

PAID

From

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

Invoice ID	**27**
PO Number	MPLMN-0000926499
Issue Date	08/04/2026
Due Date	09/03/2026 (Net 30)
Subject	Effective Law Enforcement for All (Supplier 0000033526), Invoice for April 18 - May 17 2026

Invoice For

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

Item Type	Description	Quantity	Unit Price	Amount
Service	04/20/2026 - Evaluate Training or Operations / Julie Solomon: MECC CIT Training Observation	5.00	$280.00	**$1,400.00**
Service	04/20/2026 - Document review: Policies / Mary Ann Viverette: SSCA with L. Fink	0.50	$280.00	**$140.00**
Service	04/20/2026 - Document review: Policies / Mary Ann Viverette: 9-300 with L Fink and MDHR	0.25	$280.00	**$70.00**
Service	04/20/2026 - Document review: Policies / Mary Ann Viverette: with Douglass, Fink and Westbrook	0.75	$280.00	**$210.00**
Service	04/20/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Policy Meeting	0.75	$280.00	**$210.00**
Service	04/20/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Internal planning meeting with Elefa leads.	1.00	$280.00	**$280.00**
Service	04/20/2026 - Document review: Policies / David Douglass: Meeting with Meses. Fink and Westbrook re policy status and evaluation process	1.00	$350.00	**$350.00**
Service	04/20/2026 - Fact Finding & Analysis / David Douglass: evaluate implementation timelines	1.75	$350.00	**$612.50**
Service	04/20/2026 - Planning / David Douglass: review status and plans and receive updates from team	3.00	$350.00	**$1,050.00**
Service	04/20/2026 - Planning / Lisa Fink: Prepare for internal Warrants policy call.	0.25	$280.00	**$70.00**
Service	04/20/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with M Viverette regarding Warrants policy.	0.75	$280.00	**$210.00**

Service	04/20/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding Warrants policy	0.25	$280.00	**$70.00**
Service	04/20/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA policy call.	0.75	$280.00	**$210.00**
Service	04/20/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon regarding BWC Audits SOPs	0.25	$280.00	**$70.00**
Service	04/20/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize 3-310 approval letter.	0.25	$280.00	**$70.00**
Service	04/20/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Edit response letter to BWC Audit SOP submission	0.25	$280.00	**$70.00**
Service	04/20/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft and send communications to MDHR regarding high level review on several policies.	0.50	$280.00	**$140.00**
Service	04/20/2026 - Report Preparation / Carolina Maberry: Developing first report template based on meeting forms, previous reports, and other sources, and confirming veracity of facts in sources	2.50	$30.00	**$75.00**
Service	04/20/2026 - Planning / David Douglass: review draft survey flyer	0.50	$350.00	**$175.00**
Service	04/21/2026 - Meeting, Recurring: External / Julie Solomon: HWU Monthly Meeting + notes	1.00	$280.00	**$280.00**
Service	04/21/2026 - Meeting, Recurring: External / Julie Solomon: Monthly property services meeting	1.00	$280.00	**$280.00**
Service	04/21/2026 - Document review: Policies / Eric Melancon: Phone call with IU team on status of BWC Audit SOPs	0.50	$280.00	**$140.00**
Service	04/21/2026 - Document review: Policies / Eric Melancon: Phone call with MDHR on status of BWC audit SOPs	0.25	$280.00	**$70.00**
Service	04/21/2026 - Document review: Policies / Eric Melancon: Internal coordination on status of BWC Audit SOPs	0.25	$280.00	**$70.00**
Service	04/21/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Review of tracker items for upcoming Parties Meeting	0.50	$280.00	**$140.00**
Service	04/21/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: IE Response Letter, Policy 3-310	0.25	$100.00	**$25.00**
Service	04/21/2026 - Document review: Reports & Other Documents / John Salomone: Semiannual report draft review	1.50	$100.00	**$150.00**
Service	04/21/2026 - Document review: Policies / Julie Solomon: 8-100s 8-200s 8-300s	1.25	$280.00	**$350.00**
Service	04/21/2026 - Meeting, Recurring: External / Arlinda Westbrook: Meeting with MPD IU	1.00	$280.00	**$280.00**
Service	04/21/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR on community survey	1.50	$280.00	**$420.00**
Service	04/21/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting prep for Check in with MDHR	0.50	$280.00	**$140.00**

Service	04/21/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting on Disciplinary Matrix	1.00	$280.00	**$280.00**
Service	04/21/2026 - Prepare Memoranda, Correspondence, or other Written Communications / David Douglass: Review policy approval letter	0.25	$350.00	**$87.50**
Service	04/21/2026 - Planning / David Douglass: survey planning	3.00	$350.00	**$1,050.00**
Service	04/21/2026 - Document review: Policies / Lisa Fink: Review edits to arrest warrant policy from City.	0.25	$280.00	**$70.00**
Service	04/21/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding warrants policy	0.75	$280.00	**$210.00**
Service	04/21/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Internal call regarding warrants policy.	0.25	$280.00	**$70.00**
Service	04/21/2026 - Document review: Policies / Lisa Fink: Finalize warrants policy edits and sent to City.	2.00	$280.00	**$560.00**
Service	04/21/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalize correspondence regarding BWC audit SOPs and sent to parties.	0.25	$280.00	**$70.00**
Service	04/21/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Draft new letter to City regarding BWC/ICC Audit SOP submission.	0.25	$280.00	**$70.00**
Service	04/21/2026 - Planning / Lisa Fink: Tracking status of various policy reviews.	0.25	$280.00	**$70.00**
Service	04/21/2026 - Community Engagement Activities / Carolina Maberry: Custom t shirt design and order for community surveyors	1.00	$30.00	**$30.00**
Service	04/22/2026 - Meeting, Ad Hoc: Internal / Mary Ann Viverette: with ELEFA Leadership	0.50	$280.00	**$140.00**
Service	04/22/2026 - Meeting, Recurring: External / Mary Ann Viverette: ELEFA nd MDHR	1.00	$280.00	**$280.00**
Service	04/22/2026 - Document review: Policies / Mary Ann Viverette: Review of 8-100, 8-200 and 8-300 - engaging with minors, etc.	1.50	$280.00	**$420.00**
Service	04/22/2026 - Evaluate Training or Operations / Julie Solomon: Observe final modules and SBT of MECC training	3.50	$280.00	**$980.00**
Service	04/22/2026 - Meeting, Recurring: External / Mary Ann Viverette: OPCR updates with A. Westbrook and OOCR team	1.50	$280.00	**$420.00**
Service	04/22/2026 - Admin: Other / John Salomone: Survey logistics coordination call	0.50	$100.00	**$50.00**
Service	04/22/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: BWC/ICC Audit SOPs Response letter	0.25	$100.00	**$25.00**
Service	04/22/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with MDHR	1.50	$280.00	**$420.00**
Service	04/22/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/MDHR Check in meeting	0.50	$280.00	**$140.00**
Service	04/22/2026 - Prepare Memoranda, Correspondence, or other Written Communications / David Douglass: Review and revise policy	0.50	$350.00	**$175.00**

