious diets and standard diets, and commissary and Fresh Favorites purchases must be restricted or monitored.*  *Religious diet orders are issued on completed forms to food service, classification, and, if appropriate, correctional officers in housing areas. This information includes correct diet terminology, date of transmittal, authorization signature, housing area, and inmate name and classification number, unless a no-name system is used.*  ***HOLIDAY MENUS***  ***Holiday Menu Planning, Customizing, and Development Policy***  *All corrections facilities are unique, so we recognize the importance of customizing menus to meet the needs of each. Our registered dietitians have developed a holiday menu and diet program customized to IDOC Division of Youth Services that meets the most current Recommended Dietary Allowances and Dietary Reference Intakes, the standards of the American Correctional Association, and additional guidelines as detailed in your specifications. This program has been corrections-tested.*  *We also take into account inmate preferences, survey observations and your comments, and what items are best suited to your kitchen storage areas, equipment, and service areas. We ensure that the quantity of food for each holiday meal is consistent.*  *Appearance counts. We make sure meals are arranged appealingly on your service trays with variety in the type of items, colors, and texture.*  ***Sack Lunch***  *Please see Attachment* ***F2.4.3 - Sack and Holiday Meals*** *for our sample sack lunch menu.*  ***Adaptability to Seasonal Traditional Meal Plans***  *We also recognize that menu and meal acceptability are key in menu development, especially during stressful times for inmates when emotions run high.*  *As requested, we have included New Year’s Day, Easter Sunday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day holiday or “spirit-lifter” meals for your review. Please see Attachment* ***F2.4.3 - Sack and Holiday Meals****.*  ***Documented Menu Substitutions***  *The written menu is the served menu, but changes can happen with limited warning. Aramark operates under strict policies on menu substitutions if unusual circumstances occur, such as product recall, late delivery, vendor outages, equipment failure, or weather emergencies.*  *One-time changes may be made by the front-line manager following our substitution guidelines and requirements set forth in the facility specifications. The guide ensures that food items of similar nutritional quality are selected to replace written menu items.*  *The food service director is required to document menu substitutions and the reason for the change. Any diet substitution is recorded on the dated diet menu for the meal following our substitution guidelines and the modification restrictions in the diet handbook. A written notification will be provided for the contract liaison.*  ***Staff Dining Solutions***  *Correctional officer recruitment, retention, and morale is a major concern of corrections administrators. We understand the immense challenges your employees face every day. To help offset some of the stress on your officers and staff, we developed a suite of staff dining solutions, featuring menus with attractive meals and healthier-for-you options. Any employee who chooses to receive a regular student meal will be charged $1.00 in accordance with the specifications. Our health and wellness platform enables their well-being, and value-added programs bring even more choices to your officers and staff, keeping them engaged and delighted, positively impacting retention.*  ***Staff Meals***  *Employees who have limited workplace dining options are likely to spend most of their mealtime traveling to and from off-site eateries. With a wide variety of meal options that satisfy diverse tastes and preferences at minimal price, our menus keep officers and staff on site and happy, which helps you to maintain a secure environment.* |

* + 1. FlaTWARE, UTENSILS, TRAYS, AND EATING IMPLEMENTS

The Vendor shall provide flatware, eating equipment and utensils and trays that meet the needs of each facility, including safety and security. The Vendor’s selection of flatware, trays, eating equipment and utensils, shall be approved by the IDOC Food Services Administrator prior to implementation. The Vendor is responsible for the maintenance, storage, cleaning of the flatware, trays, utensils, and eating equipment. The Vendor shall be responsible for the replacement of damaged or worn out flatware, utensils, trays, and eating equipment. The Vendor shall maintain a supply of disposable flatware, utensils, trays and eating equipment to be used in the event that the re-usable flatware, utensils, trays, and eating equipment cannot be used. The need to use disposable flatware, utensils, trays, and eating equipment caused by lack of utilities such as water, gas, or electricity, and/or a lockdown of the facility, or other emergency situation, when not directly caused by the Vendor will be at the facility’s cost. The need to use disposable flatware, utensil, trays, and eating implements, caused by food service equipment failure, shortage of Vendor’s staff, lack of re-useable items, or an emergency directly by the Vendor will be the Vendor’s cost

All items identified as “Class A” tools will be kept on a shadow board that will be secured by the Vendor’s staff. At the end of each meal, the Vendor’s staff will conduct a count of “Class A” tools. The Vendor will notify the facility custody supervisor and IDOC Food Service Administrator immediately after the count if a tool is found to be missing. Compliance with this requirement will be determined by random audits. 100% notification is required for all incidents of missing tools greater than one hour. Failure to notify the IDOC as set forth will result in the Vendor being assessed liquidated damages of $10,000 per incident.

