PROFESSIONAL SERVICES AGREEMENT BETWEEN KITTALI WEIDNER LLC AND THE CITY OF ANN ARBOR FOR BUSINESS AND INSTITUTIONAL ENGAGEMENT AND CIRCULAR ECONOMY ACTION PLANNING

This agreement ("Agreement") is between the CITY OF ANN ARBOR, a Michigan municipal corporation, 301 E. Huron St. Ann Arbor, Michigan 48104 ("City"), and KITTALI WEIDNER LLC, a(n) Michigan limited liability company, 2222 W. Grand River Ave. Ste A, Okemos, Michigan 48864 ("Contractor"). City and Contractor agree as follows:

1. DEFINITIONS

Administering Service Area/Unit means **Administration / Sustainability and Innovations.**

Contract Administrator means Missy Stults, acting personally or through any assistants authorized by the Administrator/Manager of the Administering Service Area/Unit.

Deliverables means all documents, plans, specifications, reports, recommendations, and other materials developed for and delivered to City by Contractor under this Agreement.

Effective Date means the date this Agreement is signed by the last party to sign it.

Project means Circular Economy Action Plan.

Services means Business and Institutional Engagement and Circular Economy Action Planning as further described in Exhibit A.

2. DURATION

A. The obligations of this Agreement shall apply beginning on the Effective Date and this Agreement shall remain in effect until satisfactory completion of the Services unless terminated as provided for in this Agreement.

3. SERVICES

A. Contractor shall perform all Services in compliance with this Agreement. The City retains the right to make changes to the quantities of Services within the general scope of the Agreement at any time by a written order. If the changes add to or deduct from the extent of the Services, the compensation shall be adjusted accordingly. All such changes shall be executed under the conditions of the original Agreement.

B. Quality of Services under this Agreement shall be of the level of quality performed by persons regularly rendering this type of service. Determination of acceptable quality shall be made solely by the Contract Administrator.

C. Contractor shall perform Services in compliance with all applicable statutory, regulatory, and contractual requirements now or hereafter in effect. Contractor shall also comply with and be subject to City policies applicable to independent contractors.

D. Contractor may rely upon the accuracy of reports and surveys provided by the City, except when a defect should have been apparent to a reasonably competent professional or when Contractor has actual notice of a defect.

4. INDEPENDENT CONTRACTOR

A. The parties agree that at all times and for all purposes under the terms of this Agreement each party's relationship to any other party shall be that of an independent contractor. Each party is solely responsible for the acts of its own employees, agents, and servants. No liability, right, or benefit arising out of any employer-employee relationship, either express or implied, shall arise or accrue to any party as a result of this Agreement.

B. Contractor does not have any authority to execute any contract or agreement on behalf of the City, and is not granted any authority to assume or create any obligation or liability on the City's behalf, or to bind the City in any way.

5. COMPENSATION OF CONTRACTOR

A. The total amount of compensation paid to Contractor under this Agreement shall not exceed $99,500.00, which shall be paid upon invoice by Contractor to the City for services rendered according to the schedule in Exhibit B. Compensation of Contractor includes all reimbursable expenses unless a schedule of reimbursable expenses is included in an attached Exhibit B. Expenses outside those identified in the attached schedule must be approved in advance by the Contract Administrator.

B. Payment shall be made monthly following receipt of invoices submitted by Contractor and approved by the Contract Administrator, unless a different payment schedule is specified in Exhibit B.

C. Contractor shall be compensated for additional work or Services beyond those specified in this Agreement only when the scope of and compensation for the additional work or Services have received prior written approval of the Contract Administrator.

D. Contractor shall keep complete records of work performed (e.g. tasks performed, hours allocated, etc.) so that the City may verify invoices submitted by Contractor. Such records shall be made available to the City upon request and submitted in summary form with each invoice.

6. INSURANCE/INDEMNIFICATION

A. Contractor shall procure and maintain from the Effective Date or Commencement Date of this Agreement (whichever is earlier) through the conclusion of this Agreement, such insurance policies, including those required by this Agreement, as will protect itself

and the City from all claims for bodily injury, death, or property damage that may arise under this Agreement; whether the act(s) or omission(s) giving rise to the claim were made by Contractor, Contractor's subcontractor, or anyone employed by Contractor or Contractor's subcontractor directly or indirectly. Prior to commencement of work under this Agreement, Contractor shall provide documentation to the City demonstrating Contractor has obtained the policies and endorsements required by this Agreement. Contractor shall provide such documentation in a form and manner satisfactory to the City. Currently, the City requires insurance to be submitted through its contractor, myCOI. Contractor shall add registration@mycoitracking.com to its safe sender's list so that it will receive necessary communication from myCOI. When requested, Contractor shall provide the same documentation for its subcontractors.

B. All insurance providers of Contractor shall be authorized to do business in the State of Michigan and shall carry and maintain a minimum rating assigned by A.M. Best & Company's Key Rating Guide of "A-" Overall and a minimum Financial Size Category of "V". Insurance policies and certificates issued by non-authorized insurance companies are not acceptable unless approved in writing by the City.

C. To the fullest extent permitted by law, Contractor shall indemnify, defend, and hold the City and its officers, employees, and agents harmless from all suits, claims, judgments, and expenses, including attorney's fees, resulting or alleged to result, from an act or omission by Contractor or Contractor's employees or agents occurring in the performance or breach of this Agreement, except to the extent that any suit, claim, judgment, or expense are finally judicially determined to have resulted from the City's negligence, willful misconduct, or failure to comply with a material obligation of this Agreement. The obligations of this paragraph shall survive the expiration or termination of this Agreement.

D. Contractor is required to have the following minimum insurance coverage:

1. Professional Liability Insurance or Errors and Omissions Insurance protecting Contractor and its employees - $1,000,000.

2. Commercial General Liability Insurance equivalent to, as a minimum, Insurance Services Office form CG 00 01 04 13 or current equivalent. The City of Ann Arbor shall be an additional insured. There shall be no added exclusions or limiting endorsements that diminish the City's protections as an additional insured under the policy.

$1,000,000	Each occurrence as respects Bodily Injury Liability or Property Damage Liability, or both combined
$2,000,000	Per project General Aggregate
$1,000,000	Personal and Advertising Injury

3. Worker's Compensation Insurance in accordance with all applicable state and federal statutes; also, Employers Liability Coverage for:

Bodily Injury by Accident - $500,000 each accident
Bodily Injury by Disease - $500,000 each employee
Bodily Injury by Disease - $500,000 each policy limit

4. Motor Vehicle Liability Insurance equivalent to, as a minimum, Insurance Services Office form CA 00 01 10 13 or current equivalent. Coverage shall include all owned vehicles, all non-owned vehicles and all hired vehicles. The City of Ann Arbor shall be an additional insured. There shall be no added exclusions or limiting endorsements that diminish the City's protections as an additional insured under the policy. The limits of liability shall be $1,000,000 for each occurrence as respects Bodily Injury Liability or Property Damage Liability, or both combined.

5. Umbrella/Excess Liability Insurance shall be provided to apply in excess of the Commercial General Liability, Employers Liability and the Motor Vehicle coverage enumerated above, for each occurrence and for aggregate in the amount of $1,000,000.

E. Commercial General Liability Insurance and Motor Vehicle Liability Insurance (if required by this Agreement) shall be considered primary as respects any other valid or collectible insurance that the City may possess, including any self-insured retentions the City may have; and any other insurance the City does possess shall be considered excess insurance only and shall not be required to contribute with this insurance. Contractor agrees to waive any right of recovery by its insurer against the City for any insurance listed herein.

F. Insurance companies and policy forms are subject to approval of the City Attorney, which approval shall not be unreasonably withheld. Documentation must provide and demonstrate an unconditional and unqualified 30-day written notice of cancellation in favor of the City of Ann Arbor. Further, the documentation must explicitly state the following: (a) the policy number(s); name of insurance company; name(s), email address(es), and address(es) of the agent or authorized representative; name and address of insured; project name; policy expiration date; and specific coverage amounts; (b) any deductibles or self-insured retentions, which may be approved by the City in its sole discretion; (c) that the policy conforms to the requirements specified. Contractor shall furnish the City with satisfactory certificates of insurance and endorsements prior to commencement of any work. If any of the above coverages expire by their terms during the term of this Agreement, Contractor shall deliver proof of renewal and/or new policies and endorsements to the Administering Service Area/Unit at least ten days prior to the expiration date.

7. WAGE AND NONDISCRIMINATION REQUIREMENTS

A. Nondiscrimination. Contractor shall comply, and require its subcontractors to comply, with the nondiscrimination provisions of MCL 37.2209. Contractor shall comply with the provisions of Section 9:158 of Chapter 112 of Ann Arbor City Code and assure that Contractor's applicants for employment and employees are treated in a manner which provides equal employment opportunity.

B. Living Wage. If Contractor is a "covered employer" as defined in Chapter 23 of Ann Arbor City Code, Contractor must comply with the living wage provisions of Chapter 23 of Ann Arbor City Code, which requires Contractor to pay those employees providing Services to the City under this Agreement a "living wage," as defined in Section 1:815 of the Ann Arbor City Code, as adjusted in accordance with Section 1:815(3); to post a notice approved by the City of the applicability of Chapter 23 in

every location in which regular or contract employees providing services under this Agreement are working; to maintain records of compliance; if requested by the City, to provide documentation to verify compliance; to take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee or person contracted for employment in order to pay the living wage required by Section 1:815; and otherwise to comply with the requirements of Chapter 23.

8. REPRESENTATIONS AND WARRANTIES BY CONTRACTOR

A. Contractor warrants that the quality of Services shall conform to the level of quality performed by persons regularly rendering this type of service.

B. Contractor warrants that it has all the skills, experience, and professional and other licenses necessary to perform the Services.

C. Contractor warrants that it has available, or will engage at its own expense, sufficient trained employees to provide the Services.

D. Contractor warrants that it has no personal or financial interest in this Agreement other than the fee it is to receive under this Agreement. Contractor certifies that it will not acquire any such interest, direct or indirect, which would conflict in any manner with the performance of the Services. Contractor certifies that it does not and will not employ or engage any person with a personal or financial interest in this Agreement.

E. Contractor warrants that it is not, and shall not become overdue or in default to the City for any contract, debt, or any other obligation to the City, including real and personal property taxes. Further Contractor agrees that the City shall have the right to set off any such debt against compensation awarded for Services under this Agreement.

F. Contractor warrants that its bid or proposal for services under this Agreement was made in good faith, that it arrived at the costs of its proposal independently, without consultation, communication, or agreement for the purpose of restricting competition as to any matter relating to such costs with any competitor for these services; and no attempt has been made or will be made by Contractor to induce any other person or entity to submit or not to submit a bid or proposal for the purpose of restricting competition.

G. The person signing this Agreement on behalf of Contractor represents and warrants that they have express authority to sign this Agreement for Contractor and agrees to hold the City harmless for any costs or consequences of the absence of actual authority to sign.

