

T A G

The Aden Group, LLC.

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By email

October 13, 2020 (Revised October 20, 2020)

Lynne Buck
Michelle Heyer
Heather Tonsing Volosin
U.S. Attorney's Office, Northern District of Ohio
801 West Superior Avenue, Suite 400
Cleveland, OH 44113

Tim Mygatt
U.S. Department of Justice, Civil Rights Division
Special Litigation Section
950 Pennsylvania Avenue, NW
Washington, DC 20530

Barbara A. Langhenry
Gary Singletary
Sharon Dumas
City of Cleveland
601 Lakeside Avenue, Suite 106
Cleveland, OH 44114

RE: Cleveland Monitoring Team — September 2020 Invoice

I. INTRODUCTION

This document, and its attachments, represent the invoice of the Cleveland Monitoring Team (the "Team") invoice for services rendered while monitoring implementation of the Settlement Agreement in *U.S. v. City of Cleveland*.

The Team's invoice for services rendered in September 2020 was \$68,728.50. The bill accounts for 413.396 hours of time worked on the Cleveland monitoring project from September 1, 2020 through September 30, 2020. Of this time 70.862 hours were *pro bono*, e.g. unbilled and donated

to the City of Cleveland. The Team's billing 21 percent of its time for September 2020 as *pro bono* time saved \$17,715.50.

Team members do not bill for travel time, which provides additional savings. All activity operates within the confines of the total, five-year budget cap of \$4.95 million to which the City, Department of Justice, and Court agreed in October 2015.

**All work in September was conducted remotely due to COVID-19 precautions and all local meetings contemplated to be in-person, were suspended and replaced by teleconference or videoconference.

Activities, work, and tasks conducted during September 2020 included but were not limited to:

- Continued, ongoing discussion, and technical assistance for upcoming and ongoing training addressing: (Audits were suspended)
 - Force Review Board;
 - Crisis intervention;
 - Bias-Free policing; and
 - Supervision.
- Ongoing technical assistance, review, redlining, and drafting of new policies, processes, procedures, manuals, and reports, and/or structures relating to:
 - Supervisory response to use of force incidents;
 - Investigation and review of force incidents by Division chain of command;
 - Review and analysis of use of force incidents by Force Review Board (“FRB”);
 - Investigation of internal misconduct by Internal Affairs (“IA”);
 - Chain of command misconduct review process;
 - Discipline process and discipline matrix; and
 - Community and Problem-Oriented Policing (“CPOP”).
 - Officer Intervention Program (OIP)
- Continued, ongoing review, discussion, and provision of technical assistance regarding implementation of plans addressing Consent Decree requirements related to:
 - Crisis intervention;
 - Community and Problem-Oriented Policing (“CPOP”);
 - District Policing Committees (“DPC”s);
 - Staffing;

- Recruitment and hiring; and
- Ongoing meetings and discussions with the CPC regarding proposed meetings and ways to better collaborate on deliverables.
- Ongoing review of CPD officer discipline system;
- Ongoing discussions and coordination with individuals fulfilling Data Analysis and Coordinator role within CPD and monthly Administrative “COMPSTAT” meeting regarding status of outstanding administrative and internal investigations and functions;
- Coordination with and technical assistance to City and CPD officials on outcome measurements;
- Continued, ongoing technical assistance to the Office of Professional Standards (“OPS”), including regular status calls with stakeholders and real-time review of civilian complaint investigations;
- Ongoing technical assistance to Police Review Board (“PRB”) regarding review and adjudication of civilian complaints, including business practice review and development; provision of ongoing internal training; assistance in implementing PRB Manual, and regular, ongoing attendance of PRB meetings; and
- Communication with Court, City, CPC, CPD, DOJ, MHRAC, police officer organizations, and community organizations.
- Ongoing Use of Force outcome assessment.
- Ongoing project management and coordination for deliverables (internal and with the City and DOJ)
- Ongoing development and discussions of the consent decree timeline for the Court.
- Ongoing discussions regarding training and methods of delivery during Covid-19 limitations.
- Significant drafting assignments regarding the 9th Semiannual Report (focusing on the May-June response to 2020 protests)
- SME review of ICS, Use of Force (publicly available video), correspondence with CDP, community correspondence and internal/external meetings regarding the protest review protest.
- Project management and planning for the next monitoring period and anticipated costs, resources and personnel needed to achieve the Court’s Consent Decree mandates.
- Project management regarding budget and priorities in the upcoming year.
- Budget development and related correspondence with the Court and the parties.
- Correspondence with the Court.

