INVOICE



From

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

Invoice ID	**26**
PO Number	MPLMN-0000926499
Issue Date	05/29/2026
Due Date	06/28/2026 (Net 30)
Subject	Effective Law Enforcement for All (Supplier 0000033526), Invoice for March 18 - April 17 2025

Invoice For

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

Item Type	Description	Quantity	Unit Price	Amount
Service	03/18/2026 - Meeting, Recurring: External / Mary Ann Viverette: MDHR meeting	0.50	$280.00	**$140.00**
Service	03/18/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: UPEPA document	0.75	$280.00	**$210.00**
Service	03/18/2026 - Meeting, Recurring: External / Mary Ann Viverette: IU update with DC Martin and Commander Robinson	1.00	$280.00	**$280.00**
Service	03/18/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Completed CJIS security test	1.50	$280.00	**$420.00**
Service	03/18/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Draft communication to the Chief re: reorganizing the HWU/EIS and the hiring process + internal/external email	0.50	$280.00	**$140.00**
Service	03/18/2026 - Meeting, Recurring: External / David Douglass: MDHR Check-in meeting	1.00	$350.00	**$350.00**
Service	03/18/2026 - Meeting, Recurring: External / David Douglass: IU check-in meeting	1.00	$350.00	**$350.00**
Service	03/18/2026 - Document review: Policies / Lisa Fink: Continue review of FTO SOP.	0.50	$280.00	**$140.00**
Service	03/18/2026 - Document review: Reports & Other Documents / Arlinda Westbrook: IA Backlog and Corrective Action plan	1.00	$280.00	**$280.00**
Service	03/18/2026 - Meeting, Recurring: External / Arlinda Westbrook: MDHR check in meeting	0.50	$280.00	**$140.00**
Service	03/18/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Ward 2 Elefa Check-in	1.00	$280.00	**$280.00**
Service	03/19/2026 - Meeting, Recurring: External / John Salomone: Parties' meeting	1.00	$100.00	**$100.00**
Service	03/19/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Review of 2-100 feedback from CAO to MDHR	0.75	$280.00	**$210.00**

Service	03/19/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Review of updated Gantt chart received from MPD	0.50	$280.00	**$140.00**
Service	03/19/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Internal/external email	0.25	$280.00	**$70.00**
Service	03/19/2026 - Meeting, Party Principals / Mary Ann Viverette: Parties Meeting	1.00	$280.00	**$280.00**
Service	03/19/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	1.00	$280.00	**$280.00**
Service	03/19/2026 - Document review: Policies / Lisa Fink: Review City's response to MDHR regarding 2-100s	0.25	$280.00	**$70.00**
Service	03/19/2026 - Document review: Policies / Lisa Fink: Continue review of FTO SOP	1.75	$280.00	**$490.00**
Service	03/19/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: OPCR Intake Presentation	1.50	$280.00	**$420.00**
Service	03/20/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Follow ups on FTO SOP including call with A Westbrook	0.25	$280.00	**$70.00**
Service	03/20/2026 - Technical Assistance to MPD or the City / Arlinda Westbrook	1.50	$280.00	**$420.00**
Service	03/24/2026 - Admin: Other / Bill Murphy: Completed my CJIS certification online. Conferred with Lisa on FTO-SOP.	2.50	$280.00	**$700.00**
Service	03/25/2026 - Meeting, Recurring: External / Mary Ann Viverette: ELEFA/MDHR update meeting	0.75	$280.00	**$210.00**
Service	03/25/2026 - Meeting, Recurring: External / Mary Ann Viverette: Meeting with MDHR about outstanding 2-100 concerns	0.75	$280.00	**$210.00**
Service	03/25/2026 - Meeting, Recurring: External / Mary Ann Viverette: IU check in	1.00	$280.00	**$280.00**
Service	03/25/2026 - Meeting, Recurring: External / Mary Ann Viverette: OPCR update	0.50	$280.00	**$140.00**
Service	03/25/2026 - Fact Finding & Analysis / Mary Ann Viverette: Benchmark presentation	1.50	$280.00	**$420.00**
Service	03/26/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with Lisa on FTO-SOP.	0.25	$280.00	**$70.00**
Service	03/30/2026 - Document review: Policies / Mary Ann Viverette: 3-310 discussion	0.50	$280.00	**$140.00**
Service	03/30/2026 - Document review: Policies / Mary Ann Viverette: 2-100s Internal and matrix	1.50	$280.00	**$420.00**
Service	03/30/2026 - Document review: Policies / Mary Ann Viverette: 2-100 and letter to City with L Fink and A Westbrook	0.75	$280.00	**$210.00**
Service	03/31/2026 - Document review: Policies / Mary Ann Viverette: Supervisory responsibilties	1.50	$280.00	**$420.00**
Service	04/01/2026 - Evaluate Training or Operations / Mary Ann Viverette: CIT refresher with J. Solomon, plus travel to SMART building	10.00	$280.00	**$2,800.00**

