INVOICE

PAID

From

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

Invoice ID	**25**
PO Number	MPLMN-0000926499
Issue Date	04/24/2026
Due Date	05/24/2026 (Net 30)
Subject	Effective Law Enforcement for All (Supplier 0000033526), Invoice for February 18 - March 17 2026

Invoice For

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

Item Type	Description	Quantity	Unit Price	Amount
Service	02/18/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Coordination with Arlinda on status of project management related to training issues	0.75	$280.00	**$210.00**
Service	02/18/2026 - Meeting, Ad Hoc: External / Julie Solomon: Phone call with EM and the City re: EIS issues	1.50	$280.00	**$420.00**
Service	02/18/2026 - Meeting, Recurring: External / Mary Ann Viverette: With ELEFA and MDHR updates	0.75	$280.00	**$210.00**
Service	02/18/2026 - Meeting, Recurring: External / Mary Ann Viverette: IU weekly updates with Douglass and Westbrook	1.00	$280.00	**$280.00**
Service	02/18/2026 - Meeting, Recurring: External / Arlinda Westbrook: IU check in	1.00	$280.00	**$280.00**
Service	02/18/2026 - Meeting Prep / Mary Ann Viverette: With Melancon and Westbrook for March 2-6, 2026	1.00	$280.00	**$280.00**
Service	02/18/2026 - Meeting, Recurring: External / Arlinda Westbrook: MDHR/Elefa check in meeting	0.50	$280.00	**$140.00**
Service	02/18/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Standing Training Workshop on BWC training	0.75	$280.00	**$210.00**
Service	02/18/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Post meeting discussion on path forward on BWC training with Arlinda	0.25	$280.00	**$70.00**
Service	02/18/2026 - Document review: Training / Eric Melancon: Workshop with Parties on BWC training module	0.50	$280.00	**$140.00**
Service	02/18/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Meeting with Arlinda and Mary Ann on March site visit planning	1.00	$280.00	**$280.00**
Service	02/18/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Discussion re: Officer and Community Survey	1.50	$280.00	**$420.00**
Service	02/18/2026 - Meeting Prep / Eric Melancon: Prepared draft agenda for meetings during March site visit	1.75	$280.00	**$490.00**
Service	02/18/2026 - Document review: Policies / Lisa Fink: Conducted detailed review and evaluation of 9-100s & 9-200s mapping to Settlement	3.25	$280.00	**$910.00**

	Agreement requirements.			
Service	02/18/2026 - Planning / David Douglass: Call with Dr. Del Carmen re survey planning	0.50	$350.00	**$175.00**
Service	02/18/2026 - Meeting, Recurring: External / David Douglass: MDHR weekly meeting	1.00	$350.00	**$350.00**
Service	02/18/2026 - Meeting, Recurring: External / David Douglass: IU weekly meeting	0.50	$350.00	**$175.00**
Service	02/18/2026 - Planning / David Douglass: Review Smartsheet	0.75	$350.00	**$262.50**
Service	02/18/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Meeting w/ Mary Ann re: Developing an ELEFA Handout for Officers	0.50	$30.00	**$15.00**
Service	02/18/2026 - Community Engagement Activities / Carolina Maberry: Officer Handout first drafting	1.50	$30.00	**$45.00**
Service	02/18/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO on Data issues in IA	1.00	$280.00	**$280.00**
Service	02/19/2026 - Meeting Prep / Eric Melancon: Discussion on meeting agenda for March site visit with Arlinda	0.50	$280.00	**$140.00**
Service	02/19/2026 - Meeting Prep / Eric Melancon: Edited meeting agenda for March site visit	0.75	$280.00	**$210.00**
Service	02/19/2026 - Meeting, Ad Hoc: Internal / Julie Solomon: Internal discussion on Hours Worked policy	1.00	$280.00	**$280.00**
Service	02/19/2026 - Document review: Policies / Mary Ann Viverette: 3-310 review (Work hours) with Melacon, Fink and Solomon	1.25	$280.00	**$350.00**
Service	02/19/2026 - Meeting Prep / John Salomone: Parties' meeting prep: Smartsheet review and progress during the preceding week.	1.25	$100.00	**$125.00**
Service	02/19/2026 - Document review: Policies / Eric Melancon: ELEFA team review of policy on hours worked	1.00	$280.00	**$280.00**
Service	02/19/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Updated task tracker in Smartsheet	0.25	$280.00	**$70.00**
Service	02/19/2026 - Meeting, Recurring: External / Eric Melancon: Parties Meeting	1.00	$280.00	**$280.00**
Service	02/19/2026 - Meeting, Recurring: External / John Salomone: Parties' Meeting	0.75	$100.00	**$75.00**
Service	02/19/2026 - Meeting, Party Principals / Mary Ann Viverette: Partie's Meeting	0.75	$280.00	**$210.00**
Service	02/19/2026 - Document review: Policies / Mary Ann Viverette: review of 2-100 issues with CAO, Westbrook and Fink and follow-up discussion with Fink and Westbrook	1.00	$280.00	**$280.00**
Service	02/19/2026 - Document review: Policies / Mary Ann Viverette: Meeting with MDHR about 2-100 and Matrix and SOP	1.00	$280.00	**$280.00**
Service	02/19/2026 - Meeting, Recurring: External / Julie Solomon: Officer focus group + email	2.00	$280.00	**$560.00**