II. INVOICE SUMMARY

	September 2020
Billable Hours	\$68,728.50
Overhead	\$0.00
TOTAL	\$68,728.50

Breakdown of Billable Hours & Expenses

	Total Hours	Billed Hours	Pro Bono Hours	Total Billed	Expenses
Hassan Aden	77.5	67.5	10	\$16,875.00	\$0.00
Modupe Akinola	0	0	0	\$0.00	\$0.00
Jennifer Albright	7	4	3	\$1000.00	\$0.00
Matthew Barge	5.1	4.6	0.5	\$1,150.00	\$0.00
Christine Cole	17	14.25	2.75	\$3,562.50	\$0.00
Randy Dupont	19.5	14.2	5.3	\$3550.00	\$0.00
Ayesha Hardaway	14.6	14.6	0	\$3,650.00	\$0.00
Brian Maxey	21.8	19.184	2.612	\$4,796.00	\$0.00
Charles Ramsey	4.5	4.5	0	\$1,125.00	\$0.00
Richard Rosenthal	30.65	19.25	11.4	\$4,812.50	\$0.00
Victor Ruiz	8	6.4	1.6	\$1,600.00	\$0.00
Scott Sargent	69.5	57.5	12	\$14,375.00	\$0.00

Charles See	27.8	14.6	13.2	\$3,650.00	\$0.00
Sean Smoot	29.95	21.45	8.5	\$5,362.50	\$0.00
Tim Tramble	0	0	0	\$0.00	\$0.00
Melissa Bretz*	80.5	80.5	0	\$3,220.00	\$0.00
TOTAL	413.396	342.534	70.862	\$68,728.50	\$0.00

* Ms. Bretz, the Monitoring Team Coordinator, bills at a rate of \$40/hour on the Cleveland project.

III. INDIVIDUAL INVOICES & SUPPORTING DOCUMENTATION

The remainder of this document provides the individual invoices of all Team members, as well as receipts for travel, transportation, and accommodations.

The City and Monitoring Team have agreed that Team members who elect to be compensated for meals and personal expenses incurred while traveling to Cleveland for work on the project will do so on the standard, federal scale, with fractions of days rounded to the nearest quarter-day. (Thus, for instance, flying to Cleveland at 4:00pm and staying through the end of the day would be compensated for the half day of \$34.50.) Some Team members have waived their *per diem* charges or elected to receive them only for some but not all days while traveling to Cleveland. This constitutes an additional, ongoing savings to the City of Cleveland.

Finally, some Team member invoices, or bills contain reference to meals or other costs for which the Team is not seeking reimbursement from the City. In some instances, those items have been redacted by the team members. In others, the un-billed charges as part of a bill that contains billed charges are subtracted from the total. In these instances, the arithmetic should be clear.

IV. CONCLUSION

We submit this invoice for approval by the Department of Justice and City of Cleveland. Upon receiving such approval, we will submit the invoice to Judge Solomon Oliver for his review and approval.

Please do not hesitate to contact us for any reason whatsoever.

Sincerely,



Hassan Aden
Monitor

cc: Michelle Heyer
Monica Madej
Kevin Preslan
Heather Tonsing Volosin

September 1-30, 2020	Billable Hours		
Hassan Aden [REDACTED]			
To: Meg Olsen Via email	For: Cleveland Monitoring		
Description	Hours	Rate	Amount
September 1: Weekly DOJ/MT call to discuss ongoing deliverables, priorities and matters under review. Call with B. Maxey re: budget, project management, Protest Review document and progress. Call with M. Bretz re: meetings, deliverables, reviews and progress of various documents. Project management work. Review of Community Engagement report provided by the CDP.	3	250	\$ 750.00
September 2. Email and correspondence with various MT workgroups. Call with A. Hardaway re preparation for monthly call with the Department of Public Safety Director. Review of Protest Review document (Community Engagement overview of community feedback). Call with MT member D. Sibley re: the OPS workgroup.	2.5	250	\$ 625.00
September 4: Call with DOJ re: continued concerns around training. Email and correspondence with MT workgroup re: various CD related matters, including training. Drafting budget memo and spreadsheet for FY 2020-2022. Review of the City's response to the 8th Semiannual report (filed this week).	4.5	250	\$ 1,125.00
September 7: Continued drafting of budget for 2020-2022 budget and accompanying memo. Email and correspondence with MT workgroups re: deliverables and priorities for the week. Email and correspondence with potential new SME for 2020-2022 monitoring work.	2.5	250	\$ 625.00
September 8: Call with G. White re: several key topics and matters related to the CD. Weekly update call with the DOJ to discuss upcoming priorities, documents under review, policies, training and assessment logistics. Stakeholders Meeting- numerous CD related community engagement priorities, follow up to the recent retreat, etc.. Continued work on the budget and correspondence related to the budget with MT members and leadership. Project management and progress review on Protest Review memo.	5.5	250	\$ 1,375.00
September 9: Completed the revised 2020-2022 Budget document and distributed it to the parties. Project management meeting with M. Bretz and M. Olsen. Review of the new drafts of the Transgender and Youth policies distributed to the CPC by the City.	3	250	\$ 750.00
September 10: Follow up with G. White on requested protest documents. Follow up with DC O'Neill re: several of the commander training records (ICS/NIMS). Review of Incident Commanders' training records from FEMA, the State of Ohio and other Emergency Management training sources. Drafting sections of the Protest review documents. Follow up with MT workgroup members regarding an IA case file review (6 cases) at the request of CDP IA Superintendent Bakeman. Email and correspondence re: various CD related matters.	5.5	250	\$ 1,375.00

