

Wolf River Development Company
Chartered Entity of the
MENOMINEE INDIAN TRIBE OF WISCONSIN



REQUEST FOR PROPOSALS 26-02

Retail Profitability Improvement Consulting Services

Located in Keshena, WI

PROJECT ID # 26-02

Proposal Due Date: May 28, 2026 by 2:00pm

TABLE OF CONTENTS

1. Introduction and Purpose.....	3
2. Eligibility of Proposers.....	3
3. Organizational Background.....	3
4. Scope of Services.....	3-5
5. Deliverables	5
6. Proposal Content Requirements	6
7. Proposal Submission Instructions.....	6
8. Evaluation and Selection	6
9. Required Format	7
10. Reservation of Rights.....	7
11. Menominee Tribal Code Compliance.....	7
12. General Terms	7

Exhibits

Exhibit A – Cost Proposal Form.....	9
Exhibit B – Menominee Workforce Utilization Plan (§25-7)	11

1. INTRODUCTION AND PURPOSE

Wolf River Development Company (“WRDC” or “Company”) hereby solicits sealed proposals from qualified firms or individuals (“Proposers”) to provide Retail Profitability Improvement Consulting Services.

The purpose of this Request for Proposals (RFP) is to engage a consultant to evaluate the financial, operational, and merchandising performance of the Wolf River Development Companies; Standing Cedars Convenience Store and Save A Lot grocery store to identify opportunities to improve profitability, cash flow, and operational efficiency while maintaining strong customer experience and community presence.

2. ELIGIBILITY OF PROPOSERS

This RFP is open to organizations and individuals with demonstrated expertise in the retail industry with a proven record of providing consulting services to promote profitability and organizational improvement in the retail sector. Proposers may be located in any jurisdiction, provided they can meet all requirements of this RFP and perform services in a manner acceptable to WRDC.

3. ORGANIZATIONAL BACKGROUND

WRDC is a wholly owned business entity of the Menominee Indian Tribe of Wisconsin. WRDC is chartered pursuant to Article XIII of the Constitution and Bylaws of the Menominee Indian Tribe of Wisconsin and Chapter 740 of the Menominee Tribal Code. Its purpose is to investigate, review, consider, pursue and conduct any nongaming commercial activity of the Menominee Indian Tribe of Wisconsin ("Tribe") deemed advisable by the Board of Directors in order to generate profit, whether on or off the Menominee Reservation.

WRDC currently owns and operates a grocery store and two convenience stores / gas stations on the Menominee Reservation; leases facilities for retail activities; operates a firewood business; coffee shop; and operates an online lending business.

WRDC is governed by a five-person Board of Directors appointed by the Menominee Tribal Legislature. Its day-to-day activities are overseen by the Chief Executive Officer. WRDC is an arm of the Tribe and shares in the Tribe’s tax and other immunities.

4. SCOPE OF SERVICES: Shall be limited to the Save A Lot Grocery Store and Standing Cedars Convenience Store Only

4.1 Financial and Store-Level Performance Review

- a) Review store-level profit and loss statements
- b) Analyze gross margin by department and product category
- c) Identify profit leakage related to pricing and operational inefficiencies.

- d) Compare performance across locations to identify strengths and improvement opportunities
- e) Provide calculations for key metrics including sales per square foot, gross margin, labor as a percentage of sales, and inventory turnover for each retail property

4.2 Sales, Pricing, and Category Optimization

- a) Evaluate pricing, margins, and vendor or branding constraints to identify profitability opportunities
- b) Assess promotional effectiveness, category performance, and SKU productivity to optimize assortment and reduce low-margin or underperforming items
- c) Identify opportunities to increase basket size, improve product placement, and strengthen performance of high-margin and private-label categories
- d) Provide recommendations for improved processes to improve sales and product turnover

4.3 Inventory, Shrink, and Waste Reduction

- a) Review ordering, replenishment, and inventory management practices
- b) Identify excess inventory, spoilage, and slow-moving items
- c) Evaluate spoilage, expiration, and markdown controls
- d) Assess shrink related to theft, vendor errors, and internal processes
- e) Provide recommendations for improved inventory discipline practices and accountability processes

4.4 Labor and Operations Efficiency

- a) Review staffing levels and scheduling by store and department and task allocation
- b) Identify opportunities to reduce overtime, idle labor, and inefficiencies
- c) Evaluate manager workload and accountability practices
- d) Provide recommendations for process improvements and accountability measures
- e) Provide recommendations for scheduling and duty assignments for optimum efficiency

4.5 Vendor, and Cost Management

- a) Review vendor pricing, discounts, rebates, and contractual terms
- b) Ensure full capture of available rebates, allowances, and bill-backs
- c) Provides recommendations to renegotiate pricing or consolidate vendors for convenience stores only.