***Please detail how these requirements will be met.***

|  |
| --- |
| *Aramark will be responsible for provision of all flatware, eating equipment, utensils, and trays to meet the needs of each facility. These items will be inventoried on an ongoing basis, and when replacements are needed, we will purchase appropriate inventory to bring the items back to par. We will be responsible for ensuring that all trays and support equipment are cleaned, and times for retrieval of trays and support equipment will be mutually agreed on and established prior to the start-up of service. Aramark will also maintain a supply of disposable flatware, utensils, trays, and eating equipment to be used when reusable items are not able to be used. Disposables used due to lack of utilities and/or a lockdown not directly Aramark’s fault will be at the facility’s cost.*   * *Utensil shadow boards—Secured shadow boards are used for sharps and other items which are a security risk. Items will be inventoried at the end of each meal period and shift. If any items are missing, the kitchen will be locked down until the item can be found. If the item is missing for more than hour, Aramark will notify the facility.* |

* + 1. cLEANLINESS AND SANITATION

The Vendor will be responsible for the cleanliness and sanitation of the service areas which includes the dining and serving areas; food storage areas; warehouse food storage areas; restroom areas within the dining areas and/or kitchen; and related areas within the food service realm. Each RFP Vendor should submit a plan of training to include sanitation, safety, and quality assurance issues with its Proposal. The Vendor will establish high standards of sanitation at all facilities covered by the contract. The IDOC will conduct periodic sanitation audits, including comprehensive quarterly sanitation audits. The Indiana State Department of Health will also conduct audits to evaluate food handling and sanitation conditions within the food services areas on a semi-annual basis as well as in response to reports of deficiencies. And OSHA will conduct audits for safety and maintain standards for cleaning supplies. For the IDOC audits, the Vendor will be responsible for achieving certain performance standards as listed in Appendix 1, Performance Measurement. For ISDH purposes, the Vendor must meet all ISDH health requirements. For OSHA purposes, all Vendor-purchased cleaning supplies must meet the approved Occupational Safety Health Administration (OSHA) standards and the Vendor must maintain a safe workplace for its employees. Written corrective plans will be required if standards are not achieved.

If a deficiency is cited during any of these audits, the Vendor shall provide written corrective action plan, or Plan of Action (POA ) within three (3) calendar days of receipt of notice of the deficiency from the ISDH, OSHA or IDOC to the facility Warden or designee and the IDOC Food Service Administrator.”

The Vendor’s corrective action plan shall be carried out within ten (10) calendar days from the date of notice of the deficiency. If a follow-up audit after the 10 day time to cure reveals that the deficiency has not been cured, the Vendor will be assessed liquidated damages in the amount of $2,500 for the deficiency, and an additional $2,500 for each ten day period thereafter in which the deficiency remains uncorrected. If more than one deficiency is cited in an audit, liquidated damages as set forth above may be assessed for each individual deficiency cited in the audit. The Vendor shall be solely responsible for any fines issued by OSHA, the ISDH, or any other state or federal agency with oversight, resulting by failing to cure or meet sanitation standards.

***Please detail how these requirements will be met***

|  |
| --- |
| *Aramark agrees and will comply.*  ***COMPLIANCE: INSPECT WHAT YOU EXPECT***  *Systems and procedures are only as good as their compliance protocols. Aramark’s operational excellence (OP-X) process is based on ACA standards and ensures compliance at every meal, every day. Compliance reviews are completed by the front-line manager on a monthly basis to be used as a continuous self-evaluation of our performance.*  *The district manager verifies that all standards are met on a quarterly basis, and detailed action plans are written for those areas that require improvements. High performance is encouraged, as our managers are evaluated based on OP-X criteria and rewarded for high achievement. This review process will be a basis for meetings with your administration.*  *Operations also are inspected by region team members, Nutrition and Operation Support Services (NOSS) dietitians, and the finance team, who see to it that our financial commitments to you are met. These audits ensure that we deliver maximum productivity with minimal waste. We also collect all data from audits conducted by contract compliance monitors and accreditation audits by the ACA.*  ***OPERATIONAL EXCELLENCE (OP-X)***  *OP-X is more than just a process—it’s the way we do business. Training promotes quality assurance that exceeds expectations, because employees and offenders learn procedures that Aramark has perfected over the course of more than 40 years. And OP-X provides documentation for litigation, accreditation, or agency requirements.*  ***The OP-X standards of excellence are based on the accreditation standards of the ACA. OP-X has six key components:***   1. ***Meal Consistency****—OP-X encompasses more than 100 specific quality elements that are incorporated into the easy-to-follow Operations Guide They are divided by timing for completion. The process is incorporated into job training, job descriptions, and daily routines to ensure that operational standards are completed and reviewed at every meal, every day.* 2. ***Measurability****—Our food service directors are required to measure performance based on compliance. The OP-X process is integrated with existing facility-operational guidelines to ensure that it meets your goals.* 3. ***Training****—Aramark’s Operations (Ops) 101 is designed to give new associates a basic understanding of key food-service concepts and practices, while introducing OP-X as the way to run effective and efficient kitchens in a consistent and professional manner.* 4. ***Menu Integrity****—The OP-X process delivers exact menu portions and ensures meal quality consistency. The quality process is reviewed every meal.* 5. ***Communication****—Our Operations Guide is our on-the-floor tool for ensuring that meal and daily OP-X standards are being followed. It is also a means of communication for all Aramark staff. The Operations Guide provides a clear and consistent way for components to record critical data over time and communicate with the team to ensure successful execution of OP-X.* 6. ***Performance Review****—OP-X is substantiated through documentation. It is a continuous process of specific action plans that are written, implemented, and tracked to ensure that service quality is always consistent. It includes a review process during each visit by district managers and other members of our correctional services division’s management team.*   ***OUR APPROACH TO SAFETY***  *We will implement Aramark’s SAFE Program at IDOC to ensure that safety is at the forefront. It provides a common framework that our people can use every day to identify, evaluate, and manage risk throughout the entire organization. This management system is composed of front line-focused processes, programs, and metrics designed to improve performance in the areas of food, occupational, and environmental safety. Aramark’s SAFE program is how we control risk, drive continuous improvement, and deliver on our uncompromising commitment to the safety of our employees, clients, consumers, shareholders, and the communities we serve.*  *We continuously enhance our food-safety standards to keep them the highest in the industry, helping us increase quality and value to those we serve and further positioning us as an industry leader. Our standards are built under HACCP (Hazard Analysis Critical Control Point) principles to apply control measures to prevent the occurrence of any potential food safety issues and to meet all state and federal requirements.*  ***Food Safety Standards Focus On:***   * *Associate health* * *Hygiene* * *Location and equipment* * *Pest management* * *Cleaning and sanitation* * *Receiving and storage* * *Food handling* * *Service and delivery* * *Hazard control and management*   *Based on recognized global food safety standards and best practices, our vendor food safety and sanitation standards meet and even exceed government regulations and industry standards. Accordingly, vendors must:*   * *Operate under an HACCP-certified plan.* * *Complete third-party inspections every year.* * *Document pest control, sanitation, and product safety programs.*   *After food arrives from vendors, it needs to be handled, processed, prepared, and served properly. Aramark’s food safety program keeps food safe during each step of the flow-of-food process.*   * *Food safety practices and procedures are followed and documented.* * *Routine or daily pre-service meetings are held with food handlers.* * *Federal, state, and local health codes are understood and followed.* * *Quality-control checks are regularly completed.* * *Ongoing training is conducted, tracked, and enforced.* * *At least one manager during all hours of operation is required to have a ServSafe certification, the highest standard in the industry, administered by the National Restaurant Association. Aramark also demands the highest standards of sanitation in food service operations. All managers are required to have ServSafe certification as part of their qualifications. All areas will be cleaned during each shift on a clean-as-you-go basis, then the entire area will be thoroughly cleaned at the end of the shift.* |