Service	04/02/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: On site, with Commander Reisdorfer, Wellness Team at the SOC, policy reviews, Parties Meeting, Roll Call Precinct One plus travel to Precinct 7 am-5 pm	10.00	$280.00	**$2,800.00**
Service	04/03/2026 - Document review: Policies / Mary Ann Viverette: 2-100 follow up responses	0.50	$280.00	**$140.00**
Service	04/03/2026 - Document review: Policies / Mary Ann Viverette: Review of 3-310 for final submission	0.75	$280.00	**$210.00**
Service	04/03/2026 - Document review: Policies / Mary Ann Viverette: 10-217 review	0.75	$280.00	**$210.00**
Service	04/06/2026 - Document review: Policies / Mary Ann Viverette: Matrix review with CAO, MPD and MDHR - Part 1	2.00	$280.00	**$560.00**
Service	04/06/2026 - Admin: Systems Setup and Maintenance / Bill Murphy: Completed forwarding CJIS certificate to John.	0.25	$280.00	**$70.00**
Service	04/07/2026 - Document review: Policies / Mary Ann Viverette: Review of Matrix re-write with large group- ELEFA, CAO, MPD and MDHR	1.75	$280.00	**$490.00**
Service	04/08/2026 - Meeting, Recurring: External / Mary Ann Viverette: IU check in virtual	0.75	$280.00	**$210.00**
Service	04/08/2026 - Meeting, Recurring: External / Mary Ann Viverette: OPCR check in	1.00	$280.00	**$280.00**
Service	04/09/2026 - Document review: Policies / Bill Murphy: Evaluated updated foot pursuit policy for Lisa.	1.00	$280.00	**$280.00**
Service	04/13/2026 - Document review: Policies / Mary Ann Viverette: Supervisory duties	0.50	$280.00	**$140.00**
Service	04/13/2026 - Document review: Policies / Mary Ann Viverette: Conferred on several policies with L. Fink	0.50	$280.00	**$140.00**
Service	04/14/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: IA Intake one case EVT-00001658-1	0.25	$280.00	**$70.00**
Service	04/14/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: Team Meeting	1.00	$280.00	**$280.00**
Service	04/16/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Attended part of OPCR Intake - three cases	0.50	$280.00	**$140.00**
Service	04/16/2026 - Document review: Policies / Mary Ann Viverette: with L. Fink and MDHR - 9-300	1.00	$280.00	**$280.00**
Service	04/16/2026 - Document review: Policies / Mary Ann Viverette: Discussion with CAO representive on 9-300 wording options	0.75	$280.00	**$210.00**
Service	04/17/2026 - Document review: Policies / Mary Ann Viverette: 9-300 with MDHR Koziel	0.50	$280.00	**$140.00**
Product	03/31/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Julie Solomon	1.00	$69.00	**$69.00**
Product	03/31/2026 - Airfare / Julie Solomon	1.00	$736.98	**$736.98**
Product	03/31/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Mary Ann Viverette	1.00	$69.00	**$69.00**

Product	03/31/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette: MSP to hotel	1.00	$28.46	**$28.46**
Product	04/01/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Julie Solomon: Uber CIT Training to Hotel	1.00	$54.46	**$54.46**
Product	04/01/2026 - Minneapolis Per Diem: Full Day / Mary Ann Viverette	1.00	$92.00	**$92.00**
Product	04/01/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette: Uber to CIT training	1.00	$56.74	**$56.74**
Product	04/01/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette: Dinner debrief	1.00	$9.58	**$9.58**
Product	04/01/2026 - Minneapolis Per Diem: Full Day / Julie Solomon	1.00	$92.00	**$92.00**
Product	04/02/2026 - Minneapolis Per Diem: Full Day / Julie Solomon	1.00	$92.00	**$92.00**
Product	04/02/2026 - Minneapolis Per Diem: Full Day / Mary Ann Viverette	1.00	$92.00	**$92.00**
Product	04/02/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette: T Precinct one roll call return to hotel	1.00	$12.36	**$12.36**
Product	04/02/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette	1.00	$11.96	**$11.96**
Product	04/03/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Mary Ann Viverette	1.00	$69.00	**$69.00**
Product	04/03/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Julie Solomon	1.00	$69.00	**$69.00**
Product	04/03/2026 - Lodging / Julie Solomon	1.00	$811.09	**$811.09**
Product	04/03/2026 - Lodging / Mary Ann Viverette	1.00	$766.07	**$766.07**
Product	04/03/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Mary Ann Viverette: Uber from hotel to airport	1.00	$47.00	**$47.00**
Product	04/03/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Julie Solomon: Uber. Hotel to Airport	1.00	$49.86	**$49.86**
Product	04/03/2026 - Airfare / Mary Ann Viverette	1.00	$536.80	**$536.80**
Product	04/03/2026 - To and From Home Airport / Julie Solomon	1.00	$58.00	**$58.00**
Service	03/23/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR on 2-100	1.00	$280.00	**$280.00**
Service	03/23/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Internal meeting on FTO policy	1.00	$280.00	**$280.00**
Service	03/23/2026 - Technical Assistance to MPD or the City / Arlinda Westbrook: Technical assistance on IA Backlog plan	2.00	$280.00	**$560.00**
Service	03/23/2026 - Document review: Policies / Lisa Fink: Review ELEFA FTO SOP comments	0.50	$280.00	**$140.00**
Service	03/23/2026 - Document review: Policies / Lisa Fink: Review of 2-100s comments and City response to MDHR	0.25	$280.00	**$70.00**

Service	03/23/2026 - Document review: Policies / Lisa Fink: Review searches for voluntary transports policy submission	0.25	$280.00	**$70.00**
Service	03/23/2026 - Report Preparation / Lisa Fink: Complete weekly ELEFA report	0.25	$280.00	**$70.00**
Service	03/23/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Internal call regarding FTO SOP comments	1.00	$280.00	**$280.00**
Service	03/23/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA policy call	1.00	$280.00	**$280.00**
Service	03/23/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft response to MPD regarding 2-100 open issues.	0.75	$280.00	**$210.00**
Service	03/23/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with Lisa and Arlinda on FTO-SOP.	1.00	$280.00	**$280.00**
Service	03/23/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Arlinda Westbrook Working Meeting: Community Survey, Report, ILC proposal, reporting	3.00	$30.00	**$90.00**
Service	03/23/2026 - Community Engagement Activities / Carolina Maberry: Replies to queries regarding community surveyor position	1.00	$30.00	**$30.00**
Service	03/23/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa weekly policy call	1.00	$280.00	**$280.00**
Service	03/24/2026 - Admin: Systems Setup and Maintenance / John Salomone: iPad leasing for public survey: communicate with team on customization, accountability; communicate with vendor	1.25	$100.00	**$125.00**
Service	03/24/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Updated tracker items	0.25	$280.00	**$70.00**
Service	03/24/2026 - Fact Finding & Analysis / Julie Solomon: Phone call with LF re: FTO/HWU/EIS protocols + review posting for HWU Director + internal email	0.75	$280.00	**$210.00**
Service	03/24/2026 - Document review: Policies / Mary Ann Viverette: Review of FTO SOP in preparation for meeting with MDHR today	1.00	$280.00	**$280.00**
Service	03/24/2026 - Document review: Policies / Mary Ann Viverette: Review of outstanding FTO SOP issues with MDHR	1.00	$280.00	**$280.00**
Service	03/24/2026 - Meeting, Ad Hoc: Internal / Mary Ann Viverette: Follow up planning and discussions 2-100 and Coaching	0.75	$280.00	**$210.00**
Service	03/24/2026 - Planning / Lisa Fink: Receive, track and distribute BWC audit SOPs for review	0.25	$280.00	**$70.00**
Service	03/24/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize communication re 2-100s to MPD	0.25	$280.00	**$70.00**
Service	03/24/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with M Viverette regarding Warrants policy and FTO SOP	0.25	$280.00	**$70.00**
Service	03/24/2026 - Meeting Prep / Lisa Fink: Prepare for call with MDHR regarding FTO SOP	0.75	$280.00	**$210.00**

