



THE PERFORMETER[®]
and the A.F.T.E.R. Analysis

A Financial Statement Analysis Using Indicators of the
Financial Health and Success
and a
Status Report of Audit Findings, Timeliness and
Exception Resolution (A.F.T.E.R.)
of
The Territory of American Samoa
as of and for the Year Ended September 30, 2008



Crawford & Associates, P.C.
Oklahoma City, Oklahoma



What Is The Performer[®]?

- An analysis that takes a government's financial statements and converts them into useful and understandable measures of financial performance
- Financial ratios and a copyrighted analysis methodology are used to arrive at an overall rating of 1-10
- The overall reading is a barometer of ASG's financial health and performance



How to Use The Performer®

- Use the individual ratios to identify financial warning signals
- Use the overall rating as a collective benchmark of financial health and success of ASG as a whole
- Use the comparisons to prior years to monitor trends in financial indicators

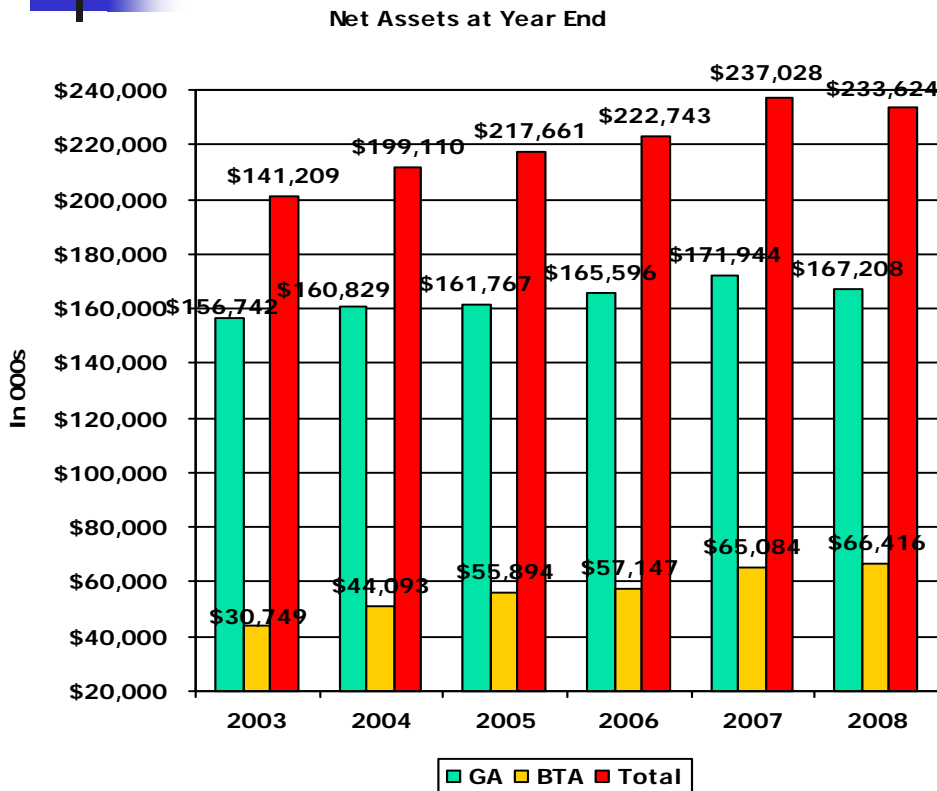


Limitations of the Performer®

- The Performer® should not be used as the only source of financial information to evaluate ASG's performance and condition
- The analysis is an overall rating of ASG as a whole and not of specific activities, funds or units
- The Performer® is based on Crawford & Associates' professional judgment and is limited as to its intended use

Change in Net Assets

Did our overall financial condition improve, decline or remain steady over the past year?



Net assets include all assets of ASG, except for fiduciary funds held for the benefit of others. It is measured as the difference between total assets, including capital assets, and total liabilities, including long-term debt.