* + 1. EMERGENCY SITUATIONS

If any Facility Warden determines that an emergency situation exists, the Vendor’s employees may be assigned to other areas within the correctional facility to facilitate the feeding of offenders. The Department of Correction reserves the right to use the Vendor’s food and related commodities in an emergency. An accounting will be taken of those items and the Vendor will be reimbursed at cost. The Vendor will maintain a 14 day supply of food at each facility to be held in preparation of an emergency.

***Please detail how this requirement will be met.***

|  |
| --- |
| *Aramark understands and will comply.*  *Aramark will respond to every emergency scenario with plans to ensure that no offender misses a meal. We draw on our contingency plans, which are shaped by more than 40 years of experience responding to disturbances in corrections environments. We also have a network of sister facilities that provide support, equipment, and alternative preparation sites. To face emergency scenarios, we have partnered not only with correctional facilities but also sites in our other business units, such as colleges, universities, businesses, sports and entertainment venues, and schools.*  ***Our Emergency Contingency Process***  *We intend to provide our regular menu on time unless there are situations that occur outside of our internal control. Aramark has several safeguards built into our program to ensure continuity. We also maintain a staff of troubleshooters who are trained to respond to any event that may arise.*  *Please review the following overview of our emergency plan, which is put into place in the event that a facility is inoperable. A short-term contingency menu may additionally be developed by the district manager and our dietitian for your approval upon award of the contract. The Food Service Management and Operation Agreement usually specifies that emergency costs beyond the scope of the contract will be the responsibility of the state.*  ***Emergency Supplies***  *Products incorporated into contingency menus align as closely as possible to those served on a daily basis to provide a menu that deviates from the norm as little as possible. Depending on the emergency, some specialty products such as canned foods may be stocked to cover the need. These specialty products will be rotated and replaced every 12 months or by the “best before”/ “use by” date, whichever comes first.*  ***Power Outage***  *When equipment is inoperable due to loss of power, alterations to meal service are inevitable. Our manager may implement a temporary menu developed with the assistance of the district manager and our dietitian. A sample utility contingency menu is included and will be adjusted based on need. The three-day menu could be repeated in the event of a longer disruption. Refrigeration, steam, or cooking gas are not needed to serve this menu. Refrigeration will be maintained by the use of dry ice and cubed ice purchased from our purveyors. The menu does require potable water for food preparation. If there is a disruption in water service, our manager will ensure that procedures are followed to boil tap water, use commercially bottled water, haul water from an approved public water supply in a covered sanitized container, or arrange to use a licensed drinking-water tanker truck.*  ***Lockdowns***  *If a disturbance in the facility or serving area requires a lockdown, our managers are trained to respond immediately. Each manager for Aramark’s correctional services division must be completely familiar with these procedures:*   * *In all instances, the kitchen should be immediately secured.* * *All potential weapons should be returned to the shadow board.* * *Exterior entrances, including loading docks, should be secured.* * *Elevators should be returned to the kitchen level and locked.* * *Unnecessary movement in the food service area should cease.* * *The manager should assign responsibilities for lockdown procedures in advance; however, everyone without an assignment should stay where they are.* * *If the lockdown is expected to continue throughout meal service, our manager will coordinate with his or her district manager and the Aramark dietitian to deliver a menu that can be prepared with products on hand, based on the available resources; the menu will be nutritionally adequate.* * *The facility administration will keep the manager advised of the situation and the lifting of the lockdown.*   *Please see Attachment* ***F2.4.6 - Emergency Situations*** *for Aramark’s Sample Utility Contingency Menu.* |