H. The obligations, representations, and warranties of this section 8 shall survive the expiration or termination of this Agreement.

9. OBLIGATIONS OF THE CITY

A. The City shall give Contractor access to City properties and project areas as required to perform the Services.

B. The City shall notify Contractor of any defect in the Services of which the Contract Administrator has actual notice.

10. ASSIGNMENT

A. Contractor shall not subcontract or assign any portion of any right or obligation under this Agreement without prior written consent from the City. Notwithstanding any consent by the City to any assignment, Contractor shall at all times remain bound to all warranties, certifications, indemnifications, promises, and performances required of Contractor under the Agreement unless specifically released from the requirement in writing by the City.

B. Contractor shall retain the right to pledge payments due and payable under this Agreement to third parties.

11. TERMINATION OF AGREEMENT

A. If either party is in breach of this Agreement for a period of 15 days following receipt of notice from the non-breaching party with respect to the breach, the non-breaching party may pursue any remedies available against the breaching party under applicable law, including the right to terminate this Agreement without further notice. The waiver of any breach by any party to this Agreement shall not waive any subsequent breach by any party.

B. The City may terminate this Agreement, on at least 30 days' advance notice, for any reason, including convenience, without incurring any penalty, expense, or liability to Contractor, except the obligation to pay for Services actually performed under the Agreement before the termination date.

C. Contractor acknowledges that if this Agreement extends for several fiscal years, continuation of this Agreement is subject to appropriation of funds through the City budget process. If funds are not appropriated or otherwise made available, the City shall have the right to terminate this Agreement without penalty at the end of the last period for which funds have been appropriated or otherwise made available by giving written notice of termination to Contractor. The Contract Administrator shall give Contractor written notice of such non-appropriation within 30 days after the Contract Administrator has received notice of such non-appropriation.

D. The expiration or termination of this Agreement shall not release either party from any obligation or liability to the other party that has accrued at the time of expiration or termination, including a payment obligation that has already accrued and Contractor's obligation to deliver all Deliverables due as of the date of termination of the Agreement.

12. REMEDIES

A. This Agreement does not, and is not intended to, impair, divest, delegate, or

contravene any constitutional, statutory, or other legal right, privilege, power, obligation, duty, or immunity of the parties.

B. All rights and remedies provided in this Agreement are cumulative and not exclusive, and the exercise by either party of any right or remedy does not preclude the exercise of any other rights or remedies that may now or subsequently be available at law, in equity, by statute, in any other agreement between the parties, or otherwise.

C. Absent a written waiver, no act, failure, or delay by a party to pursue or enforce any right or remedy under this Agreement shall constitute a waiver of that right with regard to any existing or subsequent breach of this Agreement. No waiver of any term, condition, or provision of this Agreement, whether by conduct or otherwise, shall be deemed or construed as a continuing waiver of any term, condition, or provision of this Agreement. No waiver by either party shall subsequently affect the waiving party's right to require strict performance of this Agreement.

13. NOTICE

All notices and submissions required under this Agreement shall be delivered to the respective party in the manner described herein to the address stated below or such other address as either party may designate by prior written notice to the other. Notices given under this Agreement shall be in writing and shall be personally delivered, sent by next day express delivery service, certified mail, or first class U.S. mail postage prepaid, and addressed to the person listed below. Notice will be deemed given on the date when one of the following first occur: (1) the date of actual receipt; (2) the next business day when notice is sent next day express delivery service or personal delivery; or (3) three days after mailing first class or certified U.S. mail.

If notice is sent to Contractor:

Kittali Weidner LLC
ATTN: Sushma Kittali-Weidner
2222 W. Grand River Ave. Ste A
Okemos, Michigan 48864

If notice is sent to the City:

City of Ann Arbor
ATTN: Missy Stults
301 E. Huron St.
Ann Arbor, Michigan 48104

With a copy to: The City of Ann Arbor
ATTN: Office of the City Attorney
301 East Huron Street, 3rd Floor
Ann Arbor, Michigan 48104

14. CHOICE OF LAW AND FORUM

This Agreement will be governed and controlled in all respects by the laws of the State of Michigan, including interpretation, enforceability, validity and construction, excepting the

principles of conflicts of law. The parties submit to the jurisdiction and venue of the Circuit Court for Washtenaw County, State of Michigan, or, if original jurisdiction can be established, the United States District Court for the Eastern District of Michigan, Southern Division, with respect to any action arising, directly or indirectly, out of this Agreement or the performance or breach of this Agreement. The parties stipulate that the venues referenced in this Agreement are convenient and waive any claim of non-convenience.

15. OWNERSHIP OF DOCUMENTS

Upon completion or termination of this Agreement, all Deliverables prepared by or obtained by Contractor as provided under the terms of this Agreement shall be delivered to and become the property of the City. Original basic survey notes, sketches, charts, drawings, partially completed drawings, computations, quantities, and other data shall remain in the possession of Contractor as instruments of service unless specifically incorporated in a Deliverable, but shall be made available, upon request, to the City without restriction or limitation on their use. The City acknowledges that the documents are prepared only for the Services. Prior to completion of the Services the City shall have a recognized proprietary interest in the work product of Contractor.

16. CONFLICTS OF INTEREST OR REPRESENTATION

Contractor certifies it has no financial interest in the Services to be provided under this Agreement other than the compensation specified herein. Contractor further certifies that it presently has no personal or financial interest, and shall not acquire any such interest, direct or indirect, which would conflict in any manner with its performance of the Services under this Agreement.

Contractor agrees to advise the City if Contractor has been or is retained to handle any matter in which its representation is adverse to the City and to obtain the City's consent therefor. The City's prospective consent to Contractor's representation of a client in matters adverse to the City, as identified above, will not apply in any instance where, as the result of Contractor's representation, Contractor has obtained sensitive, proprietary, or otherwise confidential information of a non-public nature that, if known to another client of Contractor, could be used in any such other matter by the other client to the material disadvantage of the City. Each matter will be reviewed on a case by case basis.

17. SEVERABILITY OF PROVISIONS

Whenever possible, each provision of this Agreement will be interpreted in a manner as to be effective and valid under applicable law. However, if any provision of this Agreement or the application of any provision to any party or circumstance is prohibited by or invalid under applicable law, that provision will be ineffective to the extent of the prohibition or invalidity without invalidating the remainder of the provisions of this Agreement or the application of the provision to other parties and circumstances.

18. EXTENT OF AGREEMENT

This Agreement, together with all Exhibits constitutes the entire understanding between the City and Contractor with respect to the subject matter of the Agreement and it supersedes, unless otherwise incorporated by reference herein, all prior representations, negotiations, agreements,

or understandings, whether written or oral. Neither party has relied on any prior representations in entering into this Agreement. No terms or conditions of either party's invoice, purchase order, or other administrative document shall modify the terms and conditions of this Agreement, regardless of the other party's failure to object to such terms or conditions. This Agreement shall be binding on and shall inure to the benefit of the parties to this Agreement and their permitted successors and permitted assigns and nothing in this Agreement, express or implied, is intended to or shall confer on any other person or entity any legal or equitable right, benefit, or remedy of any nature whatsoever under or by reason of this Agreement. This Agreement may only be altered, amended, or modified by written amendment signed by Contractor and the City. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall be deemed to be one and the same agreement.

19. ELECTRONIC TRANSACTION

The parties agree that signatures on this Agreement may be delivered electronically or by facsimile in lieu of a physical signature and agree to treat electronic or facsimile signatures as binding.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK; SIGNATURE PAGES FOLLOW]

KITTALI WEIDNER LLC

By: Signed by: E7A7E766E903429...

Name: Sushma Kittali-Weidner

Title: President

Date: 9/3/2025

CITY OF ANN ARBOR

By: DocuSigned by: 7DGC2232383A4DD...

Name: Milton Dohoney Jr.

Title: City Administrator

Date: 9/3/2025

Approved as to form:

By: DocuSigned by: 627306898F804DD...

Name: Atleen Kaur

Title: City Attorney

Date: 9/3/2025

(Signatures continue on following page)

CITY OF ANN ARBOR

By: DocuSigned by: Christopher Taylor
D26062A97392421...

Name: Christopher Taylor

Title: Mayor

Date: 9/3/2025

By: DocuSigned by:
5CFB24F59BD041E...

Name: Jacqueline Beaudry

Title: City Clerk

Date: 9/4/2025

Proposal in Response to City of Ann Arbor RFP #25-23:

Circular Economy Action Plan Consulting

Proposal Submitted to:

City of Ann Arbor
c/o Customer Service
301 East Huron Street
Ann Arbor, MI 48104

Proposal Submitted by:

Kittali Weidner LLC
2222 W. GRAND RIVER AVE STE A
OKEMOS, MI 48864 USA
sushma@kittaliweidner.com
(734)-263-0811

Date of Submission: May 29, 2025

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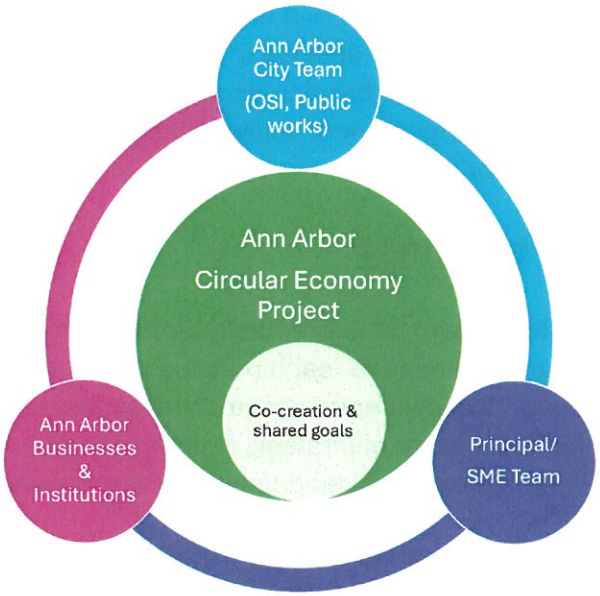
***Proposal Structure Note**

Please be advised that while Section III of the RFP presents two different outlines—a concise "Proposal Format" (A-E) and a more detailed "Proposal Framework Description" (A-F)—**our submission is organized according to the comprehensive "Proposal Framework Description" (A-F)**. This ensures we fully address all required elements, including the crucial **Work Plan**, to provide Ann Arbor with a complete and detailed proposal for the Circular Economy Action Plan.

Executive Summary

We are pleased to submit this proposal in response to the City of Ann Arbor's RFP #25-23 for Circular Economy Action Plan Consulting. Ann Arbor, with its ambitious **A²ZERO climate plan** adopted in 2020 and an engaged community, is exceptionally well-positioned for this crucial initiative. Our team, composed of experienced strategic planners with deep expertise in the circular economy, strategic planning, and stakeholder engagement, is enthusiastic about partnering with the City's Office of Sustainability and Innovations (OSI) to create a truly compelling and actionable plan.