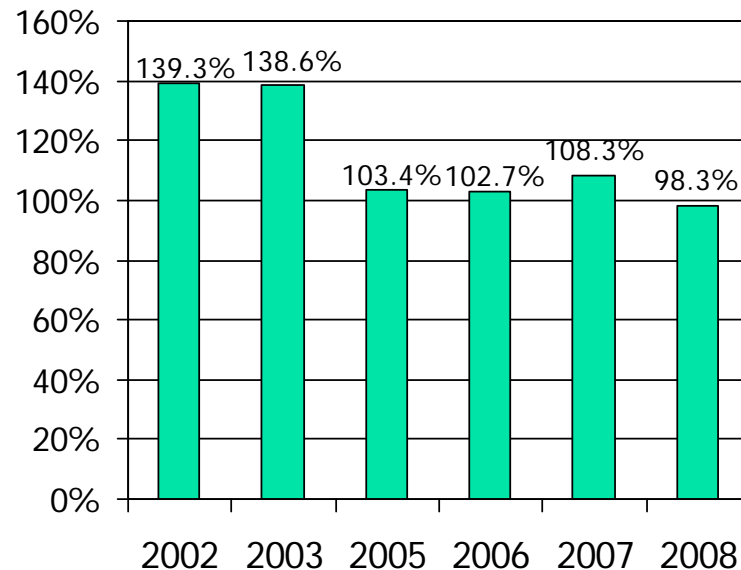
For the year ended September 30, 2008, total net assets decreased by \$3.4 million or 1.4% from the prior year. Governmental activities (GA) net assets decreased by \$4.7 million, while business-type activities (BTA) increased by \$1.3 million. This overall decrease is the result of earning less revenue than expenses incurred in the fiscal year. This is the only year of a net asset decrease of any of the periods presented.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
89.3%	42.2%	5.4%	2.9%	2.3%	6.4%	-1.4%			

Intergenerational Equity

Who is paying for today's costs of services?

Revenues as a % of Annual Expenses



A measure of whether the government lived within its means in the measurement year, or was required to use prior year resources to fund a portion of current year costs, or shifted the funding of some of the current year costs to future periods.

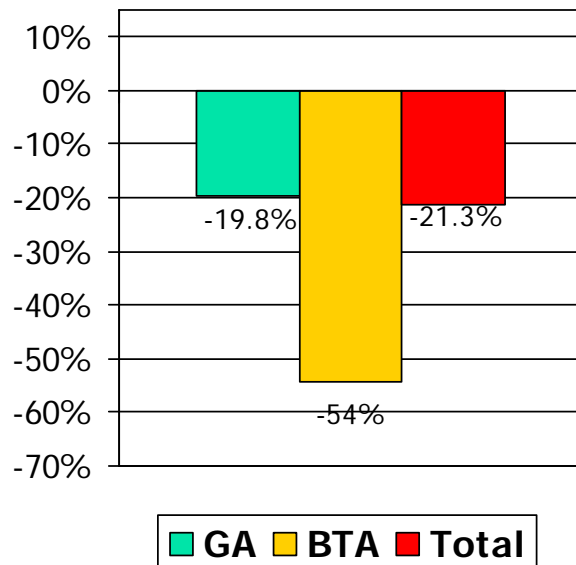
For the year ended September 30, 2008, ASG funded 98.3% of their expenses with current year revenues, which is considered a very favorable percentage, and relatively consistent with that of the prior periods. However, it is a decline from the ratios in the prior periods.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
139.3%	138.6%	106%	103.4%	102.7%	108.3%	98.3%			

Level of Unrestricted Net Assets

How do our total rainy day funds look?

Unrestricted Net Assets (Deficit) as
a % of Annual Revenues



The level of total unrestricted net assets is an indication of the amount of unexpended and available resources ASG has at a point in time to fund emergencies, shortfalls or other unexpected needs.

