



## **Request for Proposal (RFP)**

### **Strategic Growth, Diversification & Business Development Strategy for Central Food Services (CFS)**

*Pioneer Human Services Submissions Due: July 24, 2026*

#### **1. Purpose of This RFP**

Pioneer Human Services (“Pioneer”) is seeking a consulting partner to help Central Food Services (CFS) build upon its successful institutional food services business while identifying opportunities to diversify revenue streams, expand markets, and strengthen long-term financial sustainability.

CFS currently generates ~\$4.7M in annual revenue, primarily from internal institutional contracts. While operationally strong, Pioneer seeks to identify opportunities to expand upon the current model, diversify revenue sources, and strengthen long-term growth and competitive differentiation.

Pioneer intends to build on the strengths of its existing institutional food operations while identifying new market opportunities, complementary business lines, and scalable revenue streams that leverage existing assets, workforce, and mission.

The selected consultant will deliver a clear, commercially grounded recommendation for how CFS can grow and diversify over time — and a roadmap to achieve that vision.

#### **2. Background**

##### **About Pioneer Human Services**

Pioneer is one of Washington State’s largest social enterprises, serving ~10,000 individuals annually. Employment is central to our mission: we create pathways to economic mobility for people with conviction histories.

##### **About Central Food Services**

CFS operates commercial kitchens in Tacoma, Spokane, and Bellingham. The enterprise has strong operational fundamentals, workforce development value, and a reputation for reliability — but limited market differentiation.

CFS is at an inflection point. Pioneer is prepared to invest in and expand the enterprise, building on its strong institutional food services foundation while exploring new opportunities for growth and diversification.

### 3. Capacity, Equipment, and Capital Planning Requirements

CFS currently serves a mix of internal and external customers, with significant existing external business activity. The assessment should evaluate current operational capacity across all facilities and identify any equipment, facility, technology, staffing, or capital investments necessary to support future growth opportunities.

### 4. Project Objectives

The consultant will help Pioneer answer one core question:

*What opportunities should CFS pursue to strengthen financial sustainability, advance its mission, and diversify revenue while building on its existing institutional food services business?*

Supporting objectives:

- Identify high-margin, scalable business opportunities that complement and expand CFS's existing operations
- Determine which opportunities best leverage existing kitchens, workforce, facilities, and operational capabilities
- Define an operating model that supports both continued institutional food services and future growth opportunities.
- Provide a commercially rigorous financial case for recommended directions
- Deliver a phased growth and diversification roadmap with investment requirements, risks, and implementation considerations
- Ensure alignment with Pioneer's mission without compromising commercial viability. Recommendations may support Pioneer's mission through workforce development, community impact, financial sustainability, or other mission-aligned outcomes.
- While workforce development remains an important consideration, Pioneer is open to concepts that advance mission impact through a variety of approaches and does not require workforce development to be the primary outcome of every recommendation.

### 5. Scope of Work

#### Task 1 — Market Scan & Opportunity Identification

Conduct a rapid but rigorous assessment of:

- High-growth food sectors
- Underserved niches
- Regional B2B and B2G demand
- Emerging food trends with strong unit economics
- Competitor gaps and white space

This should go beyond traditional catering/box lunches and include innovative, differentiated concepts.

## **Task 2 — Growth Opportunity & Business Development Concepts**

Develop 3–5 bold, commercially viable growth and diversification concepts, each including:

- Strategic rationale
- Target customers and demand drivers
- Value proposition and differentiation
- Operational model
- Potential mission alignment opportunities, including workforce development where appropriate
- Capital, equipment, facility, technology, and staffing requirements necessary to implement and scale each concept
- 3-year financial projections
- Risks and constraints

Examples (not prescriptive):

- Specialty manufacturing (e.g., meal kits, CPG products, commissary partnerships)
- Niche B2B food production
- Mission-forward consumer brand
- High-volume catering with a unique differentiator
- Mobile or distributed production models

## **Task 3 — Operational Feasibility**

Assess how each concept leverages:

- Tacoma, Spokane, Bellingham facilities
- Mission-alignment considerations, including workforce development opportunities where applicable
- Production workflows
- Distribution and logistics
- Technology, equipment, facility, and capital investment needs required to support implementation and growth
- Assessment of current production capacity and operational constraints across facilities

## **Task 4 — Financial Modeling**

For each concept:

- Startup and capital requirements
- Operating costs
- Revenue projections (Years 1–3)
- Gross margin and contribution margin
- Break-even analysis
- Sensitivity scenarios
- Recommended capital investment plan, including equipment and facility improvements required for implementation

## **Task 5 — Strategic Recommendation & Growth Roadmap**

Deliver:

- A prioritized set of growth and diversification opportunities, including a recommended implementation sequence
- A ranked comparison of all concepts
- A 12–36 month roadmap
- Investment plan
- Risk mitigation strategies
- Organizational implications
- Identification of key capital and equipment investments required to execute the recommended strategy

## **6. Required Deliverables**

- A. Market Opportunity Assessment**
- B. Growth Opportunity Concept Portfolio (3–5 concepts)**
- C. Operational Feasibility Models**
- D. Financial Models (3-year projections)**
- E. Risk & Feasibility Assessment**
- F. Strategic Growth Plan & Roadmap**
- G. Executive Presentation**

## **7. Consultant Qualifications**

Ideal respondents will have experience in:

- Food enterprise strategy and business model innovation
- Turnarounds or diversification in food production or food service
- Social enterprise, mission-driven business, or impact-focused commercial strategy experience
- Financial modeling and operational design

## **8. Proposal Requirements**

- Executive Summary
- Firm Qualifications
- Relevant Project Experience
- Project Team
- Proposed Approach & Methodology
- Project Schedule
- Cost Proposal
- References
- Assumptions & Exceptions

## **9. Procurement Contact**

Michelle Cash, Special Projects Manager, michelle.cash@p-h-s.com

## **10. Submission Deadline**

July 24, 2026