Service	03/24/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with J Solomon regarding FTO SOP and 2-100s policy questions	0.50	$280.00	**$140.00**
Service	03/24/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with MDHR regarding FTO SOP	1.00	$280.00	**$280.00**
Service	03/24/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with MPD regarding policy 3-310	0.50	$280.00	**$140.00**
Service	03/24/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with A Westbrook and M Viverette regarding 2-100s and FTO SOP	0.25	$280.00	**$70.00**
Service	03/24/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR leadership team	1.00	$280.00	**$280.00**
Service	03/24/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Check in meeting with IU leadership	1.00	$280.00	**$280.00**
Service	03/24/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: MDHR/Elefa FTO SOP Discussion	1.00	$280.00	**$280.00**
Service	03/25/2026 - Document review: Training / Eric Melancon: Review of UOF Training Refresher Modules	0.75	$280.00	**$210.00**
Service	03/25/2026 - Document review: Training / Eric Melancon: Discussion on UOF Training Refresher Modules with MDHR	1.00	$280.00	**$280.00**
Service	03/25/2026 - Admin: Other / John Salomone: Survey hardware leasing logistics	0.25	$100.00	**$25.00**
Service	03/25/2026 - Fact Finding & Analysis / Julie Solomon: Benchmark Demo	1.50	$280.00	**$420.00**
Service	03/25/2026 - Document review: Training / Eric Melancon: Participated in EIS demo	1.50	$280.00	**$420.00**
Service	03/25/2026 - Meeting, Ad Hoc: Internal / Julie Solomon: Meeting with LF and EM re: Hours Worked Policy and Duty to Intervene Policy	1.00	$280.00	**$280.00**
Service	03/25/2026 - Admin: Systems Setup and Maintenance / John Salomone: Troubleshoot Smartsheet - Lisa can no longer edit the policy sheet	0.25	$100.00	**$25.00**
Service	03/25/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft approval memo for 9-111	0.50	$280.00	**$140.00**
Service	03/25/2026 - Document review: Policies / Lisa Fink: Finalize FTO SOP comments and Settlement Agreement paragraph tracking	2.00	$280.00	**$560.00**
Service	03/25/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with J Solomon and E Melancon regarding 3-310	1.00	$280.00	**$280.00**
Service	03/25/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Follow up communications (calls and emails) - internal and with MPD - regarding 2-100s	0.75	$280.00	**$210.00**
Service	03/25/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Follow-up communications with MPD regarding 3-310	0.25	$280.00	**$70.00**
Service	03/25/2026 - Document review: Reports & Other Documents / Carolina Maberry: IU Gantt chart deadlines review meetings	2.50	$30.00	**$75.00**

Service	03/25/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Meeting to discuss community engagement Arlinda Westbrook	1.00	$30.00	**$30.00**
Service	03/25/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Use of Force E learning discussion	1.00	$280.00	**$280.00**
Service	03/25/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Community Engagement meeting	1.00	$280.00	**$280.00**
Service	03/25/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Preparing for Matrix Workshopping	1.00	$280.00	**$280.00**
Service	03/25/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: IU Check in Meeting	1.00	$280.00	**$280.00**
Service	03/25/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/OPCR check in meeting	1.00	$280.00	**$280.00**
Service	03/25/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: EIS Benchmark Demo for Elefa/MDHR	2.00	$280.00	**$560.00**
Service	03/25/2026 - Evaluate Training or Operations / David Douglass: Review City's interpretation of Data Practices Act Applicability to cases under investigation	1.50	$350.00	**$525.00**
Service	03/26/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Internal/external email/texts	0.50	$280.00	**$140.00**
Service	03/26/2026 - Evaluate Training or Operations / Julie Solomon: Maslow's Hierarchy of Needs and Wellness/Supervision	1.00	$280.00	**$280.00**
Service	03/26/2026 - Meeting, Recurring: Internal / Julie Solomon: Facilities Review of Pending/Completed Reccs	0.50	$280.00	**$140.00**
Service	03/26/2026 - Meeting, Recurring: External / John Salomone: Parties' meeting	0.75	$100.00	**$75.00**
Service	03/26/2026 - Technical Assistance to MPD or the City / Julie Solomon: Review/provide technical assistance on the mobile crisis team RFP	2.50	$280.00	**$700.00**
Service	03/26/2026 - Meeting, Party Principals / Eric Melancon: Meeting with Parties and follow up to update tracker with relevant information from meeting	1.00	$280.00	**$280.00**
Service	03/26/2026 - Meeting, Recurring: Internal / Eric Melancon: Monthly meeting to review progress on facilities improvements	0.50	$280.00	**$140.00**
Service	03/26/2026 - Technical Assistance to MPD or the City / Eric Melancon: Review of RFP for Diversion program	1.00	$280.00	**$280.00**
Service	03/26/2026 - Document review: Policies / Lisa Fink: Internal follow-ups regarding 3-310	0.25	$280.00	**$70.00**
Service	03/26/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with M Viverette regarding 3-310 and 9-300s	0.25	$280.00	**$70.00**
Service	03/26/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in workshop with parties regarding 2-100s.	0.75	$280.00	**$210.00**
Service	03/26/2026 - Meeting, Recurring: External / Lisa Fink: Participate in weekly Parties meeting.	0.50	$280.00	**$140.00**

