

FY 2021-22 Financial Report

For the 10 Months ended April 30, 2022

Office of the Chief Financial Officer

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Executive Summary

- On March 30, 2022, the Governor signed a supplemental appropriations bill that provides Detroit with additional one-time funding, including \$75 million for lead service line replacements, \$15 million for home repair, \$5 million for energy assistance, \$60 million for the Joe Louis Greenway, and \$13 million in hold harmless funding to prevent retroactive Census adjustments on constitutional revenue sharing payments already received dating back to October 2020.
- The City of Detroit received the second half of the \$826.7 million in federal funds from the American Rescue Plan Act of 2021 in June 2022. Details on how the City plans to use these funds can be found here.

Monthly Budget v. Monthly Actual – General Fund (Unaudited)

				MONTHLY A	NAL	YSIS					
(\$ in millions)		BUDGET		ACTUAL + ADJUSTMENTS						VARIA (BUDGET VS	
MAJOR CLASSIFICATIONS		APRIL 2022		ACTUAL	AD	JUSTMENTS		TOTAL			
Α		В		С		D		E = C + D	ſ	(\$) F = E-B	% G = (F/B)
REVENUE:											
Municipal Income Tax	\$	37.7	\$	53.3	\$	-	\$	53.3		\$ 15.6	41.4%
Property Taxes		2.7		1.7		-		1.7		(1.0)	(37.0%
Wagering Taxes		15.6		20.8		-		20.8		5.2	33.3%
Utility Users' Tax		2.4		4.7		-		4.7		2.3	95.8%
State Revenue Sharing		33.8		41.4		-		41.4		7.6	22.5%
Other Revenues		15.4		7.8		-		7.8		(7.6)	(49.4%
Sub-Total	\$	107.6	\$	129.7	\$	-	\$	129.7		\$ 22.1	20.5%
Use of Fund Balance	-	17.2		_	_	17.2		17.2		-	_
Balance Forward Appropriations		2.3		_		2.3		2.3		-	_
Transfers from Other Funds		_		-		-		-		-	
TOTAL (H)	\$	127.1	\$	129.7	\$	19.5	\$	149.2	0	\$ 22.1	17.4%
EXPENDITURES:											
Salary and Wages (Incl. Overtime)	\$	(35.7)	\$	(36.5)	\$	-	\$	(36.5)	T	\$ (0.8)	(2.2%
Employee Benefits		(11.0)		(10.2)		-		(10.2)		0.8	7.3%
Legacy Pension Payments		-		_		-		-		-	
Retiree Protection Fund		-		-		-		-		-	
Debt Service		(3.4)		(10.4)		-		(10.4)		(7.0)	205.9%
Other Expenses		(28.6)		(21.2)		(4.2)		(25.4)		3.2	11.2%
TOTAL (I)	\$	(78.7)	\$	(78.3)	\$	(4.2)	\$	(82.5)		\$ (3.8)	(4.8%
VARIANCE (J=H+I)	\$	48.4	\$	51.4	\$	15.3	\$	66.7		\$ 18.3	

Note: Represents Fund 1000 only. Other Expenses Adjustments include pro-rated share of budgeted \$50 million Budget Reserve Fund deposit (funds are reserved not expensed). April income tax collections included unanticipated prior year collections from enhanced enforcement.



YTD Budget v. YTD Actual – General Fund (Unaudited)