September 14: Email and correspondence with MT workgroups re: protest review, and other deliverables. MT leadership weekly logistics call. MHRAC monthly call to discuss various initiatives and research, including the Co-response units to be rolled out by the CDP and MH professionals. Review/editing of the 2019 PSRT Report. Call with G. White re: project management, deadlines and other priority matters related to the CD. Call with CPC ED Goodrich re: various CD related priorities, progress and relationships. Review of MT Audit Methodology Memo to City.	5	250	\$ 1,250.00
September 15: Weekly scheduled call with DOJ re: ongoing deadlines, deliverables and priority concerns for the near future. Follow up with USAO re: several matters related to the CD. Review of emails and concerns brought up during calls regarding the PRB. Email and correspondence re: CD related matters. Review and editing of final Assessment Methodology memorandum to the parties followed by a call with M. Bretz re: distribution and timing.	3.5	250	\$ 875.00
September 16: Project management, email and correspondence and review of progress on Protest memorandum. Review of CompStat presentation in preparation for the meeting-meeting was cancelled due to a funeral. Logistics for returning to two meetings per month as we embark on a series of outcome assessments. Call with V. Ruiz and C. See re: United Way event planning and MT boundaries in any event. Meeting logistics and priorities with M. Bretz.	4.5	250	\$ 1,125.00
September 17: Review of DOJ edits/comments to methodology memorandum, coordination with Outcome assessment workgroup to incorporate/reject comments as appropriate. Call with M. Bretz re: project management and priorities. Call with B. Maxey re: budget call, project management and upcoming assessments. Call with parties re: budget for 2020-2022 monitoring years.	3.5	250	\$ 875.00
September 18: Project management, response to the City re: budget submission. Community Engagement MT workgroup call to discuss ongoing plans for community awareness initiatives. Email and correspondence re: deadlines, and upcoming calls. Monthly call with the Director of Public Safety to discuss various CD related matters (training, Recruitment, discipline and the IG role). Call with USAO re: CD related matters.	4	250	\$ 1,000.00
September 21: Weekly MT Logistics call to discuss deliverables and other priorities for the week, follow up on internal assignments and progress on the protest review. Call with C. Cole re: methodologies in upcoming assessments and feedback to comments provided by DOJ. Email and correspondence re: CD related matters and 2020 Budget process. Call with C. See re: community concerns around the Presidential debates, reported out from roll calls and CDP preparation for debates.	4	250	\$ 1,000.00
September 22: Call with M. Bretz re: changing meeting schedules, project management and tracking of policies and documents in review. Weekly call with DOJ re: deliverables, documents under review, upcoming assessments, other issues related to the CD. Drafting my sections of the Protest review reports.	5	250	\$ 1,250.00
September 23: Email and correspondence re: deliverables and expected documents. Project management and follow ups to assigned tasks. Review of numerous discipline letters issued by CDP.	2.5	250	\$ 625.00

Septemeber 24: Call with M. Bretz and M. Olsen re: projetc management, administrative matters, budget and coordination for next all-team meeting. Review of Performance Management GPO.Call with M. Bretz re: deliverables for the week that are in DOJ's hands. Correspondence re: methodology memo to the city and associated timeline.	3	250	\$ 750.00
September 25: Review of the Performance Evaluation documents, review of the latest draft of the Arrested Person's Report form the University of Toronto. Call with G. White re: various topics including the Budget for 2020-2021. Call with M. Bretz re: logistics and deliverables. Project management.	4.5	250	\$ 1,125.00
September 28: All Team call re: various CD related matters and priorities, follow up on assigned work and progress on the Protest Review memo. Call with C. Cole re: the MT Methodology memo and vatiuous assessments and date. Call with B. Maxey, R. Rosenthal and C. Cole re: Survey Gizmo and other audit related matters and details to be evaluated and decided upon. Call with C. See and R. Dupont re: CIT matters of concerns, progress, training and other matters relating to mental health systems in Cleveland. Call with Chief Williams re: several cases of interest to the MT and the upcoming Presidential debate preparations. Project management and progress review in Box (assigned tasks and Protest documents).	6	250	\$ 1,500.00
September 29: Call with MT discipline workgroup re: Discipline letters and other discipline related matters. Weekly update call with the DOJ. Call with G. White re: various CD related matters. Continued review of Arrested Person's Report.	3.5	250	\$ 875.00
September 30: Review of numerous discipline letters, Call with C. Cole re: Arrested Persons Report. Email and correspondence re: various deliverables and logistics.	2	250	\$ 500.00
Total Billable Hours	77.5	250	\$ 19,375.00
Reimbursable Expenses			
None.			
Total Reimbursable Expenses			\$ -
Total (Hours and Reimbursable Expenses)			\$ 19,375.00
Pro Bono Hours (September pro-bono comprised 12% of hours worked)	10	250	\$ 2,500.00
Total Billed (includes Pro Bono Adjustment)			\$ 16,875.00

Jennifer R. Albright

E-mail: [REDACTED]