* + 1. KITCHEN AND FOOD SERVICE EQUIPMENT

The IDOC will turn over its food service equipment currently in place at each kitchen and food service area to the Vendor. The IDOC will provide an inventory list of all such food service equipment including the condition of the equipment to the Vendor upon execution of a contract. If said contract is terminated or otherwise ended, the Vendor shall return said inventory or like inventory to the IDOC. For the Logansport Juvenile facility, there is no prep kitchen available. The Vendor must therefore propose to prepare the food at an offsite location and deliver hot to this facility. The Vendor may propose to contract with the respective food service providers at Logansport State Hospital or Miami Correctional Facility (Adult) to utilize their kitchen facilities, or to have them provide the food for Logansport Juvenile which is located near the facility.

The Vendor will install additional food service equipment when needed at the facilities. This equipment will be installed at Vendor’s expense and upon written approval from the IDOC Food Service Administrator. Any additional equipment purchased, repaired, replaced, leased, or modified by the Vendor shall meet or exceed IDOC standards for functionality, sanitation, and security as determined by the IDOC Food Service Administrator. At the end of the contract term, or in the event of the termination of the contract, the IDOC shall have an assignable option to acquire the Vendor’s additional furnishing, equipment, tools, and materials in whole or part, at a value determined by a representative of the State.

The Vendor shall be responsible for ensuring that equipment is operated and cleaned in strict accordance with the manufacturer’s operating manuals. The Vendor shall operate, clean and maintain the kitchen equipment to minimize any abuse to the equipment. The IDOC will assist in the maintenance of food service equipment by providing labor and expertise when it has staff available and when its available staff have the technical certification or expertise to assist in the maintenance. This assistance is limited to identifying issues with equipment, recommending courses of action, and installing parts purchased by the Vendor. The determination of whether any IDOC staff has the technical certification or expertise to assist in the maintenance of a particular piece of equipment is at the sole discretions of the IDOC Director of Construction Services.

The responsibility for the repair and maintenance of any walk-in cooler, walk-in freezer, or walk in blast chiller, when such equipment is physically integrated into the facility building, shall remain the sole responsibility of the IDOC, unless these units are damaged as a result of lack of supervision or negligence by the Vendor.

The IDOC will maintain and repair the physical plant in areas assigned to the Vendor, including painting, and will provide all necessary utilities. The Vendor shall operate its assigned work areas in an energy efficient manner and shall ensure that there is no deliberate wastage of electricity, gas, or water.

While plumbing maintenance and repairs shall be the responsibility of the IDOC, the Vendor shall be responsible for the cleaning, maintenance, and replacement (as needed), of all grease traps connected to the kitchen and food preparation area plumbing.

The IDOC retains responsibility for pest control in kitchen, storage and dining areas unless the sanitation standards by the Vendor are shown to be a contributing factor in causing an infestation.

Equipment classified by the IDOC as “Class A” tools is defined as tools which can be used to aid escape, manufactured into, or serve as a weapon, or that pose a threat to the security of the facility or personal safety. The Vendor shall be responsible for securing all tools and equipment in accordance with the IDOC’s policy and procedure for Class A tools. Class A tools are designated by the facility and the Vendor shall follow facility policy for management of Class A tools at each facility.

***Please list your agreement to the above listed requirements and the name of any attachments that is required.***

|  |
| --- |
| ***Aramark understands and will comply with all listed requirements. The following is a discussion of our security policies and procedures.***  ***Elimination of Contraband and Potential Weapons***  *Aramark teaches our staff that certain items have a greater value within correctional facilities than in the outside world. Our policy ensures that each manager is aware of the items considered contraband by IDOC. Our corrections experience has shown that some items are controlled in all facilities:*   * ***Medication****—This includes all prescription and nonprescription medicines, as well as syringes.* * ***Potential weapons****—According to our policy, any article that could be used as a weapon is considered contraband (these include knives, fingernail files, scissors, razors, hammers, chisels, forks, spoons, and pot lids).* * ***Shadow boards****—Our policy requires storage of all kitchen knives, cleavers, and sharpening stones on locked shadow boards in a highly visible location.* * ***Offender handling of utensils****— Knives are tethered to work areas where applicable, and offenders cannot leave the area until all equipment is in place.* * ***Food-related Items****—Certain sensitive food items are locked in storage areas and issued only as needed.* * ***Cigarettes****—In most facilities, cigarettes and tobacco are the most popular form of contraband.* * ***Chemicals****—Cleaning chemicals can be potential weapons.* |

* + 1. Consumable supplies

The IDOC will turn over all consumable supplies currently in place at each facility to the Vendor. If any consumable supplies are owned by the current IDOC food services Vendor, the Vendor shall purchase those supplies from the current Vendor at fair market value or less. The IDOC shall provide an inventory list of all such supplies it provides to the Vendor and the condition of supplies to the Vendor upon execution of the contract. If the contract is terminated or otherwise ended, the Vendor shall return an equal amount of inventory or like inventory to the IDOC.