	approval letter			
Service	04/22/2026 - Meeting, Recurring: External / David Douglass: MDHR check in meeting	1.00	$350.00	**$350.00**
Service	04/22/2026 - Planning / David Douglass: survey call and evaluation	2.00	$350.00	**$700.00**
Service	04/22/2026 - Report Preparation / David Douglass: Review draft progress report	2.00	$350.00	**$700.00**
Service	04/22/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with B Murphy regarding foot pursuits policy.	0.25	$280.00	**$70.00**
Service	04/22/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Finalizing letter and communications regarding BWC/ICC Audit SOP response letter.	0.25	$280.00	**$70.00**
Service	04/22/2026 - Document review: Policies / Lisa Fink: Begin review of Engaging with Minors policies.	1.75	$280.00	**$490.00**
Service	04/22/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with Lisa on pursuit policy.	0.25	$280.00	**$70.00**
Service	04/22/2026 - Community Engagement Activities / Arlinda Westbrook: Community Survey prep meeting	1.00	$280.00	**$280.00**
Service	04/22/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/OPCR Weekly meeting	1.00	$280.00	**$280.00**
Service	04/22/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Additional survey prep meeting	1.00	$280.00	**$280.00**
Service	04/23/2026 - Meeting, Recurring: External / Mary Ann Viverette: OPCR Intake four cases	1.00	$280.00	**$280.00**
Service	04/23/2026 - Meeting, Recurring: Internal / Julie Solomon: Facilities Tracker review + external email	1.00	$280.00	**$280.00**
Service	04/23/2026 - Meeting, Recurring: External / John Salomone: Parties' meeting and follow-up discussion on Survey	1.75	$100.00	**$175.00**
Service	04/23/2026 - Meeting, Party Principals / Mary Ann Viverette: Parties meeting	1.50	$280.00	**$420.00**
Service	04/23/2026 - Planning / Lisa Fink: Reviewed policy deadline proposal chart for years 3 and 4.	0.25	$280.00	**$70.00**
Service	04/23/2026 - Document review: Policies / Lisa Fink: Continue review of Engaging with Minors policies.	2.25	$280.00	**$630.00**
Service	04/23/2026 - Meeting, Recurring: External / Lisa Fink: Participate in weekly Parties call.	1.50	$280.00	**$420.00**
Service	04/23/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with MDHR regarding foot pursuits policy.	0.50	$280.00	**$140.00**
Service	04/23/2026 - Meeting, Ad Hoc: External / Lisa Fink: Internal communications regarding policy review of Engaging with Minors.	0.25	$280.00	**$70.00**
Service	04/23/2026 - Meeting, Recurring: Internal / Eric Melancon: Review of facilities completion smartsheet with Julie	1.00	$280.00	**$280.00**

Service	04/23/2026 - Meeting, Party Principals / Eric Melancon: Parties Meeting	1.50	$280.00	**$420.00**
Service	04/23/2026 - Document review: Training / Eric Melancon: Review of UOF Refresher Modules	2.50	$280.00	**$700.00**
Service	04/23/2026 - Meeting, Recurring: External / David Douglass: Parties' Meeting	1.00	$350.00	**$350.00**
Service	04/23/2026 - Planning / David Douglass: survey planning	2.00	$350.00	**$700.00**
Service	04/23/2026 - Report Preparation / David Douglass	1.50	$350.00	**$525.00**
Service	04/23/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with IU Commander	1.00	$280.00	**$280.00**
Service	04/23/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa /MDHR -Foot-Pursuit policy	1.00	$280.00	**$280.00**
Service	04/23/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	1.00	$280.00	**$280.00**
Service	04/24/2026 - Document review: Data Sets / Eric Melancon: Review of UOF Training Data 2025	1.00	$280.00	**$280.00**
Service	04/24/2026 - Document review: Data Sets / Eric Melancon: Meeting with MDHR on UOF Training Data 2025	1.00	$280.00	**$280.00**
Service	04/24/2026 - Document review: Reports & Other Documents / Julie Solomon: Comments on Engaging with Minors	0.50	$280.00	**$140.00**
Service	04/24/2026 - Meeting, Ad Hoc: External / Julie Solomon: Meeting with MDHR re: ¶289 compliance + compliance measure notes for meeting with the city.	1.00	$280.00	**$280.00**
Service	04/24/2026 - Document review: Policies / Mary Ann Viverette: Review of BCR options report submitted by J. Solomon for call on Monday	0.50	$280.00	**$140.00**
Service	04/24/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with A Westbrook regarding community survey and project management.	0.50	$280.00	**$140.00**
Service	04/24/2026 - Community Engagement Activities / Carolina Maberry: Meeting re survey deployment	1.00	$30.00	**$30.00**
Service	04/24/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting Community Survey deployment	1.00	$280.00	**$280.00**
Service	04/25/2026 - Document review: Reports & Other Documents / Bill Murphy: Evaluated MDHR comments on pursuit policy.	0.25	$280.00	**$70.00**
Service	04/26/2026 - Community Engagement Activities / Arlinda Westbrook: Minneapolis surveyor site visits and surveyor training	7.00	$280.00	**$1,960.00**
Service	04/27/2026 - Meeting, Recurring: External / Julie Solomon: EIS Monthly Meeting + notes	1.00	$280.00	**$280.00**
Service	04/27/2026 - Meeting, Ad Hoc: External / Eric Melancon: Meeting with Community Safety Commissioner on para 289 issues	0.50	$280.00	**$140.00**
Service	04/27/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Large meeting on BCR requirements under 289 with Commissioner, CAO and ELEFA	0.50	$280.00	**$140.00**

Service	04/27/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Internal coordination on para 289	0.50	$280.00	**$140.00**
Service	04/27/2026 - Meeting, Ad Hoc: External / Julie Solomon: Meeting with the City re: BCR ¶289 + f/u call with DD and EM	1.00	$280.00	**$280.00**
Service	04/27/2026 - Meeting, Recurring: External / Eric Melancon: Monthly meeting on EIS topics	0.75	$280.00	**$210.00**
Service	04/27/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Presentation on Benchmark capabilities to large group and related follow up with Melancon and Westbrook (18)	2.25	$280.00	**$630.00**
Service	04/27/2026 - Document review: Data Sets / Eric Melancon: Demonstration of OPCR/IA system	2.00	$280.00	**$560.00**
Service	04/27/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Updated tracker and developed agenda for tracker items	0.50	$280.00	**$140.00**
Service	04/27/2026 - Document review: Policies / Lisa Fink: Review MDHR feedback on FTO SOP to prepare for FTO workshop	0.25	$280.00	**$70.00**
Service	04/27/2026 - Planning / Lisa Fink: Planning for ELEFA's policy reviews.	0.25	$280.00	**$70.00**
Service	04/27/2026 - Meeting, Recurring: External / Lisa Fink: Biweekly policy call with MPD.	0.75	$280.00	**$210.00**
Service	04/27/2026 - Document review: Policies / Lisa Fink: Review comments on foot pursuits policy.	0.25	$280.00	**$70.00**
Service	04/27/2026 - Meeting, Recurring: Internal / Lisa Fink: Weekly ELEFA policy call	0.75	$280.00	**$210.00**
Service	04/27/2026 - Planning / Lisa Fink: Conduct follow-ups from weekly policy call.	0.25	$280.00	**$70.00**
Service	04/27/2026 - Report Preparation / Carolina Maberry: Semiannual Report	3.00	$30.00	**$90.00**
Service	04/27/2026 - Document review: Reports & Other Documents / Carolina Maberry: Review of IA/OPCR documents/reports/memos for semiannual report	1.50	$30.00	**$45.00**
Service	04/27/2026 - Community Engagement Activities / Carolina Maberry: Outreach to community contacts re: upcoming survey and need for bilingual surveyors	1.50	$30.00	**$45.00**
Service	04/27/2026 - Document review: Policies / Mary Ann Viverette: 9-300 large group on warrants	1.25	$280.00	**$350.00**
Service	04/27/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa internal community and police survey meeting	2.00	$280.00	**$560.00**
Service	04/27/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa/MDHR Community survey feedback meeting	1.00	$280.00	**$280.00**
Service	04/27/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa Leader Huddle	1.00	$280.00	**$280.00**
Service	04/27/2026 - Evaluate Training or Operations / Arlinda Westbrook: OPCR/IA Module Demo	2.00	$280.00	**$560.00**