Service	03/26/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon regarding policy status tracker and 3-310.	0.25	$280.00	**$70.00**
Service	03/26/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with B Murphy regarding FTO SOP.	0.25	$280.00	**$70.00**
Service	03/26/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding FTO SOP.	0.25	$280.00	**$70.00**
Service	03/26/2026 - Planning / Lisa Fink: Receive and process Supervisor Duties policies for review.	0.25	$280.00	**$70.00**
Service	03/26/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Carolina Maberry: Cleaned up coaching report, drafted language for circulation to parties	1.00	$30.00	**$30.00**
Service	03/26/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: 2-100 Touchbase meeting	1.00	$280.00	**$280.00**
Service	03/26/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	1.00	$280.00	**$280.00**
Service	03/26/2026 - Evaluate Training or Operations / David Douglass: Meeting with MPD re 2--100 policy approval process	1.00	$350.00	**$350.00**
Service	03/27/2026 - Technical Assistance to MPD or the City / Julie Solomon: Finalize TA feedback on MCR and send to the City	1.25	$280.00	**$350.00**
Service	03/27/2026 - Document review: Data Sets / Eric Melancon: Review of preliminary version of dashboard on Use of Force	0.75	$280.00	**$210.00**
Service	03/27/2026 - Community Engagement Activities / Carolina Maberry: Prepared a memo re: community surveyor candidates	1.00	$30.00	**$30.00**
Service	03/30/2026 - Meeting, Ad Hoc: Internal / Julie Solomon: Discussion on Policy of Hours Worked	0.75	$280.00	**$210.00**
Service	03/30/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Internal/External email, site visit prep	0.50	$280.00	**$140.00**
Service	03/30/2026 - Document review: Data Sets / Eric Melancon: Review of ICC and BWC repair log from 2025	1.00	$280.00	**$280.00**
Service	03/30/2026 - Meeting, Ad Hoc: External / Eric Melancon: Meeting with MDHR to discuss BWC and ICC repair data	0.50	$280.00	**$140.00**
Service	03/30/2026 - Document review: Policies / Eric Melancon: Internal team review of proposed policy language for Hours Worked policy	0.50	$280.00	**$140.00**
Service	03/30/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MPD police consultant	1.00	$280.00	**$280.00**
Service	03/30/2026 - Document review: Reports & Other Documents / Arlinda Westbrook: Meeting to respond to 2-100 policy approval submission	2.00	$280.00	**$560.00**
Service	03/30/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Edit and finalize IE Voluntary Transports approval letter, save, transmit to parties.	0.25	$100.00	**$25.00**
Service	03/30/2026 - Meeting Prep / Lisa Fink: Prepare for internal call on policy 3-310.	0.25	$280.00	**$70.00**

Service	03/30/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in internal call regarding 3-310.	0.50	$280.00	**$140.00**
Service	03/30/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in internal call regarding 2-100s policies.	1.25	$280.00	**$350.00**
Service	03/30/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Continued internal conversations regarding 2-100s.	0.75	$280.00	**$210.00**
Service	03/30/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Drafting formal memoranda regarding 2-100s submission.	0.75	$280.00	**$210.00**
Service	03/30/2026 - Meeting, Recurring: External / Lisa Fink: Participate in biweekly policy call with MPD Policy Unit.	0.50	$280.00	**$140.00**
Service	03/30/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA policy call.	1.00	$280.00	**$280.00**
Service	03/30/2026 - Admin: Document Coding, Storage, and Tracking / Lisa Fink: Tracking documents received and sent between MPD and ELEFA for policy reviews	0.25	$280.00	**$70.00**
Service	03/30/2026 - Document review: Policies / Lisa Fink: Review of draft OCS policy and updated 2-100s	0.50	$280.00	**$140.00**
Service	03/30/2026 - Report Preparation / Lisa Fink: Complete weekly ELEFA report.	0.25	$280.00	**$70.00**
Service	03/30/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Comparison of Discipline Matrix policies across police departments (NOPD, Baltimore)	3.00	$30.00	**$90.00**
Service	03/30/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Posting Louisville Info to Website	1.00	$30.00	**$30.00**
Service	03/30/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Working meeting on Liaison Council	1.00	$280.00	**$280.00**
Service	03/31/2026 - Meeting Prep / John Salomone: Prep for team meeting	0.50	$100.00	**$50.00**
Service	03/31/2026 - Meeting, Recurring: Internal / John Salomone: Team meeting	0.50	$100.00	**$50.00**
Service	03/31/2026 - Meeting, Recurring: Internal / Eric Melancon: Biweekly team meeting	0.50	$280.00	**$140.00**
Service	03/31/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Summary of tracker items to send to MPD	0.50	$280.00	**$140.00**
Service	03/31/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Additional drafting of memoranda regarding 2-100s.	0.75	$280.00	**$210.00**
Service	03/31/2026 - Workshopping Session: Policy Development / Lisa Fink: Workshop with parties regarding policy 3-310.	0.75	$280.00	**$210.00**
Service	03/31/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding 2-100s.	0.25	$280.00	**$70.00**
Service	03/31/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in biweekly ELEFA team meeting.	0.50	$280.00	**$140.00**