**Please list your agreement to the above listed requirements**.

|  |
| --- |
| *Aramark agrees and will comply.* |

* + 1. food preparation

Food preparation includes regular diets, medical diets, religious preference diets, and food for special events. Food including medical diets will be prepared in the food service area of the facilities earlier listed in the RFP, with the exception of Logansport-Juvenile. Juvenile offenders will receive three meals a day, and an evening snack. Certain offenders may receive an additional mid-morning, mid-afternoon, or evening snack as part of a therapeutic diet prescribed by the IDOC Medical Department. Each facility Warden will establish meal times within his/her facility. Meal times may be delayed for operational issues. The Vendor will provide sack lunches to offenders and staff in transit. The Vendor will be responsible for delivering meals to offenders.

Enhanced Meals prepared for New Year’s Day, Easter Sunday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day will be prepared with portions being one and one half (1 1/2) times that of the standard meal as approved by the IDOC Food Service Administrator.

Holiday Menus must be presented to the IDOC Food Service Administrator for approval 60 days prior to service.

Religious preference diets will be made available for IDOC recognized Enhanced Meals.

***Please detail how these requirements will be met.***

|  |
| --- |
| *All food production is driven by our Operational Excellence (OP-X) quality assurance program. Following is a discussion of the how the production process drives our quality model. Religious meals and other special diets will be provided as determined by the facilities. Please see a more detailed discussion of our approach to special diets in section 2.4.3 Master Menu.*  ***OP-X PRODUCTION PROTOCOL: FIVE PS***  *The Five Ps ensure consistent meal quality. They outline the steps for proper completion of a meal, beginning with forecasting for the expected number of people to post-meal analysis. The goal is to serve consistently safe, satisfying, quality meals that are delivered as scheduled while still controlling costs.*   1. ***Population****— Production need is accurately projected.* 2. ***Pulls****— Items are assembled three days prior to the service date so substitutions are minimized, and quantities and processes are followed.* 3. ***Production****— Approved recipes, specified by the menu, use appropriate Hazard Analysis Critical Control Point (HACCP) controls and proper yields.* 4. ***Portioning****— Accuracy of service is confirmed, with additional HACCP controls and documentation.* 5. ***Post-Analysis****— Final documentation reviews ensure accuracy. Includes HACCP control review and improvement planning for future meals.*   ***MEAL TIMING THAT WORKS WITH YOUR SCHEDULE***  *We comply with ACA guidelines, which recommend that no more than 14 hours elapse between the service of dinner and breakfast. To comply with these standards, our front-line manager will collaborate with your staff to determine serving hours that satisfy IDOC and recommended standards. A policy for the feeding of late and early book-ins will also be established. Based on our existing operations, we can offer suggested serving times; however, we remain flexible in order to prioritize IDOC’s preferences.*  *In addition, we know that smooth delivery of meals helps control offender behavior. Delivery and documentation are key to successful food service. Meals will be delivered by Aramark staff to mutually agreed-on areas, and will be signed for by IDOC staff. Facility personnel will be responsible for retrieving serving trays and support equipment from the living areas and placing them at the delivery point. This process will be repeated for every meal service period.*  *We will be responsible for ensuring that all trays and support equipment are cleaned, and times for retrieval of trays and support equipment will be mutually agreed on and established prior to the start-up of service.* |

* + 1. staffing requirements

The Vendor will be responsible for the staffing of all food service operations. The IDOC has not established any required staffing levels for food service operations based on offender to staff ratios. However, the Vendor shall provide sufficient qualified personnel for food service operations. Respondent must provide with its response to this specification a proposed preliminary staffing and organization plan for the total food service operations. This plan should include any administrative staff needed to initiate and continue delivery of food service operations required in the RFP. A final staffing plan may be developed, submitted for each IDOC facility upon award of the Contract, but shall only differ from the preliminary plan with the approval of the IDOC Food Services Administrator. The staffing plan will be the basis for staffing through the Contract term. This plan will identify the minimum number of management and line staff positions by position title and scheduled hours of service for each position and each institution. The IDOC reserves the right to periodically review the Vendor’s staffing levels. Changes will be submitted in writing and will not be allowed without approval from the IDOC Food Services Administrator.

All employees of the Vendor will be subject to background checks by the State of Indiana. Before being allowed to work with juvenile offenders, the Vendor’s employees and contracted staff shall be subject to the security clearance policy and procedure of the Indiana Department of Correction, including a check of the Indiana State Police records, county criminal records, the Department of Family and Social Services Child Abuse Registry, and any other requirements set forth by the Vendor.

The IDOC will retain the right to require the Vendor to exclude from working at any IDOC facility any employee of the Vendor who is deemed incompetent, insubordinate, or objectionable by the IDOC. The Vendor will agree not to hire or rehire any former employee, or former employee of the IDOC, who was removed for cause, or resigned with prejudice.