4.6 Store Execution and Customer Experience

- a) Assess store cleanliness, organization, and product presentation
- b) Review layout effectiveness for high-margin and high-velocity items
- c) Evaluate checkout process and impulse merchandising opportunities
- d) Provide recommendations for low-cost improvements to signage, flow, and presentation

4.7 Technology and Reporting

- a) Assess current POS and reporting capabilities
- b) Identify essential reports needed to manage sales, margins, labor, and inventory
- c) Provide recommendations for simple daily and weekly performance tracking tools
- d) Provide recommendations to optimize utilization of current technology

5. DELIVERABLES

5.1 Consultant Deliverables: The Consultant shall provide items 5.1.a)- 5.1.d) in a written report-like manner, in both a hard copy and electronic format. Items 5.1.e) -5.1.f) shall be provided in a presentation like format to be provided in person or virtually to the owner/management stakeholder team.

- a) Store-by-store profitability assessment including for each a prioritized list of recommendation initiatives as specified above in sections: 4.1.e), 4.2.d), 4.3.e), 4.4.d), 4.4.e), 4.5.c), 4.6.d), 4.7.c), 4.7.d)
- b) Summary of overall key findings and opportunities
- c) Estimated financial impact and potential report including savings by store
- d) Implementation checklist and timeline
- e) Owner and management presentation of findings recommendations (in person or virtual)
- f) Owner and management review meeting (in person or virtual)

5.2 Client Responsibilities:

- a) Provide access to financial records, POS data, store camera coverage, and vendor invoices
- b) Provide vendor and branding contracts
- c) Designate a primary owner or manager contact
- d) Participate in review and implementation discussions

5.3 Exclusions: The following shall not be responsibility of consulting firm.

- a) Day-to-day store management
- b) Hiring or termination decisions
- c) Legal, tax, or accounting services
- d) Major technology or system implementations

6. PROPOSAL CONTENT REQUIREMENTS

PROPOSAL CONTENT REQUIREMENTS

Proposals must include the following sections, in the order listed:

- 1. Firm or Individual Profile, background, services, and relevant retail experience of individual of team members.**
 - 2. Approach and Methodology Detailed outline of how the firm will execute the 5.1 consultant deliverables.**
 - 3. Project Schedule Estimated timeline for deliverables and progress checkpoints.**
 - 4. References; At least two past clients/employers names, phone numbers and email.**
 - 5. Cost Proposal & Bid Schedule – completed using Exhibit A.**
 - 6. Conflicts of Interest Disclosure; List any conflicts related to current or former clients that you are aware of.**
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7. PROPOSAL SUBMISSION INSTRUCTIONS

7.1 Submission Deadline

Proposals must be received no later than **May 28, 2026, at 2:00 p.m. CST.**

7.2 Submission Method

Submit one (1) electronic PDF to:

Email PDF copy to: rfp@wolfriverdev.com

Eligible Menominee-owned businesses according to Chapter 25 must also be marked MENOMINEE BUSINESS on the email body header

Late, incomplete, or improperly submitted proposals will not be considered.

8. EVALUATION AND SELECTION

Proposals will be evaluated by the Chief Executive Officer and designated staff, with final approval by the Board of Directors.

Evaluation criteria include the following with a potential of 100 points for evaluation criteria:

1. Relevant retail experience and demonstrated success: 30 points
2. Quality and feasibility of approach and methodology: 10 points
3. Qualifications of consultant team members: 10 points
4. Cost effectiveness of bid: 40 points
5. Menominee Preference: 10 points

9. REQUIRED FORMAT

- Maximum length: 10 pages, including cover;
 - Page size: 8.5” x 11”, portrait;
 - Font size: 12-point.
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10. RESERVATION OF RIGHTS

WRDC reserves the right to reject any or all proposals, waive informalities, amend or cancel this RFP, negotiate with one or more Proposers, and award a contract in the best interests of WRDC. All submissions will be treated as confidential.

11. MENOMINEE TRIBAL CODE COMPLIANCE

Proposers must comply with §25-7 (<https://ecode360.com/15110527#36584427>) of the Menominee Tribal Code by submitting **Exhibit B – Menominee Workforce Utilization Plan**, or documentation supporting a qualifying exemption.

1. A Menominee workforce plan indicating how the Proposer would implement § 25-7.A; or
 2. A statement that the Proposer meets one of the exemptions pursuant to § 25-7.B. In regard to the § 25-7.B(2) exemption, a partner in a law firm shall not be deemed to be an employee.
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12. GENERAL TERMS

- All proposals become the property of WRDC;
 - This RFP does not constitute a contract;
 - The selected Proposer must execute a written agreement prior to commencement of services.
 - No additions or changes to any proposal will be allowed after the proposal due date, unless such modification is specifically requested by WRDC.
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EXHIBIT A – COST PROPOSAL & BID SCHEDULE FORM

[See attached Exhibit A]

EXHIBIT B – MENOMINEE WORKFORCE UTILIZATION PLAN (§25-7)

[See attached Exhibit B]

EXHIBIT A – COST PROPOSAL & BID SCHEDULE

Project: Retail Profitability Improvement Consulting Services

RFP No.: 26-02

Proposer Name: _____

Address: _____

Contact Person / Title: _____

Phone / Email: _____

A. BID SCHEDULE (REQUIRED)

Proposers shall complete the bid schedule below. Costs shall be presented as **not-to-exceed** amounts and must include all labor, overhead, profit, and incidental costs necessary to complete the work.