				YTD ANAI	LYSI	S						
(\$ in millions)	ons) BUDGET ACTUAL + ADJUSTMENTS						гs		VARIANCE (BUDGET VS. ACTUAL)			
MAJOR CLASSIFICATIONS	1	YEAR TO DATE		ACTUAL A		ADJUSTMENTS		TOTAL				
Α		В		C		D		E = C + D		(\$) F = E-B		% G = (F/B)
REVENUE:												
Municipal Income Tax	\$	252.3	\$	287.2	\$	-	\$	287.2		\$ 34.	9	13.8%
Property Taxes		97.4		97.4		-		97.4			-	-
Wagering Taxes		138.6		233.3		-		233.3		94.	7	68.3%
Utility Users' Tax		23.7		28.7		-		28.7		5.	0	21.1%
State Revenue Sharing		135.0		153.4		-		153.4		18.	4	13.6%
Other Revenues		156.3		130.5		-		130.5		(25.	8)	(16.5%)
Sub-Total	\$	803.3	\$	930.5	\$	-	\$	930.5		\$ 127.	2	15.8%
Use of Fund Balance		171.7		_		171.7	-	171.7			-	_
Balance Forward Appropriations		23.1		-		23.1		23.1			-	-
Transfers from Other Funds		_		-		_		-			-	-
TOTAL (H)	\$	998.1	\$	930.5	\$	194.8	\$	1,125.3	0	\$ 127.	2	12.7%
EXPENDITURES:												
Salary and Wages (Incl. Overtime)	\$	(367.9)	\$	(380.5)	\$	-	\$	(380.5)		\$ (12.	6)	(3.4%)
Employee Benefits		(112.9)		(106.2)		-		(106.2)		6.	7	5.9%
Legacy Pension Payments		-		-		-		-			-	-
Retiree Protection Fund		(135.0)		(135.0)		-		(135.0)			-	-
Debt Service		(68.8)		(75.8)		-		(75.8)		(7.	0)	(10.2%)
Other Expenses		(336.3)		(201.7)		(64.7)		(266.4)		69.	9	20.8%
TOTAL (I)	\$	(1,020.9)	\$	(899.2)	\$	(64.7)	\$	(963.9)		\$ 57.	0	5.6%
VARIANCE (J=H+I)	\$	(22.8)	\$	31.3	\$	130.1	\$	161.4		\$ 184.	2	

Note: Represents Fund 1000 only. For Other Expenses, the actuals do not include outstanding encumbrances for goods and services yet to be received as of April.

Other Expenses Adjustments include pro-rated share of budgeted \$50 million Budget Reserve Fund deposit (funds are reserved not expensed) and the entire \$23 million PLD Decommissioning reserve balance forward.



Annualized Projection vs. Budget – General Fund

ANNUAL ANALYSIS									
(\$ in millions)		BUDGET	ı	PROJECTION		VARIA (BUDGET VS. F			
MAJOR CLASSIFICATIONS		ANNUAL AMENDED		ANNUAL Estimated	ANNUAL ESTIMATED				
A		В		С		(\$) D = C-B	% E = (D/B)		
REVENUE:									
Municipal Income Tax	\$	295.6	\$	295.1	\$	(0.5)	(0.2%)		
Property Taxes		113.4		119.6		6.2	5.5%		
Wagering Taxes		169.8		289.4		119.6	70.4%		
Utility Users' Tax		28.4		33.3		4.9	17.3%		
State Revenue Sharing		202.5		200.9		(1.6)	(0.8%)		
Other Revenues		186.1		199.1		13.0	7.0%		
Sub-Total	\$	995.8	\$	1,137.4	\$	141.6	14.2%		
Use of Fund Balance		206.0		146.0		(60.0)	(29.1%)		
Balance Forward Appropriations		27.7		27.7		-	_		
Transfers from Other Funds		-		-		-			
TOTAL (F)	\$	1,229.5	\$	1,311.1	\$	81.6	6.6%		
EXPENDITURES:									
Salary and Wages (Incl. Overtime)	\$	(462.7)	\$	(482.7)	\$	(20.0)	(4.3%)		
Employee Benefits		(160.4)		(150.4)		10.0	6.2%		
Legacy Pension Payments		(18.7)		(18.7)		-	-		
Retiree Protection Fund		(135.0)		(135.0)		-	-		
Debt Service		(85.1)		(85.1)		-	-		
Other Expenses		(367.6)		(343.6)		24.0	6.5%		
TOTAL (G)	\$	(1,229.5)	\$	(1,215.5)	\$	14.0	1.1%		
VARIANCE (H=F+G)	\$	-	\$	95.6	\$	95.6	_		

Note: Represents Fund 1000 only. Use of Fund Balance in annual amended budget represents appropriations City Council has approved for the FY 2021-2022 Budget, as amended, through April 2022.