The IDOC reserves the right to refuse entry onto its facility grounds an employee of the Vendor whom it has found to be in violation of the facility’s policies and procedures; charged or adjudicated in violation of state law in connection with the employee’s conduct toward a juvenile offender of the facility; prohibited from working with children pursuant to I.C. 4-13-2-7 et seq.; or under investigation for violation of state law in connection with the employee’s conduct toward an offender of the facility. If the IDOC invokes this right the Vendor shall remove immediately, at the request of the IDOC, any employee from assignment to an IDOC juvenile facility, at the request of the IDOC. Such removal shall apply to all facilities under contract. If such a request is granted, the Vendor will have the sole discretion to discipline its employee.

The Vendor will fill all vacant positions within thirty (30) calendar days. If a position remains vacant on a facility staffing plan for more than 30 days, the contractor shall be assessed liquidated damages in the amount of $1,000 as a credit against its next invoice. If the position remains unfilled on the staffing plan for more than 60 days, the Vendor will be assessed an additional $1,500 in liquidated damages as a credit against its next invoice, and thereafter the Vendor will be assessed $3000 in liquidated damages as a credit against the next invoice for each subsequent 30 day period in which the position remains unfilled on the staffing plan. Each individual vacancy on each IDOC facility staffing plan, or any regional or facility-wide plan, shall be subject to being assessed liquidated damages as set forth above, to include vacancies for regional and statewide management positions.

***Please detail how these requirements will be met.***

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *While the specifications state that the IDOC will not dictate staffing requirements, our current agreement mandates staffing models. Given the criticality of appropriate staffing, we have chosen to generally maintain our current staffing plans which have been very successful. Included below is our proposed staffing chart for each facility.*   |  |  |  |  | | --- | --- | --- | --- | | **STAFFING CHART** |  | | | | **Aramark Staffing Requirements** | | **Facility** | **Managers** | **Hourly** | **Weekly Hours** | | LaPorte Juvenile Correctional Facility | 0 | 3 | 112.5 | | Logansport Correctional Facility - Treatment Unit | 1 | 7 | 263 | | Pendleton Juvenile Correctional Facility | 1 | 8 | 300 |   *People are our most valuable asset. Because of our unique philosophy, Aramark’s correctional services division is proud to deliver an environment in which a talented, engaged, passionate, and diverse array of people want to work. Our promise to IDOC is to engage our employees, making a meaningful difference in your facilities and leaving a lasting legacy. We lay the groundwork for employee success, with initiatives that attract, develop, reward, and retain a diverse team that performs to its highest potential.*  *Aramark’s talent acquisition and retention initiatives work together to drive a consistent recruitment process, building sourcing strategies for existing and future needs, and pipelining external talent that will enable us to achieve our growth goals as a business.*  ***1. Hire right***  *We source dedicated and talented associates. Our process utilizes best practices to facilitate speedy, accurate, and compliant hiring. We track, monitor, and continuously improve our hiring practices nationally and across all job levels and types.*  ***Hiring Process and Background Checks***  *Our team members are the hub of our operations and the importance of health, safety, and compliance is always top of mind. Having thorough and comprehensive hiring processes ensures that all employees adhere to the standards set forth by IDOC.*  *All candidates are required to complete comprehensive background checks, including relevant county and federal court checks, national sex offender registry checks, and verification of Social Security numbers and legal authorization to work in the United States. These are completed by a third-party vendor and cover a seven-year period, plus any period of judicial oversight. In addition, corrections-specific licensing, education, health, or background checks will also be completed and customized to each state, government agency, or positional requirements.*  ***Maintaining a Proactive Talent Readiness Focus***  *Our talent readiness framework gives us the ability to stay ahead of business demands, thus enabling us to go to market with more ease than our competitors. Internally, this strategy creates a foundation focused on proactive talent development and sourcing, attracting and engaging a diverse talent pool, and driving accountability and responsibility for talent readiness at every level of the organization.*  ***External Hires***  *We network with our employees and associates across the company, trade associations, diversity networks, and specialized sources of people with disabilities. Relationships with veterans’ groups support military hiring, and our employee resource groups embrace workplace communities for women, Latinos, people of African descent, indigenous employees, cross-generational workers, veterans, LGBTQ employees, and those with disabilities and their caregivers and advocates.*  ***2. Onboarding***  *Formal training includes our corrections-specific SHIELD instruction as well as Ops 101, providing a basic understanding of key service concepts and practices.*  *Our people are our most valuable asset. We want to ensure that they are prepared for the unique set of circumstances of working in a correctional environment. In addition to the training our employees are required to go through, the corrections division provides SHIELD training to prepare our staff to handle such matters as offender manipulation, maintaining a safe and secure work environment, and meeting federal requirements like PREA training.*  *To achieve these training goals and learn the practical skills needed to do their job, our front-line associates are set up with a 30-, 60-, and 90-day onboarding plan so they’re prepared when they enter your facility each day.*  *In addition to this training, employees are required to go through our Front-Line Fundamentals program. The program includes a series of short courses they can complete during work hours that cover such topics as food safety and handling, operations, and delivering for our clients. By establishing an onboarding program and tracking its completion for each employee, we’re better able to serve our clients. Our employees are prepared to execute their tasks, grow in their responsibilities, and continually work to enhance the service we provide.*  *We want employees to know that we’re excited they have come to work with Aramark and that their decision to join us is a good one.*  ***Committed to Diversity***  *Educational opportunities provide insight into the many definitions of diversity and how to be respectful and share Aramark’s values with all, including fellow employees, customers, and partners. Specific training on customer interactions is available in partnership with our employee relations team.*  ***Aramark’s SAFE Commitment***  *As an organization dedicated to excellence, we are committed to operating our business in a responsible manner. We educate our employees to ensure that we are keeping them safe every day. Daily safety huddles are conducted with employees to provide basic workplace reminders and ensure everyone is aware of the nearest exits, fire extinguishers, and routine safety equipment. Strict protocol for personal protective equipment (PPE) is in place to provide the safest environment possible. All employees are asked to sign our safety pledge to ensure that we are committed to following our safety protocols each and every day.*  ***3. Recognize and Retain***  *We value our employees’ hard work every day and recognize them for their dedication and achievement. Recognition is essential to engage, enable, and retain talented employees. The IDOC team works hard every day to ensure that safety and security are top of mind. When employees go above and beyond their daily responsibilities, productivity increases and customers are happy, and we make sure they are recognized for their dedication and achievement.*  ***Encore! Encore!***  *Aramark is focused on a culture of appreciation, where great work and results are noticed. Through our Encore! Encore! program, Aramark rewards and recognizes our team members’ contributions. Encore! Encore! provides one consistent approach to year-round recognition, reinforcing and rewarding employees who deliver experiences that enrich and nourish lives and reflect our values to sell and serve with passion and to always operate with integrity and respect.*  *Through increased employee engagement, satisfaction, and loyalty, this program directly impacts our client and offender satisfaction by delivering improved results.* |