Service	02/19/2026 - Document review: Policies / Lisa Fink: Review ELEFA limitation on hours worked comments	0.50	$280.00	**$140.00**
Service	02/19/2026 - Document review: Policies / Lisa Fink: Review MDHR comments on 9-100	0.75	$280.00	**$210.00**
Service	02/19/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Internal call on limitations on hours policy	1.00	$280.00	**$280.00**
Service	02/19/2026 - Document review: Policies / Lisa Fink: Review 9-100s policy tracking	0.25	$280.00	**$70.00**
Service	02/19/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with M Viverette regarding 9-100 policy tracking	0.50	$280.00	**$140.00**
Service	02/19/2026 - Document review: Policies / Lisa Fink: Review MDHR's comments on matrix & 2-100s	1.00	$280.00	**$280.00**
Service	02/19/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in call with B Murphy regarding Pepperball policy	0.75	$280.00	**$210.00**
Service	02/19/2026 - Meeting, Recurring: External / Lisa Fink: Participate in Parties meeting (left early)	0.75	$280.00	**$210.00**
Service	02/19/2026 - Meeting, Recurring: External / Lisa Fink: Participate in call wtih MDHR regarding 2-100s and corrective action matrix	1.00	$280.00	**$280.00**
Service	02/19/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with Lisa on "pepper Ball" policy. Reviewed emails prior.	1.00	$280.00	**$280.00**
Service	02/19/2026 - Meeting, Recurring: External / David Douglass: Parties' weekly meeting	1.00	$350.00	**$350.00**
Service	02/19/2026 - Document review: Policies / Carolina Maberry: Review of IA and OPCR Policy Manuals for references to the discipline matrix and chief's decision	1.50	$30.00	**$45.00**
Service	02/19/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: 2-100 touch base	0.50	$280.00	**$140.00**
Service	02/19/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	1.00	$280.00	**$280.00**
Service	02/19/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/MDHR Work Session-Discipline/Corrective Action	1.00	$280.00	**$280.00**
Service	02/20/2026 - Admin: Systems Setup and Maintenance / John Salomone: Meet with Smartsheet subcontractor	0.25	$100.00	**$25.00**
Service	02/20/2026 - Audit / Eric Melancon: Finalized edits to Coaching Audit	1.50	$280.00	**$420.00**
Service	02/20/2026 - Meeting, Recurring: External / Eric Melancon: Biweekly meeting with IT on project status	1.00	$280.00	**$280.00**
Service	02/20/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Coaching report review	1.00	$280.00	**$280.00**
Service	02/20/2026 - Meeting, Recurring: External / Mary Ann Viverette: Officer feedback session	1.75	$280.00	**$490.00**
Service	02/20/2026 - Planning / David Douglass: Plan for Parties' Meeting re years 3 and 4 plan	1.00	$350.00	**$350.00**

Service	02/20/2026 - Report Preparation / Carolina Maberry: Coaching Review Report edits and adding content	2.50	$30.00	**$75.00**
Service	02/20/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: OPCR Intake Case Presentations	2.00	$280.00	**$560.00**
Service	02/20/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Finalizing Coaching report	1.00	$280.00	**$280.00**
Service	02/20/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR on 2-100 and the Matrix	1.00	$280.00	**$280.00**
Service	02/23/2026 - Meeting, Recurring: External / Julie Solomon: EIS/ELEFA team meeting	0.50	$280.00	**$140.00**
Service	02/23/2026 - Meeting, Recurring: External / Eric Melancon: Monthly EIS status meeting with MPD	0.50	$280.00	**$140.00**
Service	02/23/2026 - Meeting, Recurring: Internal / John Salomone: Internal PM meeting	0.25	$100.00	**$25.00**
Service	02/23/2026 - Document review: Reports & Other Documents / Julie Solomon: Internal/external email	0.25	$280.00	**$70.00**
Service	02/23/2026 - Document review: Policies / Julie Solomon: Matrix comment resolution + phone call with Arlinda to discuss	0.50	$280.00	**$140.00**
Service	02/23/2026 - Document review: Policies / David Douglass: Call with Ms. Fink re policy status	0.50	$350.00	**$175.00**
Service	02/23/2026 - Document review: Policies / Lisa Fink: Review MDHR comments on policy 3-310	0.25	$280.00	**$70.00**
Service	02/23/2026 - Document review: Policies / Lisa Fink: Review MDHR response on 2-100s and Corrective Action Matrix	0.25	$280.00	**$70.00**
Service	02/23/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA policy call	0.75	$280.00	**$210.00**
Service	02/23/2026 - Document review: Policies / Lisa Fink: Finalize ELEFA comments on Corrective Action Matrix and sent to City/MPD.	1.25	$280.00	**$350.00**
Service	02/23/2026 - Document review: Policies / Lisa Fink: Finalize comments on 5-315 policy and sent to MPD/City.	0.75	$280.00	**$210.00**
Service	02/23/2026 - Document review: Reports & Other Documents / Bill Murphy: Exchanged texts on pepper ball policy with Lisa.	0.25	$280.00	**$70.00**
Service	02/23/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Policy call	1.00	$280.00	**$280.00**
Service	02/24/2026 - Meeting Prep / John Salomone: Prep meeting report	0.25	$100.00	**$25.00**
Service	02/24/2026 - Meeting, Recurring: Internal / Eric Melancon: Weekly Team Meeting	1.00	$280.00	**$280.00**
Service	02/24/2026 - Meeting, Recurring: Internal / Julie Solomon: Internal team meeting	1.00	$280.00	**$280.00**
Service	02/24/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Draft approval letter for MECC CIT Training + email	0.75	$280.00	**$210.00**

