INVOICE

PAID

From

Effective Law Enforcement for All, Inc.
1905 Elkhart St.
Silver Spring, MD 209110

Invoice ID	**23**
PO Number	MPLMN-0000926499
Issue Date	02/25/2026
Due Date	03/27/2026 (Net 30)
Subject	Effective Law Enforcement for All (Supplier 0000033526), Invoice for December 18 2025 - January 17 2026

Invoice For

City of Minneapolis
505 4th Avenue S
Room 310
Minneapolis, MN 55415

Item Type	Description	Quantity	Unit Price	Amount
Service	12/18/2025 - Meeting, Ad Hoc: External / Lisa Fink: Call with City to discuss policy and project progress	1.00	$280.00	**$280.00**
Service	12/18/2025 - Planning / David Douglass: Follow up planning regarding on-site meetings.	3.00	$350.00	**$1,050.00**
Service	12/18/2025 - Planning / David Douglass: Survey call.	1.00	$350.00	**$350.00**
Service	12/18/2025 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Survey call	0.50	$280.00	**$140.00**
Service	12/19/2025 - Meeting, Ad Hoc: Internal / Julie Solomon: Meeting with DD, AW, MAV re: CIT Refresher Training + email	0.75	$280.00	**$210.00**
Service	12/19/2025 - Document review: Policies / Lisa Fink: Reviewed MDHR comments and edits on Warrant policy topics	0.50	$280.00	**$140.00**
Service	12/19/2025 - Document review: Policies / Lisa Fink: Reviewed MPD's response to MDHR on QRP policy	0.25	$280.00	**$70.00**
Service	12/19/2025 - Document review: Policies / Lisa Fink: Reviewed MDHR's memo and comments on EIS policy	0.25	$280.00	**$70.00**
Service	12/19/2025 - Meeting, Ad Hoc: External / Mary Ann Viverette: Discussion with MDHR on CIT refresher training	0.50	$280.00	**$140.00**
Service	12/19/2025 - Document review: Training / Mary Ann Viverette: CIT updated lesson plan and PPT review prior to MDHR call	1.00	$280.00	**$280.00**
Service	12/19/2025 - Document review: Training / David Douglass: Call with MDHR re CIT refresher training.	0.50	$350.00	**$175.00**
Service	12/19/2025 - Meeting, Ad Hoc: External / Arlinda Westbrook: OPCR Intake Case Presentations	2.00	$280.00	**$560.00**
Service	12/22/2025 - Meeting, Recurring: External / Julie Solomon: MPD/ELEFA re: EIS TA + phone call with EM	1.25	$280.00	**$350.00**
Service	12/22/2025 - Document review: Policies / Mary Ann Viverette: with L. Fink about warrants policy	0.50	$280.00	**$140.00**

Service	12/22/2025 - Meeting, Ad Hoc: External / Julie Solomon: Meeting with MDHR re: CIT refresher training + prep	0.75	$280.00	**$210.00**
Service	12/22/2025 - Meeting, Recurring: External / Eric Melancon: EIS Monthly Update meeting with MPD	1.00	$280.00	**$280.00**
Service	12/22/2025 - Meeting, Ad Hoc: External / Julie Solomon: EIS policy letter of approval + cross reference relevant paragraphs + review MDHR letter	0.50	$280.00	**$140.00**
Service	12/22/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Internal/external email	0.25	$280.00	**$70.00**
Service	12/22/2025 - Planning / Lisa Fink: Review emails related to various policy reviews	0.25	$280.00	**$70.00**
Service	12/22/2025 - Document review: Policies / Lisa Fink: Review warrants policy language	0.25	$280.00	**$70.00**
Service	12/22/2025 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with M Viverette regarding warrants policy language	0.25	$280.00	**$70.00**
Service	12/22/2025 - Meeting, Recurring: Internal / Lisa Fink: Participate in ELEFA weekly policy call.	0.75	$280.00	**$210.00**
Service	12/22/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft ELEFA response to EIS policy approval submission	1.00	$280.00	**$280.00**
Service	12/22/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Response to MDHR regarding warrant language proposals	0.25	$280.00	**$70.00**
Service	12/22/2025 - Document review: Policies / Lisa Fink: Review updated immigration policy	0.25	$280.00	**$70.00**
Service	12/22/2025 - Meeting, Recurring: Internal / Arlinda Westbrook: Team leads meeting	1.00	$280.00	**$280.00**
Service	12/22/2025 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa policy call	1.00	$280.00	**$280.00**
Service	12/23/2025 - Document review: Policies / Lisa Fink: Review updated QRP policy	0.25	$280.00	**$70.00**
Service	12/23/2025 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding policy reviews	0.25	$280.00	**$70.00**
Service	12/23/2025 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon regarding QRP and EIS policy reviews	0.50	$280.00	**$140.00**
Service	12/23/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Compose and send email to ELEFA members regarding QRP policy review and plan	0.25	$280.00	**$70.00**
Service	12/23/2025 - Document review: Policies / Lisa Fink: Initial receipt, review and distribution of witness cooperation policy	0.25	$280.00	**$70.00**
Service	12/24/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Prepare formal written response on 8 hour CIT training and EIS policy review letter, internal email	1.00	$280.00	**$280.00**