Our interdisciplinary team brings a wealth of practical knowledge and strategic insights, forged through extensive experience in diverse, specialized fields and direct involvement in implementing circular economy principles. The team, composed exclusively of **principal-level experts**, offers a unique, **cross-functional and cross-sector approach** rooted in a **holistic understanding of the circular economy beyond just end-of-life management**. Unlike traditional bidders focusing on "waste treatment" or singular recycling strategies, our approach drives **operational change**, emphasizing **design for circularity, plan for circularity, procure for circularity, and operate for circularity**.



We propose a **flexible and iterative methodology** that leverages frameworks like the **Three Horizons Framework** to respond directly to priorities and opportunities revealed through stakeholder engagement, ensuring a plan that reimagines what's possible and uniquely serves the Ann Arbor community.

Drawing from Sushma's leadership in tech-enabled operationalization of sustainability and circularity, Gary's built environment circular business models, Larry's hands-on material reuse, Andrew's urban circular strategies, and Cynthia & Laura's textile/material science expertise, we are uniquely positioned to deliver **actionable, locally-tailored strategies for Ann Arbor's comprehensive circular transformation**. We deeply respect Ann Arbor's forward-thinking partnership with ICLEI and aim to accelerate its progress, unlock new opportunities, and realize a comprehensive circular economy future.

Our approach is specifically designed to address the critical success factors identified and leverages **A²ZERO Strategy 5: Change the Way We Use, Reuse, and Dispose of Materials**. We propose a highly engaged and deliberate process, carefully tailored to Ann Arbor's needs and budget. We will **leverage and refine pre-existing frameworks, such as ICLEI's Circular Cities Action Framework, the 7 Pillars of Circular Economy, Circular Supply Chain toolkit**, to develop a plan specifically tailored to Ann Arbor's unique context and aspirations.

Our response is organized according to the structure requested in Section III of the RFP.

A. Professional Qualifications

A1. Organization Details

The organization responding to this RFP is Kittali-Weidner LLC, a woman-owned business registered in the State of Michigan. Sushma will serve as the overall manager for this project, acting as the local client liaison and the Authorized Negotiator for the proposal. Kittali-Weidner LLC is the offerer of this proposal.

Our proposed project team brings together a diverse set of skills and expertise critical for the successful development of a Circular Economy Action Plan. The team includes local and regional core members as well as remote subject matter experts and advisors. We have deep expertise in Circular Economy, strategic planning, and stakeholder engagement.

Our team members have a history of involvement in strategy, planning, and circular economy initiatives, as further detailed in Section B and in our attached resumes. Our uniqueness lies in our combined expertise across strategic planning, circular economy principles, and robust stakeholder engagement, allowing us to frame a highly engaged and deliberate process tailored to Ann Arbor's context.

A2. Personnel

Our project team for Ann Arbor's Circular Economy Action Plan is composed exclusively of principal-level experts, each bringing profound and specialized expertise in their respective domains. This deliberate assembly ensures that every facet of this critical initiative benefits from the highest caliber of strategic insight, proven experience, and innovative thinking, essential for delivering exceptional leadership and specialized knowledge to Ann Arbor.

Resumes and qualifications for all proposed project personnel, including subcontractors, are provided as attachments to this proposal.

Sushma Kittali-Weidner

Project Role: Principal, Local Client Liaison, Authorized Negotiator, Subject Matter Expert - Circular Economy, Sustainability and Technology.

Sushma Kittali-Weidner is an accomplished executive, renowned for her visionary systems thinking and a distinguished career dedicated to driving circular economy initiatives and sustainability through product innovation. As the former Chief Product Officer at Rheaply and previously Head of Product and Operations for the US business unit at iPoint Systems, she consistently delivered transformative outcomes, including regulatory compliance, EHS, ESG, carbon accounting, spend avoidance, and circular economy implementation.

A deep commitment to sustainability is evident throughout her career, encompassing strategy development, roadmap planning, and advisory work with organizations such as the Circular Supply Chain Network, a non-profit dedicated to operationalizing the circular economy and building widespread awareness. During her tenure at Rheaply, she spearheaded the launch of multiple regional reuse marketplaces across the USA, including the Michigan Materials Marketplace in collaboration with NextCycle Michigan and EGLE.

Under her leadership, Rheaply diverted 3,500M pounds of waste from landfills, prevented approximately 6M kgs of carbon emissions, identified 50M+ kgs of carbon avoidance potential through digitization and delivered over $17M in cost savings for customers, showcasing a track record of delivering measurable environmental and economic benefits directly aligned with Ann Arbor's A^2ZERO ambitions. She built the digital infrastructure for secure, high-volume data exchange across supply chains of multiple industries to evaluate billions of products for compliance and sustainability.

Her strategic direction led to the products and organizations she guided being recognized in Google's 2024 Environmental Report and Chemical Watch magazine. As a co-author of influential thought leadership papers with the Ellen MacArthur Foundation ("Building a Circular Supply Chain") and the National Institute of Standards and Technology ("Identifying Development Trends in Industrial Symbiosis using Network Analysis"), she brings a comprehensive and cutting-edge understanding of the Circular Economy.

As a resident of Ann Arbor, Michigan, Sushm**a** launched Kittali Weidner LLC in 2024 to leverage her extensive expertise as an independent consultant and build technology solutions to drive Sustainability and Circularity forward. Her local presence ensures direct engagement and a deep understanding of Ann Arbor's unique community, values, and operational landscape, making her an ideal partner for this critical initiative.

Gary Miciunas

Project Role: Subject Matter Expert - Circular Economy Business Models and Principles Applied to the Built Environment

Gary Miciunas leads the Circular Workplace initiative of the International Facility Management Association (IFMA) whose members represent businesses and institutions across public and private sectors. He was recognized by Green Standards as a founder of the Circular Workplace movement in "Who's Who in Circular Workplace" (2024). He is a Circular Built Environment Specialist, recognized by the Circular Economy Institute as a member of its global Expert Group that established this certification. He brings decades of industry experience serving both private and public sector clients. As a thought leader, he was recently an invited speaker at two international conferences in 2025: 1) presenting at World Workplace Europe 2025 in The Hague, Netherlands on the topic of circular economy, circularity, and culture, and 2) moderating a panel at Circularity 2025 in Denver on the topic of integrating policy and marketplaces for reclaimed building materials. As founder of Chief Circularity Officer LLC, he offers consulting and fractional executive services focusing on innovation in the built environment. He is also a co-founder of Circular Fractional Network - a professional community of practice - connecting business needs with circular economy talent. His interdisciplinary approach is built on an educational foundation in both urban studies and environmental design.

Larry LaMotte

Project Role: Remote Subject Matter Expert - Built Materials Reuse

Larry LaMotte is trained as an Architect (B.Arch. University of Oregon, 1987) with the heart of an entrepreneur. He built his own home. He has worked since age 8 and plans to live to 120. He worked in the architectural design world for years, as well as residential construction, remodeling, and design/build. He worked a decade in Facilities Management, taking care of other people's buildings and projects. He has started seven businesses from scratch and built an alumni organization that expanded to seven cities. One business he held for seventeen years and sold in 2018. He has also been on the boards of several business, leadership, and alumni organizations. Having scrounged and saved building materials for decades, ReCapturit® naturally became the current culmination of his work. They now have an online marketplace along with consulting, technology, processing, and community functions.

Andrew Mccue

Project Role: Subject Matter Expert - Urban Circular Economy Strategies, and Organic Materials

Andrew McCue is a purpose-driven leader with over a decade of experience at the intersection of regenerative agriculture, circular economies, and systems change. He brings an entrepreneurial mindset and a strategic lens to growing mission-aligned organizations—having led business development, partnerships, and multi-stakeholder programs across North America and Europe.

At Metabolic, Andrew helped shape the firm's regenerative transitions practice, leading revenue growth, fundraising, and coalition-building with governments, startups, and NGOs. Notably, he led the expansion of Metabolic's Circular City Practice to North America, setting up projects with cities like Boulder, and Cleveland Andrew thrives in fast-paced, values-driven environments where vision meets execution. He is especially skilled at aligning operations with purpose, creating structure from ambiguity, and building trust across technical and non-technical teams. Andrew is motivated by deep humility toward land stewardship, and committed to building organizations that work in service of people, planet, and long-term resilience.

Cynthia Power

Project Role: Subject Matter Expert - Textiles

Cynthia is a circular-programs expert with 17 years of experience. She previously managed EILEEN FISHER Renew for many years before working at a tech-resale startup. She now works independently across the circular supply chain to enable a circular economy, including building and scaling resale, reuse and recycling programs. Cynthia loves storytelling and building community, which she does with The Untangling Circularity Podcast and member cohorts.

Laura Novich

Project Role: Subject Matter Expert - Material Science and Textiles

Laura is a systems-thinking, research designer with over 15 years experience in materials and product reuse. Laura uses research methodologies in order to understand, quantify, and measure the impact of consumerism on local communities and ecosystems. Trained in environmental science with a masters in sustainable interior environments, Laura worked as a materials researcher at Material ConneXion and a project manager at the NYC Center for Materials Reuse prior to joining Hyloh and co-founding Untangling Circularity.

We anticipate possibly including other Remote Advisors with expertise in Physical Infrastructure/Service Providers and Digital Infrastructure/Solution Providers.

B. Past involvement with Similar Projects

Our team has significant experience implementing similar projects. A summary of these projects and their relevance to Ann Arbor's Circular Economy Action Plan is listed below. Additional details about each project are included in subsequent sections with references.

Example Project 1
Brookline, MA Regional Assessment for Deconstruction & Reuse Readiness

Larry LaMotte led the research team.

Foundational Assessment: It demonstrates expertise in establishing a baseline understanding of existing material flows (specifically C&D waste)

Built Environment Focus: C&D materials waste stream aligns with Ann Arbor's likely need to tackle waste from development and renovation, outlined in A^2ZERO Strategy 5.

Policy & Infrastructure Insight: The outcome, detailing necessary policies, public/private collaboration models, and infrastructure investments, provides direct lessons for Ann Arbor in building its own supportive ecosystem.

Example Project 2
New York City Textile Repair Systems Map

Laura Novich led and executed this project.

Targeted Waste Stream Analysis: It exemplifies expertise in deeply understanding a specific material flow (textiles) by mapping barriers and opportunities for repair & reuse.

Community-Centric Solutions: We draw from the project's emphasis on understanding resident behaviors and expanding access to repair services and knowledge.

Actionable Systems Mapping: Creating a "systems map" to visualize repair journeys and identify voids offers a practical tool for Ann Arbor.

Example Project 3
The Circular Boulder Report

Andrew McCue was a member of the research team.

Holistic City-Scale Planning: This project showcases the ability to develop a city-wide circular economy roadmap, integrating waste reduction, emissions minimization, and local economic strengthening.