Service	02/24/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: ELEFA meeting	1.00	$280.00	**$280.00**
Service	02/24/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft weekly ELEFA report	0.25	$280.00	**$70.00**
Service	02/24/2026 - Document review: Policies / Lisa Fink: Conduct thorough review and evaluation of settlement agreement requirement inclusion for 9-300s.	3.00	$280.00	**$840.00**
Service	02/24/2026 - Document review: Policies / Lisa Fink: Review updated policy 9-110 and accompanying materials.	0.25	$280.00	**$70.00**
Service	02/24/2026 - Meeting Prep / Lisa Fink: Review action item tracker to prepare for meeting with E Melancon tomorrow.	0.25	$280.00	**$70.00**
Service	02/24/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in ELEFA team meeting	1.00	$280.00	**$280.00**
Service	02/24/2026 - Document review: Policies / Lisa Fink: Finalize ELEFA comments on 9-300s and 9-110 and sent to MDHR.	0.75	$280.00	**$210.00**
Service	02/24/2026 - Meeting, Recurring: Internal / Carolina Maberry	1.00	$30.00	**$30.00**
Service	02/24/2026 - Meeting, Recurring: External / Arlinda Westbrook: Meeting with IU Bureau Chief	1.50	$280.00	**$420.00**
Service	02/24/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Team meeting	2.00	$280.00	**$560.00**
Service	02/24/2026 - Meeting, Recurring: Internal / David Douglass: Bi-weekly team meeting	1.00	$350.00	**$350.00**
Service	02/25/2026 - Meeting, Ad Hoc: External / Julie Solomon: Phone call with MDHR re: MECC training	0.50	$280.00	**$140.00**
Service	02/25/2026 - Meeting, Recurring: External / Mary Ann Viverette: with MDHR	0.50	$280.00	**$140.00**
Service	02/25/2026 - Meeting, Recurring: External / Mary Ann Viverette: IU Check in	1.00	$280.00	**$280.00**
Service	02/25/2026 - Meeting, Recurring: External / Eric Melancon: Training workshop on Supervisory UOF training	1.00	$280.00	**$280.00**
Service	02/25/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Review of tracker with Lisa	0.75	$280.00	**$210.00**
Service	02/25/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: MECC feedback review, MDHR and J. Solomon's	0.75	$280.00	**$210.00**
Service	02/25/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with City regarding MPD policy development and implementation	0.50	$280.00	**$140.00**
Service	02/25/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with E Melancon regard project management, policy tracking, parties meeting	0.75	$280.00	**$210.00**
Service	02/25/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Follow-ups regarding status of 9-100s and 9-200s approval, including call with M Viverette	0.25	$280.00	**$70.00**
Service	02/25/2026 - Meeting, Recurring: External / Arlinda Westbrook: MDHR/Elefa	1.00	$280.00	**$280.00**

Service	02/25/2026 - Meeting, Recurring: External / Arlinda Westbrook: IU check in meeting	1.00	$280.00	**$280.00**
Service	02/25/2026 - Meeting, Recurring: External / Arlinda Westbrook: Standing Workshopping	2.00	$280.00	**$560.00**
Service	02/25/2026 - Meeting, Recurring: External / David Douglass: IU check-in meeting	0.75	$350.00	**$262.50**
Service	02/26/2026 - Meeting, Recurring: External / Mary Ann Viverette: Meeting with FIT commander and A. Westbrook	1.00	$280.00	**$280.00**
Service	02/26/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Finalize letter to Parties re: MECC training	0.25	$280.00	**$70.00**
Service	02/26/2026 - Meeting, Recurring: Internal / Julie Solomon: Meeting re: facilities tracker + internal/external email	0.75	$280.00	**$210.00**
Service	02/26/2026 - Meeting, Recurring: Internal / Eric Melancon: Monthly review of facilities improvement tracker	0.50	$280.00	**$140.00**
Service	02/26/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	0.50	$280.00	**$140.00**
Service	02/26/2026 - Meeting, Party Principals / Mary Ann Viverette	0.50	$280.00	**$140.00**
Service	02/26/2026 - Document review: Policies / Lisa Fink: Review and communications regarding edit to 5-104	0.25	$280.00	**$70.00**
Service	02/26/2026 - Meeting, Recurring: External / Lisa Fink: Participate in Parties meeting	0.50	$280.00	**$140.00**
Service	02/26/2026 - Meeting, Recurring: External / John Salomone: Parties' meeting	0.75	$100.00	**$75.00**
Service	02/26/2026 - Admin: Other / John Salomone: CJIS renewal	0.50	$100.00	**$50.00**
Service	02/26/2026 - Community Engagement Activities / Carolina Maberry: Contact Management system development	1.00	$30.00	**$30.00**
Service	02/26/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO	1.75	$280.00	**$490.00**
Service	02/26/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR	0.50	$280.00	**$140.00**
Service	02/26/2026 - Meeting, Recurring: External / Arlinda Westbrook: OPCR intake presentation	1.50	$280.00	**$420.00**
Service	02/26/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/Fit check in	1.00	$280.00	**$280.00**
Service	02/26/2026 - Planning / David Douglass: plan for onsite visit	1.00	$350.00	**$350.00**
Service	02/26/2026 - Meeting, Recurring: External / David Douglass: Parties' Meeting	1.00	$350.00	**$350.00**
Service	02/27/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Review MDHR letter on MECC and check in with MAV on any changes	0.25	$280.00	**$70.00**

Service	02/27/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Meeting to discuss use of tracker information for upcoming site visit meetings	1.25	$280.00	**$350.00**
Service	02/27/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Updated task tracker	1.00	$280.00	**$280.00**
Service	02/27/2026 - Document review: Policies / Lisa Fink: Finalized and send comments on 9-300 and 9-110	0.50	$280.00	**$140.00**
Service	02/27/2026 - Document review: Policies / Lisa Fink: Review policy responses	0.25	$280.00	**$70.00**
Service	02/27/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Internal call regarding policy and task tracking	1.25	$280.00	**$350.00**
Service	02/27/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO Disciplinary matrix	0.50	$280.00	**$140.00**
Service	02/27/2026 - Meeting, Recurring: External / Arlinda Westbrook: OPCR Intake	2.00	$280.00	**$560.00**
Service	02/27/2026 - Planning / David Douglass: Mtg. with Mr. Melancon re task tracking	0.50	$350.00	**$175.00**
Service	02/27/2026 - Planning / David Douglass: survey planning	1.50	$350.00	**$525.00**
Service	02/28/2026 - Planning / Lisa Fink: Updated policy and SOP tracker for tracking and historical reference.	2.75	$280.00	**$770.00**
Service	03/02/2026 - Document review: Policies / Mary Ann Viverette: Reviewed Warrants since submission by CAO	1.50	$280.00	**$420.00**
Service	03/02/2026 - Document review: Policies / Mary Ann Viverette: Reviewed recent indiscriminatory policing	0.75	$280.00	**$210.00**
Service	03/02/2026 - Document review: Policies / Mary Ann Viverette: Review of 9-100 recent submission for approval	1.50	$280.00	**$420.00**
Service	03/02/2026 - Meeting Prep / Mary Ann Viverette: On site with D. Douglass and A. Westbrook	1.50	$280.00	**$420.00**
Service	03/02/2026 - Meeting, Ad Hoc: Internal / Julie Solomon: Team Meeting Prep for site visit EIS/HWU + CJIS + email	0.75	$280.00	**$210.00**
Service	03/02/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Prep for site visit meetings	1.50	$280.00	**$420.00**
Service	03/02/2026 - Meeting Prep / Mary Ann Viverette: On site check-in with CAO representatives	1.75	$280.00	**$490.00**
Service	03/02/2026 - Document review: Policies / Mary Ann Viverette: Policy meeting on site	1.00	$280.00	**$280.00**
Service	03/02/2026 - Document review: Policies / Lisa Fink: Review City response to MDHR on 9-100 and 9-200	0.25	$280.00	**$70.00**
Service	03/02/2026 - Document review: Policies / Lisa Fink: Received and skimmed 2-100s approval submission	0.25	$280.00	**$70.00**
Service	03/02/2026 - Document review: Policies / Lisa Fink: Reviewed updated versions of policies 9-100 and 9-200	1.00	$280.00	**$280.00**