Service	04/27/2026 - Community Engagement Activities / Arlinda Westbrook: Visited and evaluated community survey sites	4.00	$280.00	**$1,120.00**
Service	04/27/2026 - Meeting, Ad Hoc: External / David Douglass: Meeting with City regarding Paragraph 289 compliance	0.50	$350.00	**$175.00**
Service	04/27/2026 - Planning / David Douglass: general planning	0.50	$350.00	**$175.00**
Service	04/27/2026 - Document review: Policies / David Douglass: confer with Ms. Fink re policies	0.50	$350.00	**$175.00**
Service	04/28/2026 - Meeting Prep / John Salomone: Team meeting prep	0.25	$100.00	**$25.00**
Service	04/28/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Attended IA Intake - observed three cases with Sam Pallini as CAO oversight	0.50	$280.00	**$140.00**
Service	04/28/2026 - Document review: Policies / Mary Ann Viverette: Foot pursuit policy with MPD policy writers	0.75	$280.00	**$210.00**
Service	04/28/2026 - Meeting, Recurring: Internal / Julie Solomon: Internal team meeting + email	1.50	$280.00	**$420.00**
Service	04/28/2026 - Meeting, Recurring: Internal / John Salomone: Weekly team meeting	1.25	$100.00	**$125.00**
Service	04/28/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Minneapolis team meeting	1.25	$280.00	**$350.00**
Service	04/28/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: ELEFA Team Meeting	1.25	$280.00	**$350.00**
Service	04/28/2026 - Meeting, Ad Hoc: Internal / Mary Ann Viverette: Survey planning	0.25	$280.00	**$70.00**
Service	04/28/2026 - Meeting, Recurring: Internal / Eric Melancon: Biweekly Team Meeting	1.00	$280.00	**$280.00**
Service	04/28/2026 - Report Preparation / Lisa Fink: Complete weekly ELEFA report.	0.25	$280.00	**$70.00**
Service	04/28/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Conduct call with M Viverette on Warrants policy and conduct follow-ups.	0.25	$280.00	**$70.00**
Service	04/28/2026 - Meeting Prep / Lisa Fink: Prepare for Foot Pursuits call with City.	0.50	$280.00	**$140.00**
Service	04/28/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in workshop with MPD and City only regarding Foot Pursuits policy.	0.75	$280.00	**$210.00**
Service	04/28/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding Warrants policy.	0.25	$280.00	**$70.00**
Service	04/28/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MPD regarding Warrants policy.	0.25	$280.00	**$70.00**
Service	04/28/2026 - Planning / Lisa Fink: Review and edit policy tracking document.	0.25	$280.00	**$70.00**
Service	04/28/2026 - Fact Finding & Analysis / Lisa Fink: Research on social media policy.	0.50	$280.00	**$140.00**

Service	04/28/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in ELEFA biweekly team meeting.	1.25	$280.00	**$350.00**
Service	04/28/2026 - Meeting, Recurring: Internal / Lisa Fink: Call with A Westbrook and M Viverette regarding site visit for community survey	0.25	$280.00	**$70.00**
Service	04/28/2026 - Meeting, Recurring: Internal / Carolina Maberry	1.50	$30.00	**$45.00**
Service	04/28/2026 - Community Engagement Activities / Carolina Maberry: Creating a database of Engaging With Minors/Juvenile policies of consent decree cities and generating comparisons with proposed Minneapolis policy	1.50	$30.00	**$45.00**
Service	04/28/2026 - Report Preparation / Carolina Maberry	1.00	$30.00	**$30.00**
Service	04/28/2026 - Document review: Policies / Bill Murphy: Conferred with MPD and Lisa on foot pursuit policy.	1.00	$280.00	**$280.00**
Service	04/28/2026 - Community Engagement Activities / Arlinda Westbrook: Workshopping on 7-806 Foot pursuits	1.50	$280.00	**$420.00**
Service	04/28/2026 - Meeting, Recurring: Internal / David Douglass: Team meeting	1.00	$350.00	**$350.00**
Service	04/28/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Visited and evaluated the community survey sites	4.50	$280.00	**$1,260.00**
Service	04/29/2026 - Meeting, Recurring: External / Mary Ann Viverette: ELEFA meeting with MDHR	0.50	$280.00	**$140.00**
Service	04/29/2026 - Document review: Reports & Other Documents / Julie Solomon: Progress Report Writing	2.00	$280.00	**$560.00**
Service	04/29/2026 - Admin: Other / John Salomone: Survey coordination	0.75	$100.00	**$75.00**
Service	04/29/2026 - Report Preparation / Eric Melancon: Coordination with Carolina on 4th semi annual report	1.00	$280.00	**$280.00**
Service	04/29/2026 - Document review: Training / Eric Melancon: Developed report on UOF Training Data review	3.00	$280.00	**$840.00**
Service	04/29/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Review and edit draft semiannual report.	1.50	$280.00	**$420.00**
Service	04/29/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in training meeting with parties regarding SSCA and NDP training plan.	1.25	$280.00	**$350.00**
Service	04/29/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with E Melancon regarding semiannual report	0.25	$280.00	**$70.00**
Service	04/29/2026 - Document review: Policies / Lisa Fink: Review Engaging with Minors comments, and made additional edits.	1.75	$280.00	**$490.00**
Service	04/29/2026 - Report Preparation / Carolina Maberry: SME Meeting (Eric Melancon)	1.00	$30.00	**$30.00**
Service	04/29/2026 - Document review: Training / Bill Murphy: Conferred with Dr. McArthur and Dr. Pannell on SSCA and Non-discriminatory training documents and plan for delivery.	1.75	$280.00	**$490.00**
Service	04/29/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: IA/OPCR data systems discussion	0.50	$280.00	**$140.00**