For the year ended September 30, 2008, ASG's total unrestricted net assets were in a deficit position that approximated 21.3% of annual total revenues. Governmental activities reported an unrestricted net assets deficit position of 19.8%, while business-type activities unrestricted net assets deficit reported a 54.4% level.

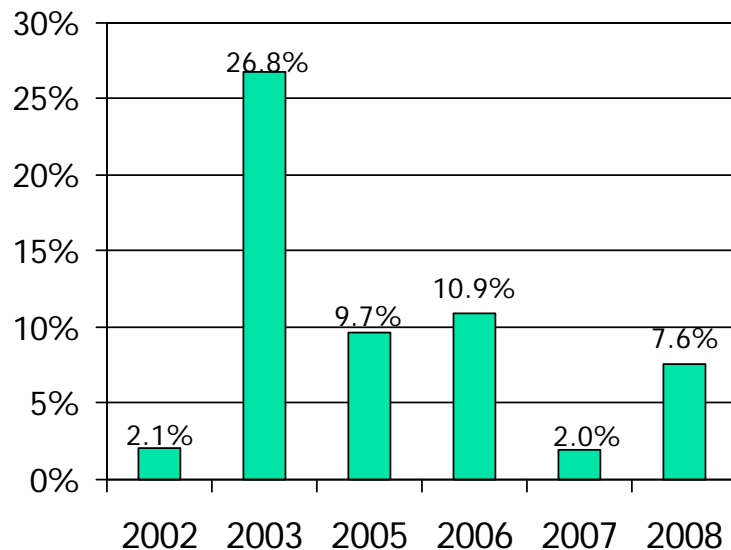
This is a continued decline from the prior years, and considered an unfavorable ratio.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
-2.1%	7.2%	2.4%	-2.9%	-10.3%	-11.7%	-21.3%			

Level of Budgetary Fund Balance

How does our budgetary carryover look?

Budgetary Unreserved Fund Balance
as a Percentage of Annual Revenues



The level of budgetary unreserved fund balance is an indication of the amount of unexpended, unencumbered and available resources ASG has at a point in time to carryover into the next fiscal year to fund budgetary emergencies, shortfalls or other unexpected needs. In this analysis, only the General Fund is considered.

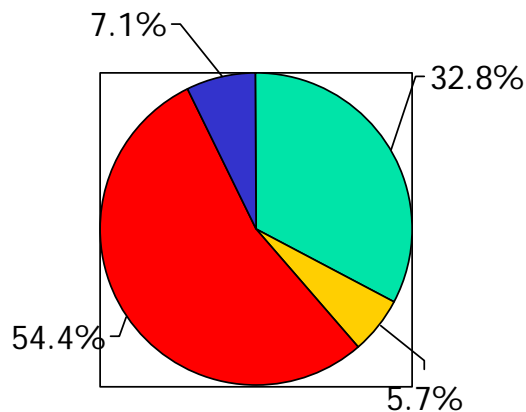
For the year ended September 30, 2008, ASG's unreserved fund balance of the General Fund was 7.6%, which indicates an improvement from the prior year level, although it has not recovered to a satisfactory level.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
2.1%	26.8%	28.0%	9.7%	10.9%	2.0%	7.6%			

Revenue Dispersion

How heavily are we relying on revenue sources we can't directly control?

2008 Revenue Percentages by Source



■ Taxes ■ Service Charges
■ Grant & Contributions ■ Other

The percentage dispersion of revenue by source indicates how dependent ASG is on certain types of revenue. The more dependent ASG is on revenue sources beyond its direct control, such as grants, the less favorable the dispersion.