Service	03/02/2026 - Meeting, Recurring: External / Lisa Fink: Participate in biweekly meeting with MPD policy team	0.50	$280.00	**$140.00**
Service	03/02/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in internal preparation call with D Douglass and E Melancon for site visit meeting on policy and training planning	1.00	$280.00	**$280.00**
Service	03/02/2026 - Meeting Prep / David Douglass: Prepare for onsite meetings regarding Year 3-4 planning	3.00	$350.00	**$1,050.00**
Service	03/02/2026 - Meeting, Ad Hoc: External / David Douglass: Check-in meeting with CAO's office	1.00	$350.00	**$350.00**
Service	03/02/2026 - Meeting, Recurring: Internal / David Douglass: Policy meeting with Mses. Fink and Westbrook	1.00	$350.00	**$350.00**
Service	03/02/2026 - Meeting, Ad Hoc: Internal / David Douglass: Meeting to prepare for EIS And data meetings	1.00	$350.00	**$350.00**
Service	03/02/2026 - Report Preparation / Carolina Maberry: Coaching Audit Final Cleanup	1.00	$30.00	**$30.00**
Service	03/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: SA Data meeting	1.50	$280.00	**$420.00**
Service	03/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: CAO Elefa check in meeting	1.00	$280.00	**$280.00**
Service	03/02/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Policy and Training Prep	1.00	$280.00	**$280.00**
Service	03/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO Embedded attorney	1.00	$280.00	**$280.00**
Service	03/02/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting prep for year 3 and 4 goals on site	3.00	$280.00	**$840.00**
Service	03/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with OCS	1.00	$280.00	**$280.00**
Service	03/03/2026 - Document review: Policies / Mary Ann Viverette: 9-100 and 9-200 for approval	2.50	$280.00	**$700.00**
Service	03/03/2026 - Meeting Prep / Mary Ann Viverette: with A Westbrook and part with D Douglass	1.50	$280.00	**$420.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Eric Melancon: Participated virtually in Policy and Training Discussion	1.75	$280.00	**$490.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Eric Melancon: Opening discussion for evaluation plan meetings	0.50	$280.00	**$140.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Eric Melancon: Participated virtually in Facility and Data Plan discussions	1.25	$280.00	**$350.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / John Salomone: Year 3 planning meetings	3.00	$100.00	**$300.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Julie Solomon: Site Visit-Meetings with the parties re: introduction to site visit, policies and training planning for Year 3 + Facilities and Data Plan site visit meeting	4.25	$280.00	**$1,190.00**

Service	03/03/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Finalize MECC training letter + internal/external email	0.25	$280.00	**$70.00**
Service	03/03/2026 - Meeting, Party Principals / Mary Ann Viverette: On site large meeting planning for Year 3 and 4	5.00	$280.00	**$1,400.00**
Service	03/03/2026 - Document review: Policies / Lisa Fink: Review updated draft of policy 2-100	1.50	$280.00	**$420.00**
Service	03/03/2026 - Document review: Policies / Lisa Fink: Participate in call with Parties to discuss policy and training planning for implementation years 3 and 4	3.00	$280.00	**$840.00**
Service	03/03/2026 - Document review: Policies / Lisa Fink: Review edits to 9-100s	0.25	$280.00	**$70.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / David Douglass: Meeting with community member re implementation status	0.50	$350.00	**$175.00**
Service	03/03/2026 - Meeting Prep / David Douglass: prepare for year 3-4 planning meetings	3.00	$350.00	**$1,050.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / David Douglass: Year 3-4 planning meetings	3.00	$350.00	**$1,050.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with Precinct Inpectors	1.00	$280.00	**$280.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: MNJRC & Elefa Check in	1.00	$280.00	**$280.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa year 3 planning discussion on site	1.00	$280.00	**$280.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa year 3 planning discussion:Policies and Training	2.00	$280.00	**$560.00**
Service	03/03/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa Year 3 Planning Meeting: Facilities and Data Plan	2.00	$280.00	**$560.00**
Service	03/03/2026 - Meeting Prep / Arlinda Westbrook: Meeting prep for IA year 3 planning meeting	2.00	$280.00	**$560.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Julie Solomon: Site Visit-IA/OPCR/HWU/EIS/Crisis Intervention/BCR/MECC	4.00	$280.00	**$1,120.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / John Salomone: Year 3 planning meetings	3.50	$100.00	**$350.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: All day meetings onsite with CAO and MPD sections	8.00	$280.00	**$2,240.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Eric Melancon: Status Meeting with OPCR	1.00	$280.00	**$280.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Eric Melancon: Status Meeting with Internal Affairs	1.00	$280.00	**$280.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Julie Solomon: Site Visit-Year 3 Planning + draft notes	3.00	$280.00	**$840.00**