TO: Hassan Aden
Cleveland Police Monitor

FROM: Jennifer Albright

DATE: October 1, 2020

RE: September 2020 Invoice for services to Cleveland PD

Date	Activity	H:m
09/01/2020	Develop use of force sample and assignments for monitoring team reviewers	2:18
09/03/2020	Updates to sampling logic; assign reviewers	0:54
09/09/2020	Conference call to finalize sampling logic, assign reviewers and memo.	2:18
09/17/2020	Meet with Cleveland IT group to make updates to IAPro and database	0:30
09/26/2020	Review protest related uses of force	1:00
<hr/>		
Total Hours Worked		7 hours
Rate: \$250 / hour		
	<i>Pro Bono Hours</i>	3 hours
	Total Billed (4 hours)	\$1,000
<hr/>		
TOTAL INVOICE		\$1000

MATTHEW BARGE

SEPTEMBER 2020 INVOICE

BILLABLE HOURS

Date	Activity	Hours
09-01-20	Participate in conference call w/ DOJ, MT re: various Consent Decree issues.	0.6
09-08-20	Conference call w/ C. Cole re: outcome measures. Revise and edit memorandum re: monitoring plan; email and phone communications w/ H. Aden re: same.	0.8
09-09-20	Conference call w/ C. Cole, J. Albright re: use of force assessment methodology.	0.8
09-14-20	Participate in weekly MT internal call. Conference call w/ H. Aden re: monitoring plan. Various email communications w/ MT re: protest/crowd management review, use of force assessment memorandum.	1.4
09-21-20	Participate in weekly conference call w/ Monitoring Team re: various Consent Decree issues.	0.4
09-28-20	Participate in conference call w/ MT re: various Consent Decree issues. Various email communications w/ MT re: discipline letters.	1.0
09-30-30	Update UOF assessment instrument; email communications w/ C. Cole, H. Aden, M. Bretz re: same.	0.1
	Total Hours Worked	5.1
	Total Billed Hours	4.6
	Rate: \$250/hour	
	TOTAL BILLED	\$1,150.00
	<i>Pro Bono</i> Hours	0.5

Mr. Barge does not bill for travel/transport time, meals, or miscellaneous personal expenses associated with the project and/or traveling for the project. Whenever feasible to do so, he coordinates ground transportation with other Monitoring Team members.

INVOICE

CHRISTINE M. COLE at COMMUNITY RESOURCES FOR JUSTICE

Hassan Aden
The Aden Group

October 4, 2020

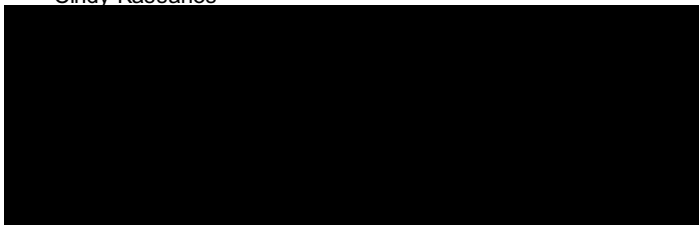
Re: Cleveland Monitoring

Invoice Period: September 2020

Date	Description of Activities	Hours
9/1/20	DOJ Call	1.00
9/2/20	comms and emails for ongoing advancement of work	0.25
9/4/20	call on training issues and updates, assessment memo work	1.50
9/8/20	DOJ mtg, stakeholder mtg, UOF review meeting	2.25
9/9/20	UOF reviews on case sample and pulls	1.25
9/11/20	discussion on community engagement	1.00
9/14/20	recruitment report review and comments, MT meeting	2.00
9/15/20	emails and comms	0.50
9/21/20	team meeting, assessment memo	0.75
9/22/20	DOJ call	1.00
9/24/20	assessment memo and follow up	0.75
9/25/20	emails	0.25
9/28/20	MT meeting, logistics with Monitor, OPS/PRB review discussions	1.75
	daily checks on data, random comments, email, communications & reading news	2.75
Total hours worked		17.00
Pro Bono hours		2.75
Total hours billed		14.25
	Rate \$250.00 hour	\$ 3,562.50
Expenses	See Reimbursement Sheet for Detail	\$ -
Total Invoice		\$ 3,562.50

Remit payment to:

Cindy Kassanos



10/4/20

Signature

Date

[Randolph Dupont](#)

TO: Hassan Aden, Monitor
Cleveland Police Monitoring Team
FROM: Randolph Dupont
DATE: October 7, 2020

September 2020 Invoice

Billable Hours

Date	Activity	Hours
09-01-20	MHRAC Quality Insurance Subcommittee meeting, follow up on QI discussion with BPD Data Analytics, Correspondence on QI issues	2.8
09-14-20	MHRAC Bi-Monthly Meeting, Discussion of MHRAC meeting with SME, review of CPD critical events	2.4
09-21-20	MHRAC Training Subcommittee Meeting, Conference calls with Parties	2.2
09-22-20	Conference calls with Parties, ADAMHS Board staff, MHRAC regarding CIT 40 Hour training and CPD Inservice	1.1
09-25-20	Conference calls a with MHRAC leadership, CPD, DOJ, local advocates regarding Consent Decree progress	3.7
09-28-20	Monitoring Team Meeting, Discussion of MHRAC Meeting with Monitoring Team, Review of 911 Protocol with SME and Parties	2.6
09-30-20	Discussion of upcoming CIT 40 Hour Training with Parties, MHRAC, ADAMHS Board. Review of CIT 40 Hour Curriculum, Review of CPD critical events, Discussion of CIT Program and intervention strategies with Parties.	4.7
	Total Hours Worked	19.5
	Total Billed Hours	14.2
	Rate: \$250/hour	
	TOTAL BILLED	\$3550
	<i>Pro Bono</i> Hours	5.3