Service	04/29/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/MDHR meeting on community survey	0.75	$280.00	**$210.00**
Service	04/29/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting with Survey consultant	1.00	$280.00	**$280.00**
Service	04/29/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa leadership meeting on community and police survey	1.00	$280.00	**$280.00**
Service	04/29/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Internal meeting about survey equipment and operational needs.	0.25	$280.00	**$70.00**
Service	04/29/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: MDHR/Elefa	0.50	$280.00	**$140.00**
Service	04/29/2026 - Meeting, Recurring: External / Arlinda Westbrook: IU check in meeting	1.00	$280.00	**$280.00**
Service	04/29/2026 - Meeting, Recurring: External / Arlinda Westbrook: MPD Standing Workshopping Meeting SSCA/NDP Training Preview	2.00	$280.00	**$560.00**
Service	04/29/2026 - Meeting, Recurring: External / David Douglass: MDHR Meeting	1.00	$350.00	**$350.00**
Service	04/29/2026 - Fact Finding & Analysis / David Douglass: evaluate behavioral health compliance issues	0.50	$350.00	**$175.00**
Service	04/29/2026 - Meeting, Recurring: External / David Douglass: IU check in meeting	0.50	$350.00	**$175.00**
Service	04/30/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Started review of 4th Progress report	0.75	$280.00	**$210.00**
Service	04/30/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Reviewed 4th progress report on call with C. Mayberry and A Westbrook	0.75	$280.00	**$210.00**
Service	04/30/2026 - Document review: Reports & Other Documents / Julie Solomon: Meeting with Carolina re: Progress Report	0.50	$280.00	**$140.00**
Service	04/30/2026 - Document review: Policies / Mary Ann Viverette: Large group discussion on BWC and ICC audit protocols with City and MDHR	1.00	$280.00	**$280.00**
Service	04/30/2026 - Document review: Reports & Other Documents / Julie Solomon: Progress Report	0.50	$280.00	**$140.00**
Service	04/30/2026 - Admin: Other / John Salomone: Survey logistics: consult with Viverette, communicate with technology lessor	0.50	$100.00	**$50.00**
Service	04/30/2026 - Fact Finding & Analysis / Mary Ann Viverette: Benchmark review of FIT supervisory review forms - demo - large group City and MDHR	1.50	$280.00	**$420.00**
Service	04/30/2026 - Meeting, Ad Hoc: External / Eric Melancon: Parties review of FIT / UOF reporting system	1.50	$280.00	**$420.00**
Service	04/30/2026 - Meeting, Ad Hoc: External / Eric Melancon: Workshop Meeting with Parties on BWC Audit SOPs	1.00	$280.00	**$280.00**
Service	04/30/2026 - Meeting, Recurring: External / Arlinda Westbrook: Fit Benchmark Demo	1.25	$280.00	**$350.00**

Service	04/30/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Internal meeting Semi Annual report	0.50	$280.00	**$140.00**
Service	04/30/2026 - Document review: Policies / Julie Solomon: EWM Team Meeting	1.50	$280.00	**$420.00**
Service	04/30/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: New FTO SOP Workshop meeting	1.50	$280.00	**$420.00**
Service	04/30/2026 - Meeting, Recurring: External / John Salomone: Parties' Meeting	0.75	$100.00	**$75.00**
Service	04/30/2026 - Meeting, Party Principals / Mary Ann Viverette: Parties meeting	0.75	$280.00	**$210.00**
Service	04/30/2026 - Document review: Policies / Mary Ann Viverette: Engaging with minors and follow-up	2.25	$280.00	**$630.00**
Service	04/30/2026 - Meeting Prep / Lisa Fink: Review BWC Audit SOP open issues to prepare for call with Parties.	0.25	$280.00	**$70.00**
Service	04/30/2026 - Meeting Prep / Lisa Fink: Prepare for FTO SOP workshop.	0.50	$280.00	**$140.00**
Service	04/30/2026 - Workshopping Session: Policy Development / Lisa Fink: Workshop BWC Audit SOPs.	1.00	$280.00	**$280.00**
Service	04/30/2026 - Workshopping Session: Policy Development / Lisa Fink: FTO SOP workshop with parties	1.50	$280.00	**$420.00**
Service	04/30/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with A Westbrook regarding FTO SOP.	0.25	$280.00	**$70.00**
Service	04/30/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with B Murphy regarding FTO SOP.	0.25	$280.00	**$70.00**
Service	04/30/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with C Maberry regarding draft semiannual report.	0.75	$280.00	**$210.00**
Service	04/30/2026 - Meeting Prep / Lisa Fink: Prepare for internal call regarding engaging with minors policies.	0.50	$280.00	**$140.00**
Service	04/30/2026 - Meeting, Recurring: External / Lisa Fink: Participate in weekly Parties meeting.	0.75	$280.00	**$210.00**
Service	04/30/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in internal call regarding engaging with minors policies, and continued with project follow-up discussion.	2.25	$280.00	**$630.00**
Service	04/30/2026 - Report Preparation / Carolina Maberry: Incorporating SME Meeting edits to report	3.00	$30.00	**$90.00**
Service	04/30/2026 - Report Preparation / Carolina Maberry: SME Meetings (Arlinda Westbrook & MAV)	1.00	$30.00	**$30.00**
Service	04/30/2026 - Report Preparation / Carolina Maberry: SME Meeting (Julie Solomon)	1.00	$30.00	**$30.00**
Service	04/30/2026 - Document review: Policies / Bill Murphy: Conferred with MPD on FTO SOP changes and then conferred with Lisa on next steps.	2.00	$280.00	**$560.00**
Service	04/30/2026 - Meeting, Ad Hoc: External / Bill Murphy: Observed FIT Benchmark software presentation.	1.50	$280.00	**$420.00**

Service	04/30/2026 - Document review: Training / Bill Murphy: Conferred with Dr. Pannell on SSCA and Non-discriminatory training.	0.25	$280.00	**$70.00**
Service	04/30/2026 - Evaluate Training or Operations / Arlinda Westbrook: Demo-Fit Benchmark Module	2.00	$280.00	**$560.00**
Service	04/30/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties Meeting	1.00	$280.00	**$280.00**
Service	04/30/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Engaging With Minors policy review and discussion	1.00	$280.00	**$280.00**
Service	04/30/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/MDHR Oversight and Accountability discussion	0.50	$280.00	**$140.00**
Service	04/30/2026 - Document review: Policies / David Douglass: discuss engaging with minors policy with team	0.50	$350.00	**$175.00**
Service	04/30/2026 - Planning / David Douglass: project management tasks	0.50	$350.00	**$175.00**
Service	04/30/2026 - Meeting, Recurring: External / David Douglass: Parties' Meeting	0.50	$350.00	**$175.00**
Service	04/30/2026 - Planning / David Douglass: project management	2.00	$350.00	**$700.00**
Service	05/01/2026 - Admin: Scheduling and Coordination / Eric Melancon: Coordination meeting with David	1.25	$280.00	**$350.00**
Service	05/01/2026 - Meeting, Recurring: External / Eric Melancon: Biweekly meeting with IT department	1.00	$280.00	**$280.00**
Service	05/01/2026 - Document review: Policies / Lisa Fink: Review community and officer feedback and edit comments on Engaging with Minors policies.	2.25	$280.00	**$630.00**
Service	05/01/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding foot pursuits and engaging with minors policies.	0.75	$280.00	**$210.00**
Service	05/01/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding engaging with minors and social media policies.	1.25	$280.00	**$350.00**
Service	05/01/2026 - Document review: Policies / Lisa Fink: Review MDHR's comments on social media policy.	0.25	$280.00	**$70.00**
Service	05/01/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Carolina Maberry: Final Versions of All Survey Materials (Incorporating party edits, design work for flyer)	2.50	$30.00	**$75.00**
Service	05/01/2026 - Community Engagement Activities / Carolina Maberry: Email blast re: survey start on the 11th of May	1.50	$30.00	**$45.00**
Service	05/01/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa leadership meeting survey launch	2.00	$280.00	**$560.00**
Service	05/01/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: OPCR/Elefa meeting on coaching review	1.00	$280.00	**$280.00**
Service	05/04/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Meeting with Inspectors on survey	0.50	$280.00	**$140.00**
Service	05/04/2026 - Meeting, Ad Hoc: Internal / Mary Ann Viverette: Leadership meeting	1.00	$280.00	**$280.00**