1. Professional Services – By Project Deliverable

Consultant Professional Services Deliverables	Not to Exceed Cost
<u>5.1.a) Profitability Assessment</u>	
<u>5.1.b) Summary of Overall Key Findings and Opportunities.</u>	
<u>5.1.c) Financial Impact and Savings Report</u>	
<u>5.1.d) Implementation Checklist and Timeline</u>	
<u>5.1.e), 5.1.f) Presentation of findings and review meeting</u>	
TOTAL PROFESSIONAL SERVICES:	

2. Reimbursable & Other Costs

Category	Description / Assumptions	Cost (\$)
Travel & Lodging	_____	
Meetings / Workshops	_____	
Materials & Printing	_____	
Other (Specify)	_____	
Subtotal – Reimbursables		\$ _____

3. TOTAL BID PRICE

Description	Amount (\$)
Total Professional Services	\$ _____
Total Reimbursable Costs	\$ _____
TOTAL NOT-TO-EXCEED BID PRICE	\$ _____

B. PAYMENT STRUCTURE (INFORMATIONAL)

Indicate proposed billing method (check one):

- Fixed Fee
- Milestone-Based
- Other (describe): _____

If milestone-based, provide proposed payment schedule

C. COST ASSUMPTIONS & EXCLUSIONS

List all assumptions, exclusions, or dependencies related to pricing:

CERTIFICATION

I certify that the bid pricing submitted is accurate, complete, and valid for a **minimum of sixty (60) days** from the proposal’s due date and represents the total cost to complete all required services.

Authorized Signature: _____

Printed Name / Title: _____

Date: _____

EXHIBIT B – MENOMINEE WORKFORCE UTILIZATION PLAN

(Menominee Tribal Code §25-7)

Project: Retail Profitability Improvement Consulting Services

RFP No: 26-02

Proposer / Contractor Name: _____

Primary Contact: _____

Phone / Email: _____

1.MENOMINEE WORKFORCE REQUIREMENT

Pursuant to **§25-7 of the Menominee Tribal Code**, any contract awarded by the Tribe or a covered entity shall require the Contractor, **to the extent allowed by the funding source**, to utilize **twenty percent (20%) or greater Menominee workforce participation** in the performance of the contract.

The Contractor shall submit this **written Workforce Utilization Plan if they are not subject to a exemption waiver**. Compliance shall be monitored by the **Menominee Preference Coordinator** throughout the contract term.

2.REQUEST FOR MODIFICATION OR EXEMPTION Waiver (IF APPLICABLE)

The workforce utilization requirement will not apply if any of the circumstances below apply.

- (1) There are not enough qualified Menominee businesses or Menominee members available to meet the 20% requirement; or
- (2) The Contractor will perform the contract **with no subcontractors and with two (2) or fewer employees**.
- (3) The total Contractual Professional Services does not exceed

\$50,000. Explanation and Supporting Documentation

(Attach additional pages if necessary)

WORKFORCE UTILIZATION PLAN (Required only if you are unable to request a modification/ exemption waiver based on section 2)

3. Workforce Commitment

Indicate the method used to calculate Menominee workforce participation:

- Labor Hours
- Labor Cost
- Combination (describe):

Description	Estimated Amount
Total Project Labor (hours or cost)	
Menominee Labor (hours or cost)	
Menominee Participation Percentage _____ %	

- The Contractor commits to meeting or exceeding the **20% Menominee workforce requirement.**

4. Positions, Roles, or Subcontracting Opportunities

Identify anticipated roles, positions, subcontracting opportunities, internships, training, or professional services to be filled by Menominee members or Menominee-owned businesses:

5. Recruitment, Outreach, and Implementation Strategy

Describe how the Contractor will identify, recruit, and engage Menominee workforce resources, including coordination with Tribal employment services, Menominee-owned businesses, or other outreach mechanisms:

6. REPORTING & MONITORING

The Contractor Agrees to:

- Provide **status reports** documenting Menominee workforce utilization during contract performance;
- Submit reports in a format and frequency acceptable to WRDC and the Preference Coordinator; and
- Cooperate with monitoring and compliance activities conducted by the Preference Coordinator.

Yes, agreed

7. POST-AWARD MODIFICATION OF WORK PLAN

If, after contract execution, the Contractor determines that it cannot meet the approved Workforce Utilization Plan for reasons **beyond the Contractor's control**, the Contractor may request a modification.

Such request must:

- Be submitted in writing to the **Menominee Preference Coordinator**;
- Include detailed justification and supporting documentation; and
- Receive **written approval** prior to implementation.

Approved modifications and the reasons for them will be documented by the Preference Coordinator and reported in accordance with Tribal requirements.

8. CERTIFICATION

I certify that the information provided in this Menominee Workforce Utilization Plan is true and accurate and understand that failure to comply with §25-7 of the Menominee Tribal Code may result in contract remedies, including termination.

Authorized Signature: _____

Printed Name / Title: _____

Date: _____