Projected annual revenues are based on the February 2022 Revenue Estimating Conference. Projected Use of Fund Balance includes previous appropriations approved by City Council, less \$60 million not anticipated to be needed for operations.

Expense projections are revised based on projected personnel overages due to overtime, benefits savings due to vacancies, and other savings from operating expenses. Projections also include the spend down of balance forward appropriations.



YTD Budget Amendments – General Fund

Department	Reason for Amendment	Resources	Expenditures
Y 2021-2022 Adopted Budget		\$ 1,138,413,354	\$ 1,138,413,35
se of Prior Year Fund Balance			
Non-Departmental	June 2021 Rain Event Disaster Response	5,000,000	5,000,00
Non-Departmental	Cultural Institutions Support - Detroit Historical Museum	500,000	500,0
Non-Departmental	Retiree Protection Fund	50,000,000	50,000,0
Fire	Fire Fighting and Response - Overtime	2,000,000	2,000,0
Law	Outside Counsel and Litigation Support	2,500,000	2,500,0
Elections	2021 Municipal Elections	2,000,000	2,000,0
Housing and Revitalization	Prior Year DESC Administration Expenses	700,000	700,0
	Total	62,700,000	62,700,0
alance Forward Appropriations (FY	(21 to EV22)		
General Services (Recreation)	Pistons Basketball	571,733	571,7
General Services	Wayne County Parks Millage - FY18/19	294,496	294,4
General Services	Wayne County Parks Millage - FY19/20	262,756	262,7
CRIO	Homegrown Detroit	1,807,008	1,807,0
Housing and Revitalization	Neighborhood Improvement Fund	1,000,000	1,000,0
Police	Public Act 302 - Training Fund	793,879	793,8
Non-Departmental	PLD Decommissioning	23,000,000	23,000,0
	Total	27,729,872	27,729,8
Budget Amendments - Additional R	esources		
General Services (Recreation)	Pistons Basketball	416,666	416,6
General Services	Wayne County Parks Millage - FY20/21	300,857	300,8
	Total	717,523	717,5
ransfers			
	_	-	
	Total	-	

Note: Represents Fund 1000 only. In April 2022, appropriated revenues for this year's Pistons Basketball and Wayne County Parks Millage funding were added to the amended budget.



Employee Count Monitoring

	Actual March 2022	Actual April 2022	Change April 2022 vs. March 2022
Public Safety			
Police	3,028	3,044	16
Fire	1,153	1,176	23
Total Public Safety	4,181	4,220	39
Non-Public Safety			
Office of the Chief Financial Officer	377	375	(2)
Public Works - Full Time	316	353	37
Health	143	145	2
Human Resources	95	95	0
Housing and Revitalization	125	123	(2)
Innovation and Technology	128	128	0
Law	116	115	(1)
Mayor's Office	79	78	(1)
Municipal Parking	65	70	5
Planning and Development	38	38	0
General Services - Full Time	500	555	55
Legislative ⁽³⁾	228	235	7
36th District Court	314	314	0
Other ⁽⁴⁾	216	219	3
Total Non-Public Safety	2,740	2,843	103
Total General City-Full Time	6,921	7,063	142
Seasonal / Part Time ⁽⁵⁾	67	84	17
ARPA / COVID Response	299	305	6
Enterprise			
Airport	4	4	0
BSEED	273	271	(2)
Transportation	619	625	6
Water and Sewerage Library	491 203	506 190	15 (13)
Total Enterprise	1,590	1,596	6
Total City	8,877	9,048	171
	0,077	2,040	.,,,

MONTH-OVER-MONTH ACTUAL(1)