Data-Driven Approach: The use of stakeholder workshops to inform an actionable roadmap highlights a methodical, and evidence-based process.

Policy and Program Development: Its success in leading to policy shifts (like the Deconstruction Ordinance) and setting ambitious targets demonstrates experience in translating circular principles into tangible municipal policies and measurable goals.

Example Project 4
Rheaply: Accelerating Resource Circularity Through Exchange Solutions, Exemplified by NextCycle Michigan, Rush University, and Recognition by Google

Sushma Kittali-Weidner led the strategy, development and adoption.

Scalable Digital Infrastructure: It demonstrates the understanding of requirements to facilitate large-scale resource exchange and asset management.

Multi-Sectoral Operationalization: The experience spans diverse sectors (corporate, university, statewide government collaboration) and shows how to drive tangible outcomes like waste diversion, cost savings, and carbon reduction across varied organizational contexts.

Strategic & Outcome-Driven Approach: The emphasis on developing comprehensive product roadmaps, and delivering measurable environmental and economic benefits (e.g., $17M in savings, 3,500M lbs waste diverted).

B1 - Example Project 1: Brookline, MA Regional Assessment for Deconstruction & Reuse Readiness

Larry LaMotte led the research team.

1. **Firm/Agency Name:** Town of Brookline Dept. of Planning and Community Development
2. **Address: 333 Washington St., Brookline, MA 02445**
3. **Telephone: (617)730-2612**
4. **Project Title:** Regional Assessment for the Town of Brookline, MA
5. **Contact Person:** Tina McCarthy (tmccarthy@brooklinema.gov)

Objective: The objectives of this assessment were two-fold: 1) to establish a baseline of preparedness for increasing building deconstruction and diversion of building materials for reuse. It provides a snapshot of the current state of building and material removal, examining whether materials are disposed of in landfills, recycled, or reused in new construction or other creative ways; and 2) to establish future direction based on prioritization of opportunities and next steps to be taken by the public and private sectors more closely working together.

Process: The process engaged stakeholders ranging from public sector governmental departments and agencies to private sector players in the Building Materials Reuse industry that are involved in obtaining, handling, sorting, storing, and transporting Construction and Demolition Waste (CDW). Based on a mapping of existing area resources.

Product: The assessment resulted in a prioritization of seven areas of concern and greatest need including:

1. Leadership initiative
2. Materials demand
3. Processing & storage
4. Workforce training
5. Stakeholder involvement
6. Advancing technology
7. Market development

Outcome: The Town of Brookline now has a comprehensive understanding of 1) the current state and existing business model, and 2) necessary policies and practices to evolve toward a new business model of public/private collaboration, and 3) investments in area infrastructure improvements that are needed to accelerate recovery and reuse of building materials.

B2 - Example Project 2: New York City Textile Repair Systems Map

Laura Novich led and executed this project.

1. **Firm/Agency Name:** New York State Pollution Prevention Institute
2. **Address:** Rochester Institute of Technology
   111 Lomb Memorial Drive | Suite 78-2000
   Rochester, NY 14623
3. **Telephone:** 585-475-5390
4. **Project Title:** New York City Textile Repair Systems Map
5. **Contact Person:** Christopher Blair

Objective: The study aimed to better understand the barriers to textile repair facing New York City residents in order to expand access to repair services and knowledge and to help counter textile waste.

Process: To develop this visualization map, NYSP2I and Hyloh conducted interviews with different key stakeholders, surveyed New York City residents that actively participate in reuse and repair, and collected data on informal reuse and repair outlets that exist in New York City.

Product: The results from the study were used to create a map for visualizing possible journeys a person with a broken item might take. This map serves as a valuable resource, highlighting existing repair routes that residents of New York City take when handling their broken and damaged garments and accessories.

Outcome: By analyzing data collected from key industry stakeholders and residents of New York City, the project identified voids in the current textile-repair landscape and opportunities for expansion and improvement. The systems map is intended as a comprehensive resource for residents and textile-repairers in New York City so they can understand the complexity of the issue and make informed decisions to help counter textile waste.

B3 - Example Project 3: The Circular Boulder Report

Andrew McCue was a member of the research team.

1. **Firm/Agency Name:** City of Boulder (Metabolic B.V.)
2. **Address:** Gedempt Hammerkanal 29 Amsterdam, The Netherlands 1021 KL
3. **Telephone:** +31 203 69 09 77
4. **Project Title:** Circular Boulder
5. **Contact Person:** Jamie Harkin, CIty of Boulder; Emily Freeman, City of Boulder; Erin Kennedy, Metabolic
6. **Project Link:** https://www.metabolic.nl/projects/circular-boulder-pioneering-steps-towards-a-zero-waste-and-climate-neutral-city/

Objective: The Circular Boulder report aimed to transition Boulder toward a circular economy by reducing waste, minimizing emissions, and fostering sustainable material use. The city sought to achieve zero waste by 2025 and an 80% reduction in greenhouse gas emissions by 2050. The initiative focused on minimizing landfill waste, reducing embodied emissions from imported materials, and strengthening the local economy.

Process: Boulder conducted a material flow analysis to map consumption, waste, and emissions. This was complemented by stakeholder workshops, engaging local businesses, municipal staff, and community members to develop a shared vision and roadmap.

Product: The Circular Boulder report outlines Boulder's approach to advancing circular economy principles, emphasizing sustainable resource management, waste reduction, and regenerative systems. It examines key initiatives, such as material reuse, local supply chains, and innovative policy frameworks that support a transition away from a linear economy. The report highlights stakeholder engagement strategies, showcasing how businesses, government entities, and community organizations collaborate to implement circular solutions.

Additionally, it provides case studies and metrics to assess the city's progress, identifying opportunities for scaling. The report produced a 29-step actionable roadmap, outlining milestones for circular economy implementation. It emphasized policy changes, public engagement, circular entrepreneurship, and cross-sector collaboration.

Outcomes: Boulder established a strong circular network, developed critical knowledge, and initiated policy shifts to support circular practices. Such policy shifts have led to the City of Boulder's current Deconstruction Ordinance. The city also set ambitious targets, including 85% waste diversion and carbon neutrality by 2035.

B4 - Example Project 4: Rheaply: Accelerating Resource Circularity Through Exchange Solutions, Exemplified by NextCycle Michigan, Rush University, & Recognition by Google

Sushma Kittali-Weidner led the strategy, development & adoption.

1. **Firm/Agency Name:** Rheaply (Solution provider to NextCycle Michigan)
2. **Address:** 231 S LaSalle St Suite 2100, Chicago, IL 60604
3. **Project Title:** Rheaply Platform Development and Customer Adoption
4. **Contact Person:**
    a. Daniel Kietzer, Director of Sustainability at Rheaply
    b. Email: Daniel Kietzer@rheaply.com
    c. Phone: 512-964-5401

Objective: Develop a **repeatable digital solution and robust framework** that would enable organizations, enterprises, universities, and governments to seamlessly embrace the circular economy. This aimed to systematically reduce waste, cut costs, prevent embodied carbon emissions, and foster new economic opportunities by maximizing the lifetime value of physical assets. The ultimate goal was to establish a scalable product and solution that effectively facilitates **ecosystem building and resource exchange** across diverse sectors, as powerfully demonstrated by initiatives like NextCycle Michigan, Rush University, and outcomes recognized by Google.

Process: The process involved leading **product strategy and roadmap planning** to create a scalable and repeatable methodology for circularity. This included driving **digital transformation and automation** through product innovation, such as developing AI/ML-driven recommendation engines and automated workflows. The team modernized legacy technologies into cloud-based, microservice architectures, ensuring a robust and intuitive user experience. This systematic approach underpinned key partnerships, such as the **pioneering collaboration with NextCycle Michigan and the Michigan Department of Environment, Great Lakes, and Energy (EGLE)**, where this repeatable framework was applied to develop and scale a statewide digital infrastructure for material exchange. Simultaneously, this process was replicated to enable internal reuse programs for large institutions like Rush University & SUNY College of Environmental Science & Forestry and organizations like Google, Amazon, BP, Nicor, etc.

B4 - Example Project 4: Rheaply: Accelerating Resource Circularity Through Exchange Solutions Exemplified by NextCycle Michigan, Rush University, & Recognition by Google (contd.)

Sushma Kittali-Weidner led the strategy, development & adoption.

Product: The primary product developed was **Rheaply's core digital resource exchange platform**, a B2B Software-as-a-Service (SaaS) solution designed for enterprise asset management in the circular economy. This comprehensive platform offers real-time inventory tracking, detailed asset management capabilities, and advanced analytics for reporting on cost savings, waste diversion, and embodied carbon avoidance. This repeatable solution directly manifested as the **Michigan Materials Marketplace**, a robust digital platform launched through NextCycle Michigan. The same underlying product and process were customized and deployed to manage internal reuse operations efficiently at **Rush University, SUNY ESF** and 50+ enterprises across the U.S. and Europe.

Outcome: The development and deployment of this repeatable solution led to significant, measurable outcomes across various clients.

- The **Michigan Materials Marketplace, through NextCycle and EGLE**, successfully established a large-scale, effective circular infrastructure fostering new economic opportunities across Michigan.
- **Rush University** achieved substantial benefits, including over $244,000 in procurement savings, diverting more than 53,000 pounds of furniture, and exchanging over 1,000 items.
- Overall, the repeatable solution delivered over **$17M in cost savings for customers, diverted 3,500M lbs. of waste from landfills, and prevented over 6M kgs of carbon emissions** and identified 50M+ kgs of carbon avoidance potential through digitization.
- Furthermore, the efficacy and impact of the products and organizations developed under this leadership led to **recognition in Google's 2024 Environmental Report**, underscoring the success of building a scalable and impactful circular economy solution.

C. Work Plan

We acknowledge the Scope of Services in Section II of the RFP within parameters as stated below in our proposed Work Plan.

To meet the City's objectives, we propose a robust yet flexible approach organized into clear phases. The work plan covers a 5-6 months duration timeline and is tailored to a lead consultant (our team) with cross-sector capabilities. Our approach is structured to build upon the Resident Advisor report that will be made available on June 30th, 2025 already gathered by the City and to conduct robust engagement with businesses and institutions, leading to the synthesis of insights into a comprehensive and compelling Circular Economy Action Plan.

We recognize that the elapsed time may be longer due to logistics and meetings. The total work will be completed within the required two-year grant period. Our fee proposal assumes a continuous, uninterrupted work plan.

C1 - Project Management and Communication

Throughout all phases, our team will maintain strong project management practices. Over the 5-6 month project period, this includes up to 12 bi-weekly virtual check-in meetings with the City project manager and relevant staff to report on progress and make necessary adjustments.