* + 1. employee training and licensing requirements

All employees shall complete pre-service training, consistent with IDOC policy prior to working in an IDOC facility. The Vendor shall ensure that its employees and any contract staff working at the Facility complete any orientation to the Facility and training (up to five weeks) for persons working in Indiana Department of Correction Juvenile Correctional facilities, as required by the IDOC, including completing any annual in service training as required by the IDOC. IDOC will provide the training at a cost of two hundred dollars ($200) per student which shall be inclusive of all pre-service training and orientation provided by IDOC, including any subsequent in-service training. The Vendor shall calculate the number of its staff receiving training each month, and provide reimbursement to the IDOC on its next monthly invoice for this training. The Vendor will be responsible for salaries of the Vendor’s staff during any such training.

The Vendor shall ensure all its employees have proper State certification and licensing, if required, upon completion of the training period.

***Please detail how this requirement will be met.***

|  |
| --- |
| ***Technical Skills Training***  *Essential for achieving proficiency in quality and service delivery outcomes at IDOC, we engage managers, supervisors, clinical dietitians, chefs, and front-line service associates in disciplined technical skills training on a predetermined schedule. Across each of the Aramark services, these programs are conducted using many different delivery vehicles, including one-on-one training, team training meetings, video training, and interactive skill training.*  ***Front-line Associate Training***  *This investment of valuable leadership time in one-on-one training also emphasizes the importance of each job to the employees.*  *Our front-line associate training establishes expectations in addition to the fundamental and hands-on skills our staff needs to effectively do their jobs. Over the course of their first week, new employees are required to complete four modules to learn essential concepts and follow up with their managers to put their education into practice by physically going through each task with their managers. Once their training is complete, employees will have exposure to weekly SHIELD and Safe briefs and other huddle exercises to reinforce the concepts they learned in their onboarding and ensure a safe and secure environment for our clients.*  ***SHIELD Training***  *Inmate manipulation is a constant threat in the corrections industry. The safety and security of employees in a correctional setting can be compromised without proper training. Our solution to this problem is SHIELD training. The training is designed to arm employees with the knowledge and skills to understand risks, manage inmates, and recognize when manipulation is occurring. SHIELD training must be completed before working with offenders. It includes three learning modules and is tracked through Aramark’s Learning Management System to ensure 100% compliance Employees must be recertified in SHIELD annually.*  *SHIELD briefs are discussed at weekly huddles to reinforce each of the key topics. This training focuses on offender manipulation; a safe and secure workplace; and managing inmates.* |

* + 1. Juvenile offender workers

Vendor will utilize juvenile offender workers to prepare and serve meals in the facilities.

The IDOC will assume the cost of offender workers.

Offender workers provided by the IDOC shall not be, nor deemed employees of the Vendor, and the IDOC will be solely responsible for selecting, disciplining, and removing offender workers. The Vendor must follow all applicable federal and state laws, regulations, and rules in connection with use of student labor in the food service area. Offenders must be under the direct supervision of an employee of the Vendor at all times, and offenders may not supervise other offenders. The Vendor will ensure that its employees notify the IDOC of any inappropriate or illegal behavior by offenders, and provide written input with regard to any disciplinary violations by offenders observed by its employees.

Respondent should provide a proposal for a vocational or on-the-job training program that will train offenders who work its food service operations at the facilities. Such a program will include training to issue “ServSafe” certificates, or comparable certificate training. The Vendor will ensure that its employees treat offender workers in a respectful and appropriate manner, modeling for these offender workers good sanitary and work habits in the food service environment, and where appropriate, model for them fair and effective supervisory skills.