Adjusted Budget FY 2022 ⁽²⁾	Varian (Under)/ Budget April 20	Over vs.
3,443	(399)	(12%
1,276	(100)	(8%
4,719	(499)	(11%
445	(70)	
491	(138)	
182	(37)	
107	(12)	
151	(28)	
148	(20)	
128	(13)	
83	(5)	
99	(29)	
42	(4)	
628	(73)	
261	(26)	
325	(11)	
247	(28)	
3,337	(494)	(15%)
8,056	(993)	(12%
591	(507)	(86%
345	(40)	(12%
4	0	
311	(40)	
943	(318)	
659	(153)	
370	(180)	
2,287	(691)	(30%
11,279	(2,231)	(20%

BUDGET VS. ACTUAL

^{(1), (2)} Actuals are the headcount of all active employees at month-end. The Budgeted positions have been adjusted to convert full-time equivalents to headcount and to reflect position amendments approved mid-year.

⁽³⁾ Includes Auditor General, Inspector General, Zoning, City Council, Ombudsperson, City Clerk, and Elections. (4) Includes Civil Rights Inclusion & Opportunity, Appeals and Hearings, Public Lighting, Demolition, and Non-

Departmental

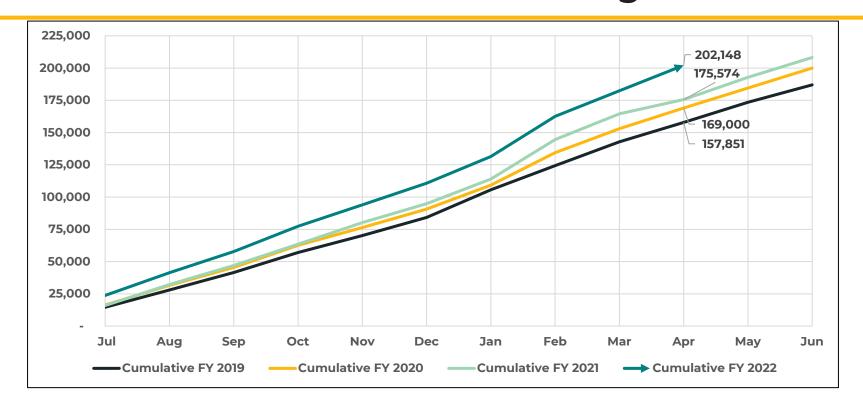
⁽⁵⁾ Includes Public Works, General Services, and Elections.

Income Tax - Collections

Fiscal Years 2021 - 2022 Income Tax Collections	FY22 YTD April 2022	FY21 YTD April 2021
Withholding	\$255,323,973	\$231,392,304
Individual	47,271,568	57,745,704
Corporate	50,830,180	21,908,493
Partnerships	6,328,675	4,068,154
Total Collections	\$359,754,397	\$315,114,655
Refunds claimed, disbursed and accrued	(72,592,946)	(106,308,938)
Collections Net of Refunds/Disbursements	\$ 287,161,451	\$ 208,733,717



Income Tax - Number of Withholding Returns





Development and Grants

Active Grants and Donations as of April 30, 2022 (\$ in millions)

	Amount Awarded – City ⁽¹⁾	Amount Awarded – Partners ⁽²⁾
Total Active	\$2,112.7	\$306.2
Net Change from last month ⁽³⁾	\$1.1	\$2.8

New Funds – January 1 to June 2, 2022 (\$ in millions)

	Amount Awarded
Documented	\$22.5
Committed ⁽⁴⁾	\$211.9
Total New Funding (Overall Funds Raised)	\$234.4
ARPA/COVID-19 Documented	\$0.2
ARPA/COVID-19 Committed	\$51.5
ARPA / COVID-19 Overall Funds Raised(5)	\$51.7

⁽¹⁾ Reflects public and private funds directly to City departments.

⁽⁵⁾Reflects documented and committed funds raised for COVID-19 response efforts by the City and its partners.



⁽²⁾ Reflects public and private funds for City projects via fiduciaries, and to third-party partners and agencies for projects prioritized by the City for which the OCFO-Office of Development and Grants has provided active support.