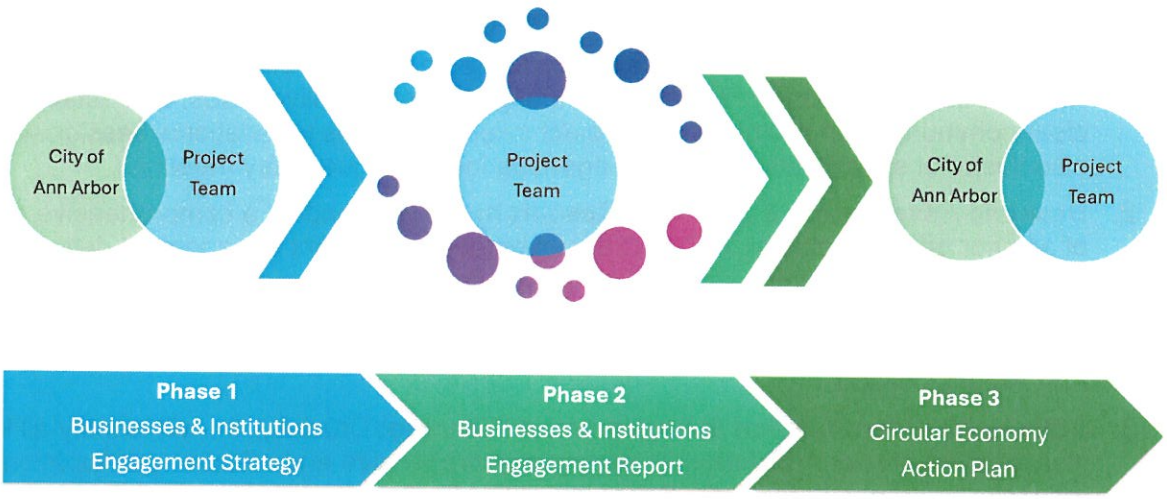
We will maintain a shared timeline and task list to stay on track. We will also coordinate with other concurrent City efforts (for example, if the Green Business Challenge is running, we'll align our engagement to possibly tap into those businesses). Deliverables will be submitted on schedule for City review, and we'll remain flexible to accommodate any shifts. By structuring our work in phases, we create clear milestones and decision points, which reduces risk and builds consensus incrementally.

We fully accept the **Scope of Services as detailed in the RFP**. Our proposed phased work plan is designed to **operationalize these essential tasks**, ensuring an inclusive, data-driven, and action-focused approach that mirrors successful strategies from other cities while being meticulously tailored to Ann Arbor's specific needs. This methodical approach will provide multiple opportunities for City and community input—guaranteeing the plan truly reflects local priorities—and ensures that by the end of six months, Ann Arbor will possess not just a visionary plan, but a practical roadmap ready for immediate execution.

- **Meet Regularly with City Staff:** We will meet biweekly (maximum 12) meetings with the OSI and Solid Waste team for progress checks, strategy sessions, input gathering, and guidance over the 5-6 month project period.
- **Meet with the Internal Steering Committee:** We will participate in bi-monthly (maximum 3) meetings with the City's Internal Steering Committee to gather additional guidance over the 5-6 month project period.
- **Maintain Process Transparency:** We will use collaborative online tools such as Miro, Figma and Google Drive to ensure full process transparency.

C2 - Project Phases for base scope

Below we outline the **phased work plan** for the base scope and our approach to collaboration. This structure & approach ensures we deliver a high-impact base project while providing scalable add-ons for additional value.



Phase 1 - Business & Institutional Engagement Strategy

- Collaborative Project Kickoff
- Baseline Assessment & Strategic Research
- Stakeholder Identification & Engagement Planning
- On-site Intensive & Foundational Analysis
- Steering Committee Formation
- Prioritized Waste Stream Identification

Phase 2 - Business & Institutional Engagement Report

- Engagement Plan Finalization & Refinement
- Leading Circular Cities Research
- Targeted Business & Institutional Engagement (one online survey, up to ten 1-1 remote interviews, and one, half day workshop)
- Report Synthesis & Collaborative Review

Phase 3 - Circular Economy Action Plan

- Integrated Plan Development & Strategy Prioritization
- Drafting Comprehensive Strategies
- Iterative Review & Refinement
- Final Plan Acceptance & Project Close-Out

Phase 1 - Business & Institutional Engagement Strategy

Our approach for Phase 1 is designed to build a strong foundation for Ann Arbor's Circular Economy Action Plan through deep engagement and data-driven insights. We will begin with a **Project Kickoff** and move quickly to understand the existing landscape and identify key stakeholders to involve.

Key Activities - Phase 1 - Business & Institutional Engagement Strategy

1. **Collaborative Project Kickoff:** We will convene an initial meeting with the City Project Team (OSI, Public Works) to confirm mutual goals, refine deliverables, and establish clear communication protocols and project milestones. This foundational session will also flesh out specific attendees and agendas for subsequent key meetings.
2. **Baseline Assessment & Strategic Research:** We will conduct a comprehensive review of all prior efforts, including A^2ZERO documentation, Resident engagement deliverables, existing circular economy initiatives in Ann Arbor, and the current business/institutional landscape. Simultaneously, we'll research and benchmark relevant local, state, national, and international circular economy examples, funding, policies, and regulations to inform Ann Arbor's context.
3. **Stakeholder Identification & Engagement Planning:** Crucially, we will identify all key stakeholders across Ann Arbor. To ensure comprehensive and effective participation, we will make reference to the IAP2 Spectrum of Public Participation as a guideline for determining the appropriate level of engagement for different groups. We will then conduct up to five targeted interviews with key individuals, including City staff, Recycle Ann Arbor, and county officials, to enrich our baseline understanding. A well-rounded circular city action plan needs collaboration across a diverse set of stakeholders to ensure systemic change. Here are key groups we propose to engage:
    a. Business Stakeholders
        i. Manufacturers, Producers & Dealers – Those involved in designing and producing goods with circular principles (e.g., modular design, recyclability, remanufacturing).
        ii. Retailers & Consumer Goods Companies – Businesses that can adopt reusable packaging models, reverse logistics, or second-hand markets.
        iii. Waste Management & Recycling Firms – Companies specializing in material recovery, composting, and closed-loop recycling systems.
        iv. Construction & Real Estate – Developers and architects focused on adaptive reuse, material efficiency, and regenerative urban design.
        v. Technology & Innovation Firms – Startups and established players offering digital solutions for tracking materials, circular marketplaces, and resource efficiency.
        vi. Finance & Investment – Banks, venture capital, and impact investors who can support circular economy initiatives and infrastructure.
    b. Institutional Stakeholders Municipal & Regional Governments – Local authorities driving policy,regulations, and incentives for circular initiatives.
    c. Educational Institutions & Research Centers – Universities and think tanks researching circular innovations, workforce training, and public awareness.

   d. Public Procurement & Infrastructure Agencies – Organizations influencing sustainable purchasing and circular city planning.
   e. Nonprofits & Advocacy Groups – NGOs focused on sustainability, waste reduction, and community-driven circular projects.
   f. Community & Citizen Groups – Engaging residents to participate in circular behaviors, such as repair programs and shared economy initiatives (may already be included in Resident Advisory study).

4. **On-site Intensive & Foundational Analysis:** A central component of this phase will be a two, half-day, on-site intensive session. During these focused sessions, we will work closely with City staff, the OSI team, the Internal Steering Committee, and relevant City staff to generate comprehensive Asset Maps, providing a clear visualization of Ann Arbor's existing material streams and capacities. Concurrently, we will perform a meticulous Needs Assessment through targeted stakeholder interviews and data review, ensuring our recommendations precisely align with community requirements. This will culminate in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of Ann Arbor's current circular economy programs.
5. **Steering Committee Formation:** We will establish a Steering Committee to guide the project, building on the Resident Advisors program and identifying key business/institution representatives. This committee will set clear objectives for future business and institutional engagement.
6. **Prioritized Waste Stream Identification:** Based on initial analysis and City input, we will identify **three prioritized waste streams** from a candidate list for deeper stakeholder engagement and discovery:
   a. Organic Materials
   b. Built Environment/Construction/Demolition/Commercial Real Estate
   c. Textiles
   d. City Operations
   e. Energy/Mobility
   f. Economic Resilience

Key Deliverables - Phase 1 - Business/Institutional Engagement Strategy

1. Kickoff Meeting Agenda & Summary
2. Mutually Agreed Project Plan and Timeline
3. Comprehensive Baseline Report (including an inventory of Ann Arbor's current circular economy landscape, policies, programs, waste data, and relevant findings from the past 3–5 years).
4. Validated Waste streams and detailed Stakeholder Mapping (identifying key groups to involve).
5. Draft Business/Institution Engagement Strategy & Plan, which will include:
   a. Outreach strategies emphasizing inclusion and targeting historically underserved populations via multiple channels.
   b. Communication strategies tailored for diverse audiences.
   c. Objectives for the digital survey instrument(s).
   d. Objectives for other engagement modes (e.g., interviews, co-design sessions, workshops, tours).
   e. Data gathering, storage, and analysis protocols.
   f. Segmentation and prioritization of Business and Institutional stakeholders to be engaged.

Phase 2 - Business & Institutional Engagement Report

Our Phase 2 focuses on executing a dynamic engagement strategy, building strong relationships, and gathering critical insights to shape the Circular Economy Action Plan. This phase culminates in a comprehensive report synthesizing all findings.

Key Activities - Phase 2 - Business & Institutional Engagement Report

1. **Engagement Plan Finalization & Refinement:** Working closely with the OSI team and Steering Committee, we will finalize and refine the detailed Engagement Plan drafted in Phase 1. This includes developing and testing survey instruments, and preparing compelling agendas, outreach communications, and stimulus materials for facilitated sessions.

2. **Leading Circular Cities Research:** We will research up to five leading U.S. and international Circular Cities like Boulder, San Antonio, Charlotte, Seattle, Amsterdam, Washington D.C., New York, Vancouver. This research will specifically leverage Ann Arbor's existing work with ICLEI and serve as inspiration, providing proven strategies and valuable lessons applicable to Ann Arbor's unique context.

3. **Targeted Business & Institutional Engagement:** We will meticulously schedule logistics and invite participants for facilitated sessions, focusing on the **three prioritized waste streams** identified in Phase 1. Our engagement methods will include:
    a. A digital survey to capture broad input from up to 50 organizations.
    b. Up to 10 in-depth 1-on-1 discovery interviews with key organizations, including the University of Michigan.
    c. At least one public 4 hour workshop or "visioning session" held at City locations like Ann Arbor SPARK or virtually, to foster broad community input.
        i. Focused group discussions with businesses and institutions to explore sector-specific circular practices for each workstream, ensuring the engagement of frontline and underrepresented communities by leveraging our Community Engagement Strategy principles.
        ii. Utilization of interactive tools such as the Circular Supply Chain Toolkit and circular economy gamification exercises to help participants identify desired outcomes and foster collaborative idea generation.