***Please detail how this requirement will be met.***

|  |
| --- |
| *Aramark’s IN2WORK program aims to help reduce recidivism. IN2WORK provides students with the opportunity to learn transferable, foundational food service and retail job skills through a comprehensive curriculum requiring classroom and hands-on training, taught by Aramark food service and retail professionals, materials include student workbooks and instructor guides that are updated with current industry standards.*  *Inmates receive a certification from the National Restaurant Association or Strayer University upon completion of the program, a key differentiator when they look for employment after release.*  *A close partnership with the IDOC team ensures that the right participants are selected to take part in the IN2WORK program. We will work with IDOC to agree on the structure and support to make the program a success.*  *The main purpose of IN2WORK is to teach students how to function in a workplace setting and work as a team, leading to an increase in public safety and a decrease in future victimization. Students learn accountability and responsibility through disciplined classroom and hands-on training. By building competent and confident graduates, we set students up for success upon reentry.*  ***Phase 1: Kitchen basics***  *Fundamental skills for success in the food service industry. Prepares students for ServSafe Certification.*  ***Phase 2: food service management***  *Operational Management skills. Day-to-day restaurant operations, inventory, marketing, and leadership.*  ***Phase 3: ServSafe***  *Five-year management certificate from the National Restaurant Association.*  ***IN2WORK Food***  *Classroom instruction is the foundation of IN2WORK. Kitchen Basics is composed of 18 hours of classroom instruction. Food Service Management includes at least 15 hours, and ServSafe requires a minimum of eight hours. In addition, students need to work at least 30 to 40 hours per week in the kitchen, receiving on-the-job instruction that complements classroom instruction.*  *Kitchen Basics:*   * *Personal Hygiene* * *Kitchen Sanitation and Cleanliness* * *Food Handling, Storage, and Rotation* * *Temperatures for Food Safety* * *Kitchen Equipment, Tools, and Terminology* * *Aramark Food Safety* * *Recipes, Prep Sheets, and Pull Process* * *Success in the Food Service Industry* |

* + 1. traNsportation of meals

All transportation of food and meals will be the responsibility of the Vendor. The IDOC may, at its sole discretion, provide assistance with transporting food on facility grounds for delivery to offenders, but the IDOC will not allow the Vendor’s employees to use State vehicles.

***Please detail how this requirement will be met.***

|  |
| --- |
| *Aramark agrees and will comply. There are no transportation requirements at the Pendleton and LaPorte facilities. As discussed above, transport of meals to Logansport will be Aramark’s responsibility. Meals are prepared at the Miami Correctional Facility and delivered to Logansport by Aramark personnel in Aramark owned vehicles.*  *With our vehicle fleet of thousands, we recognize the necessity to minimize our environmental impact. We work to reduce the use of fossil fuels and generation of emissions by developing and implementing innovative solutions.* |

* + 1. Utilities

The Vendor will not be responsible for the cost of providing electricity, heat, water, or sewer, but will be expected to operate in an energy efficient manner, including shutting off all utilities not being used.

***Please list your agreement to the above listed requirements***.

|  |
| --- |
| *Aramark agrees and will comply. Aramark is always cognizant of the need to maximize energy efficiencies in the food service operations. From turning off the lights in the kitchen at the end of the day to ensuring all equipment is only turned on when it is ready for production. It is then turned off after the production is concluded. A key component of our commitment to environmental sustainability is energy management and reduction in the kitchen.* |

* + 1. prior experience

Vendor must have a minimum of three years of experience in institutional food service management.

***Please provide how many years of experience you have in the food service management. .***

|  |
| --- |
| *Aramark has 45 years of experience in correctional food service management.* |

* + 1. Uniforms and clothing

All Vendor’s employees shall wear uniforms supplied by the Vendor. The uniforms shall provide foodservice personnel with a neat, clean, professional image and shall designate rank among foodservice personnel. Vendor’s uniforms must receive the approval of the Food Service Administrator. Juvenile Offender workers and employees of the Vendor, when needed, will be provided clean full length bib type aprons by the Vendor. Vendor will provide its employees and the Juvenile Offender workers with gloves, hair covering, and any other protective clothing, as needed. Vendor will provide its employees with boots or footwear that meets OSHA requirements for food service.

***Please list your agreement to the above listed requirements and the name of any attachments that is required.***

|  |
| --- |
| *Aramark agrees and will comply.* |

* + 1. Performance requirements

Vendor will adhere to the Performance Requirements set forth in “Appendix 1” which is attached to this RFP, and promptly pay any damages liquidated damages assessed by its failure to meet these requirements. The State reserves the right to assess liquidated damages, and other legal remedies, as set forth in this RFP, notwithstanding these Performance Requirements.

***Please list your agreement to the above listed requirements.***

|  |
| --- |
| *Aramark agrees and will comply.* |

* + 1. Transition plan

Respondents must provide a Transition Plan for the implementation of services by the \_\_\_\_\_\_.

***Please list the name of any attachments that is required.***

|  |
| --- |
| *One of the advantages of Aramark retaining the contract is that no costly, disruptive transition is necessary. However, you have our commitment to never take our clients for granted. If re-awarded the contract, we will completely analyze our operations and procedures, including asking other Aramark personnel to visit and evaluate the operations. Please see Attachment* ***F2.4.2 - Transition Plan*** *for Aramark’s Transition Plan.* |

* + 1. Site visits

IDOC will provide photographs and specifications upon request.

***Please request these from Teresa Deaton-Reese at*** [***tdeaton@idoa.in.gov***](mailto:tdeaton@idoa.in.gov)***.***