Service	12/24/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Edited IE Team response to EIS policy	0.25	$280.00	**$70.00**
Service	12/28/2025 - Document review: Training / Mary Ann Viverette: Review of J. Solomon's submittal letter for CIT approval along with MDHR feedback on CIT refresher training	1.25	$280.00	**$350.00**
Service	12/29/2025 - Document review: Policies / Mary Ann Viverette: 9-300 and 10-216 review and conversation with L. Fink and MDHR	1.25	$280.00	**$350.00**
Service	12/29/2025 - Meeting, Recurring: Internal / Mary Ann Viverette: Policy meeting with Douglass and Fink	0.75	$280.00	**$210.00**
Service	12/29/2025 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon to discuss SSCA reporting issue	0.25	$280.00	**$70.00**
Service	12/29/2025 - Document review: Policies / Lisa Fink: Review MDHR's comments on policy 10-216	0.75	$280.00	**$210.00**
Service	12/29/2025 - Meeting, Ad Hoc: External / Lisa Fink: Participate in meeting with MDHR regarding 10-216 and 9-301	0.75	$280.00	**$210.00**
Service	12/29/2025 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA policy meeting	0.75	$280.00	**$210.00**
Service	12/29/2025 - Planning / Lisa Fink: Internal and external communications regarding EIS and QRP policy reviews	0.25	$280.00	**$70.00**
Service	12/29/2025 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa Policy call	1.00	$280.00	**$280.00**
Service	12/30/2025 - Document review: Training / Julie Solomon: 8 hour CIT refresher + summary to DD + discussion with MAV	1.00	$280.00	**$280.00**
Service	12/30/2025 - Document review: Training / David Douglass: Review and draft approval determination for eight hour CIT refresher training.	1.75	$350.00	**$612.50**
Service	12/30/2025 - Document review: Policies / Lisa Fink: Finalize comments on policy 10-216	0.50	$280.00	**$140.00**
Service	12/30/2025 - Document review: Policies / Lisa Fink: Review of QRP policy	0.50	$280.00	**$140.00**
Service	12/30/2025 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon regarding QRP policy	0.25	$280.00	**$70.00**
Service	12/30/2025 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with D Douglass regarding QRP policy	0.25	$280.00	**$70.00**
Service	12/30/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Drafting memo and communications regarding QRP policy	0.25	$280.00	**$70.00**
Service	12/30/2025 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding search warrants policy	0.50	$280.00	**$140.00**
Service	12/30/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize letter and edits on EIS policy and sent to J Salomone	0.50	$280.00	**$140.00**
Service	12/30/2025 - Document review: Policies / Eric Melancon: Coordination with Lisa on QRP policy review response letter	0.25	$280.00	**$70.00**