Service	05/04/2026 - Admin: Scheduling and Coordination / John Salomone: Community survey coordination and logistics	2.25	$100.00	**$225.00**
Service	05/04/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa survey update meeting	2.00	$280.00	**$560.00**
Service	05/04/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: MN Team Lead call	0.50	$280.00	**$140.00**
Service	05/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Policy Workshop Session for 9-300 Warrants	1.50	$280.00	**$420.00**
Service	05/04/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Elefa weekly policy call	1.00	$280.00	**$280.00**
Service	05/04/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Meeting with Inspectors Re: Police Survey	0.50	$280.00	**$140.00**
Service	05/04/2026 - Meeting Prep / Lisa Fink: Prepare for workshop with parties on Warrants policies.	0.50	$280.00	**$140.00**
Service	05/04/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in workshop with parties on Warrants policies.	1.25	$280.00	**$350.00**
Service	05/04/2026 - Planning / Lisa Fink: Conduct follow-ups from Warrants policy workshop.	0.25	$280.00	**$70.00**
Service	05/04/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with MDHR regarding various policy reviews.	0.50	$280.00	**$140.00**
Service	05/04/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA policy call and conduct follow-ups.	1.00	$280.00	**$280.00**
Service	05/04/2026 - Document review: Training / Bill Murphy: Evaluated SSCA and Non-discriminatory training documents. Conferred with Mary Ann and CMD Brown on training.	2.75	$280.00	**$770.00**
Service	05/04/2026 - Planning / David Douglass: Meeting with Team Leads	0.50	$350.00	**$175.00**
Service	05/04/2026 - Meeting, Ad Hoc: External / David Douglass: Meeting with precinct inspectors regarding survey	0.50	$350.00	**$175.00**
Service	05/04/2026 - Document review: Policies / David Douglass: Review policies with Ms. Fink	0.50	$350.00	**$175.00**
Service	05/04/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Meeting to discuss Minneapolis Community Survey	1.00	$30.00	**$30.00**
Service	05/04/2026 - Community Engagement Activities / Carolina Maberry: Community Survey development	1.50	$30.00	**$45.00**
Service	05/05/2026 - Admin: Scheduling and Coordination / Eric Melancon: Coordination with Arlinda on project tasks	1.50	$280.00	**$420.00**
Service	05/05/2026 - Audit / Eric Melancon: Drafted communication on UOF Pointing Audit	0.25	$280.00	**$70.00**
Service	05/05/2026 - Admin: Scheduling and Coordination / Eric Melancon: Coordination with David on project tasks	0.25	$280.00	**$70.00**
Service	05/05/2026 - Admin: Scheduling and Coordination / John Salomone: Communication with Westbrook, del Carmen, Maberry re: survey	0.25	$100.00	**$25.00**

Service	05/05/2026 - Meeting, Recurring: External / Mary Ann Viverette: IA Intake only one case	0.25	$280.00	**$70.00**
Service	05/05/2026 - Admin: Scheduling and Coordination / John Salomone: Survey logistics - timekeeping and pay for surveyors	2.00	$100.00	**$200.00**
Service	05/05/2026 - Document review: Policies / Mary Ann Viverette: Standing Policy meeting - discussion on foot pursuits	1.00	$280.00	**$280.00**
Service	05/05/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: ELEFA Team meeting partial	0.75	$280.00	**$210.00**
Service	05/05/2026 - Meeting, Recurring: Internal / Julie Solomon: Team Meeting	0.50	$280.00	**$140.00**
Service	05/05/2026 - Meeting, Recurring: Internal / Eric Melancon: Weekly team meeting	1.00	$280.00	**$280.00**
Service	05/05/2026 - Meeting, Ad Hoc: External / Eric Melancon: Discussion on IA/OPCR Benchmark Module next steps with MDHR	0.50	$280.00	**$140.00**
Service	05/05/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa Project Management meeting	1.50	$280.00	**$420.00**
Service	05/05/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/CAO meeting process improvements	0.75	$280.00	**$210.00**
Service	05/05/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Elefa meeting on MPD IA unit Technical Assistance Request	0.50	$280.00	**$140.00**
Service	05/05/2026 - Community Engagement Activities / Arlinda Westbrook: Elefa/UCMT meeting on support for community survey	0.50	$280.00	**$140.00**
Service	05/05/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/MDHR IA/OPCR Benchmark discussion	0.50	$280.00	**$140.00**
Service	05/05/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Elefa/IU checkin on MPD Fit	1.00	$280.00	**$280.00**
Service	05/05/2026 - Meeting, Recurring: Internal / Arlinda Westbrook: Mn Team meeting	1.00	$280.00	**$280.00**
Service	05/05/2026 - Report Preparation / Lisa Fink: Prepare weekly ELEFA report.	0.25	$280.00	**$70.00**
Service	05/05/2026 - Meeting Prep / Lisa Fink: Prepare for foot pursuits policy workshop.	0.25	$280.00	**$70.00**
Service	05/05/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in policy workshop with parties on foot pursuit policy.	1.00	$280.00	**$280.00**
Service	05/05/2026 - Meeting, Recurring: Internal / Lisa Fink: Participate in weekly ELEFA team call (previously biweekly call).	1.00	$280.00	**$280.00**
Service	05/05/2026 - Document review: Training / Bill Murphy: Evaluated SSCA and Non-discriminatory training documents Sit-D module 4.	1.50	$280.00	**$420.00**
Service	05/05/2026 - Document review: Policies / Bill Murphy: Evaluated MDHR comments on pursuit policy and conferred with CMD Robinson on policy.	0.50	$280.00	**$140.00**

Service	05/05/2026 - Workshopping Session: Policy Development / Bill Murphy: Conferred with MPD and MDHR on workshopping pursuit policy.	1.50	$280.00	**$420.00**
Service	05/05/2026 - Planning / David Douglass: Survey coordination	2.00	$350.00	**$700.00**
Service	05/05/2026 - Meeting, Ad Hoc: Internal / David Douglass: Weekly team meeting	1.00	$350.00	**$350.00**
Service	05/05/2026 - Admin: Scheduling and Coordination / Carolina Maberry: Preparation for Minneapolis community survey (travel, schedule, communication, ordering materials, etc)	2.50	$30.00	**$75.00**
Service	05/05/2026 - Report Preparation / Carolina Maberry: Progress Review Report editing/writing	3.00	$30.00	**$90.00**
Service	05/05/2026 - Meeting, Recurring: Internal / Carolina Maberry: Team meeting	1.50	$30.00	**$45.00**
Service	05/06/2026 - Document review: Reports & Other Documents / Julie Solomon: Progress Report Updates	1.00	$280.00	**$280.00**
Service	05/06/2026 - Meeting, Ad Hoc: External / Julie Solomon: Meeting with MDHR re: Benchmark	0.50	$280.00	**$140.00**
Service	05/06/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: First review of CAO comments to Coaching report	0.75	$280.00	**$210.00**
Service	05/06/2026 - Document review: Training / Eric Melancon: Updated memo on UOF training data	1.00	$280.00	**$280.00**
Service	05/06/2026 - Meeting, Ad Hoc: External / Eric Melancon: Participated in group discussion on training deadlines and modalities	1.75	$280.00	**$490.00**
Service	05/06/2026 - Meeting, Recurring: External / Eric Melancon: Monthly meeting with MPD audits team	1.00	$280.00	**$280.00**
Service	05/06/2026 - Meeting, Ad Hoc: External / Eric Melancon: Discussion with MDHR on EIS Supervisor training and EIS module review	1.00	$280.00	**$280.00**
Service	05/06/2026 - Report Preparation / Eric Melancon: Edited semi annual report	0.25	$280.00	**$70.00**
Service	05/06/2026 - Meeting, Recurring: External / Mary Ann Viverette: OPCR updates	1.00	$280.00	**$280.00**
Service	05/06/2026 - Meeting, Recurring: External / Julie Solomon: Facilities Review Meeting with MPD	0.50	$280.00	**$140.00**
Service	05/06/2026 - Admin: Scheduling and Coordination / John Salomone: Survey logistics	0.50	$100.00	**$50.00**
Service	05/06/2026 - Document review: Policies / Mary Ann Viverette: Review of chemical testing Special Order	0.75	$280.00	**$210.00**
Service	05/06/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Training Deadlines and Modalities	2.00	$280.00	**$560.00**
Service	05/06/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: IU Check in Meeting	1.00	$280.00	**$280.00**
Service	05/06/2026 - Meeting, Recurring: External / Arlinda Westbrook: Elefa/OPCR Bi-Weekly meeting	1.00	$280.00	**$280.00**