INVOICE

From: Ayesha Bell Hardaway

To: The Aden Group LLC

Billable Hours and Expenses for September 2020

DATE	DESCRIPTION	HOURS
9/1/20	Document review and analysis	.6
9/2/20	Prepare for and participate in conference call	.4
9/4/20	Prepare for and participate in conference calls	1.8
9/8/20	Prepare for and participate in conference calls	1.9
9/10/20	Prepare for and participate in conference calls; email correspondence	1.6
9/14/20	Prepare for and participate in conference call	1.1
9/15/20	Prepare for and participate in conference call	.9
9/18/20	Prepare for and participate in conference calls	1.1
9/21/20	Participate in conference call	.4
9/22/20	Prepare for and participate in conference call; email correspondence	1.1
9/23/20	Participate in conference calls	1.3
9/28/20	Prepare for and participate in conference calls	1.5
9/29/20	Prepare for and participate in conference call	.9
Total Hours Worked		<u>14.6</u>
Pro Bono Hours		0.0
Travel Hours		0.0
Total Hours Billed (14.6) x Rate \$250.00/hour		<u>\$3,650.00</u>

Modern Policing, The Maxey Group, LLC

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

BILL TO
Cleveland Monitoring Team

INVOICE 1

DATE 10/02/2020

DATE	ACTIVITY	DESCRIPTION	QTY
	Service	Cleveland Police Monitoring - 09/01/2020 - Maxey Brian: Mt/DOJ Weekly	0.70
	Service	Cleveland Police Monitoring - 09/01/2020 - Maxey Brian: Website implementation discussion	1.30
	Service	Cleveland Police Monitoring - 09/02/2020 - Maxey Brian: Draft budget memo	1.70
	Service	Cleveland Police Monitoring - 09/03/2020 - Maxey Brian: MT internal call	0.30
	Service	Cleveland Police Monitoring - 09/04/2020 - Maxey Brian: MT/DOJ training call	0.50
	Service	Cleveland Police Monitoring - 09/08/2020 - Maxey Brian: Review budget documents; MT/DOJ call; stakeholders meeting; review CPC intergenerational leadership initiative	2.20
	Service	Cleveland Police Monitoring - 09/14/2020 - Maxey Brian: MT weekly call; protest document follow-up; review of PRST final report; review Stevens dismissal letter	2.20
	Service	Cleveland Police Monitoring - 09/15/2020 - Maxey Brian: MT/DOJ call; review assessment memorandum	1.80

DATE	ACTIVITY	DESCRIPTION	QTY
	Service	Cleveland Police Monitoring - 09/17/2020 - Maxey Brian: Budget discussion; follow-up	1.20
	Service	Cleveland Police Monitoring - 09/18/2020 - Maxey Brian: Budget review/internal discussion	0.50
	Service	Cleveland Police Monitoring - 09/21/2020 - Maxey Brian: MT weekly; review protest timeline	2.20
	Service	Cleveland Police Monitoring - 09/22/2020 - Maxey Brian: MT/DOJ weekly	1
	Service	Cleveland Police Monitoring - 09/24/2020 - Maxey Brian: Review stops communication	0.30
	Service	Cleveland Police Monitoring - 09/25/2020 - Maxey Brian: Draft notice re: Ninth semiannual report	1.20
	Service	Cleveland Police Monitoring - 09/26/2020 - Maxey Brian: Review Performance Management Policy	0.80
	Service	Cleveland Police Monitoring - 09/28/2020 - Maxey Brian: MT All Team	1
	Service	Cleveland Police Monitoring - 09/28/2020 - Maxey Brian: IA/OPS Survey Instrument	0.30
	Service	Cleveland Police Monitoring - 09/29/2020 - Maxey Brian: MT call re: disciplinary letters	0.50
	Service	Cleveland Police Monitoring - 09/29/2020 - Maxey Brian: MT/DOJ weekly call	0.80
	Service	Cleveland Police Monitoring - 09/30/2020 - Maxey Brian: Review discipline justification memo to CDP; review OPS Audit population numbers`	1.30

SUBTOTAL " 3*167,..
DISCOUNT 12% 4431
TOTAL " 2*574,..

TOTAL DUE " 2*574,..