Service	12/31/2025 - Meeting, Ad Hoc: Internal / Julie Solomon: Meeting with MAV re: CIT	0.75	$280.00	**$210.00**
Service	12/31/2025 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in call with ELEFA member regarding template creation	0.50	$280.00	**$140.00**
Service	12/31/2025 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft approval letter for QRP policy	0.50	$280.00	**$140.00**
Service	01/02/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Prepare, transmit, and file EIS Policy approval letter and QRP Policy approval letter	0.75	$100.00	**$75.00**
Service	01/02/2026 - Prepare Memoranda, Correspondence, or other Written Communications / John Salomone: Reviewing and responding to emails from the parties	0.25	$100.00	**$25.00**
Service	01/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO on a sensitive IA case investigation	1.50	$280.00	**$420.00**
Service	01/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MPD implementation	2.00	$280.00	**$560.00**
Service	01/02/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa update meeting	0.75	$280.00	**$210.00**
Service	01/05/2026 - Meeting, Ad Hoc: Internal / John Salomone: Public meeting logistics discussion with Ms Maberry	0.25	$100.00	**$25.00**
Service	01/05/2026 - Meeting, Recurring: Internal / John Salomone: Weekly PM meeting with Mr Douglass	0.25	$100.00	**$25.00**
Service	01/05/2026 - Planning / David Douglass: Review status of training projects with Mr. Murphy.	0.75	$350.00	**$262.50**
Service	01/05/2026 - Meeting, Recurring: Internal / John Salomone: Team leads meeting	0.50	$100.00	**$50.00**
Service	01/05/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa team leads meeting	0.50	$280.00	**$140.00**
Service	01/05/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: ELEFA Leadership mtg	0.75	$280.00	**$210.00**
Service	01/05/2026 - Document review: Policies / David Douglass: Review policy status with Ms. Fink	0.75	$350.00	**$262.50**
Service	01/05/2026 - Planning / David Douglass: Team leads planning call	0.75	$350.00	**$262.50**
Service	01/05/2026 - Meeting, Recurring: External / Lisa Fink: Participate in biweekly meeting with MPD Policy Team	0.75	$280.00	**$210.00**
Service	01/05/2026 - Meeting Prep / Lisa Fink: Fill out report for weekly ELEFA meeting	0.50	$280.00	**$140.00**
Service	01/05/2026 - Admin: Document Coding, Storage, and Tracking / Lisa Fink: Update trackers and sharepoint with approved policy information	0.25	$280.00	**$70.00**
Service	01/05/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Sorting EIS policy issue and sent correct version of policy to City/MPD.	0.25	$280.00	**$70.00**

Service	01/05/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly policy meeting with D Douglass	0.75	$280.00	**$210.00**
Service	01/05/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft email to parties regarding SSCA policy submission issue	0.25	$280.00	**$70.00**
Service	01/05/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with David on status of training and Use of Force paragraphs.	1.00	$280.00	**$280.00**
Service	01/05/2026 - Meeting, Ad Hoc: External / Bill Murphy: Conferred with Lt. Schoonover of Force Review Board status.	0.25	$280.00	**$70.00**
Service	01/05/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa Policy call	1.00	$280.00	**$280.00**
Service	01/05/2026 - Community Engagement Activities / Carolina Maberry: Public Meeting Location communication	0.50	$30.00	**$15.00**
Service	01/05/2026 - Community Engagement Activities / Carolina Maberry: Public Meeting flyer design and content	1.00	$30.00	**$30.00**
Service	01/06/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Upload to repository and update link for annotated EIS Policy	0.25	$100.00	**$25.00**
Service	01/06/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Internal/external email	0.25	$280.00	**$70.00**
Service	01/06/2026 - Meeting, Recurring: External / Julie Solomon: Meeting with the City re: Facilities Plan + draft notes	1.00	$280.00	**$280.00**
Service	01/06/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Facilities Maintenance Plan large group meeting	0.75	$280.00	**$210.00**
Service	01/06/2026 - Meeting, Recurring: Internal / John Salomone: Weekly team meeting, including follow-up actions	1.50	$100.00	**$150.00**
Service	01/06/2026 - Meeting, Recurring: Internal / Julie Solomon: Internal Team Meeting	1.50	$280.00	**$420.00**
Service	01/06/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Mpls team meeting	1.25	$280.00	**$350.00**
Service	01/06/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: ELEFA Team meeting	1.50	$280.00	**$420.00**
Service	01/06/2026 - Meeting, Recurring: Internal / Eric Melancon: Weekly team meeting	1.25	$280.00	**$350.00**
Service	01/06/2026 - Document review: Training / Eric Melancon: Review of EIS training submissions	0.25	$280.00	**$70.00**
Service	01/06/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in ELEFA weekly team meeting	1.50	$280.00	**$420.00**
Service	01/06/2026 - Planning / David Douglass: Weekly team meeting.	1.50	$350.00	**$525.00**
Service	01/06/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: 2-100 internal meeting	1.00	$280.00	**$280.00**
Service	01/06/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting on 2-100	0.50	$280.00	**$140.00**