Service	05/06/2026 - Document review: Policies / Lisa Fink: Review of edits and written communications regarding updated BWC/ICC policy.	0.50	$280.00	**$140.00**
Service	05/06/2026 - Meeting, Ad Hoc: External / Lisa Fink: Call with MDHR regarding BWC policy edits process.	0.25	$280.00	**$70.00**
Service	05/06/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Multiple calls with E Melancon regarding BWC policy edits and use of force training certification.	0.75	$280.00	**$210.00**
Service	05/06/2026 - Report Preparation / Lisa Fink: Review and edit 4th IE Progress Review Report.	0.50	$280.00	**$140.00**
Service	05/06/2026 - Document review: Training / Bill Murphy: Evaluated SSCA and Non-discriminatory training documents, modules 5-7.	1.50	$280.00	**$420.00**
Service	05/06/2026 - Evaluate Training or Operations / David Douglass: Meeting regarding training, timelines and preparation for same.	3.00	$350.00	**$1,050.00**
Service	05/06/2026 - Document review: Reports & Other Documents / David Douglass: Review and a revised draft progress report.	3.00	$350.00	**$1,050.00**
Service	05/07/2026 - Admin: Systems Setup and Maintenance / John Salomone: Meeting with smartsheet consultant	0.50	$100.00	**$50.00**
Service	05/07/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: OPCR Intake 6 cases	1.25	$280.00	**$350.00**
Service	05/07/2026 - Document review: Reports & Other Documents / Mary Ann Viverette: Updating review of assigned areas 4th Progress Report with Carolina and A. Westbrook	1.00	$280.00	**$280.00**
Service	05/07/2026 - Document review: Policies / Mary Ann Viverette: Discussion on social media policy with L. Fink and MDHR in preparation for Tuesday meeting with MPD	0.75	$280.00	**$210.00**
Service	05/07/2026 - Meeting, Recurring: External / John Salomone: Parties' meeting	1.00	$100.00	**$100.00**
Service	05/07/2026 - Evaluate Training or Operations / Julie Solomon: The Psychology of Money for First Responders training	1.00	$280.00	**$280.00**
Service	05/07/2026 - Document review: Reports & Other Documents / Julie Solomon: Read Evaluating how Canopy Roots BCR reimagines safe communities report + notes	1.50	$280.00	**$420.00**
Service	05/07/2026 - Admin: Document Coding, Storage, and Tracking / Eric Melancon: Meeting with Smartsheet consultant	0.50	$280.00	**$140.00**
Service	05/07/2026 - Meeting, Party Principals / Mary Ann Viverette: Parties meeting	1.00	$280.00	**$280.00**
Service	05/07/2026 - Document review: Reports & Other Documents / Julie Solomon: Progress Report Updates	1.00	$280.00	**$280.00**
Service	05/07/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Discussion on 2-100 debrief with City personnel	1.00	$280.00	**$280.00**
Service	05/07/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties meeting	1.00	$280.00	**$280.00**

Service	05/07/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: 2-100 Post Mortem meeting	1.00	$280.00	**$280.00**
Service	05/07/2026 - Meeting Prep / Lisa Fink: Prepare for call with MDHR regarding social media policy.	0.75	$280.00	**$210.00**
Service	05/07/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Participate in internal call regarding 4th IE Progress Review Report.	0.50	$280.00	**$140.00**
Service	05/07/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with MDHR regarding social media policy.	0.75	$280.00	**$210.00**
Service	05/07/2026 - Meeting, Recurring: External / Lisa Fink: Participate in weekly parties meeting.	1.00	$280.00	**$280.00**
Service	05/07/2026 - Meeting, Ad Hoc: External / Lisa Fink: Participate in call with City and MPD regarding 2-100 look-back and lessons learned.	1.00	$280.00	**$280.00**
Service	05/07/2026 - Report Preparation / Lisa Fink: Edit 4th IE Progress Review Report.	0.25	$280.00	**$70.00**
Service	05/07/2026 - Report Preparation / Eric Melancon: Edited Semi Annual Report	1.50	$280.00	**$420.00**
Service	05/07/2026 - Meeting, Ad Hoc: Internal / Bill Murphy: Conferred with David on semi-annual report.	0.25	$280.00	**$70.00**
Service	05/07/2026 - Meeting, Party Principals / David Douglass: Parties meeting in preparation for Slsame.	3.00	$350.00	**$1,050.00**
Service	05/07/2026 - Report Preparation / David Douglass: Review and revised draft progress report.	4.00	$350.00	**$1,400.00**
Service	05/07/2026 - Report Preparation / Carolina Maberry: Meetings to go over Progress Report edits	2.00	$30.00	**$60.00**
Service	05/07/2026 - Report Preparation / Carolina Maberry: Making Coaching Review edits	1.50	$30.00	**$45.00**
Service	05/07/2026 - Meeting, Ad Hoc: Internal / Carolina Maberry: Meeting to discuss Coaching review edits	1.00	$30.00	**$30.00**
Service	05/07/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Coaching Review Feedback	1.00	$280.00	**$280.00**
Service	05/07/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Survey launch preparation meeting	0.50	$280.00	**$140.00**
Service	05/08/2026 - Meeting, Ad Hoc: Internal / John Salomone: Semiannual report review	0.25	$100.00	**$25.00**
Service	05/08/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Meeting with Federation President on survey	0.50	$280.00	**$140.00**
Service	05/08/2026 - Admin: Other / John Salomone: CJIS Addendum completion and transmittal	0.25	$100.00	**$25.00**
Service	05/08/2026 - Report Preparation / Lisa Fink: Draft letter and organize notes regarding BWC policy update submission.	0.50	$280.00	**$140.00**
Service	05/08/2026 - Report Preparation / Lisa Fink: Edit ELEFA semiannual progress report.	0.25	$280.00	**$70.00**