Service	03/04/2026 - Meeting, Ad Hoc: External / Eric Melancon: Status on CIT training and BCR program	0.75	$280.00	**$210.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Eric Melancon: Status meeting on Audits process	0.75	$280.00	**$210.00**
Service	03/04/2026 - Meeting Prep / Lisa Fink: Prepare for 9-100s call with MDHR	0.25	$280.00	**$70.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with MDHR regarding 9-100s	0.25	$280.00	**$70.00**
Service	03/04/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Internal communications and drafting approval memo for 9-100	1.25	$280.00	**$350.00**
Service	03/04/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft memo regarding updated non-discriminatory policing policy	0.25	$280.00	**$70.00**
Service	03/04/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize communication to the City regarding 9-100/9-100 approval submission	0.50	$280.00	**$140.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate call with Parties regarding audits	0.75	$280.00	**$210.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with Parties to wrap-up year 3 and 4 planning discussions and establish next steps	0.75	$280.00	**$210.00**
Service	03/04/2026 - Document review: Policies / Lisa Fink: Review materials that accompanied 2-100 approval submission	0.25	$280.00	**$70.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / David Douglass: Year 3-4 planning meetings with parties	6.75	$350.00	**$2,362.50**
Service	03/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa Year 3 Planning Meeting OPCR on site	1.00	$280.00	**$280.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Year 3 planning meeting IA site visit	1.50	$280.00	**$420.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa year 3 Planning Meeting Officer Wellness/EIS & Crisis Intervention On site	2.00	$280.00	**$560.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: IU On site check in	1.50	$280.00	**$420.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa Year 3 Planning Meeting Review of IE Team Audit Plan	1.50	$280.00	**$420.00**
Service	03/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa Year 3 Planning Meeting: Review tentative Evaluation Plan for feasibility, including coordination, sequencing, and capacity On site meeting	2.00	$280.00	**$560.00**
Service	03/05/2026 - Meeting, Ad Hoc: Internal / Mary Ann Viverette: On site with Douglass and Westbrook	1.00	$280.00	**$280.00**
Service	03/05/2026 - Document review: Policies / Mary Ann Viverette: 2-100 and Matrix feedback	2.00	$280.00	**$560.00**

Service	03/05/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: with A. Westbrook	1.00	$280.00	**$280.00**
Service	03/05/2026 - Evaluate Training or Operations / Mary Ann Viverette: Ride-along 3rd Precinct with report afterwards	4.00	$280.00	**$1,120.00**
Service	03/05/2026 - Document review: Policies / Lisa Fink: Review resubmission on 9-100	0.25	$280.00	**$70.00**
Service	03/05/2026 - Document review: Policies / Lisa Fink: Conduct policy review against settlement agreement requirements for 2-100	1.75	$280.00	**$490.00**
Service	03/05/2026 - Meeting Prep / Lisa Fink: Prepare for policy call with D Douglass	0.25	$280.00	**$70.00**
Service	03/05/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in call with D Douglass regarding approval letters	0.50	$280.00	**$140.00**
Service	03/05/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Draft approval letters for 9-100, 9-200 and 5-104.	0.50	$280.00	**$140.00**
Service	03/05/2026 - Document review: Reports & Other Documents / Lisa Fink: Review member notes from site visit	0.25	$280.00	**$70.00**
Service	03/05/2026 - Meeting, Ad Hoc: External / David Douglass: Meeting with OPCR Interim director	0.75	$350.00	**$262.50**
Service	03/05/2026 - Meeting, Ad Hoc: External / David Douglass: Meeting with the Mayor and preparation for same.	1.00	$350.00	**$350.00**
Service	03/05/2026 - Meeting, Ad Hoc: Internal / David Douglass: Policy discussion with Ms. Fink.	0.50	$350.00	**$175.00**
Service	03/05/2026 - Planning / David Douglass: Follow-up year 3-4 planning, including informal discussions with City and MPD personnel.	4.00	$350.00	**$1,400.00**
Service	03/05/2026 - Community Engagement Activities / Carolina Maberry: Community Surveyor Application & Applicant Materials (Job description) creation	4.00	$30.00	**$120.00**
Service	03/05/2026 - Community Engagement Activities / Carolina Maberry: Survey Email Blast	1.00	$30.00	**$30.00**
Service	03/05/2026 - Community Engagement Activities / Carolina Maberry: Meeting re: Community Survey	1.00	$30.00	**$30.00**
Service	03/05/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Community Survey preparation meeting	2.00	$280.00	**$560.00**
Service	03/05/2026 - Meeting, Recurring: External / Arlinda Westbrook: OPCR Intake meeting Elefa On Site	2.00	$280.00	**$560.00**
Service	03/05/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with Commissioner's office	1.50	$280.00	**$420.00**
Service	03/05/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MNJRC	1.50	$280.00	**$420.00**
Service	03/05/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Update meeting with CAO	1.50	$280.00	**$420.00**
Service	03/06/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Review, rename, file, and send IE Response letter for policies	0.50	$100.00	**$50.00**

	9-100 & 9-200			
Service	03/06/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Internal/external email	0.25	$280.00	**$70.00**
Service	03/06/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: MPD Policy 5-104 Policy Correction Letter	1.00	$100.00	**$100.00**
Service	03/06/2026 - Document review: Policies / Lisa Fink: Review MDHR's comments on searches for voluntary transports	0.25	$280.00	**$70.00**
Service	03/06/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Complete ELEFA weekly report	0.25	$280.00	**$70.00**
Service	03/06/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize approval letter for updated NDP policy	0.25	$280.00	**$70.00**
Service	03/06/2026 - Admin: Document Coding, Storage, and Tracking / Lisa Fink: Receive and process policies for review by ELEFA	0.25	$280.00	**$70.00**
Service	03/06/2026 - Admin: Document Coding, Storage, and Tracking / Lisa Fink: Review Settlement Agreement and policy 9-100 regarding paragraph 145	0.50	$280.00	**$140.00**
Service	03/06/2026 - Planning / David Douglass: Evaluate City's proposed implementation timeline spreadsheet.	1.50	$350.00	**$525.00**
Service	03/09/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Email	0.25	$280.00	**$70.00**
Service	03/09/2026 - Meeting, Recurring: Internal / John Salomone: PM meeting	1.50	$100.00	**$150.00**
Service	03/09/2026 - Community Engagement Activities / Arlinda Westbrook: CCPO March 9,2026 meeting	3.00	$280.00	**$840.00**
Service	03/09/2026 - Document review: Policies / Lisa Fink: Review final versions of SSCA and NDP policies regarding policy edits.	0.25	$280.00	**$70.00**
Service	03/09/2026 - Meeting Prep / Lisa Fink: Prepare for ELEFA weekly policy meeting.	0.25	$280.00	**$70.00**
Service	03/09/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in ELEFA weekly policy meeting.	1.00	$280.00	**$280.00**
Service	03/09/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with A Westbrook regarding 2-100s	0.25	$280.00	**$70.00**
Service	03/09/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Write message to MPD regarding paragraph 145	0.25	$280.00	**$70.00**
Service	03/09/2026 - Fact Finding & Analysis / David Douglass: evaluate IA Backlog data	0.50	$350.00	**$175.00**
Service	03/09/2026 - Meeting, Recurring: Internal / David Douglass: Policy check-in with Ms. Fink	0.50	$350.00	**$175.00**
Service	03/09/2026 - Planning / David Douglass: Evaluate staffing needs.	1.00	$350.00	**$350.00**
Service	03/09/2026 - Meeting Prep / Carolina Maberry: IA numbers talking points	1.50	$30.00	**$45.00**