4. **Report Synthesis & Collaborative Review:** We will synthesize all data and insights collected from the business and institutional engagement efforts (meetings, survey responses, and workshops) into a comprehensive draft report. We are committed to a collaborative revision process, working through at least one iteration of feedback from the OSI team and Steering Committee stakeholders within 5 business days of each draft submission. This refined report will directly feed into the final Circular Economy Action Plan.

Key Deliverables - Phase 2 Business/Institutional Engagement Report

1. Finalized Engagement Plan (including online survey instrument, discovery questions per waste stream, outreach communications, and stimulus materials).
2. Online Survey response data, analysis with notes and synthesis from discovery interviews and research. Summaries from community engagement workshops.
3. Comprehensive Draft Business & Institutional Engagement Report.

Phase 3 - Circular Economy Action Plan

Phase 3 is the culmination of all prior engagement and analysis, focusing on the collaborative development and finalization of Ann Arbor's comprehensive Circular Economy Action Plan. This phase will translate insights into an actionable roadmap for the City.

Key Activities - Phase 3 - Circular Economy Action Plan:

1. **Integrated Plan Development & Strategy Prioritization:** For each prioritized workstream, we will
    a. Synthesize input and data from the Resident Advisor engagement, the Business/Institutional Engagement Report, and our ongoing SWOT analysis, Needs Assessment, Gap Analysis, and Benchmarking.
    b. Work closely with City staff and the Steering Committee in an iterative process, including dedicated workshops to prioritize strategies based on criteria such as impact, cost, and community support.
    c. These strategies will address areas of Ann Arbor's existing momentum for scaling successes, alongside identifying and launching new efforts where gaps exist.
2. **Drafting Comprehensive Strategies:** We will develop detailed draft strategies encompassing policy actions, programs, and public education, each with a clear implementation timeline (short-, mid-, long-term), roadmap, and measurable metrics. This includes developing overarching cross-cutting initiatives (e.g., procurement policy, innovation hubs, coalition formation) to ensure a holistic approach.
3. **Iterative Review & Refinement:** We will produce a comprehensive **Draft Circular Economy Action Plan** document. This draft will be widely circulated for feedback, including an open online public comment period. We commit to working through up to two full iterations of revision, incorporating all feedback from the OSI team, Steering Committee stakeholders, and public comments. All participating teams will have 5 business days to provide feedback after each iteration.
4. **Final Plan Acceptance & Project Close-Out:** This phase concludes with the formal acceptance of the final Circular Economy Action Plan by the City. We will hold a project close-out meeting and feedback session to review outcomes and lessons learned.

Key Deliverables - Phase 3 - Circular Economy Action Plan:

1. **Final Circular Economy Action Plan -** A comprehensive document (Word format) incorporating all feedback, ready for City adoption, including:
    a. Executive Summary
    b. Vision and Goals
    c. Summary of Current State (informed by baseline assessments)
    d. Prioritized waste streams and rationale
    e. Detailed Implementation Roadmap (short-, mid-, long-term actions)
    f. Metrics and Targets

   g. Evaluation and Audit Plan
2. **Internal Strategy Presentation** for City officials, summarizing the Action Plan.
3. **Action Plan Implementation Toolkit** with practical resources to support the City's initial implementation efforts.
4. **Year 1 Implementation Blueprint** with a detailed plan for the immediate actions in the first year of the plan's execution.
5. **Live Presentations/Collaborative Review Sessions** with the OSI team and Steering Committee stakeholders (up to 2 revisions of draft documents).
6. **Public Engagement Summary:** Documentation of the open public comment period (online and public meeting).

C3 - Scope Considerations

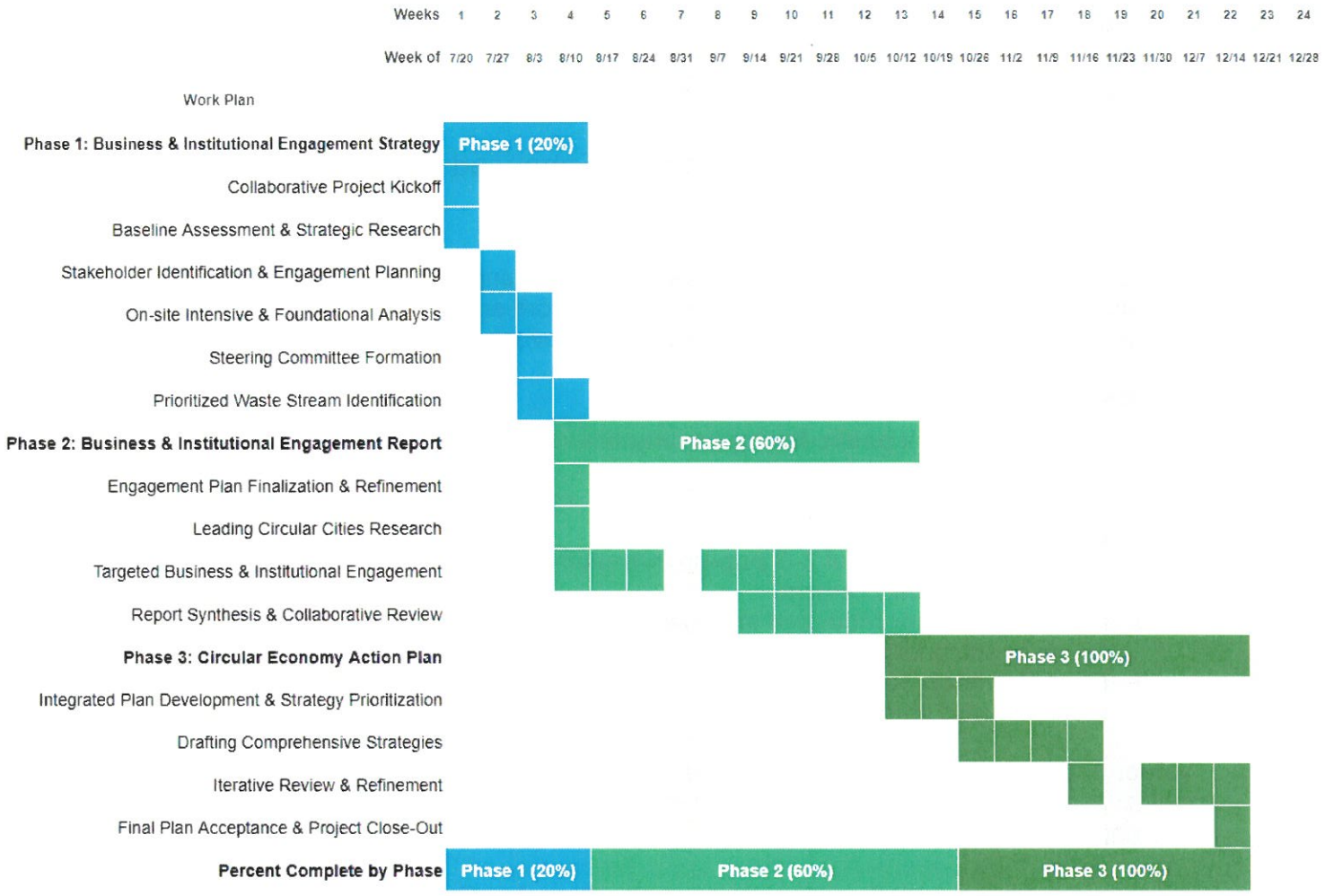
Our project is designed for deep collaboration and responsiveness to emerging insights. The initial insights and findings from Phase 1's baseline assessments and interviews will be largely qualitative, providing crucial perspectives. Similarly, the data collected in Phase 2 through digital surveys, interviews, and workshops will also be predominantly qualitative, reflecting diverse community and business viewpoints. While our engagement strategies are designed to maximize participation, the exact number of participants or response rates for these activities in Phases 1 and 2 are not within our direct control.

The ultimate success of the final Circular Economy Action Plan developed in Phase 3 is contingent upon sustained collaborative engagement and timely input from all stakeholders. While our process includes robust mechanisms for feedback and iteration, the plan's eventual adoption and execution by the City will depend on internal decision-making processes.

For all phases, any work or deliverables requested beyond the scope explicitly described in the respective Key Activities or Key Deliverables will require a formal change request and mutual agreement on revised scope and fees.

C4 - Project Timeline

We propose a flexible approach where the project's overall timeline can be mutually refined and adjusted during Phase 1, fostering a collaborative implementation process. This flexibility also extends to the action plan's workstream activities, which we can revise as needed based on resource and participant availability.



Aligned with the RFP's required workflow, our comprehensive work plan spans engagement strategy development, meeting facilitation, stakeholder surveying, report writing, research and analysis, synthesis of findings, and the final action plan. Our approach is meticulously designed to be both effective and deeply tailored to Ann Arbor's specific context and aspirations. Successful and timely completion of this project will also be contingent on expeditious feedback from the City's project team, with an expected turnaround of 2 business days on all submitted drafts and requests.

C5 - Optional Implementation Accelerators: Driving Action and Adoption Beyond the Plan

Beyond the core scope of the Ann Arbor Circular Economy Action Plan, we have outlined several optional modules. These are not included in the base scope of work, but are intended to showcase our team's extensive execution capabilities to not only develop a visionary plan but also to drive its adoption and on-the-ground implementation. These modules are representative of the kind of impactful work we've successfully delivered in other engagements, demonstrating our ability to translate strategy into tangible circular operations. Any engagement for an optional module will require a detailed scope definition and mutual agreement.

Optional Implementation Accelerator A: Enhanced Community Outreach and Education Campaign

Description: This module expands public awareness and engagement around the circular economy during the planning process. It builds on the core engagement in the base scope by creating high-impact, accessible outreach content and events tailored to a broader audience.

Key Deliverables:

- Development of a **public-facing communications toolkit** (infographics, fact sheets, and templates for social media)
- Production of **1–2 short educational videos** or animations on circular economy principles and local initiatives
- Design and execution of **2–3 pop-up outreach events** (e.g., at farmers markets, libraries, community centers)
- A **youth- or school-focused engagement activity**, potentially including curriculum tie-ins or art contests
- **Final Outreach Summary Report** documenting reach, participation metrics, and recommended practices for ongoing education

Value: Boosts citywide participation and enthusiasm for the circular economy while ensuring all residents, including youth and underserved groups, have access to understandable and inspiring materials.

Optional Implementation Accelerator B: Circular Economy Business Accelerator (Pilot Program)

Description: This module catalyzes innovation and entrepreneurship by supporting the development of local circular businesses through a short-term accelerator or challenge model.

Key Deliverables:

- Program design for a **4–6 week circular business accelerator or challenge** (curriculum, timeline, criteria)
- **Recruitment and facilitation of 6–10 participants** (new or existing businesses or entrepreneurs)

- **Mentorship pairing** with circular economy experts, funders, and local business leaders
- Hosting a **final pitch/demo day** to spotlight solutions and encourage partnerships
- Awarding of **small seed grants or prizes** (e.g., 2–3 $5,000 microgrants)
- **Post-program report** including participant outcomes, lessons learned, and scalability recommendations

Value: Encourages local job creation, innovation, and private-sector participation in Ann Arbor's circular economy transition while generating real-world pilot projects aligned with the Action Plan.