Service	05/08/2026 - Document review: Training / Bill Murphy: Evaluated SSCA and Non-discriminatory training documents, session 2 Sit-D, module 8.	1.25	$280.00	**$350.00**
Service	05/08/2026 - Document review: Training / Bill Murphy: Reviewed and edits semi-annual report training part 7. Conferred with Lisa on report.	0.75	$280.00	**$210.00**
Service	05/08/2026 - Document review: Reports & Other Documents / David Douglass: Edit report	8.00	$350.00	**$2,800.00**
Service	05/08/2026 - Community Engagement Activities / Carolina Maberry: Receiving training to train surveyors for community survey	1.00	$30.00	**$30.00**
Service	05/08/2026 - Community Engagement Activities / Carolina Maberry: Community Surveyor Training notes and prep	1.50	$30.00	**$45.00**
Service	05/08/2026 - Report Preparation / Carolina Maberry: Meetings with SMEs to make report changes	3.00	$30.00	**$90.00**
Service	05/08/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting to review semi annual report	1.00	$280.00	**$280.00**
Service	05/08/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Meeting to review oversight and accountability section of report	0.50	$280.00	**$140.00**
Service	05/09/2026 - Report Preparation / Mary Ann Viverette: review and edit of 4th Progress report	1.50	$280.00	**$420.00**
Service	05/09/2026 - Document review: Reports & Other Documents / Julie Solomon: Finish edits on the progress report	0.25	$280.00	**$70.00**
Service	05/09/2026 - Evaluate Training or Operations / Mary Ann Viverette: Reviewed SSCA training and foundational materials, Professional Policing and LEEDS related trainings, per B. Murphy	2.00	$280.00	**$560.00**
Service	05/09/2026 - Report Preparation / Lisa Fink: Edits to ELEFA's semiannual progress review.	1.00	$280.00	**$280.00**
Service	05/09/2026 - Document review: Reports & Other Documents / David Douglass: Edit Progress report	6.00	$350.00	**$2,100.00**
Service	05/09/2026 - Community Engagement Activities / Carolina Maberry: Setting up community survey, check-ins with surveyors, signing out equipment, assembling tables, unpackaging, etc	4.00	$30.00	**$120.00**
Service	05/09/2026 - Community Engagement Activities / Carolina Maberry: Community Surveyor trainings	3.00	$30.00	**$90.00**
Service	05/10/2026 - Report Preparation / Mary Ann Viverette: Review for finalizing ELEFA 4th Progess Report	0.75	$280.00	**$210.00**
Service	05/10/2026 - Report Preparation / Lisa Fink: Edits to ELEFA's semiannual progress review.	0.50	$280.00	**$140.00**
Service	05/10/2026 - Report Preparation / Eric Melancon: Edited semi annual report	0.25	$280.00	**$70.00**
Service	05/10/2026 - Community Engagement Activities / Carolina Maberry: Surveyor prep and training, completing site visits/site visit checklist for survey	8.00	$30.00	**$240.00**
Service	05/11/2026 - Technical Assistance to Police Department or the City / Eric Melancon: Updated proposal for IA Tech Assistance	0.25	$280.00	**$70.00**

Service	05/11/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Email	0.25	$280.00	**$70.00**
Service	05/11/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Prepare and send draft semiannual report to parties	0.50	$100.00	**$50.00**
Service	05/11/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Julie Solomon: Review of final draft of progress report	0.25	$280.00	**$70.00**
Service	05/11/2026 - Document review: Reports & Other Documents / David Douglass: Review and revise Progress Report	4.00	$350.00	**$1,400.00**
Service	05/11/2026 - Planning / David Douglass: Project planning	2.00	$350.00	**$700.00**
Service	05/11/2026 - Admin: Scheduling and Coordination / John Salomone: Survey logistics: setting up surveyors accounts	1.00	$100.00	**$100.00**
Service	05/11/2026 - Admin: Document Coding, Storage, and Tracking / John Salomone: Response to City's Request for Updated Approval Letter for Policy 4-223	0.25	$100.00	**$25.00**
Service	05/11/2026 - Planning / Lisa Fink: Review communications regarding parties meeting notes and policy reviews.	0.25	$280.00	**$70.00**
Service	05/11/2026 - Meeting, Recurring: External / Lisa Fink: Participate in biweekly Policy call with MPD.	0.75	$280.00	**$210.00**
Service	05/11/2026 - Document review: Training / Bill Murphy: Evaluated SSCA and Non-discriminatory training documents, added comments to the documents.	1.50	$280.00	**$420.00**
Service	05/11/2026 - Community Engagement Activities / Carolina Maberry: Attending UCMT meeting to spread word about community survey	1.00	$30.00	**$30.00**
Service	05/11/2026 - Community Engagement Activities / Carolina Maberry: Survey supervising and training surveyors	7.00	$30.00	**$210.00**
Service	05/12/2026 - Admin: Scheduling and Coordination / John Salomone: Survey payroll, timekeeping, property accountability	1.00	$100.00	**$100.00**
Service	05/12/2026 - Meeting, Ad Hoc: External / Julie Solomon: Phone call with MPD re: HWU	0.50	$280.00	**$140.00**
Service	05/12/2026 - Meeting, Recurring: External / Mary Ann Viverette: IA Intake with Sam Pallini and IA staff	1.00	$280.00	**$280.00**
Service	05/12/2026 - Document review: Policies / Mary Ann Viverette: Large group re: Undercover Media Policy feedback	0.50	$280.00	**$140.00**
Service	05/12/2026 - Meeting, Recurring: Internal / John Salomone: Weekly team meeting	1.25	$100.00	**$125.00**
Service	05/12/2026 - Meeting, Recurring: Internal / Julie Solomon: Team meeting	1.25	$280.00	**$350.00**
Service	05/12/2026 - Meeting, Recurring: Internal / Mary Ann Viverette: Team Meeting	1.25	$280.00	**$350.00**
Service	05/12/2026 - Meeting Prep / Lisa Fink: Update policy tracker and prepare for smartsheet call	0.50	$280.00	**$140.00**

Service	05/12/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with D Douglass regarding updated smartsheet project tracking.	0.75	$280.00	**$210.00**
Service	05/12/2026 - Workshopping Session: Policy Development / Lisa Fink: Participate in workshopping session on Social Media Use in Investigations with Parties.	0.50	$280.00	**$140.00**
Service	05/12/2026 - Document review: Training / Bill Murphy: Evaluated SSCA and Non-discriminatory training documents and added comments to sessions 3-4 and modules 12-13.	1.50	$280.00	**$420.00**
Service	05/12/2026 - Community Engagement Activities / Carolina Maberry: Posting flyers for community survey & supervising survey	8.00	$30.00	**$240.00**
Service	05/12/2026 - Meeting, Recurring: Internal / David Douglass: Weekly Team Meeting	1.50	$350.00	**$525.00**
Service	05/13/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Meet with D Douglass regarding smartsheet project tracking.	0.50	$280.00	**$140.00**
Service	05/13/2026 - Community Engagement Activities / Carolina Maberry: Community Survey supervising & visiting surveyors	8.00	$30.00	**$240.00**
Service	05/13/2026 - Meeting, Recurring: External / David Douglass: MDHR Weekly Check-in Meeting	1.00	$350.00	**$350.00**
Service	05/13/2026 - Meeting, Recurring: External / David Douglass: Weekly MDHR check in meeting	1.00	$350.00	**$350.00**
Service	05/13/2026 - Planning / David Douglass: Confer with Ms. Fink re project management	0.50	$350.00	**$175.00**
Service	05/13/2026 - Admin: Contract Management / David Douglass: Draft email to Parties re proposed personnel additions	2.00	$350.00	**$700.00**
Service	05/13/2026 - Technical Assistance to Police Department or the City / David Douglass: Review Technical Assistance Proposal	1.00	$350.00	**$350.00**
Service	05/14/2026 - Meeting, Recurring: External / Mary Ann Viverette: IA/FIT update (20 minutes plus note preparation for A. Westbrook)	0.75	$280.00	**$210.00**
Service	05/14/2026 - Evaluate Training or Operations / Mary Ann Viverette: Completed review of SSCA Situational Decision Making lesson plans and facilitator guide draft per Bill Murphy	1.75	$280.00	**$490.00**
Service	05/14/2026 - Meeting, Recurring: External / Mary Ann Viverette: OPCR Intake (partial) three cases	1.25	$280.00	**$350.00**
Service	05/14/2026 - Meeting, Ad Hoc: Internal / Eric Melancon: Coordination meeting with David	0.25	$280.00	**$70.00**
Service	05/14/2026 - Meeting, Ad Hoc: External / Mary Ann Viverette: Discussion with CAO representative about IA issues with A. Westbrook	1.25	$280.00	**$350.00**
Service	05/14/2026 - Document review: Policies / Lisa Fink: Conduct review of updated foot pursuits policy.	1.50	$280.00	**$420.00**
Service	05/14/2026 - Meeting, Ad Hoc: Internal / Lisa Fink: Call with A Westbrook regarding foot pursuits and duty to report policies.	0.25	$280.00	**$70.00**