Service	03/09/2026 - Document review: Data Sets / Carolina Maberry: IAD case backlog research	1.50	$30.00	**$45.00**
Service	03/09/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa Creating Talking Points re IA Backlog	2.00	$280.00	**$560.00**
Service	03/09/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Check in Elefa on Settlement Agreement Progress Mayor's office	0.50	$280.00	**$140.00**
Service	03/09/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa Weekly Policy Call	1.00	$280.00	**$280.00**
Service	03/10/2026 - Document review: Reports & Other Documents / Julie Solomon: Review City's Gantt Chart + review Use of Force documents + email	0.75	$280.00	**$210.00**
Service	03/10/2026 - Meeting Prep / John Salomone: Meeting update prep	0.25	$100.00	**$25.00**
Service	03/10/2026 - Meeting, Recurring: External / Julie Solomon: Workshop meeting with the parties re: Hours Worked Policy + follow up with EM and LF	1.50	$280.00	**$420.00**
Service	03/10/2026 - Document review: Policies / Lisa Fink: Review 3-310 comments and issues.	0.25	$280.00	**$70.00**
Service	03/10/2026 - Document review: Policies / Lisa Fink: Review of 2-100s updates and issues.	0.50	$280.00	**$140.00**
Service	03/10/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in workshop with parties on Policy 3-310	1.00	$280.00	**$280.00**
Service	03/10/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Follow-up call with J Solomon and E Melancon regarding 3-310	0.25	$280.00	**$70.00**
Service	03/10/2026 - Document review: Reports & Other Documents / Lisa Fink: Review of follow-up communications about and previous versions of policy 3-310	0.25	$280.00	**$70.00**
Service	03/10/2026 - Document review: Policies / Eric Melancon: Policy workshop meeting with Parties on limitation of hours worked	1.00	$280.00	**$280.00**
Service	03/10/2026 - Document review: Policies / Eric Melancon: Discussion with Lisa and Julie on hours worked policy	0.25	$280.00	**$70.00**
Service	03/10/2026 - Document review: Policies / Eric Melancon: Review of SA requirements related to limit of hours worked	1.00	$280.00	**$280.00**
Service	03/10/2026 - Planning / David Douglass: coordinate tasks and plans	2.00	$350.00	**$700.00**
Service	03/10/2026 - Planning / David Douglass: Interview potential team member.	1.00	$350.00	**$350.00**
Service	03/10/2026 - Meeting Prep / Carolina Maberry: Carolina and Arlinda working meeting: UCMT contract and email language for Community Survey listserv	1.50	$30.00	**$45.00**
Service	03/10/2026 - Meeting, Recurring: Internal / Carolina Maberry	1.00	$30.00	**$30.00**
Service	03/10/2026 - Community Engagement Activities / Arlinda Westbrook: Meeting on UCMT contract	1.00	$280.00	**$280.00**

Service	03/10/2026 - Meeting, Recurring: External / Arlinda Westbrook: Standing Policy Workshopping	1.00	$280.00	**$280.00**
Service	03/10/2026 - Meeting, Recurring: External / Arlinda Westbrook: Check in meeting IU Bureau Chief	1.00	$280.00	**$280.00**
Service	03/11/2026 - Meeting, Recurring: External / Julie Solomon: QRP Meeting	3.00	$280.00	**$840.00**
Service	03/11/2026 - Meeting, Recurring: External / Eric Melancon: Observed QRP on Traffic Stops	3.00	$280.00	**$840.00**
Service	03/11/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Eric Melancon: Developed correspondence on ELEFA interpretation on Hours Worked policy revision	1.00	$280.00	**$280.00**
Service	03/11/2026 - Evaluate Training or Operations / David Douglass: Observe QRP meeting	3.00	$350.00	**$1,050.00**
Service	03/11/2026 - Meeting, Recurring: External / David Douglass: IU check-in meeting	1.00	$350.00	**$350.00**
Service	03/11/2026 - Technical Assistance to MPD or the City / Arlinda Westbrook: IA Backlog Plan	1.50	$280.00	**$420.00**
Service	03/11/2026 - Meeting, Recurring: External / Arlinda Westbrook: MPD-QRP Traffic Stops	3.00	$280.00	**$840.00**
Service	03/11/2026 - Meeting, Recurring: External / Arlinda Westbrook: IU Check in	1.00	$280.00	**$280.00**
Service	03/11/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/OPCR Bi-Weekly Check in	1.00	$280.00	**$280.00**
Service	03/12/2026 - Meeting, Recurring: External / Julie Solomon: Behavioral Health Training on Sending Social Workers rather than LE on appropriate crisis calls	1.25	$280.00	**$350.00**
Service	03/12/2026 - Meeting, Party Principals / Mary Ann Viverette: Parties Meeting	1.00	$280.00	**$280.00**
Service	03/12/2026 - Meeting, Recurring: External / John Salomone: Parties' meeting	1.00	$100.00	**$100.00**
Service	03/12/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	1.00	$280.00	**$280.00**
Service	03/12/2026 - Meeting, Recurring: External / Arlinda Westbrook: MDHR/Elefa meeting	0.50	$280.00	**$140.00**
Service	03/12/2026 - Document review: Policies / Arlinda Westbrook: 2-100	3.00	$280.00	**$840.00**
Service	03/12/2026 - Document review: Policies / Arlinda Westbrook: Internal meeting on 2-100	1.50	$280.00	**$420.00**
Service	03/12/2026 - Document review: Policies / Mary Ann Viverette: 2-100 with Westbrook and Fink	1.50	$280.00	**$420.00**
Service	03/12/2026 - Meeting, Party Principals / Eric Melancon: Participated in weekly Parties meeting	1.00	$280.00	**$280.00**