Charles H Ramsey & Associates

[Redacted]

DATE

9/30/20

[Redacted]

[Redacted]

BILL TO Hassan Aden
Monitor
CDP Consent Decree Implementation

SHIP TO Charles H. Ramsey
Charles H. Ramsey & Associates

[Redacted]

JOB

PAYMENT TERMS

Due on receipt

DESCRIPTION

AMOUNT

Invoice for September 2020

All time is calculated at a rate of \$250 per hour

All Team Zoom Call 1 hr	\$250.00
All Team Zoom Call 1 hr	\$250.00
All Team Zoom Call 1 hr	\$250.00
All Team zoom Call 45mins	\$250.00
MT/DOJTeam Call 45 mins	\$250.00

Invoice for September 2020

Total \$1,125.00

Make all checks payable to Charles H. Ramsey. Thank you for your business

[Redacted]

SEPTEMBER 2020 INVOICE
BILLABLE HOURS

Date	Activity	Hours
9/1/20	Monitoring Team/DOJ call; calls with MT member/OPS re: OPS audit; Correspondence review, including 9 chief's letters, review of IG comments to OPS audit instrument, editing and forwarding of instrument.	3.05
9/3/20	Monitoring Team/DOJ call; correspondence review, including 10 chief's letters, OPS audit case population review & OPS/PRB audit correspondence.	1.45
9/4/20	DOJ/Monitoring team call; call with OPS.	1.4
9/8/20	Monitoring Team/DOJ call; correspondence review, including 4 chief's letters; review of OPS cases in IA Pro; call with OPS.	3.2
9/10/20	OPS bi-weekly workgroup call; follow-up calls with OPS.	2.5
9/14/20	Monitoring Team Logistics call; Correspondence review, including review of OPS departure cases, disposition letters & documentation of imposition of discipline; review of CDP UOF spreadsheet; work on PRB population case list; research and preparation re: CDP discipline letters.	4.45
9/15/20	DOJ/Monitoring Team call; review of CDP animal policy; calls re: discipline letter content and follow up correspondence; edits to OPS/PRB audit instrument; preliminary review of IA cases.	3.9
9/18/20	Review of DOJ comments to assessment memo & response to comments; correspondence review.	0.25
9/21/20	Monitoring Team logistics call; follow up – review of correspondence, including 10 discipline and charge letters; MT call re: audit methodology; review of CPC recommendations on discipline process; further review of IA cases.	2.8
9/22/20	DOJ/Monitoring Team call & follow-up.	1.1
9/28/20	All-team meeting; call with IA Superintendent; Correspondence review, to include multiple discipline letters, update of OPS/PRB case population; call to Monitor; MT meeting re: audit tools.	3.0
9/29/20	Monitoring Team call re: disposition letters; Monitoring Team/DOJ call; follow-up correspondence review.	1.75
9/30/20	OPS audit preparation, research and calls.	1.8

Total Hours Worked:	30.65
Total Hours Billed:	19.25
Rate: \$250/hour	
TOTAL BILLED:	\$4,812.50
<i>Pro Bono Hours</i>	<i>11.4</i>

INVOICE

Victor Ruiz

Invoice #: 09/2020
Invoice date: Oct 5, 2020
Due date: Oct 5, 2020

Amount due:
\$1,600.00

Bill To:

The Aden Group
Hassan Aden



Date	Description	Hours	Rate	Amount
Sep 1, 2020	Review Community Engagement Data	0.5	\$250.00	\$125.00
Sep 1, 2020	Call re CDP website	1	\$250.00	\$250.00
Sep 2, 2020	Call with United Way	1	\$250.00	\$250.00
Sep 4, 2020	Team Call	1	\$250.00	\$250.00
Sep 8, 2020	Stakeholders Meeting	1	\$250.00	\$250.00
Sep 16, 2020	Call with United Way	1	\$250.00	\$250.00
Sep 18, 2020	Team Call	0.5	\$250.00	\$125.00
Sep 22, 2020	Call with United Way	1	\$250.00	\$250.00
Sep 30, 2020	Call with United Way	1	\$250.00	\$250.00
			Subtotal	\$2,000.00
			20% Pro Bono	-\$400.00
			Total	\$1,600.00 USD

Notes

Thank you!

Detailed Time Report: 09/01/2020 — 09/30/2020

Total Billable Hours

69.50

69.50 Uninvoiced Billable

1 Client

1 Project

Tasks

Team

City of Cleveland

Cleveland Monitor Team

All Tasks

Everyone

Client	Project	Task	Roles	Person	Hours
09/01/2020					5.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	3.00
	Begin ICS portion, assessments and format,				
City of Cleveland	[CLE MT] Cleveland Monitor Team	Pro Bono Hours	Associate Consultant	Scott Sargent	2.00
	Document review/emails DC Oneill and M. Butler,				
09/03/2020					5.50
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	4.50
	ICS Draft, video reviews, Interviews Ohio OEM, CCOEM Christies, assessment narrative				
City of Cleveland	[CLE MT] Cleveland Monitor Team	Pro Bono Hours	Associate Consultant	Scott Sargent	1.00
	Doc/video review/draft				
09/04/2020					3.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	3.00
	Emails SCCSO, CD Oneill, calls Cle OEM, Draft narrative				
09/14/2020					3.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	3.00
	Start timeline, doc/evid review				
09/17/2020					6.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	6.00
	Timeline draft				
09/21/2020					5.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	5.00
	Finish timeline, questions for DC and Butler, upload timelines				
09/23/2020					7.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	5.00
	ICS Section draft; forms and positions				
City of Cleveland	[CLE MT] Cleveland Monitor Team	Pro Bono Hours	Associate Consultant	Scott Sargent	2.00
	review docs from Butler				
09/24/2020					6.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	4.00
	ICS Forms, draft with recs, dispersal order sections				
City of Cleveland	[CLE MT] Cleveland Monitor Team	Pro Bono Hours	Associate Consultant	Scott Sargent	2.00
	Timelines dispersal order				
Total					69.50