Service	03/31/2026 - Planning / Lisa Fink: Receiving, tracking, and assigning for ELEFA review several policies.	0.50	$280.00	**$140.00**
Service	03/31/2026 - Document review: Policies / Eric Melancon: Discussion with parties on hours worked policy	1.00	$280.00	**$280.00**
Service	03/31/2026 - Document review: Reports & Other Documents / Julie Solomon: Review Hours Worked Policy and Supervision Policy with notes	2.50	$280.00	**$700.00**
Service	03/31/2026 - Meeting, Recurring: External / David Douglass: Check-in meeting witth Chief O'Hara.	0.75	$350.00	**$262.50**
Service	03/31/2026 - Meeting, Ad Hoc: Internal / David Douglass: Team meeting.	2.00	$350.00	**$700.00**
Service	03/31/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Meeting Arlinda and David to discuss community engagement work and ILC	1.00	$30.00	**$30.00**
Service	03/31/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Policy meeting MDHR	0.75	$280.00	**$210.00**
Service	04/01/2026 - Evaluate Training or Operations / Julie Solomon: Review observation of CIT Refresher training + travel + meet with CIT Coordinator + Debrief + notes	10.00	$280.00	**$2,800.00**
Service	04/01/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Internal call regarding Years 3 and 4 planning and 2-100s memorandum.	0.75	$280.00	**$210.00**
Service	04/01/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with A Westbrook and E Melancon regarding discipline and accountability dashboards.	0.75	$280.00	**$210.00**
Service	04/01/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize draft 2-100s letters and sent to ELEFA leadership.	1.00	$280.00	**$280.00**
Service	04/01/2026 - Planning / Lisa Fink: Policy and SOP tracker development to ensure work status is promptly updated.	0.50	$280.00	**$140.00**
Service	04/01/2026 - Document review: Policies / Lisa Fink: Review of BWC Activation and BWC/ICC Startup Audit SOP submission.	0.75	$280.00	**$210.00**
Service	04/01/2026 - Document review: Policies / Lisa Fink: Internal call regarding Year 3 and 4 planning and additional discussion regarding updated 2-100s submission.	1.50	$280.00	**$420.00**
Service	04/01/2026 - Document review: Policies / Lisa Fink: Begin drafting Monitoring Plan for Years 3 and 4 policy work.	1.00	$280.00	**$280.00**
Service	04/01/2026 - Meeting, Recurring: External / Eric Melancon: Monthly meeting with MPD audits team	1.00	$280.00	**$280.00**
Service	04/01/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Coordination with Arlinda and Lisa on Misconduct dashboard requirements	0.75	$280.00	**$210.00**
Service	04/01/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO on 2-100	1.00	$280.00	**$280.00**
Service	04/01/2026 - Meeting, Recurring: External / David Douglass: MDHR check-in meeting.	1.00	$350.00	**$350.00**

Service	04/01/2026 - Meeting, Recurring: External / David Douglass: IU check-in meeting	1.00	$350.00	**$350.00**
Service	04/01/2026 - Document review: Policies / David Douglass: Review City's 2-100 position on public disclosure of complaint status.	1.00	$350.00	**$350.00**
Service	04/01/2026 - Planning / David Douglass: Evaluate City's proposed year 3-4 planning document.	2.00	$350.00	**$700.00**
Service	04/01/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting on 2-100 with MDHR	0.50	$280.00	**$140.00**
Service	04/01/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Year 3 & 4 goals meetings with SMEs	2.50	$30.00	**$75.00**
Service	04/01/2026 - Document review: Reports & Other Documents / Carolina Maberry: Review of IU Gantt Chart Deadlines	1.50	$30.00	**$45.00**
Service	04/01/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Implementation plan discussion	1.00	$280.00	**$280.00**
Service	04/01/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: IU Check in meeting	1.00	$280.00	**$280.00**
Service	04/01/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Year 3 and 4 Goals Meeting	2.50	$280.00	**$700.00**
Service	04/02/2026 - Document review: Training / Eric Melancon: Review of BWC training	1.00	$280.00	**$280.00**
Service	04/02/2026 - Admin: Other / Eric Melancon: CJIS certification training	0.50	$280.00	**$140.00**
Service	04/02/2026 - Meeting, Ad Hoc: External / Julie Solomon: Meeting with Cmdr Reisdorfer and BC Martin; Meeting with the Wellness Unit + Debrief; Meeting with the parties; Roll Call Precinct 1 +meeting with Lt. Schoonover + notes + travel	10.00	$280.00	**$2,800.00**
Service	04/02/2026 - Meeting, Recurring: External / John Salomone: Parties' meeting	1.00	$100.00	**$100.00**
Service	04/02/2026 - Admin: Other / John Salomone: look into another polo shirt order	0.25	$100.00	**$25.00**
Service	04/02/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	1.00	$280.00	**$280.00**
Service	04/02/2026 - Meeting, Party Principals / Eric Melancon: Participated in Parties meeting	1.00	$280.00	**$280.00**
Service	04/02/2026 - Planning / John Salomone: Telephone call with Lisa re: tracking processes and Parties' Meeting follow-up	0.50	$100.00	**$50.00**
Service	04/02/2026 - Document review: Policies / Lisa Fink: Review supervisor duties policy and accompanying materials	1.00	$280.00	**$280.00**
Service	04/02/2026 - Document review: Reports & Other Documents / Lisa Fink: Review City letter regarding 2-100s and conducted research regarding issue	0.50	$280.00	**$140.00**
Service	04/02/2026 - Planning / Lisa Fink: Create policy monitoring plan for MPD policy and SOP development.	2.50	$280.00	**$700.00**