Service	01/06/2026 - Meeting, Recurring: Internal / Carolina Maberry	1.00	$30.00	**$30.00**
Service	01/07/2026 - Meeting, Ad Hoc: Internal / Julie Solomon: Meeting with BM re: CIT Refresher training	0.25	$280.00	**$70.00**
Service	01/07/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: IU check in with staff and Douglass and Westbrook	1.00	$280.00	**$280.00**
Service	01/07/2026 - Meeting, Ad Hoc: External / Julie Solomon: Facilities Tracker Meeting with the City	0.75	$280.00	**$210.00**
Service	01/07/2026 - Meeting, Recurring: External / Eric Melancon: Meeting with IU on facilities plan status updates	0.50	$280.00	**$140.00**
Service	01/07/2026 - Meeting, Recurring: Internal / Lisa Fink: Call with City regarding policy statuses	0.25	$280.00	**$70.00**
Service	01/07/2026 - Document review: Policies / Lisa Fink: Conduct review of 9-100s policies (stops & searches)	3.25	$280.00	**$910.00**
Service	01/07/2026 - Pro Bono Work / David Douglass: MDHR check in meeting.	0.75	$350.00	**$262.50**
Service	01/07/2026 - Meeting, Party Principals / David Douglass: XO check-in call.	1.00	$350.00	**$350.00**
Service	01/07/2026 - Meeting, Party Principals / David Douglass: IU check-in call.	0.75	$350.00	**$262.50**
Service	01/07/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with Arlinda on status of training and Use of Force paragraphs. discussed CIT, SFR, and FTO program status.	1.25	$280.00	**$350.00**
Service	01/07/2026 - Meeting, Recurring: External / Arlinda Westbrook: MDHR/Elefa Meeting	1.00	$280.00	**$280.00**
Service	01/07/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Compliance Policy Discussion with MPD IU	1.00	$280.00	**$280.00**
Service	01/07/2026 - Meeting, Recurring: External / Arlinda Westbrook: IU Check in	1.00	$280.00	**$280.00**
Service	01/07/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa/OPCR Weekly meeting	1.00	$280.00	**$280.00**
Service	01/08/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: IA updates	0.50	$280.00	**$140.00**
Service	01/08/2026 - Document review: Reports & Other Documents / Julie Solomon: Draft revised approval letter-CIT Refresher + internal communication re: letter + timeline update from the City due to ICE shooting + internal/external email	1.50	$280.00	**$420.00**
Service	01/08/2026 - Progress Evaluation & Reporting / Lisa Fink: Editing updated semiannual report draft	1.25	$280.00	**$350.00**
Service	01/08/2026 - Meeting, Ad Hoc: External / Lisa Fink: Meeting with MDHR to discuss QRP & SSCA policies	0.50	$280.00	**$140.00**
Service	01/08/2026 - Document review: Policies / Lisa Fink: Review of 9-200s policies (arrests & citations)	1.75	$280.00	**$490.00**

Service	01/08/2026 - Pro Bono Work / David Douglass: Monitor public and police response to ICE enforcement initiatives and communicate with parties regarding same.	1.00	$350.00	**$350.00**
Service	01/08/2026 - Fact Finding & Analysis / David Douglass: Confirm with Ms. Westbrook and Chief Viverette regarding IA issues.	0.50	$350.00	**$175.00**
Service	01/08/2026 - Document review: Reports & Other Documents / David Douglass: Review and revise third semi annual progress report.	1.50	$350.00	**$525.00**
Service	01/08/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Bill Murphy: Reviewed Julie's letter to MPD on CIT 8-hour refresher class.	0.25	$280.00	**$70.00**
Service	01/08/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa/IA Bi-Weekly meeting	1.50	$280.00	**$420.00**
Service	01/08/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Discussion on IA issues-personnel	1.00	$280.00	**$280.00**
Service	01/09/2026 - Progress Evaluation & Reporting / Eric Melancon: Edited 3rd semi annual report	0.50	$280.00	**$140.00**
Service	01/09/2026 - Document review: Reports & Other Documents / Julie Solomon: Revisions to the progress report + phone call with EM re: progress report and scheduled workshopping for EIS training + complete team meeting form.	1.25	$280.00	**$350.00**
Service	01/09/2026 - Document review: Policies / Mary Ann Viverette: 9-100 and 9-200 briefing with L. Fink	0.75	$280.00	**$210.00**
Service	01/09/2026 - Document review: Training / Eric Melancon: Coordination of EIS Training review with Julie	0.25	$280.00	**$70.00**
Service	01/09/2026 - Document review: Policies / Mary Ann Viverette: with CAO, IA, policy writers, A. Westbrook discussion of 2-100 questions	0.50	$280.00	**$140.00**
Service	01/09/2026 - Meeting Prep / Lisa Fink: Prepare for internal call regarding SSCA policies	0.25	$280.00	**$70.00**
Service	01/09/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Meeting with M Viverette regarding SSCA policies	0.75	$280.00	**$210.00**
Service	01/09/2026 - Meeting Prep / Lisa Fink: Complete weekly ELEFA report	0.25	$280.00	**$70.00**
Service	01/09/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Multiple calls with D Douglass regarding semiannual report edits	0.25	$280.00	**$70.00**
Service	01/09/2026 - Document review: Reports & Other Documents / David Douglass: Reviewing revise third semi annual progress report.	2.00	$350.00	**$700.00**
Service	01/09/2026 - Document review: Reports & Other Documents / David Douglass: Evaluate issues regarding City's revised eight hour CIT refresher, training and draft email seeking extension of approval regarding same.	0.50	$350.00	**$175.00**
Service	01/09/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: OPCR Intake Case Presentations	2.00	$280.00	**$560.00**
Service	01/09/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: City/Elefa connect re 2-100	0.50	$280.00	**$140.00**