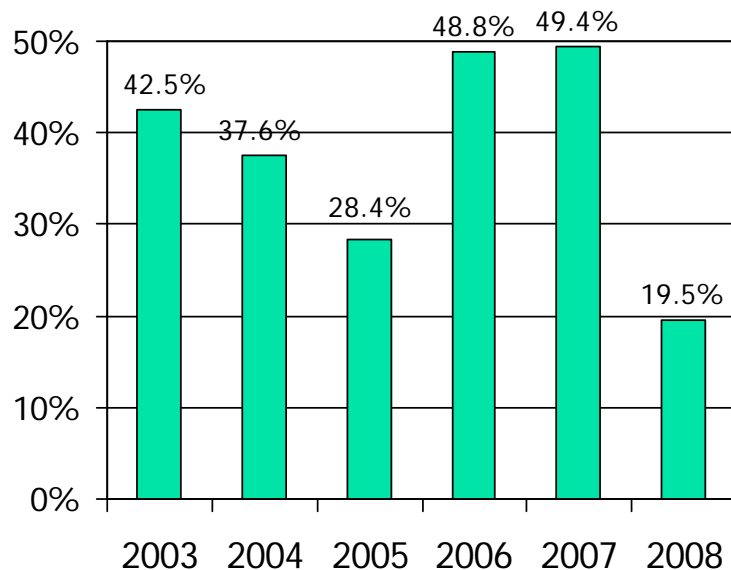
For the year ended September 30, 2008, ASG had direct control over 15.5% of its revenues (Excise taxes and charges for services). This ratio indicates ASG has some exposure, as do most governments, to financial difficulties due to reliance on non-controlled revenue (84.5%).

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
15.7%	17.5%	20%	19.6%	18.4%	17.3%	15.5%			

BTA Self-Sufficiency

Did current year business-type activities (BTA) pay for themselves?

Percentage of BTA Expenses Covered By BTA Revenues



The self-sufficiency ratio indicates the level at which business-type activities (such as the industrial park and airport) covered their current costs with current year revenues, without having to rely on subsidies, grants or use of prior year reserves.

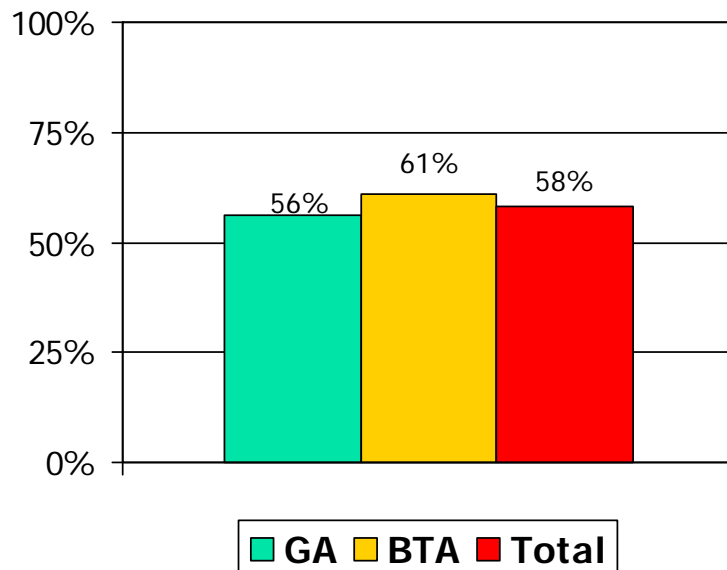
For the year ended September 30, 2008, ASG's total business-type activities were 19.5% self-sufficient. This indicates that most of the current year costs were not funded by recurring current year revenues.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
44.7%	42.5%	37.6%	28.4%	48.8%	49.4%	19.5%			

Capital Asset Condition

How much useful life do we have left in our capital assets?

Percentage of Capital Assets' Useful Life Remaining - 2008



The capital asset condition ratio compares capital assets cost to accumulated depreciation to determine the overall percentage of useful life remaining. A low percentage could indicate an upcoming need to replace a significant amount of capital assets.

At September 30, 2008, ASG's depreciable capital assets amounted to \$382.4 million while accumulated depreciation totaled \$162.5 million. This indicates that, on the average, ASG's capital assets have 58% of their useful lives remaining. This is a relatively satisfactory financial indicator and nearly equal to that of the prior five years.