Service	03/12/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Developed summary list for tracker items	0.25	$280.00	**$70.00**
Service	03/12/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in internal call regarding 2-100s.	1.50	$280.00	**$420.00**
Service	03/12/2026 - Document review: Policies / Lisa Fink: Conduct follow-ups for 2-100s review, including quick call with D Douglass.	0.25	$280.00	**$70.00**
Service	03/12/2026 - Document review: Reports & Other Documents / Lisa Fink: Review notes from Parties' meeting.	0.25	$280.00	**$70.00**
Service	03/12/2026 - Meeting, Recurring: External / David Douglass: MDHR check-in meeting	1.00	$350.00	**$350.00**
Service	03/12/2026 - Meeting, Recurring: External / David Douglass: Prepare for meeting with Chief O'Hara (cancelled).	0.50	$350.00	**$175.00**
Service	03/13/2026 - Admin: Contract Management / John Salomone: Communication re: survey expenses	0.50	$100.00	**$50.00**
Service	03/13/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Edit, format, save, and send IE Letter on Interpretation of Hours Worked and Consecutive Hours	0.50	$100.00	**$50.00**
Service	03/13/2026 - Admin: Systems Setup and Maintenance / John Salomone: Purchase survey hardware	0.25	$100.00	**$25.00**
Service	03/13/2026 - Planning / David Douglass: Gather information re potential additional team members	2.00	$350.00	**$700.00**
Service	03/14/2026 - Technical Assistance to MPD or the City / Arlinda Westbrook: IA Backlog Plan	2.00	$280.00	**$560.00**
Service	03/15/2026 - Document review: Reports & Other Documents / Arlinda Westbrook: Review of draft IA Backlog and Corrective Action Plan	1.50	$280.00	**$420.00**
Service	03/16/2026 - Document review: Reports & Other Documents / Julie Solomon: Meeting with the City re: BCR RFP and launch plan	1.00	$280.00	**$280.00**
Service	03/16/2026 - Meeting, Ad Hoc: External / Eric Melancon: Meeting on Behavioral Health Alternative Response program	1.00	$280.00	**$280.00**
Service	03/16/2026 - Document review: Reports & Other Documents / Julie Solomon: Internal/external email	0.25	$280.00	**$70.00**
Service	03/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO on 2-100	1.00	$280.00	**$280.00**
Service	03/16/2026 - Document review: Policies / Mary Ann Viverette: Warrants with L. Fink	0.75	$280.00	**$210.00**
Service	03/16/2026 - Community Engagement Activities / Arlinda Westbrook: Meeting with UCMT	0.75	$280.00	**$210.00**
Service	03/16/2026 - Meeting, Recurring: Internal / David Douglass: Policy meeting wit Mses. Fink and Westbrook.	0.50	$350.00	**$175.00**
Service	03/16/2026 - Fact Finding & Analysis / David Douglass: Evaluate City's Year 3 -4 plan timetables, including discussions with team members and MDHR.	2.00	$350.00	**$700.00**

Service	03/16/2026 - Admin: Scheduling and Coordination / David Douglass: Miscellaneous administrative tasks and project management.	0.75	$350.00	**$262.50**
Service	03/16/2026 - Meeting, Recurring: External / Lisa Fink: Biweekly meeting with MPD policy team.	0.50	$280.00	**$140.00**
Service	03/16/2026 - Meeting, Recurring: Internal / Lisa Fink: Weekly policy call with D Douglass and A Westbrook	0.50	$280.00	**$140.00**
Service	03/16/2026 - Document review: Policies / Lisa Fink: Reviewed internal comments on Warrants policy.	0.25	$280.00	**$70.00**
Service	03/16/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with M Viverette regarding warrants policies	0.75	$280.00	**$210.00**
Service	03/16/2026 - Report Preparation / Lisa Fink: Complete ELEFA weekly report	0.25	$280.00	**$70.00**
Service	03/16/2026 - Document review: Reports & Other Documents / Bill Murphy: Evaluated updated FTO-SOP and forwarded comments.	2.75	$280.00	**$770.00**
Service	03/16/2026 - Community Engagement Activities / Carolina Maberry: ILC Memo and First Session Plans	1.50	$30.00	**$45.00**
Service	03/16/2026 - Community Engagement Activities / Arlinda Westbrook: Initial Coordination : Elefa Panel at NACOLE 2036	1.50	$280.00	**$420.00**
Service	03/16/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa Weekly Policy call	1.00	$280.00	**$280.00**
Service	03/17/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Updated tracking system for various project status and developed agenda for parties meeting	2.00	$280.00	**$560.00**
Service	03/17/2026 - Community Engagement Activities / Arlinda Westbrook: Meeting to review Surveyor Applications and Next Steps	1.00	$280.00	**$280.00**
Service	03/17/2026 - Admin: Other / John Salomone: CJIS Security Addendum; evidence.com for Julie	0.50	$100.00	**$50.00**
Service	03/17/2026 - Meeting Prep / John Salomone: Prep weekly team meeting report	0.50	$100.00	**$50.00**
Service	03/17/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Internal meeting on tracker document	0.50	$280.00	**$140.00**
Service	03/17/2026 - Admin: Scheduling and Coordination / Eric Melancon: Coordination with Arlinda on pending tracker items	0.25	$280.00	**$70.00**
Service	03/17/2026 - Admin: Other / John Salomone: Purchase survey hardware	2.25	$100.00	**$225.00**
Service	03/17/2026 - Meeting, Recurring: External / Mary Ann Viverette: Health and check in with J Solomon	1.00	$280.00	**$280.00**
Service	03/17/2026 - Meeting, Recurring: External / Julie Solomon: Monthly meeting with the HWU + Monthly Property Services/MPD meeting	2.00	$280.00	**$560.00**
Service	03/17/2026 - Report Preparation / Julie Solomon: Progress Report writing + internal email	0.25	$280.00	**$70.00**
Service	03/17/2026 - Document review: Policies / Mary Ann Viverette: Warrants with weekly Policy group, MPD and CAO and MDHR	1.25	$280.00	**$350.00**