Service	01/10/2026 - Report Preparation / Arlinda Westbrook: Review of 3rd Semi annual report comments	1.75	$280.00	**$490.00**
Service	01/10/2026 - Document review: Policies / Lisa Fink: Review MDHR's comments on 9-100s and 9-200s	1.50	$280.00	**$420.00**
Service	01/10/2026 - Document review: Policies / Mary Ann Viverette: Reviewed MDHR feedback on 2-100 prior to Monday meeting	1.00	$280.00	**$280.00**
Service	01/11/2026 - Document review: Reports & Other Documents / David Douglass: Review and revised third semi annual progress report	2.50	$350.00	**$875.00**
Service	01/11/2026 - Report Preparation / Arlinda Westbrook: Internal meeting to edit 3rd semi annual report	2.00	$280.00	**$560.00**
Service	01/11/2026 - Report Preparation / Arlinda Westbrook: 3rd semi annual report edits continued	1.00	$280.00	**$280.00**
Service	01/11/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: editing 3rd progress report with A Westbrook (she continued)	2.00	$280.00	**$560.00**
Service	01/11/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with Arlinda on semi-annual report and UOF topics.	0.25	$280.00	**$70.00**
Service	01/12/2026 - Report Preparation / Arlinda Westbrook: Final edits to accountability and oversight section Part 10	2.00	$280.00	**$560.00**
Service	01/12/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: editing 3rd progress report with A Westbrook	2.00	$280.00	**$560.00**
Service	01/12/2026 - Progress Evaluation & Reporting / Eric Melancon: Edits to 3rd semi annual report	0.25	$280.00	**$70.00**
Service	01/12/2026 - Meeting Prep / John Salomone: Prep for team meeting: discuss with admin asst the functionality of the MS Form and the weekly responses	0.25	$100.00	**$25.00**
Service	01/12/2026 - Progress Evaluation & Reporting / Eric Melancon: Finalized version of 3rd semi annual report	0.50	$280.00	**$140.00**
Service	01/12/2026 - Document review: Reports & Other Documents / John Salomone: 3rd semiannual report	0.25	$100.00	**$25.00**
Service	01/12/2026 - Meeting, Recurring: Internal / John Salomone: Team Leads meeting	1.00	$100.00	**$100.00**
Service	01/12/2026 - Document review: Policies / Mary Ann Viverette: Review of 9-100 and 9-200 feedback with L. Fink and MDHR	1.00	$280.00	**$280.00**
Service	01/12/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: Leadership meeting	0.75	$280.00	**$210.00**
Service	01/12/2026 - Document review: Reports & Other Documents / David Douglass: .	1.50	$350.00	**$525.00**
Service	01/12/2026 - Planning / David Douglass: Team lead meeting.	0.75	$350.00	**$262.50**
Service	01/12/2026 - Document review: Policies / David Douglass: Confer with Mrs. Fink and Westbrook regarding policy updates.	0.50	$350.00	**$175.00**