Service	04/02/2026 - Meeting, Recurring: External / Lisa Fink: Participate in weekly Parties meeting	1.00	$280.00	**$280.00**
Service	04/02/2026 - Document review: Reports & Other Documents / Lisa Fink: Review deadline feedback memorandum and chart of feedback	1.50	$280.00	**$420.00**
Service	04/02/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with J Salomone regarding project management and ELEFA responses due	0.25	$280.00	**$70.00**
Service	04/02/2026 - Document review: Policies / David Douglass: Evaluate City's position regarding 2-100 policies.	2.50	$350.00	**$875.00**
Service	04/02/2026 - Document review: Policies / David Douglass: Evaluate 2-100 policy.	2.00	$350.00	**$700.00**
Service	04/02/2026 - Planning / David Douglass: evaluate cities, Gantt chart and related documents in preparation for planning meetings.	4.00	$350.00	**$1,400.00**
Service	04/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR	1.00	$280.00	**$280.00**
Service	04/02/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with CAO on case law discussion	1.00	$280.00	**$280.00**
Service	04/03/2026 - Meeting, Party Principals / Eric Melancon: Review of timelines proposed by MPD on data systems projects	0.75	$280.00	**$210.00**
Service	04/03/2026 - Meeting, Recurring: External / Eric Melancon: Biweekly meeting with IT department	1.00	$280.00	**$280.00**
Service	04/03/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Internal calls regarding 2-100s approval.	0.75	$280.00	**$210.00**
Service	04/03/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding 2-100s.	0.50	$280.00	**$140.00**
Service	04/03/2026 - Document review: Policies / Lisa Fink: Review ELEFA comments on 1-406	0.25	$280.00	**$70.00**
Service	04/03/2026 - Planning / David Douglass: Prepare for planning meetings	2.00	$350.00	**$700.00**
Service	04/03/2026 - Document review: Policies / David Douglass: Evaluate and approve 2-200 policy	6.00	$350.00	**$2,100.00**
Service	04/03/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: SME IU Gantt Chart Deadlines Meeting	1.00	$30.00	**$30.00**
Service	04/03/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Carolina Maberry: Preparing a spreadsheet of feedback from SMEs regarding the deadlines proposed by IU	1.50	$30.00	**$45.00**
Service	04/03/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: MDHR/Elefa	1.00	$280.00	**$280.00**
Service	04/06/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: 26-27 CJIS Certifications naming and storing	0.25	$100.00	**$25.00**
Service	04/06/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: review Yr 3/4 + MDHR comments + draft internal comments internal email	0.50	$280.00	**$140.00**

Service	04/06/2026 - Meeting Prep / Arlinda Westbrook: Preparation for the corrective action matrix workshopping	2.00	$280.00	**$560.00**
Service	04/06/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Corrective Action Matrix workshopping	2.00	$280.00	**$560.00**
Service	04/06/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: IU Gantt Deadlines feedback meeting	1.50	$280.00	**$420.00**
Service	04/06/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Prep meeting for community surveyor training	2.00	$280.00	**$560.00**
Service	04/06/2026 - Meeting Prep / Lisa Fink: Prepare for Matrix workshop	0.50	$280.00	**$140.00**
Service	04/06/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in Corrective Action Matrix workshop with parties	2.00	$280.00	**$560.00**
Service	04/06/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize updated approval letter for 2-100s.	0.25	$280.00	**$70.00**
Service	04/06/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in policy deadlines discussion with ELEFA leadership	1.00	$280.00	**$280.00**
Service	04/06/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting on 2-100 MDHR	0.50	$280.00	**$140.00**
Service	04/06/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Carolina Maberry: Incorporating SME edits to feedback spreadsheet on IU deadlines	1.50	$30.00	**$45.00**
Service	04/06/2026 - Community Engagement Activities / Carolina Maberry: Outreach & scheduling training for Surveyors	1.50	$30.00	**$45.00**
Service	04/06/2026 - Meeting, Ad Hoc: External / Carolina Maberry: Matrix workshopping	1.50	$30.00	**$45.00**
Service	04/06/2026 - Site Visit / David Douglass	7.00	$350.00	**$2,450.00**
Service	04/07/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Policy 2-100	0.25	$100.00	**$25.00**
Service	04/07/2026 - Meeting Prep / Lisa Fink: Prepare for second Matrix workshop	0.50	$280.00	**$140.00**
Service	04/07/2026 - Document review: Policies / Lisa Fink: Review Warrants policies	2.50	$280.00	**$700.00**
Service	04/07/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in calls with MPD and City regarding policies status and content.	0.75	$280.00	**$210.00**
Service	04/07/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon regarding status of policy submissions and next steps.	0.25	$280.00	**$70.00**
Service	04/07/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in Corrective Action Matrix workshop with parties.	1.75	$280.00	**$490.00**
Service	04/07/2026 - Report Preparation / Lisa Fink: Complete weekly ELEFA report.	0.25	$280.00	**$70.00**
Service	04/07/2026 - Meeting, Ad Hoc: External / Carolina Maberry: IU Gantt Charts deadlines meeting and feedback	1.00	$30.00	**$30.00**