Client	Project	Task	Roles	Person	Hours
09/25/2020					4.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	4.00
	Report recommendations and revisions to draft, start next sections and learning points				
09/26/2020					6.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	6.00
	ICS Command/ICS ICP. Fema standards, Justice Center review, continue draft				
09/27/2020					7.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	5.00
	Draft revisions Develop insight and lessons learned				
City of Cleveland	[CLE MT] Cleveland Monitor Team	Pro Bono Hours	Associate Consultant	Scott Sargent	2.00
	Continue lessons learned draft				
09/28/2020					1.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	Pro Bono Hours	Associate Consultant	Scott Sargent	1.00
	Team call zoom				
09/29/2020					3.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	3.00
	ICS draft revisions all				
09/30/2020					8.00
City of Cleveland	[CLE MT] Cleveland Monitor Team	CLE MT Member Rate	Associate Consultant	Scott Sargent	6.00
	Revived ICS Situation reports from CEOC, revise and				
City of Cleveland	[CLE MT] Cleveland Monitor Team	Pro Bono Hours	Associate Consultant	Scott Sargent	2.00
	Draft/develop interview for Fred Szabo and Laura Palinkas				
				Total	69.50
					12 hours Pro Bono

Cleveland Monitoring Reimbursement
2020 Cleveland Project Bill – Charles R. See

TO: Hassan Aden

Meg Olsen

21CP Solutions

FROM: Charles R. See

DATE: 10/03/2020

2020 INVOICE
BILLABLE HOURS

Date	Activity	Hours
09/02/20	United Way/MT meeting	.8 Hrs.
09/04/20	Community Engagement team meeting	1 Hr.
09/08/20	Stakeholders' meeting	1 Hr.
09/14/20	MHRAC meeting	1 Hr.
09/14/20	MHRAC Sub-committee meeting	.8 Hrs.
09/14/20	City/DOJ/United Way communications	1 Hr.
09/15/20	Conference call MHRAC	1 Hr.
09/16/20	Community forum planning	1 Hr.
09/17/20	Conference call	.5 Hrs.
09/18/20	Engagement Team meeting	.5 Hrs.
09/19/20	Community Forum planning	.5 Hrs.
09/21/20	3 rd District Roll Call, and check for complaint forms	1 Hr.
09/21/20	2 nd District Roll Call, and check for complaint forms	1 Hr. -
09/22/20	Conference call: Black Shield Association	.8 Hrs.
09/22/20	Forum Planning meeting	1 Hr.
09/24/20	Conference call	.5 Hrs.
09/24/20	CPC public meeting	2.3 Hrs.
9/25/20	Conference call	.5 Hrs.
9/28/20	All Team meeting	1 Hr.
09/30/20	Forum Planning meeting	.6 Hrs.

Hassan Aden
Meg Olsen
Page (2)
October 3, 2020

Total hours Worked: 27.8

Total Billed Hours: 14.6

Rate: \$250 Per hour

Total Billed: \$3,650

Pro Bono Hours:

Pro Bono hours consisted of: travel, phone calls, meetings, correspondence, mileage expense, planning and various document review, and e-mails

Charles R. See,

Charles R. See

Director of Community Engagement
Cleveland Police Monitoring Team

Smoot Consulting, Inc.

TO: Hassan Aden
 CLE Monitor
 FROM: Sean M. Smoot
 DATE: OCTOBER 3, 2020

SEPTEMBER 2020 INVOICE

BILLABLE HOURS

Date	Activity	Hours
9/1/20	DOJ MT Conf Call inc Prep, Review Disciplinary and Charging Docs (3 cases rec'd 9/1)	2.0
9/4/20	Review Disciplinary and Charging Docs (18 cases rec'd 9/3-4)	3.5
9/8/20	Conf calls – DOJ/MT, MT/stakeholders	1.75
9/14/20	Review Disciplinary and Charging Docs (4 cases rec'd 9/14) Call w CPPA rep.	1.0
9/15/20	DOJ MT Conf Call inc prep.	1.2
9/16/20	Review Comp Stat data	1.25
9/18/20	Review Disciplinary and Charging Docs (11 cases rec'd 9/16-18)	2.5
9/22/20	MT Conf Call w/ DOJ and Conf call w/ parties doc review & prep	2.0
9/24/20	Review Disciplinary and Charging Docs (12 cases rec'd 9/24)	2.5
9/28/20	All Team Conf Call inc Prep	1.25
9/29/20	Conf Calls - Disposition Letter MT, DOJ/MT inc Prep and doc review	2.5
9/1-30/20	Emails, calls, research, review of files, <i>pro bono</i>	8.5
	Total Billed Hours @ \$250/hour	21.45
	<i>Non-Billed Pro Bono Travel hours</i>	<i>-0-</i>
	<i>Additional Pro Bono hours</i>	<i>8.5</i>
	Total Pro Bono Hours	8.5
	TOTAL DUE FOR HOURS BILLED	\$5,362.50