Service	01/12/2026 - Document review: Policies / Lisa Fink: Edit ELEFA comments on 9-100 and 9-200	0.25	$280.00	**$70.00**
Service	01/12/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with MDHR regarding 9-100 and 9-200	1.50	$280.00	**$420.00**
Service	01/12/2026 - Progress Evaluation & Reporting / Lisa Fink: Make final edits to ELEFA semiannual report	0.50	$280.00	**$140.00**
Service	01/12/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA policy meeting	0.75	$280.00	**$210.00**
Service	01/12/2026 - Meeting, Ad Hoc: External / Lisa Fink: Calls with A Westbrook, and A Westbrook with D Douglass, regarding accountability policies	0.25	$280.00	**$70.00**
Service	01/12/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Review of progress report for D Douglass	1.00	$280.00	**$280.00**
Service	01/12/2026 - Evaluate Training or Operations / Arlinda Westbrook: CCPO training observation	2.00	$280.00	**$560.00**
Service	01/12/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Team leads meeting	1.00	$280.00	**$280.00**
Service	01/12/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa Policy call	1.00	$280.00	**$280.00**
Service	01/12/2026 - Report Preparation / Carolina Maberry: Final edits to report	3.00	$30.00	**$90.00**
Service	01/13/2026 - Evaluate Training or Operations / Julie Solomon: Wellness/EIS training observation-annual inservice	7.00	$280.00	**$1,960.00**
Service	01/13/2026 - Document review: Training / Eric Melancon: Review of EIS supervisor training draft submission	2.00	$280.00	**$560.00**
Service	01/13/2026 - Document review: Reports & Other Documents / Eric Melancon: Additional revisions to 3rd semiannual report	0.25	$280.00	**$70.00**
Service	01/13/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Develop measurable goals for the next six months for MPD to give to leadership/cross check SA ¶¶'s	0.25	$280.00	**$70.00**
Service	01/13/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Policy Meeting with MPD, CAO, MDHR (partial)	0.50	$280.00	**$140.00**
Service	01/13/2026 - Meeting Prep / John Salomone: Weekly team meeting prep	0.50	$100.00	**$50.00**
Service	01/13/2026 - Meeting, Recurring: Internal / John Salomone: Weekly Team Meeting	1.00	$100.00	**$100.00**
Service	01/13/2026 - Meeting, Recurring: Internal / Julie Solomon: Internal Team Meeting	1.00	$280.00	**$280.00**
Service	01/13/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: ELEFA team meeting	1.00	$280.00	**$280.00**
Service	01/13/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Mpls team meeting	1.00	$280.00	**$280.00**

Service	01/13/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: 2-100 workshopping meeting	1.00	$280.00	**$280.00**
Service	01/13/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Mpls team meeting	1.00	$280.00	**$280.00**
Service	01/13/2026 - Meeting, Recurring: Internal / Eric Melancon: Weekly team meeting	1.00	$280.00	**$280.00**
Service	01/13/2026 - Meeting Prep / Lisa Fink: Prepare for 2-100s policy workshop	0.25	$280.00	**$70.00**
Service	01/13/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in 2-100s workshop with the parties	1.00	$280.00	**$280.00**
Service	01/13/2026 - Planning / Lisa Fink: Follow-ups from 2-100s policy workshop	0.50	$280.00	**$140.00**
Service	01/13/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding 9-100	0.25	$280.00	**$70.00**
Service	01/13/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA team meeting	1.00	$280.00	**$280.00**
Service	01/13/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with Dr. Williams on MPD new lesson plan format. Reviewed prior comments on lesson plan prior to meeting.	1.00	$280.00	**$280.00**
Service	01/13/2026 - Report Preparation / Carolina Maberry: Review of previous report newsletter text, drafting newsletter text based on current report key points	1.00	$30.00	**$30.00**
Service	01/13/2026 - Meeting, Recurring: Internal / Carolina Maberry	1.50	$30.00	**$45.00**
Service	01/14/2026 - Meeting, Recurring: External / Mary Ann Viverette: MDHR/ELEFA check in	0.50	$280.00	**$140.00**
Service	01/14/2026 - Document review: Training / Julie Solomon: CIT training + phone call with the City re: training	1.25	$280.00	**$350.00**
Service	01/14/2026 - Meeting, Ad Hoc: Internal / Mary Ann Viverette: Leadership calls on policy, Douglass and Westbrook	0.75	$280.00	**$210.00**
Service	01/14/2026 - Document review: Training / Julie Solomon: EIS Training review + phone call with EM	1.75	$280.00	**$490.00**
Service	01/14/2026 - Meeting, Recurring: External / Mary Ann Viverette: IU/ELEFA update meeting with A. Westbrook and MPD IU staff	1.00	$280.00	**$280.00**
Service	01/14/2026 - Meeting, Recurring: External / Mary Ann Viverette: OPCR update meeting with A. Westbrook	0.75	$280.00	**$210.00**
Service	01/14/2026 - Meeting, Ad Hoc: Internal / Mary Ann Viverette: Discussion prep for parties meeting with A Westbrook and L Fink	0.50	$280.00	**$140.00**
Service	01/14/2026 - Meeting, Recurring: External / Arlinda Westbrook: MDHR/Elefa	1.00	$280.00	**$280.00**
Service	01/14/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting on EIS	0.50	$280.00	**$140.00**