Service	04/07/2026 - Community Engagement Activities / Carolina Maberry: Final edits to surveyor conduct agreement	1.00	$30.00	**$30.00**
Service	04/07/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/MDHR Deadline meeting on site in Minneapolis	2.00	$280.00	**$560.00**
Service	04/07/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Check in meeting with Ganesha on site in Minneapolis	1.00	$280.00	**$280.00**
Service	04/07/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Discipline Matrix prep meeting on site in Minneapolis	2.00	$280.00	**$560.00**
Service	04/07/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Matrix Workshopping Day 2 in Minneapolis	3.00	$280.00	**$840.00**
Service	04/07/2026 - Community Engagement Activities / Arlinda Westbrook: Meeting with Plymouth and League of women voters Reimagining Policing group	1.00	$280.00	**$280.00**
Service	04/07/2026 - Site Visit / David Douglass	7.00	$350.00	**$2,450.00**
Service	04/08/2026 - Meeting, Ad Hoc: External / Julie Solomon: Facilities Meeting with MPD + email	1.00	$280.00	**$280.00**
Service	04/08/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Updated tracker items	0.75	$280.00	**$210.00**
Service	04/08/2026 - Meeting, Recurring: External / Eric Melancon: Meeting with IU on status of facilities improvements	0.75	$280.00	**$210.00**
Service	04/08/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Eric Melancon: Drafted response on BWC Audit SOPs submission	1.00	$280.00	**$280.00**
Service	04/08/2026 - Admin: Other / John Salomone: Survey logistics	0.25	$100.00	**$25.00**
Service	04/08/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Development of dashboard concepts for public reporting	1.50	$280.00	**$420.00**
Service	04/08/2026 - Document review: Policies / Lisa Fink: Review limitations on hours worked submission.	0.50	$280.00	**$140.00**
Service	04/08/2026 - Document review: Policies / Lisa Fink: Review foot pursuits policy	1.00	$280.00	**$280.00**
Service	04/08/2026 - Document review: Policies / Lisa Fink: Review social media policy	1.25	$280.00	**$350.00**
Service	04/08/2026 - Community Engagement Activities / Carolina Maberry: Preparing sign in sheets and support docs for Surveyor training	1.50	$30.00	**$45.00**
Service	04/08/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa Community Surveyor Trainings on site in Minneapolis	3.00	$280.00	**$840.00**
Service	04/08/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: On site meeting with IU working on year 3 and 4 deadlines	2.00	$280.00	**$560.00**
Service	04/08/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/OPCR on site visit	2.00	$280.00	**$560.00**
Service	04/08/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa Community Surveyor Trainings	2.50	$280.00	**$700.00**

Service	04/08/2026 - Site Visit / David Douglass	7.00	$350.00	**$2,450.00**
Service	04/09/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: ICC	0.25	$100.00	**$25.00**
Service	04/09/2026 - Meeting, Ad Hoc: External / Julie Solomon: Review Benchmark status update and supervisor responsibilities appendix	0.25	$280.00	**$70.00**
Service	04/09/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa Community Surveyor Trainings	2.50	$280.00	**$700.00**
Service	04/09/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa /CAO office on site meeting	2.00	$280.00	**$560.00**
Service	04/09/2026 - Community Engagement Activities / Arlinda Westbrook: Meeting with UCMT to plan community engagement activities	1.50	$280.00	**$420.00**
Service	04/09/2026 - Site Visit / David Douglass	7.00	$350.00	**$2,450.00**
Service	04/10/2026 - Document review: Training / Eric Melancon: Review of BWC and ICC training module	1.50	$280.00	**$420.00**
Service	04/10/2026 - Document review: Policies / Eric Melancon: Review of supervisor duties policy	0.75	$280.00	**$210.00**
Service	04/11/2026 - Document review: Policies / Lisa Fink: Review ELEFA comments on foot pursuits policy	0.50	$280.00	**$140.00**
Service	04/11/2026 - Document review: Policies / Lisa Fink: Review ELEFA comments on supervisor duties policy.	0.50	$280.00	**$140.00**
Service	04/13/2026 - Document review: Policies / Eric Melancon: Review of undercover social media use policy and supervisor duties policy with Lisa	0.50	$280.00	**$140.00**
Service	04/13/2026 - Meeting, Ad Hoc: Internal / Julie Solomon: Phone call with LF to review comments on supervisor policy	0.25	$280.00	**$70.00**
Service	04/13/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon regarding several policy reviews.	0.25	$280.00	**$70.00**
Service	04/13/2026 - Document review: Policies / Lisa Fink: Review comments on supervisor duties policies	0.50	$280.00	**$140.00**
Service	04/13/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with M Viverette regarding comments on several policies	0.50	$280.00	**$140.00**
Service	04/13/2026 - Document review: Policies / Lisa Fink: Review ELEFA comments on social media policy.	0.25	$280.00	**$70.00**
Service	04/13/2026 - Document review: Policies / Lisa Fink: Review communications and comments regarding supervisor duties policy.	0.25	$280.00	**$70.00**
Service	04/13/2026 - Report Preparation / Lisa Fink: Prepare weekly ELEFA report.	0.25	$280.00	**$70.00**
Service	04/13/2026 - Meeting Prep / Lisa Fink: Prepare for weekly ELEFA policy meeting.	0.25	$280.00	**$70.00**
Service	04/13/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in ELEFA weekly policy call.	0.25	$280.00	**$70.00**

Service	04/13/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Updating response to BWC audit SOPs	0.50	$280.00	**$140.00**
Service	04/13/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in call with J Solomon regarding supervisor duties comments	0.25	$280.00	**$70.00**
Service	04/13/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa weekly policy call	1.00	$280.00	**$280.00**
Service	04/13/2026 - Planning / David Douglass: Address survey issues	1.50	$350.00	**$525.00**
Service	04/13/2026 - Community Engagement Activities / David Douglass: review email from community member regarding internal investigations and follow-up re same	0.25	$350.00	**$87.50**
Service	04/14/2026 - Meeting Prep / John Salomone: Team meeting prep	0.25	$100.00	**$25.00**
Service	04/14/2026 - Admin: Other / John Salomone: Communicate with Barbara Harding re: survey	0.25	$100.00	**$25.00**
Service	04/14/2026 - Meeting, Recurring: Internal / John Salomone: Team Meeting (had to depart early)	0.50	$100.00	**$50.00**
Service	04/14/2026 - Planning / Lisa Fink: Communications regarding policy reviews and statuses	0.25	$280.00	**$70.00**
Service	04/14/2026 - Document review: Policies / Lisa Fink: Finalize ELEFA comments on supervisor duties policies and sent to MPD/City.	0.50	$280.00	**$140.00**
Service	04/14/2026 - Document review: Policies / Lisa Fink: Review notes regarding corrective action matrix workshopping and next steps.	0.25	$280.00	**$70.00**
Service	04/14/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA team meeting.	0.75	$280.00	**$210.00**
Service	04/14/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Team meeting	1.50	$280.00	**$420.00**
Service	04/14/2026 - Planning / David Douglass: survey coordination	1.00	$350.00	**$350.00**
Service	04/14/2026 - Document review: Policies / David Douglass: review draft social media policy	1.50	$350.00	**$525.00**
Service	04/15/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: MDHR/Elefa check in	1.00	$280.00	**$280.00**
Service	04/15/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Internal/external email	0.25	$280.00	**$70.00**
Service	04/15/2026 - Document review: Policies / Lisa Fink: Review updated policy and communications regarding 3-310.	0.50	$280.00	**$140.00**
Service	04/15/2026 - Document review: Policies / Lisa Fink: Finalize ELEFA comments on social media policy and sent to City/MPD	0.50	$280.00	**$140.00**
Service	04/15/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft approval memo for limitations on hours policy.	0.50	$280.00	**$140.00**
Service	04/15/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa and CAO	1.00	$280.00	**$280.00**