⁽³⁾ The most significant new award in April was the Kresge Foundation SNF 2.0 Grant, in the amount of \$5,000,000, awarded to Invest Detroit. The U.S. Department of Housing and Urban Development also awarded the \$2,000,000 Health Homes Production Grant to the Housing and Revitalization Department.

⁽⁴⁾ Reflects verbal and informal commitments for which formal agreements have not yet been finalized.

Development and Grants

New Funds (Total) - January 1 to June 2, 2022 - By Priority Category

				'ul		
Priority Category	Docur	mented	Co	mmitted	Total	
American Rescue Plan Act						
Administration/General Services	\$	2,819,317	\$	1,119,349	\$	3,938,666
Community/Culture	\$	75,040			\$	75,040
Economic Development	\$	500,000			\$	500,000
Health	\$	4,412,256			\$	4,412,256
Housing	\$	2,000,000			\$	2,000,000
Infrastructure			\$	57,500,000	\$	57,500,000
Parks and Recreation	\$	2,691,000	\$	323,170	\$	3,014,170
Planning	\$	180,000			\$	180,000
Public Safety	\$	2,964,478			\$	2,964,478
Technology/Education	\$	1,000,000			\$	1,000,000
Transportation	\$	2,090,683	\$	152,963,059	\$	155,053,742
Workforce	\$	3,750,000			\$	3,750,000
Grand Total	\$	22,482,774	\$	211,905,578	\$	234,388,353

Development and Grants

New Funds and City Leverage(1) – January 1 to June 2, 2022 – By Priority Category

		,		
Priority Category	Total F	unds	City Le	verage ⁽¹⁾
American Rescue Plan Act				
Administration/General Services	\$	3,938,666	\$	1,275,791
Community/Culture	\$	75,040		
Economic Development	\$	500,000		
Health	\$	4,412,256		
Housing	\$	2,000,000		
Infrastructure	\$	57,500,000		
Parks and Recreation	\$	3,014,170	\$	200,000
Planning	\$	180,000	\$	276,050
Public Safety	\$	2,964,478		
Technology/Education	\$	1,000,000		
Transportation	\$	155,053,742	\$	1,600,783
Workforce	\$	3,750,000	\$	17,658,064(2)
Grand Total	\$	234,388,353	\$	21,010,688

⁽¹⁾ Leverage includes both match and parallel investment by the City that help make the case to external funders to co-invest.

⁽²⁾ This Leverage includes \$15,040,200 for the People Plan and \$2,000,000 in leverage for GDYT.



Cash Position

Note: This schedule reports total City of Detroit (excludes DSWD)

cash in the bank at April 30, 2022 and differences between the

General Ledger and bank balance are shown as reconciling items.

This report does not represent cash available for spending, and liabilities and fund balance must be considered when determining

excess cash.

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Plus/minus: Reconciling items Reconciled Bank Balance
General Ledger Cash Balances
General Fund
General Accounts
Risk Management/Self Insurance
Quality of Life Fund
Retiree Protection Trust Fund
A/P and Payroll Clearing

Other Governmental Funds

Solid Waste Management Fund

Gordie Howe Bridge Fund

Undistributed Property Taxes

Fire Insurance Escrow

Total General Ledger Cash Balance

Capital Projects

Street Fund

Debt Service

Enterprise FundsEnterprise Funds

Fiduciary Funds

Component Units

Component Units

Grants Covid 19

ARPA

Other

Other

Unrestricted

1,262.1

1,261.0

442.5

11.1

2.8

1.6

6.8

85.7

61.1

11.3

33.8

12.7

82.7

11.7

58.6

21.1

\$

1,261.0

400.2 17.3

(1.1)

\$

\$

\$

\$

\$

\$

\$

\$

Restricted

712.4

712.4

61.2

96

18

356.9

254.6

0.0

7.6

20.7

0.0

712.4

\$

\$

\$

\$

Office of the Chief Financial Officer

\$

\$

\$

\$

Prior Year April

2021

1,558.5

1,557.4

351.8

21.6

6.8

234.7

370.6

104.1

55.5

124.0

39.1

25.9

24.9

17.7

95.6

10.8

41.0

16.9

1,557.4

2.8

13.6

(1.1)

