Invoice

INVOICE # LA-2026-0418

ISSUED Nov 2, 2026

DUE DATE Dec 2, 2026

LARK SPUR ADVISORY

FROM
Larkspur Advisory LLC
Hannah Weiss
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75 Arlington St, Suite 500, Boston, MA 02116
EIN: 00-0000418

BILL TO
Harbor Point Medical Devices, Inc.
Robert Kim
+1 508 555 0164
ap@harborpoint-med.example
40 Gold Star Blvd, Worcester, MA 01605
PO: HPMD-PO-77310

Invoice summary

October 2026 services, Line 3 operations improvement, per the engagement letter of August 24, 2026.

AMOUNT DUE
$44,758.20
No sales tax on consulting in MA

DUE DATE
Dec 2, 2026
Net 30 from the invoice date

YOUR PO
HPMD-PO-77310
Please quote it with payment

PERIOD
Oct 1–31, 2026
Month 2 of 5

HOURS
238
3 people, timesheets attached

EXPENSES
$2,008.20
At cost, receipts attached

How to pay

BANK
Commonwealth Harbor Bank

ACCOUNT NAME
Larkspur Advisory LLC

ACCOUNT NUMBER
•••• 2291

ACH ROUTING
011 555 038

WIRE ROUTING
011 555 038

REFERENCE
LA-2026-0418

We never change bank details by email. If you receive such a request, call us at +1 617 555 0193.

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Charges

Fees at the rates in the engagement letter, billed in tenths of an hour. Expenses are passed through at cost with no markup.

#	ITEM	QTY	PRICE	DISC.	TAX	TOTAL
	Professional fees, October 2026					
1	**Partner: Hannah Weiss** Code: FEE-PTR Timesheet: Page 3	18 hours	$325.00	–	0%	$5,850.00
2	**Senior consultant: Diego Alvarez** Code: FEE-SNR Timesheet: Page 3	96 hours	$210.00	–	0%	$20,160.00
3	**Analyst: Priya Raman** Code: FEE-ANL Timesheet: Page 4	124 hours	$135.00	–	0%	$16,740.00
				Subtotal: Professional fees, October 2026		**$42,750.00**
	Expenses at cost					
4	**Mileage, Boston to Worcester, 846 miles** Code: EXP-MIL Rate: Per the engagement letter	846 miles	$0.70	–	0%	$592.20
5	**Parking at the Worcester plant** Code: EXP-PRK	9 days	$24.00	–	0%	$216.00
6	**Industry benchmark data license** Code: EXP-DAT Approved: R. Kim, Oct 6	1 license	$1,200.00	–	0%	$1,200.00
				Subtotal: Expenses at cost		**$2,008.20**

Subtotal	$44,758.20
Sales tax (consulting services not taxed in MA)	$0.00
Amount due	**$44,758.20**

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Timesheet: partner

DATE	HOURS	WORK
Oct 2	2.0	Steering committee: month 2 plan and data requests
Oct 9	3.0	Site visit: Line 3 walk with the plant manager
Oct 15	2.5	Review of the time-study findings
Oct 22	4.0	Changeover workshop with supervisors, Worcester
Oct 29	3.5	Steering committee: findings and pilot proposal
Oct 30	3.0	Review of the month-2 report
Total	18.0	

Timesheet: senior consultant

DATE	HOURS	WORK
Oct 5	8.0	Time studies, Line 3, first shift
Oct 6	8.0	Time studies, Line 3, second shift
Oct 7	8.0	Changeover observations, 3 product switches
Oct 9	8.0	Site visit with the partner; operator interviews
Oct 13	8.0	Downtime analysis from the MES data
Oct 14	8.0	Root-cause sessions on top 3 stoppages
Oct 16	8.0	Changeover standard work, first draft
Oct 20	8.0	Workshop preparation and materials
Oct 21	8.0	Pilot design: quick-change tooling cart
Oct 23	8.0	Workshop follow-up and action list
Oct 27	8.0	Pilot cost-benefit model
Oct 28	8.0	Month-2 report, findings section
Total	96.0	

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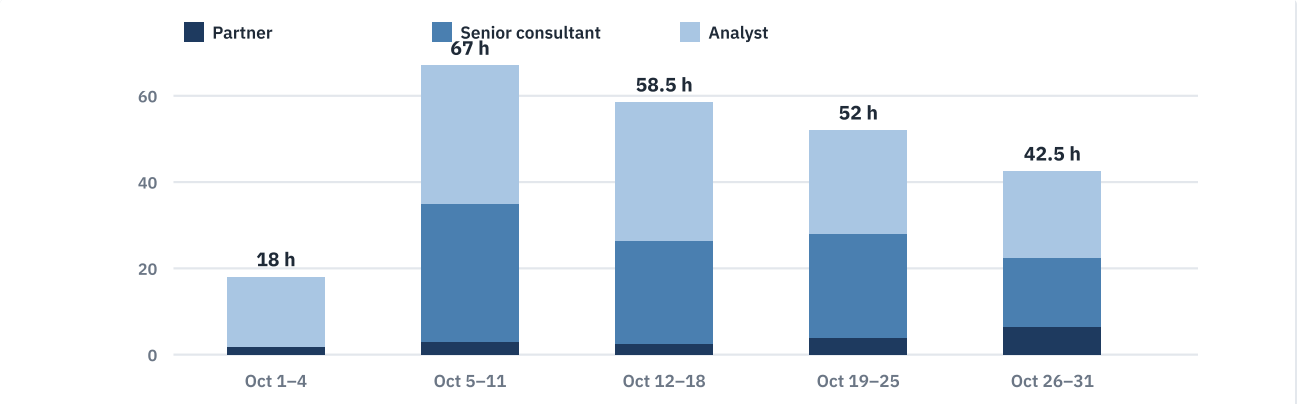
Timesheet: analyst