Service	01/14/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting on SSCA policy and training issue	0.75	$280.00	**$210.00**
Service	01/14/2026 - Meeting, Recurring: External / Arlinda Westbrook: IU checkin meeting	1.00	$280.00	**$280.00**
Service	01/14/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/OPCR weekly meeting	1.00	$280.00	**$280.00**
Service	01/14/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: SSCA meeting	0.50	$280.00	**$140.00**
Service	01/14/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Coordination with Arlinda on EIS project status	0.50	$280.00	**$140.00**
Service	01/14/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Meet with A Westbrook and M Viverette regarding Parties Meeting	0.50	$280.00	**$140.00**
Service	01/14/2026 - Planning / Lisa Fink: Internal communications regarding SSCA policies	0.25	$280.00	**$70.00**
Service	01/14/2026 - Document review: Policies / Lisa Fink: Review updated policy 10-216	0.25	$280.00	**$70.00**
Service	01/14/2026 - Community Engagement Activities / Carolina Maberry: Public Meeting slides prep: policy hub	1.50	$30.00	**$45.00**
Service	01/15/2026 - Document review: Training / Julie Solomon: Continue EIS training review + phone call with EM + formal comments	2.00	$280.00	**$560.00**
Service	01/15/2026 - Meeting, Recurring: Internal / John Salomone: Draft email and transmit third semi-annual report to city leaders and parties, with follow-up and creation of updated contacts list	1.25	$100.00	**$125.00**
Service	01/15/2026 - Document review: Training / Julie Solomon: Review updated CIT Refresher training + draft approval letter	1.00	$280.00	**$280.00**
Service	01/15/2026 - Meeting, Recurring: External / Mary Ann Viverette: IA/ELEFA update	1.25	$280.00	**$350.00**
Service	01/15/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Reviewed last revision of Coaching draft report and discussion with A Westbrook	1.25	$280.00	**$350.00**
Service	01/15/2026 - Document review: Training / Mary Ann Viverette: Review of CIT refresher materials resubmitted for formal approval	1.25	$280.00	**$350.00**
Service	01/15/2026 - Meeting, Party Principals / John Salomone: Parties' meeting	1.25	$100.00	**$125.00**
Service	01/15/2026 - Meeting, Party Principals / Mary Ann Viverette: Recurring Parties meeting	1.25	$280.00	**$350.00**
Service	01/15/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/IA meeting	1.50	$280.00	**$420.00**
Service	01/15/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Coaching audit discussion	0.50	$280.00	**$140.00**
Service	01/15/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties meeting	1.00	$280.00	**$280.00**

Service	01/15/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR on SSCA policy	1.00	$280.00	**$280.00**
Service	01/15/2026 - Document review: Training / Eric Melancon: Coordination with Julie on EIS supervisor training feedback	0.25	$280.00	**$70.00**
Service	01/15/2026 - Document review: Policies / Lisa Fink: Review MDHR's comments on 10-216	0.25	$280.00	**$70.00**
Service	01/15/2026 - Planning / Lisa Fink: Drafted ELEFA training observation template	0.75	$280.00	**$210.00**
Service	01/15/2026 - Document review: Reports & Other Documents / Lisa Fink: Reviewed MDHR response to ELEFA 3rd Semiannual Report	0.25	$280.00	**$70.00**
Service	01/15/2026 - Meeting Prep / Lisa Fink: Prepare for weekly Parties meeting	0.25	$280.00	**$70.00**
Service	01/15/2026 - Meeting, Recurring: External / Lisa Fink: Participate in weekly Parties meeting	1.25	$280.00	**$350.00**
Service	01/15/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MPD regarding policy feedback	0.25	$280.00	**$70.00**
Service	01/15/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with A Westbrook as follow-up to Parties meeting	0.25	$280.00	**$70.00**
Service	01/15/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Parties meeting follow-up discussion	0.75	$280.00	**$210.00**
Service	01/15/2026 - Community Engagement Activities / Carolina Maberry: Collating Contacts lists for email blasts for report	1.50	$30.00	**$45.00**
Service	01/15/2026 - Community Engagement Activities / Carolina Maberry: Email Blasts	0.50	$30.00	**$15.00**
Service	01/15/2026 - Community Engagement Activities / Carolina Maberry: Separate language for media, community orgs, general blast, website re: third report	1.00	$30.00	**$30.00**
Service	01/16/2026 - Document review: Training / Julie Solomon: EIS training communication + phone call with JS + internal/external email	0.50	$280.00	**$140.00**
Service	01/16/2026 - Document review: Training / Eric Melancon: Consolidation on ELEFA comments on EIS supervisor training and submission of feedback to Parties	0.50	$280.00	**$140.00**
Service	01/16/2026 - Prepare Memoranda, Correspondence, or other Written Communications / John Salomone: Prep and transmit IE Response Letter for 8-hr CIT Refresher Training	0.75	$100.00	**$75.00**
Service	01/16/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Complete weekly ELEFA report	0.25	$280.00	**$70.00**
Service	01/16/2026 - Document review: Reports & Other Documents / Lisa Fink: Review and follow-up on City response to ELEFA 3rd Semiannual Report	0.25	$280.00	**$70.00**
Service	01/16/2026 - Document review: Policies / Lisa Fink: Receipt and initial review and tracking of 10-216 approval submission	0.25	$280.00	**$70.00**
Service	01/16/2026 - Document review: Policies / Lisa Fink: Review follow-up documents from MPD regarding 2-100s and MDHR's feedback on	0.25	$280.00	**$70.00**