Optional Implementation Accelerator C: Technology Solution Evaluation & Selection to Support Circular Metrics and Implementation

Description: This module identifies and assesses digital tools that can help track, manage, and scale the City's circular economy actions and metrics—bridging planning with execution.

Key Deliverables:

- A **technology landscape scan** of leading solutions across 3–5 categories (reuse platforms, inventory tracking, donation-matching, reverse logistics, waste analytics)
- A **fit-gap analysis** comparing platform capabilities to Ann Arbor's needs, stakeholder capacities, and desired metrics
- **Stakeholder input sessions** to assess usability, adoption readiness, and data integration priorities
- A **shortlist of recommended tools**, including feature summaries, budget guidance, and use case examples
- A high-level **implementation roadmap** for piloting or procuring selected technologies

Value: Ensures any tech investment is mission-aligned, scalable, and usable by City staff, partners, and residents while enhancing metrics tracking and program execution.

Optional Implementation Accelerator D: Policy and Ordinance Development Package

Description: This module transforms key strategic recommendations from the Action Plan into draft policy language, ordinances, and internal guidance to support implementation.

Key Deliverables:

- Drafting of **up to three tailored policy instruments**, such as:
  - C&D waste diversion ordinance
  - Single-use plastic reduction policy
  - City Zero Waste Operations policy or internal surplus reuse mandate
- **Legal review and policy alignment memo** addressing potential regulatory constraints (e.g., preemption under Michigan law)
- **Policy adoption toolkit**, including staff memos, Council presentation materials, and stakeholder engagement guidance
- Brief **cost/impact analysis** for each policy recommendation

Value: Accelerates the transition from planning to action by providing ready-to-use policies that City leadership can adopt and implement efficiently.

Optional Implementation Accelerator E: Pilot Project Implementation Support

Description: This module delivers hands-on support to co-design and implement one or two real-world pilots aligned with the plan—demonstrating feasibility and building community momentum.

Key Deliverables:

- **Selection and scoping of 1 pilot project for each workstream**, such as:
    - Expansion of reusable takeout container program (A2R3)
    - Deconstruction of a municipal building
    - Neighborhood-based "zero waste" pilot
    - Textile collection/drop-off initiative
- Creation of a **pilot implementation plan** (timeline, roles, outreach strategy, resources)
- **Partnership and logistics coordination**, including identification of cost-sharing or funding opportunities
- **On-the-ground implementation support** during launch and initial operations
  Final **pilot evaluation report** with lessons learned and scaling recommendations

Value: Brings the circular economy to life for residents, builds proof points, and jumpstarts implementation of key strategies in a low-risk, high-learning environment.

Optional Implementation Accelerator F: Comprehensive Material Flow Analysis (MFA)

Description: This module provides in-depth, data-driven insights into Ann Arbor's material economy. We will conduct a comprehensive Material Flow Analysis (MFA) for key waste streams (e.g., C&D, organics, plastics), quantifying the quantity of materials entering, circulating within, and leaving the city. This work identifies critical leakage points and significant opportunities for circular intervention beyond general waste audits.

Key Deliverables:

- Detailed Material Flow Diagrams for selected priority waste streams, visualizing material inputs, consumption, reuse, recycling, and disposal pathways within Ann Arbor.
- Quantitative Assessment of Material Flows, including volumes, values, and environmental impacts (e.g., embodied carbon) associated with each stream.
- Identification of Key Intervention Points and Untapped Circular Opportunities, pinpointing where the greatest impact can be achieved.
- Recommendations for Data Collection Methodologies to enable ongoing monitoring and evaluation of material circularity within the city.

Value: Provides Ann Arbor with a precise, quantitative understanding of its material metabolism, enabling strategic, evidence-based decision-making for circular economy investments and policy development.

D. Fee Proposal (In separate envelope)

As required by Section III of the RFP, our fee proposal is submitted in a separate sealed envelope clearly marked "Fee Proposal". Our separate Fee Proposal is based on the preceding Work Plan and deliverables above and a consecutive schedule of a 21-week project duration.Our proposed fee is designed to be competitive while reflecting the level of expertise and effort required to deliver a high-quality, impactful Circular Economy Action Plan for the City of Ann Arbor. Our proposed fees for both the base scope of work and any Optional Implementation Accelerators are directly contingent upon the mutually agreed-upon scope of services and associated deliverables.

E. Authorized Negotiator

The authorized negotiator for our team is:

Sushma Kittali-Weidner

Contact Phone Number: 734-263-0811

Contact Email Address: sushma@kittaliweidner.com

Sushma is authorized to negotiate the agreement with the City.

We are excited about the possibility of partnering with the City of Ann Arbor on this important initiative and are confident that our team possesses the requisite experience, expertise, and approach to successfully develop a comprehensive and impactful Circular Economy Action Plan that meets the aims of the A^2ZERO climate plan and the community.

F. Attachments

The following attachments are included as part of our proposal submission:

- Legal Status of Offeror (Attachment A)
- City of Ann Arbor Non-Discrimination Declaration of Compliance (Attachment B)
- City of Ann Arbor Living Wage Declaration of Compliance (Attachment C)
- Vendor Conflict of Interest Disclosure Form (Attachment D)
- Resumes and qualifications for all proposed project personnel, including subcontractors.
- List of similar projects and client references.

We understand that Attachment E (Non-Discrimination Ordinance Poster) and Attachment F (Living Wage Ordinance Poster) are required to be posted by the contractor upon award.

ATTACHMENT A
LEGAL STATUS OF OFFEROR

(The Respondent shall fill out the provision and strike out the remaining ones.)

The Respondent is:

- A corporation organized and doing business under the laws of the state of _____, for whom _____ bearing the office title of _____, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*

  *If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability company doing business under the laws of the State of MICHIGAN, whom Sushma Kittali-Weidner bearing the title of Owner whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.

- A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members are (attach list including street and mailing address for each.)

- An individual, whose signature with address, is affixed to this RFP.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

Sushma V

_____ Date: 05/29/2025,
Signature

(Print) Name Sushma Kittali-Weidner Title Owner

Firm: Kittali Weidner LLC

Address: 2222 W. Grand River Ave Ste A, Okemos, MI 48864, USA

Contact Phone 734-263-0811 Fax _____

Email sushma@kittaliweidner.com

ATTACHMENT B
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE

Non-Discrimination Ordinance

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

(a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.

(b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.

(c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.

(d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

Kittali Weidner LLC

Company Name

Sushma K 05/29/2025

Signature of Authorized Representative Date

SUSHMA KITTALI-WEIDNER OWNER

Print Name and Title

2222 W. Grand River Ave STE A, OKEMOS, MI 48864

Address, City, State, Zip

734-263-0811 sushma@kittaliweidner.com

Phone/Email address

Questions about the Notice or the City Administrative Policy, Please contact:
Procurement Office of the City of Ann Arbor
(734) 794-6500

Revised 3/31/15 Rev. 0 NDO-2

ATTACHMENT C
CITY OF ANN ARBOR
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than $10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than $10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than $10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here [___] No. of employees__

The Contractor or Grantee agrees:

(a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as $17.08/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than $19.04/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

Check the applicable box below which applies to your workforce

[✓] Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits

[___] Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

(b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.

(c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.

(d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.

(e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Kittali Weidner LLC Company Name	2222 W. Grand River Ave Ste A Street Address
Sushma K 05/29/2025 Signature of Authorized Representative — Date	Okemos, MI 48864 City, State, Zip
Sushma Kittali-Weidner — Owner Print Name and Title	734-263-0811 — sushma@kittaliweidner.com Phone/Email address

ATTACHMENT D

VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	( ) Relationship to employee ( ) Interest in vendor's company ( ) Other (please describe in box below)
None	

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
Kittali Weidner LLC		734-263-0811
Vendor Name		**Vendor Phone Number**
Sushma K	5/29/2025	Sushma Kittali-Weidner (Owner)
Signature of Vendor Authorized Representative	**Date**	**Printed Name of Vendor Authorized Representative**

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500, procurement@a2gov.org

Proposal in Response to City of Ann Arbor RFP #25-23:

Circular Economy Action Plan Consulting

F. ATTACHMENTS - RESUMES

Proposal Submitted to:

City of Ann Arbor
c/o Customer Service
301 East Huron Street
Ann Arbor, MI 48104

Proposal Submitted by:

Kittali Weidner LLC
2222 W. GRAND RIVER AVE STE A
OKEMOS, MI 48864 USA
sushma@kittaliweidner.com
(734)-263-0811

Date of Submission: May 29, 2025

Table of contents

Resume of Sushma Kittali-Weidner

Sushma is the Founding Principal of Kittali Weidner LLC offering consulting and fractional services to organizations investing in circular economy innovation and technology product development to solve sustainability and circular economy problems. Sushma is a visionary leader adept at systems thinking to build AI-powered digital infrastructure to drive business growth and enhance supply chain resiliency and sustainability. Proven in modernizing legacy enterprise products, building 0-1 products and workflows to scale global operations. Recognized in Google's 2024 Environmental Report and Chemical Watch magazine. She is a Co-author of "Building a Circular Supply Chain" with EMF and "Identifying Development Trends in Industrial Symbiosis" with NIST. Sought-after speaker & panelist at industry events. Her cross-functional skills include circular economy business models and principles, strategic planning, design-led innovation, technology strategy and innovation, AI, change management and stakeholder engagement. She is respected as a team leader, coach and mentor who adeptly balances both task needs and social needs.

PROFESSIONAL EXPERIENCE

Chief Product & Strategy Officer | Rheaply | (2022 – 2025)
Strategic Advisor | Circular Supply Chain Network | (2022 – 2025)
Director - Global Product Management | iPoint Systems (2014 - 2022)
Director - U.S. Operations | iPoint Systems (2014 - 2022)
Product & Solution Engineering Lead | Tetra Tech (2005 - 2014)

DISTINCTIONS | CERTIFICATIONS | EDUCATION

Circular Logistics and Business Innovation, Circularity, 2025
Leading in the AI-Powered Future, MIT, 2025
Climate Fellowship, OnDeck, 2022

Section School, Business Strategy, 2021 | Section School Platform Strategy, 2021
Section School, Product Principles, 2021 | Section School Customer Centered Innovation, 2021, Section School, Brand Strategy 2021
Section School, Data & Analytics, 2021

Bachelor of Science, Major Computer Science, Minor Mathematics University of Michigan, 2005

Resume of Gary Miciunas

Gary is the Founding Principal of Chief Circularity Officer LLC offering consulting and fractional services to organizations investing in circular economy innovation. He is also Co-Founder of Circular Fractional Network – a professional community of practice – connecting business needs with circular economy talent. He is recognized by the Circular Economy Institute as a member of its global Expert Group that launched the certificate of "*Circular Built Environment Specialist"* which he holds. He currently leads the *"Circular Workplace"* initiative of the International Facility Management Association (IFMA). His cross-functional skills include circular economy business models and principles, strategic planning, design-led innovation, change management and stakeholder engagement. He is respected as a team leader, coach and mentor who adeptly balances both task needs and social needs. He is the author or speaker for more than 60+ publications or presentations to industry audiences including World Workplace Europe 2025 held in The Hague, Netherlands and Circularity 2025 held in Denver.