DATE	HOURS	WORK
Oct 1	8.0	MES data extract and cleaning, July to September
Oct 2	8.0	Baseline OEE calculation by shift
Oct 5	8.0	Time-study support and video logging
Oct 6	8.0	Time-study support, second shift
Oct 7	8.0	Changeover timing sheets
Oct 8	8.0	Time-study data entry and checks
Oct 12	8.0	Downtime Pareto by cause and shift
Oct 13	8.0	Benchmark comparison against licensed data
Oct 14	8.0	Root-cause session notes and fishbones
Oct 15	8.0	Scrap and rework analysis
Oct 19	8.0	Workshop materials and exercises
Oct 20	8.0	Workshop logistics and printouts
Oct 21	8.0	Pilot layout drawings
Oct 26	8.0	Weekly OEE dashboard update
Oct 27	8.0	Report charts and appendix tables
Oct 28	4.0	Report proofreading
Total	124.0	

Timesheets are approved weekly by Robert Kim in our client portal.

Hours by week

Hours peaked in week 2, during the time studies on the line.



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Expenses detail

Receipts are attached to the email with this invoice, numbered as below.

RECEIPT	DATE	DESCRIPTION	AMOUNT
R-01	Oct 1–28	Mileage, 9 round trips of 94 miles, Boston to Worcester	$592.20
R-02	Oct 1–28	Parking, 9 days at $24	$216.00
R-03	Oct 6	Benchmark data license, approved by R. Kim	$1,200.00
		Total expenses	$2,008.20

$160,000
Fee cap, 5 months

$73,950
Billed to date

$86,050
Remaining

46%
Of the cap used

Fees by month

MONTH	INVOICE	FEES
September 2026	LA-2026-0377	$31,200.00
October 2026	LA-2026-0418	$42,750.00
Total to date		$73,950.00

Rates in the engagement letter

ROLE	HOURLY RATE	BILLED IN
Partner	$325	0.1 hour
Senior consultant	$210	0.1 hour
Analyst	$135	0.1 hour
Travel time	Not billed	

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Work completed in October

FINDINGS

Changeovers cause 41% of lost time on Line 3. The top three stoppages account for another 22%.

WORKSHOP

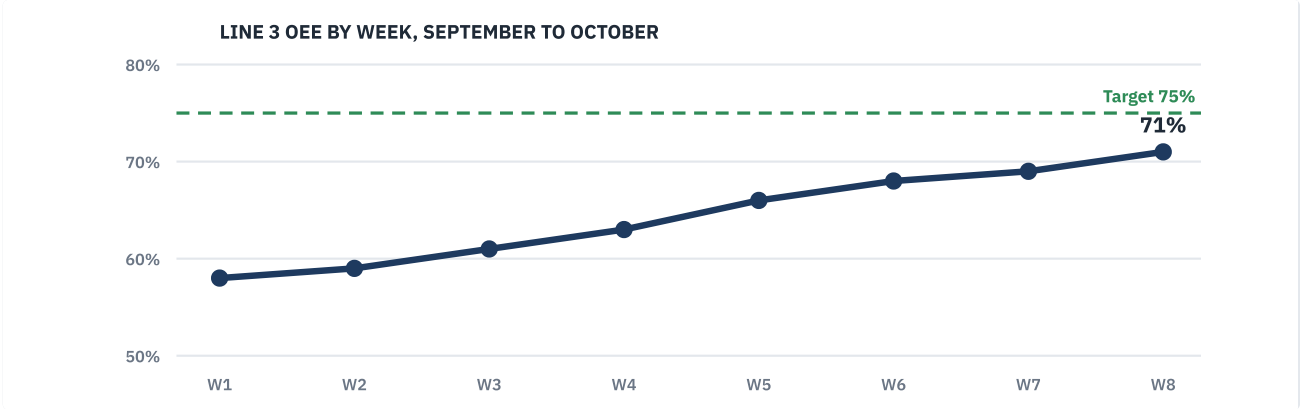
14 supervisors and operators agreed a new changeover standard on October 22.

DELIVERED

- **Report.** Month-2 findings, 28 pages
- **Standard.** Changeover standard work, draft 1
- **Pilot.** Quick-change cart, approved

Line 3 results so far

Overall equipment effectiveness rose from 58% to 71% in eight weeks, mostly from shorter changeovers. The pilot in November aims to reach the 75% target.



Engagement plan

Five months, August to December 2026.

AUG–SEP

Baseline

Data, interviews, OEE baseline.

OCTOBER

Diagnose

Time studies, root causes, workshop.

NOVEMBER

Pilot

Quick-change cart on Line 3.

DECEMBER

Roll out

Standard work for all shifts.

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Who worked on this



Hannah Weiss
Partner · $325/h

Leads the engagement and the steering committee.



Diego Alvarez
Senior consultant · $210/h

Lean manufacturing; on site at the plant.



Priya Raman
Analyst · $135/h

Data, dashboards and the benchmark analysis.

Payment terms

1. Due date

1.1 Payment is due within 30 days of the invoice date, by Dec 2, 2026, as set out in the engagement letter.

2. Questions

2.1 Please raise any question about hours or expenses within 10 days. Undisputed amounts remain due on the due date.

3. Late payment

3.1 Amounts not paid by the due date bear interest of 1% a month. We may pause work if an invoice is more than 45 days overdue.

Hannah Weiss, Partner, Larkspur Advisory LLC
Date: 11 / 02 / 2026

Hannah Weiss

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