April 2022 Total

1,974.5 \$

1,973.4 \$

(1.1)

503.7 \$

20.8

4.6

1.6

261.4 \$

85.7

68.7

17.3

20.7

11.3

33.8

12.7 \$

82.7 \$

21.1 \$

11.7

58.6

1,973.4 \$

356.9

\$

\$

\$

(in millions)

Bank Balance

Operating Cash Activity: YTD Actual vs. Forecast and 12 Month Forecast

	F,	FY21 YTD FY22 YTD						Apr	May June			July		August	Septem	ber	October	Nov 2022 -		
In millions	July to Apr		y to Apr July		ly to Apr Jul to Apr			2022	2022		2022		2022		2022	2022		2022	Apr 2023	
		Actual		Actual	Forecast	Variance		Actual	Fore	cast	For	ecast	Forecast	ı	Forecast	Foreca	st	Forecast	F	Forecast
Beginning Common Cash Pool	\$	564.2	\$	1,000.0	\$ -	\$ -	\$	1,008.1	\$	993.2	\$	988.4	\$ 1,381.6	\$	1,310.7	\$ 1,47	70.5	\$ 1,369.5	\$	1,369.5
Sources of Cash																				
Income Taxes		249.4		276.6	249.7	26.9		37.7		39.6		22.8	21.5		31.0		21.1	23.0		147.9
Property Taxes		556.1		570.4	558.6	11.8		4.2		1.9		48.0	38.2		221.7		32.4	11.7		251.7
Revenue Sharing		118.9		123.6	124.5	(0.9)		-		34.0		34.0	30.7		-		30.7	=-		92.5
Wagering Taxes		108.3		266.7	257.0	9.8		20.0		20.4		13.0	8.2		22.3		18.0	19.8		124.1
Utility Users Taxes		24.6		28.8	24.9	3.9		4.7		7.8		2.3	2.4		1.6		2.1	2.3		16.8
Other Receipts		457.3		293.9	290.7	3.2		47.4		25.9		440.9	27.6		84.5		34.3	33.4		183.2
Net Interpool transfers		326.9		385.1	386.7	(1.6)		45.3		21.1		63.0	36.9		17.9	:	23.5	55.7		178.9
Bond Proceeds		34.3		93.9	91.9	2.0		9.1		14.5		8.7	1.7		4.6		2.5	7.7		54.3
Total Sources of Cash	\$	1,875.9	\$	2,039.1	\$ 1,984.1	\$ 55.0	4	168.5	\$	165.3	\$	632.7	\$ 167.1	\$	383.5	\$ 16	54.6	\$ 153.6	\$	1,049.5
Uses of Cash																				
Wages and Benefits		(562.6)		(618.7)	(618.0)	(0.7)		(62.7)		(49.8)		(58.4)	(54.7)		(55.5)	(4	49.6)	(51.4)	,	(367.1)
Pension Contribution		(55.7)		(74.9)	(77.0)	2.1		(12.1)		(2.2)		(6.1)	(9.3)		(2.5)		(2.4)	(10.4)	,	(32.5)
Debt Service		(18.5)		(24.1)	(23.6)			-		-		-	(5.1)		-		-	(9.1)		(9.4)
Property Tax Distribution		(330.1)		(257.0)	(254.6)			(1.6)		(1.4)		(55.5)	(5.6)		(99.6)	(6	50.3)	(9.6)		(151.8)
TIF Distribution		(30.7)		(26.6)	(29.7)			-		(29.6)		(0.3)	-		-		-	(1.6)	1	(27.5)
Other Disbursements		(786.5)		(909.6)	(903.6)			(106.9)		(87.0)		(119.1)	(73.3)		(66.1)	(1	53.3)	(91.1)	1	(556.4)
Transfers to Retiree Protection F		(50.0)		(135.0)	(135.0)			-		-		-	(90.0)		-		-	=.	丄	=.
Total Uses of Cash	\$	(1,834.2)	\$	(2,045.9)	\$ (2,041.4)	\$ (4.5)	\$	(183.4)	\$	(170.1)	\$	(239.4)	\$ (238.1)	\$	(223.7)	\$ (26	65.6)	\$ (173.2)	\$	(1,144.7)
							_													
Net Cash Flow	\$	41.7	\$	(6.8)	\$ (57.3)	\$ 50.5	\$	(14.9)	\$	(4.8)	\$	393.3	\$ (70.9)	\$	159.9	\$ (10	01.0)	\$ (19.6)	\$	(95.2)
Ending Common Cock Dool	\$	605.9	*	993.2	*	\$ -	4	993.2	*	988.4	<i>*</i>	17016	¢ 17107	•	1 /70 5	¢ 17/		¢ 1750.0	+	1,274.3
Ending Common Cash Pool	Þ	605.9	\$	333.2	.	.	4	993.2	\$	5 00.4	ф	1,381.6	\$ 1,310.7	Þ	1,470.5	क ।,३६	59.5	\$ 1,350.0	Þ	1,274.3
Budget Reserve Fund	\$	107.0	\$	107.0	\$ 107.0	\$ -	4	107.0	\$	107.0	\$	107.0	\$ 107.0	\$	107.0	\$ 10	7.0	\$ 107.0	\$	138.0
-							_	- ×	4										_	