Service	05/14/2026 - Prepare Memoranda, Correspondence, or other Written Communications / Lisa Fink: Communications with MDHR regarding policy reviews and processes.	0.25	$280.00	**$70.00**
Service	05/14/2026 - Meeting, Ad Hoc: External / Bill Murphy: Conferred with Mary Ann on SSCA and Non-discriminatory training documents.	0.25	$280.00	**$70.00**
Service	05/14/2026 - Community Engagement Activities / Carolina Maberry: Training Community Surveyors, final 'check in' opportunity for surveyors to pick up tables/chairs/id badges/shirts; supervising from 'home base'	3.00	$30.00	**$90.00**
Service	05/14/2026 - Community Engagement Activities / Carolina Maberry: Community Surveyor supervising in the field	5.00	$30.00	**$150.00**
Service	05/14/2026 - Meeting, Recurring: External / Arlinda Westbrook: Parties meeting	1.00	$280.00	**$280.00**
Service	05/14/2026 - Meeting, Recurring: External / Arlinda Westbrook: IA/Fit Meeting	1.00	$280.00	**$280.00**
Service	05/15/2026 - Audit / Eric Melancon: Reviewed firearms pointing methodology with MDHR	1.00	$280.00	**$280.00**
Service	05/15/2026 - Meeting, Recurring: External / Eric Melancon: Biweekly meeting with IT department	1.00	$280.00	**$280.00**
Service	05/15/2026 - Document review: Training / Eric Melancon: Workshop Review of UOF Refresher Training	1.25	$280.00	**$350.00**
Service	05/15/2026 - Community Engagement Activities / Carolina Maberry: Supervising community survey and final flyer distribution	8.00	$30.00	**$240.00**
Service	05/15/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Workshop: UOF Refresher Training	2.00	$280.00	**$560.00**
Service	05/15/2026 - Meeting, Ad Hoc: Internal / Arlinda Westbrook: Surveyor Supervising meeting	0.50	$280.00	**$140.00**
Service	05/16/2026 - Community Engagement Activities / Carolina Maberry: Virtual training for Somali community surveyors	1.00	$30.00	**$30.00**
Service	05/16/2026 - Community Engagement Activities / Carolina Maberry: Communicating with and helping surveyors submit timesheets and payment details	2.00	$30.00	**$60.00**
Service	05/16/2026 - Meeting, Ad Hoc: External / Arlinda Westbrook: Community Surveyor Training	1.50	$280.00	**$420.00**
Product	04/26/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Arlinda Westbrook	1.00	$69.00	**$69.00**
Product	04/26/2026 - Airfare / Arlinda Westbrook	1.00	$603.20	**$603.20**
Product	04/27/2026 - Minneapolis Per Diem: Full Day / Arlinda Westbrook	1.00	$92.00	**$92.00**
Product	04/28/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Arlinda Westbrook	1.00	$69.00	**$69.00**
Product	04/28/2026 - Airfare / Arlinda Westbrook	1.00	$593.40	**$593.40**
Product	05/05/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: uber from MSP to the Residence Inn dated May 5, 2026	1.00	$46.74	**$46.74**

Product	05/05/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from home to DCA dated May 5, 2026	1.00	$63.55	**$63.55**
Product	05/05/2026 - Airfare / David Douglass: Flight receipt from DC to MPLS dates May 5 and 6	1.00	$1,056.80	**$1,056.80**
Product	05/05/2026 - Minneapolis Per Diem: Partial Day (day of travel) / David Douglass	1.00	$69.00	**$69.00**
Product	05/05/2026 - Lodging / David Douglass: Lodging receipt dated for May 5 and 6 2026	1.00	$233.48	**$233.48**
Product	05/06/2026 - Minneapolis Per Diem: Partial Day (day of travel) / David Douglass	1.00	$69.00	**$69.00**
Product	05/06/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from the Residence Inn to MSP dated May 6, 2026	1.00	$52.94	**$52.94**
Product	05/06/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / David Douglass: Uber from DCA to home dated May 6, 2026	1.00	$57.98	**$57.98**
Product	05/09/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$12.91	**$12.91**
Product	05/09/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Carolina Maberry	1.00	$69.00	**$69.00**
Product	05/10/2026 - Minneapolis Per Diem: Full Day / Carolina Maberry	1.00	$92.00	**$92.00**
Product	05/11/2026 - Minneapolis Per Diem: Full Day / Carolina Maberry	1.00	$92.00	**$92.00**
Product	05/11/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$13.95	**$13.95**
Product	05/11/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$11.96	**$11.96**
Product	05/11/2026 - Other / Carolina Maberry: Minneapolis Community Surveyor Flyers	1.00	$134.10	**$134.10**
Product	05/12/2026 - Minneapolis Per Diem: Full Day / Carolina Maberry	1.00	$92.00	**$92.00**
Product	05/12/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$11.94	**$11.94**
Product	05/12/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$28.73	**$28.73**
Product	05/13/2026 - Minneapolis Per Diem: Full Day / Carolina Maberry	1.00	$92.00	**$92.00**
Product	05/13/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$10.95	**$10.95**
Product	05/13/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$8.99	**$8.99**
Product	05/13/2026 - Other / Carolina Maberry: Flyers for Minneapolis Community Survey	1.00	$30.96	**$30.96**
Product	05/14/2026 - Minneapolis Per Diem: Full Day / Carolina Maberry	1.00	$92.00	**$92.00**

Product	05/14/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$23.92	**$23.92**
Product	05/14/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$16.97	**$16.97**
Product	05/15/2026 - Minneapolis Per Diem: Partial Day (day of travel) / Carolina Maberry	1.00	$69.00	**$69.00**
Product	05/15/2026 - In and Around Transportation (Uber, Taxi, Bus, Rail) / Carolina Maberry	1.00	$10.96	**$10.96**
Product	05/15/2026 - To and From Home Airport / Carolina Maberry	1.00	$32.93	**$32.93**

Subtotal	**$111,578.36**
Payments	**-$111,578.36**

Total hours: **469h 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.