Service	04/15/2026 - Report Preparation / Carolina Maberry: Arlinda and Carolina Report working meeting (Accountability section)	2.50	$30.00	**$75.00**
Service	04/15/2026 - Meeting, Recurring: External / Arlinda Westbrook: IU Check in meeting	1.00	$280.00	**$280.00**
Service	04/15/2026 - Report Preparation / Arlinda Westbrook: Semi annual report drafting	2.50	$280.00	**$700.00**
Service	04/15/2026 - Report Preparation / David Douglass: review first draft of semi-annual progress report	2.00	$350.00	**$700.00**
Service	04/15/2026 - Planning / David Douglass: review draft survey message to surveyors	0.25	$350.00	**$87.50**
Service	04/16/2026 - Admin: Other / John Salomone: Survey logistics	1.00	$100.00	**$100.00**
Service	04/16/2026 - Meeting Prep / Lisa Fink: Prepare for warrants call with MDHR	0.25	$280.00	**$70.00**
Service	04/16/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in warrants call with MDHR	1.25	$280.00	**$350.00**
Service	04/16/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Communications and scheduling follow-ups regarding warrants.	0.25	$280.00	**$70.00**
Service	04/16/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with City regarding warrants policy and FTO SOP	0.75	$280.00	**$210.00**
Service	04/16/2026 - Meeting, Ad Hoc: External / Lisa Fink: Review previous tracked versions of 2-100 to identify source of edit for 2-100s quality assurance finalization.	0.50	$280.00	**$140.00**
Service	04/16/2026 - Document review: Policies / Lisa Fink: Receive and conduct preliminary review of 8-100s and 8-200s.	0.50	$280.00	**$140.00**
Service	04/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR	1.25	$280.00	**$350.00**
Service	04/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: OPCR Intake Presentation	1.50	$280.00	**$420.00**
Service	04/17/2026 - Meeting, Ad Hoc: External / Lisa Fink: Calls with MDHR regarding warrants policy	0.75	$280.00	**$210.00**
Service	04/17/2026 - Report Preparation / Carolina Maberry: Report Drafting	1.50	$30.00	**$45.00**
Service	04/17/2026 - Community Engagement Activities / David Douglass: review and revise survey flyer	1.00	$350.00	**$350.00**
Service	04/17/2026 - Meeting, Recurring: External / David Douglass: Weekly MDHR check-in meeting	1.00	$350.00	**$350.00**
Service	04/17/2026 - Meeting, Recurring: External / David Douglass: Weekly IU check-in meeting	0.50	$350.00	**$175.00**
Service	04/17/2026 - Planning / David Douglass: address survey issues	2.00	$350.00	**$700.00**
Product	04/06/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from airport to Minneapolis hotel	1.00	$45.53	**$45.53**

Product	04/06/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber trip from Home to R Reagan national Airport for travel to Minneapolis.	1.00	$55.99	**$55.99**
Product	04/06/2026 - Airfare / David Douglass: flight receipt going to MPLS from April 6 to 9 2026	1.00	$1,028.81	**$1,028.81**
Product	04/06/2026 - Minneapolis Per Diem: Partial Day (day of travel) / David Douglass	1.00	$69.00	**$69.00**
Product	04/06/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Arlinda Westbrook	1.00	$69.00	**$69.00**
Product	04/06/2026 - Lodging / Arlinda Westbrook	1.00	$846.24	**$846.24**
Product	04/06/2026 - Airfare / Arlinda Westbrook	1.00	$528.20	**$528.20**
Product	04/07/2026 - Minneapolis Per Diem: Full Day / David Douglass	1.00	$92.00	**$92.00**
Product	04/07/2026 - Minneapolis Per Diem: Full Day / Arlinda Westbrook	1.00	$92.00	**$92.00**
Product	04/08/2026 - Minneapolis Per Diem: Full Day / David Douglass	1.00	$92.00	**$92.00**
Product	04/08/2026 - Minneapolis Per Diem: Full Day / Arlinda Westbrook	1.00	$92.00	**$92.00**
Product	04/09/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from the airport to home	1.00	$47.96	**$47.96**
Product	04/09/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from Minneapolis hotel to the airport	1.00	$50.93	**$50.93**
Product	04/09/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber trip from my hotel to City Hall to drop off the iPads. It was an SUV because we had boxes and bags to transport	1.00	$31.99	**$31.99**
Product	04/09/2026 - Minneapolis Per Diem: Partial Day (day of travel) / David Douglass	1.00	$69.00	**$69.00**
Product	04/09/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Arlinda Westbrook	1.00	$69.00	**$69.00**
Product	04/09/2026 - Airfare / Arlinda Westbrook	1.00	$678.20	**$678.20**
Product	04/16/2026 - Other / John Salomone: Community survey expenses: surveyor t-shirts	1.00	$377.82	**$377.82**

Subtotal	**$106,891.53**
Payments	**-$106,891.53**

Total hours: **371h 15min**

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.