Accounts Payable and Supplier Payments

Accounts Payable (AP) as of Ap	<u>r-22</u>	
Total AP (Mar-22)	\$	41.7
Plus: Apr-22 invoices processed	\$	76.3
Less: Apr-22 Payments made	\$	(93.4)
Total AP month end (Apr-22)	\$	24.6
Less: Invoices on hold ⁽¹⁾	\$	(9.3)
Total AP not on Validation hold (Apr-22)	\$	15.3
Less: Installments/Retainage Invoices ⁽²⁾	\$	(2.1)
Net AP not on hold	\$	13.2

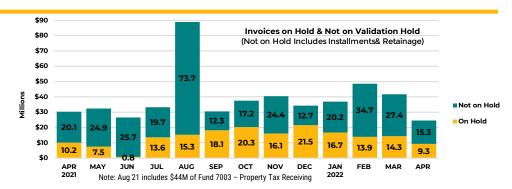
AP Aging

(excluding invoices on hold & Retainage)

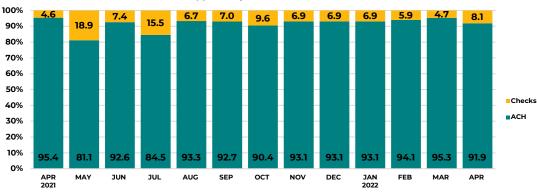
						Days Past Due							
		N	et AP	Cı	urrent		1-30	3	31-60	61+			
Apr-22 Total % of total		\$	13.2 100%	\$	8.6 65%	\$	1.1 8%	\$	1.6 13%	\$	1.9 14%		
	Change vs. Mar-22	\$	(11.6)	\$	(11.2)	\$	(1.6)	\$	1.0	\$	0.2		
Total Count of Invoices % of total			1,686 100%		1,108 66%		272 16%		155 9%		151 9%		
	Change vs. Mar-22		(195)		24		(258)		38		7		
Ма	u r-22 Total % of total	\$	24.8 100%	\$	19.8 80%	\$	2.7 11%	\$	0.6 2%	\$	1.7 7%		
Total Count of Invoices % of total			1,881 100%		1,084 58%		530 28%		117 6%		150 8%		



⁽¹⁾ Invoices with system holds are pending validation. Some reasons include: pending receipt, does not match purchase order quantity/price and legal holds



Supplier Payment Metric - Phase 1





⁽²⁾ Invoices on retainage are on hold until the supplier satifies all contract obligation