PROFESSIONAL EXPERIENCE

Co-Founder | Circular Fractional Network, LLC | 2025
Founding Principal | Chief Circularity Officer LLC | 2024
Assoc. Principal | Director of Strategy | Cuningham Group Architecture, Inc. | 2019 – 2023
Principal | Consulting Services | NELSON | 2011 – 2019
Principal | Planning + Strategies | Perkins & Will | 2010 – 2011
Sr. Director | Advisory Services | NELSON | 2006 – 2009
SVP | Equis Corporation (now Cushman Wakefield) | 2004 – 2006
Principal | The Environments Group (now Perkins+Will) | 1997 – 2003
SVP | Hellmuth, Obata & Kassabaum (HOK) Intermittent 1983 – 1997
Director of Programming | VOA Associates, Inc. (now Stantec) | 1987 – 1988
Director of Programming | BOSTI | 1986 – 1987

DISTINCTIONS | CERTIFICATIONS | EDUCATION

Circular Logistics and Business Innovation | Course Certificate | NeX Academy
Introduction to Regenerative Economics | Course Completion | The Capital Institute
Expert Group | Circular Built Environment Specialist | Circular Economy Institute
Circular Economy Business Models and Principles Certificate | Circular Economy Club
Master of Corporate Real Estate (MCR) | CoreNet Global Learning - Atlanta, GA
Real Estate Development Certificate | Urban Land Institute (ULI) - Washington, DC
Master of Science in Environmental Design | Southern Illinois University - Carbondale
Bachelor of Science in Urban Studies | University of Wisconsin - Green Bay

Resume of Larry LaMotte

As an entrepreneur trained in architecture, Larry is the Founder CEO of ReCapturit® – a marketplace platform facilitating the reuse of secondary building materials – offering services to cities and counties promoting deconstruction, rather than demolition, of buildings. Larry is known for his expertise in diverting Construction and Demolition Waste (CDW) from landfills. He possesses a holistic understanding of the entire logistics infrastructure at the systems level that is required to support circular economy business models involving reclaiming, transporting, sorting, processing, storing, and redistributing used building materials.

EXPERIENCE

Founder CEO, ReCapturit® 2017-Present

Advisor, Building Reuse 2018-2022

Owner, LaMotte Consulting, LLC 2000-2019

Owner, Clean Check, 2001-2018

EDUCATION

Bachelor of Architecture (BArch) – University of Oregon (1981-1987)

Industrial Administration – Iowa State University (1977-1978)

Resume of Andrew McCue

Andrew is an impact advisor, strategist, business developer and partnerships builder specializing in agri-food systems, land conservation and biodiversity preservation. For the past six years, as a senior member of the fast-growing Metabolic consultancy based in Amsterdam, Andrew quickly advanced in a progressive series of consulting roles, ultimately leading strategic initiatives and commercial partnerships related to agriculture, land use and biodiversity. He was a member of the research team for the Circular Boulder report and a business development leader of Metabolic's Circular Cities program across the USA.

EXPERIENCE

Metabolic (2019 – 2025)

- Strategic Initiatives
- Commercial and Partnerships Lead, Agriculture, Land Use and Biodiversity
- Senior Sustainability Consultant
- Sustainability Consultant

Circular Economy – Circular City Coalition (2022 – 2025)

Freight Farms (2015 – 2018)

Coon Rock Farm (2014-2015)

EDUCATION

Leadership in Sustainable Food Systems Professional Certificate – Univ. of Vermont (2018)

Bachelor of the Arts Double Major, French and Religion – University of Vermont (2010-2014)

Resume of Cynthia Power

Cynthia is a circular-programs expert with 17 years of experience. She previously managed EILEEN FISHER Renew for many years before working at a tech-resale startup. She now works independently across the circular supply chain to enable a circular economy, including building and scaling resale, reuse and recycling programs. Cynthia loves storytelling and building community, which she does with The Untangling Circularity Podcast and member cohorts.

PROFESSIONAL EXPERIENCE

Owner | Molte Volte | (2023 - Present)
Fractional Take-Back + Recycling Expert | RTV ReturnToVendor | (2024 - Present)
Podcast Co-Host | The Untangling Circularity Podcast | (2023 - Present)
Board Member | Jackalo Advisory | (2023 - Present)
VP of Brand Success | Recurate | (2021 - 2023)
Director | EILEEN FISHER, INC | (2018 - 2021)
Special Projects Facilitator | Greater New York City Area | (2015 - 2016)
NY-based manufacturing R+D Creative Assistant | Eileen | (2010 - 2015)
Assistant to VP of Communications | (2007 - 2011)

DISTINCTIONS | CERTIFICATIONS | EDUCATION

Education Scripps College BA, French, Art History, International Relations · (2003 - 2007

Resume of Laura Novich

Laura is a systems-thinking, research designer with over 15 years experience in materials and product reuse. Laura uses research methodologies in order to understand, quantify, and measure the impact of consumerism on local communities and ecosystems. Trained in environmental science with a masters in sustainable interior environments, Laura worked as a materials researcher at Material ConneXion and a project manager at the NYC Center for Materials Reuse prior to joining Hyloh and co-founding Untangling Circularity.

PROFESSIONAL EXPERIENCE

Sustainability Strategist + Partner | hyloh | (2019 - Present)
Podcast Co-Host | The Untangling Circularity Podcast | (2023 - Present)
Project Manager | NYC Center for Materials Reuse (2014 - 2019) (5 years)
Materials Researcher | New York, NY Material ConneXion | (2012 - 2014)

Client Relations Specialist | IceStone, LLC | (2010 - 2012)
Program Assistant | National Audubon Society Women in Conservation | (2009 - 2010)
Administrative Assistant | COOKFOX Architects (2008 - 2009)

DISTINCTIONS | CERTIFICATIONS | EDUCATION

Boston University Bachelor of Arts, Environmental Science
Fashion Institute of Technology Master of Arts, Sustainable Interior Environment

Proposal in Response to City of Ann Arbor RFP #25-23:

Circular Economy Action Plan Consulting

F. ATTACHMENTS - SIMILAR PROJECT REFERENCES

Proposal Submitted to:

City of Ann Arbor
c/o Customer Service
301 East Huron Street
Ann Arbor, MI 48104

Proposal Submitted by:

Kittali Weidner LLC
2222 W. GRAND RIVER AVE STE A
OKEMOS, MI 48864 USA
sushma@kittaliweidner.com
(734)-263-0811

Date of Submission: May 29, 2025

Similar Projects Client References

Example Project 1
Brookline, MA Regional Assessment for Deconstruction & Reuse Readiness

Larry LaMotte led the research team.

Foundational Assessment: It demonstrates expertise in establishing a baseline understanding of existing material flows (specifically C&D waste)

Built Environment Focus: C&D materials waste stream aligns with Ann Arbor's likely need to tackle waste from development and renovation, outlined in A^2ZERO Strategy 5.

Policy & Infrastructure Insight: The outcome, detailing necessary policies, public/private collaboration models, and infrastructure investments, provides direct lessons for Ann Arbor in building its own supportive ecosystem.

1. **Firm/Agency Name:** Town of Brookline Dept. of Planning and Community Development
2. **Address: 333 Washington St., Brookline, MA 02445**
3. **Telephone: (617)730-2612**
4. **Project Title:** Regional Assessment for the Town of Brookline, MA
5. **Contact Person:** Tina McCarthy (tmccarthy@brooklinema.gov)

Example Project 2
New York City Textile Repair Systems Map

Laura Novich led and executed this project.

Targeted Waste Stream Analysis: It exemplifies expertise in deeply understanding a specific material flow (textiles) by mapping barriers and opportunities for repair & reuse.

Community-Centric Solutions: We draw from the project's emphasis on understanding resident behaviors and expanding access to repair services and knowledge.

Actionable Systems Mapping: Creating a "systems map" to visualize repair journeys and identify voids offers a practical tool for Ann Arbor.

1. **Firm/Agency Name:** New York State Pollution Prevention Institute
2. **Address:** Rochester Institute of Technology
   111 Lomb Memorial Drive | Suite 78-2000
   Rochester, NY 14623
3. **Telephone:** 585-475-5390
4. **Project Title:** New York City Textile Repair Systems Map
5. **Contact Person:** Christopher Blair

Example Project 3
The Circular Boulder Report

Andrew McCue was a member of the research team.

Holistic City-Scale Planning: This project showcases the ability to develop a city-wide circular economy roadmap, integrating waste reduction, emissions minimization, and local economic strengthening.

Data-Driven Approach: The use of stakeholder workshops to inform an actionable roadmap highlights a methodical, and evidence-based process.

Policy and Program Development: Its success in leading to policy shifts (like the Deconstruction Ordinance) and setting ambitious targets demonstrates experience in translating circular principles into tangible municipal policies and measurable goals.

1. **Firm/Agency Name:** City of Boulder (Metabolic B.V.)
2. **Address:** Gedempt Hammerkanal 29 Amsterdam, The Netherlands 1021 KL
3. **Telephone:** +31 203 69 09 77
4. **Project Title:** Circular Boulder
5. **Contact Person:** Jamie Harkin, CIty of Boulder; Emily Freeman, City of Boulder; Erin Kennedy, Metabolic

Example Project 4
Rheaply: Accelerating Resource Circularity Through Exchange Solutions, Exemplified by NextCycle Michigan, Rush University, and Recognition by Google

Sushma Kittali-Weidner led the strategy, development and adoption.

Scalable Digital Infrastructure: It demonstrates the understanding of requirements to facilitate large-scale resource exchange and asset management.

Multi-Sectoral Operationalization: The experience spans diverse sectors (corporate, university, statewide government collaboration) and shows how to drive tangible outcomes like waste diversion, cost savings, and carbon reduction across varied organizational contexts.

Strategic & Outcome-Driven Approach: The emphasis on developing comprehensive product roadmaps, and delivering measurable environmental and economic benefits (e.g., $17M in savings, 3,500M lbs waste diverted).

1. **Firm/Agency Name:** Rheaply (Solution provider to NextCycle Michigan)
2. **Address:** 231 S LaSalle St Suite 2100, Chicago, IL 60604
3. **Project Title:** Rheaply Platform Development and Customer Adoption
4. **Telephone:** 512-964-5401
5. **Contact Person:** Daniel Kietzer, Director of Sustainability at Rheaply
6. **Email**: Daniel Kietzer@rheaply.com