Service	03/17/2026 - Meeting, Recurring: Internal / Julie Solomon: Team meeting	2.00	$280.00	**$560.00**
Service	03/17/2026 - Meeting, Recurring: Internal / John Salomone: Weekly Team meeting	2.25	$100.00	**$225.00**
Service	03/17/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: ELEFA team meeting	1.75	$280.00	**$490.00**
Service	03/17/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Mpls team meeting	2.00	$280.00	**$560.00**
Service	03/17/2026 - Planning / David Douglass: Confer with Ms. Westbrook re meeting with Council Member Wonsley (.5); and survey issues (.5).	1.00	$350.00	**$350.00**
Service	03/17/2026 - Planning / David Douglass: Address survey cost issues.	1.00	$350.00	**$350.00**
Service	03/17/2026 - Meeting, Recurring: Internal / David Douglass: Weekly team check-in meeting	1.75	$350.00	**$612.50**
Service	03/17/2026 - Meeting, Recurring: Internal / Eric Melancon: Biweekly team meeting	1.50	$280.00	**$420.00**
Service	03/17/2026 - Document review: Policies / Lisa Fink: Review updated FTO SOP	2.00	$280.00	**$560.00**
Service	03/17/2026 - Planning / Lisa Fink: Emails regarding policy reviews and Year 3&4 planning	0.25	$280.00	**$70.00**
Service	03/17/2026 - Community Engagement Activities / Carolina Maberry: Meeting and discussion of Community Surveyor Application	1.50	$30.00	**$45.00**
Service	03/17/2026 - Community Engagement Activities / Carolina Maberry: Sequencing Training for Community Surveyors	1.00	$30.00	**$30.00**
Service	03/17/2026 - Community Engagement Activities / Arlinda Westbrook: Standing Policy Workshop on 9-300	1.00	$280.00	**$280.00**
Product	02/25/2026 - Other / John Salomone: Out-of-scope consulting services by subcontractor for community and officer surveys. 32 hrs @ standard team member rate of $280/hr	1.00	$8,960.00	**$8,960.00**
Product	03/01/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber to Dinner	1.00	$11.96	**$11.96**
Product	03/01/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from Airport to Hotel	1.00	$38.96	**$38.96**
Product	03/01/2026 - Airfare / David Douglass: Round-trip flight for a March trip to Minneapolis (March 1 - 6, 2026	1.00	$962.80	**$962.80**
Product	03/01/2026 - Lodging / David Douglass: Lodging receipt from March 1-6,2026	1.00	$983.00	**$983.00**
Product	03/01/2026 - Airfare / Arlinda Westbrook	1.00	$498.40	**$498.40**
Product	03/01/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Arlinda Westbrook	1.00	$69.00	**$69.00**
Product	03/01/2026 - Lodging / Arlinda Westbrook	1.00	$983.00	**$983.00**

Product	03/01/2026 - Minneapolis Per Diem: Partial Day (day of travel) / David Douglass	1.00	$69.00	**$69.00**
Product	03/02/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Mary Ann Viverette	1.00	$69.00	**$69.00**
Product	03/02/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette: Uber airport MSP to hotel Monday am	1.00	$38.91	**$38.91**
Product	03/02/2026 - Airfare / Mary Ann Viverette	1.00	$955.81	**$955.81**
Product	03/02/2026 - Minneapolis Per Diem: Full Day / Arlinda Westbrook	1.00	$92.00	**$92.00**
Product	03/02/2026 - Minneapolis Per Diem: Full Day / David Douglass	1.00	$92.00	**$92.00**
Product	03/03/2026 - Minneapolis Per Diem: Full Day / Mary Ann Viverette	1.00	$92.00	**$92.00**
Product	03/03/2026 - Minneapolis Per Diem: Full Day / Arlinda Westbrook	1.00	$92.00	**$92.00**
Product	03/03/2026 - Minneapolis Per Diem: Full Day / David Douglass	1.00	$92.00	**$92.00**
Product	03/04/2026 - Minneapolis Per Diem: Full Day / Mary Ann Viverette	1.00	$92.00	**$92.00**
Product	03/04/2026 - Minneapolis Per Diem: Full Day / Arlinda Westbrook	1.00	$92.00	**$92.00**
Product	03/04/2026 - Minneapolis Per Diem: Full Day / David Douglass	1.00	$92.00	**$92.00**
Product	03/05/2026 - Minneapolis Per Diem: Full Day / Mary Ann Viverette	1.00	$92.00	**$92.00**
Product	03/05/2026 - Minneapolis Per Diem: Full Day / Arlinda Westbrook	1.00	$92.00	**$92.00**
Product	03/05/2026 - Minneapolis Per Diem: Full Day / David Douglass	1.00	$92.00	**$92.00**
Product	03/06/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Mary Ann Viverette	1.00	$69.00	**$69.00**
Product	03/06/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette: To airport	1.00	$53.70	**$53.70**
Product	03/06/2026 - Lodging / Mary Ann Viverette: Emery	1.00	$694.44	**$694.44**
Product	03/06/2026 - Airfare / Arlinda Westbrook	1.00	$418.40	**$418.40**
Product	03/06/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Arlinda Westbrook	1.00	$69.00	**$69.00**
Product	03/06/2026 - Minneapolis Per Diem: Partial Day (day of travel) / David Douglass	1.00	$69.00	**$69.00**

Subtotal	**$117,435.38**
Payments	**-$117,435.38**

Total hours: **383h 30min**

Amount Due **$0.00**

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.