	these materials			
Service	01/16/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting on response to MPD's QRP proposal	1.00	$280.00	**$280.00**
Service	01/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR on QRP response	1.00	$280.00	**$280.00**
Service	01/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with IA leadership	1.00	$280.00	**$280.00**
Service	01/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR on EIS supervisory training	0.75	$280.00	**$210.00**
Service	01/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Discussion with CAO office on 9-100 and 9-200	0.25	$280.00	**$70.00**
Service	01/16/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa meeting on 9-100 and 9-200	0.25	$280.00	**$70.00**
Service	01/16/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa meeting on 9-100 and 9-200 policy approval	0.50	$280.00	**$140.00**
Service	01/17/2026 - Meeting Prep / Mary Ann Viverette: Identified Case file items for eventual audit and Monday discussions	0.75	$280.00	**$210.00**
Product	12/18/2025 - Minneapolis Per Diem: Partial Day (day of travel) / Mary Ann Viverette	1.00	$69.00	**$69.00**
Product	12/18/2025 - Lodging / Mary Ann Viverette	1.00	$519.60	**$519.60**
Product	12/18/2025 - Airfare / Arlinda Westbrook	1.00	$498.48	**$498.48**
Product	12/18/2025 - Minneapolis Per Diem: Partial Day (day of travel) / Arlinda Westbrook	1.00	$69.00	**$69.00**
Product	12/18/2025 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from the airport to home	1.00	$69.36	**$69.36**
Product	12/18/2025 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: From the hotel to the airport	1.00	$42.82	**$42.82**
Product	12/18/2025 - In and Around Transportation (Uber, Taxi, Bus, Rail) / John Salomone: Uber, Hotel to MSP	1.00	$45.93	**$45.93**
Product	12/18/2025 - To and From Home Airport / John Salomone: Uber, MSY to home	1.00	$47.92	**$47.92**
Product	12/18/2025 - Minneapolis Per Diem: Partial Day (day of travel) / John Salomone	1.00	$69.00	**$69.00**
Product	12/18/2025 - Airfare / John Salomone: Airfare, MSY to MSP RT, 14-18 Dec 25	1.00	$718.37	**$718.37**
Product	12/18/2025 - Lodging / John Salomone: Residence Inn, 14-18 Dec 25	1.00	$586.99	**$586.99**
Product	12/18/2025 - Lodging / David Douglass	1.00	$786.40	**$786.40**
Product	12/18/2025 - Airfare / David Douglass	1.00	$428.49	**$428.49**
Product	12/18/2025 - Minneapolis Per Diem: Partial Day (day of travel) / David Douglass	1.00	$69.00	**$69.00**

Subtotal	$58,402.86
Payments	-$58,402.86
Amount Due	**$0.00**

Total hours: **206h**

Notes

This invoice covers time worked and travel cost reimbursement for work on the dates shown as the Independent Evaluator for the Consent Judgment between the MDHR and the City of Minneapolis governing the reform of the Minneapolis Police Department. The Contract ID is COM0007874.