REIMBURSABLE EXPENSES

Date	Expense	Amount
	N/A	
	EXPENSES SUBMITTED FOR REIMBURSEMENT	\$ -0-
	TOTAL DUE	\$5,362.50

September 1-30, 2020

Billable Hours

Melissa Bretz

To:
Hassan Aden
Meg Olsen
Via email

For:
Cleveland Monitoring

Description	Hours	Rate	Amount
September 1: DOJMT Meeting and Settlement Agreement Website Discussion. Emails to parties regarding agendas, documents, deadlines, and other information.	3	40	\$ 120.00
September 2: Work on Internal Tracking Sheet, Task List, and BOX documents. Emails to parties regarding invoices, meeting information, documents, deadlines, agendas, scheduling, and other information.	4	40	\$ 160.00
September 4: DOJMT Meeting re: training and brwesevsky Community Engagement Meeting. Work on Internal Tracking Sheet and BOX documents. Emails to participants regarding meeting information, documents, feedback, scheduling, and other information.	5.5	40	\$ 220.00
September 7: Emails to parties regarding cancellations, meeting information, documents, and deadlines.	1.5	40	\$ 60.00
September 9: DOJMT Meeting re: training and brwesevsky Community Engagement Meeting. Work on Internal Tracking Sheet, Task List, BOX documents, and Stakeholders Agenda. Emails to parties regarding meeting information, agendas, documents.	7	40	\$ 280.00
September 10: OPS Workgroup Call. Call with Hassan Aden. Emails to parties regarding agendas, documents, meeting information, and other information.	2	40	\$ 80.00
September 14: MT Weekly Logistics Meeting. Work on Internal Tracking Sheet, Task Lists, and BOX documents. Emails to parties regarding cancellations, meeting information, BOX information, documents, deadlines, agendas, and other information.	5	40	\$ 200.00
September 15: DOJMT Meeting. Work on Assessment Memo, Internal Tracking Sheet, Task Lists, and BOX documents. Emails to participants regarding agendas, documents, deadlines, and other information.	6.5	40	\$ 260.00
September 16: Work on Internal Tracking Sheet and BOX documents. Emails to parties regarding documents, status updates, deadlines, scheduling, cancellations, and other information.	3	40	\$ 120.00
September 17: Check-in Call with Hassan Aden and Budget Discussion. Emails to parties regarding scheduling, meeting information, agendas, documents, status updates, and other information.	4	40	\$ 160.00
September 18: Work on Internal Tracking Sheet, Task Lists, and BOX documents. Emails to parties regarding documents, deadlines, agendas, status updates, and other information.	3.5	40	\$ 140.00
September 21: MT Weekly Logistics Meeting. Work on Internal Tracking Sheet, Task List, and BOX documents. Emails to parties regarding agendas, documents, deadlines, status updates, training schedule, and other information.	7.5	40	\$ 300.00
September 22: DOJMT Meeting and City/CDP/DOJMT Meeting. Call with Hassan Aden. Work on Internal Tracking Sheet, Task List, and BOX documents. Emails to parties regarding agendas, meeting information, documents, agendas, and other information.	5.5	40	\$ 220.00
September 23: Work on Internal Tracking Sheet, Task List, and BOX documents. Emails to parties regarding agendas, meeting information, scheduling, documents, deadlines, and other information.	4.5	40	\$ 180.00
September 24: Call with Hassan Aden. Work on Internal Tracking Sheet, task Lists, and BOX documents. Emails to participants regarding scheduling, update requests, cancellations, documents, deadlines, meeting information, schedules, and other information.	7.5	40	\$ 300.00
September 28: AI Team Meeting and Survey Gizmo Discussion. Work on Internal Tracking Sheet and BOX documents. Emails to participants regarding documents, deadlines, scheduling, and other information.	3.5	40	\$ 140.00
September 29: Disposition Letters Discussion, DOJMT Call, and City/CDP/DOJMT Meeting. Work on Internal Tracking Sheet, Task List, and BOX documents. Emails to parties regarding agendas, documents, deadlines, and other information.	7	40	\$ 280.00
		40	\$ -
		40	\$ -
		40	\$ -
		40	\$ -
		40	\$ -
		40	\$ -
		40	\$ -
		40	\$ -
		40	\$ -
		40	\$ -
Total Billable Hours	80.5	40	\$ 3,220.00
Reimbursable Expenses			
Total Reimbursable Expenses			\$ -
Total (Hours and Reimbursable Expenses)			\$ 3,220.00