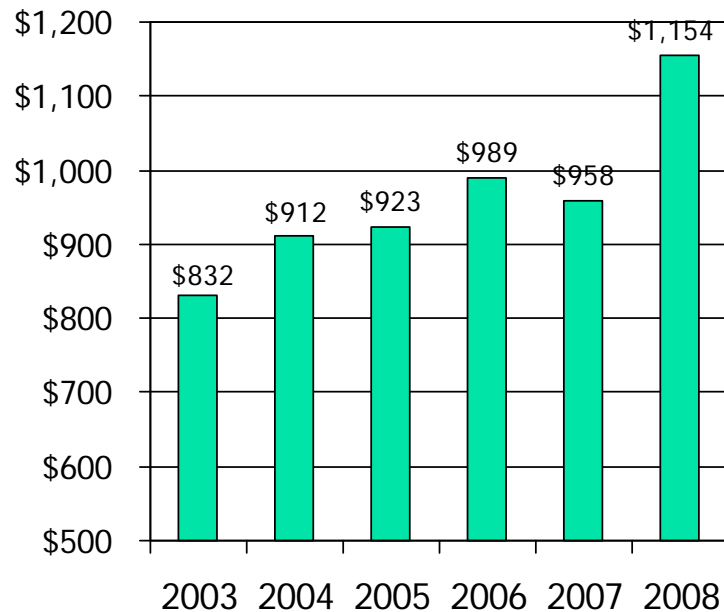
Governmental activity assets have 56% of their useful lives remaining while BT activities have 61% remaining, which is an overall slight decrease from the prior year.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
54%	59%	61%	61%	60%	59%	58%			

Financing Margin - Taxes

Will our citizens be willing to pay increased taxes for operations or capital improvements, if needed?

Total Taxes Per Capita



The financial ratio of taxes per capita is an indication of ASG's tax burden on its citizens and other taxpayers. The ratio includes all taxes, including gross receipts, income and other taxes.

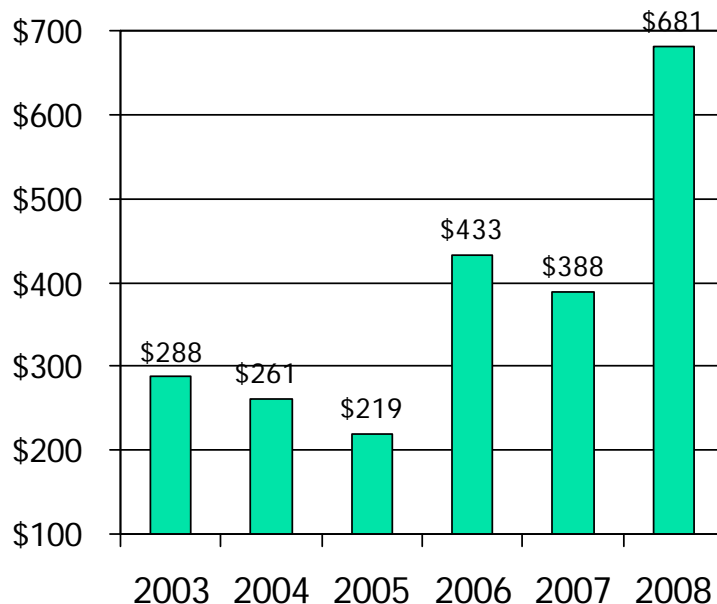
For the year ended September 30, 2008, total taxes amounted to \$66.1 million or \$1,154 per capita. This indicates a relatively low tax burden when compared to other insular governments, and is relatively consistent with that of prior years.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
\$753	\$832	\$912	\$923	\$989	\$958	\$1,154			

Financing Margin - Debt

Will we be able to issue more debt, if needed?

Debt Per Capita



The financial ratio of debt per capita is an indication of ASG's debt burden on its citizens and other taxpayers. The ratio does not consider debt payable from enterprise activities or alternate revenues.

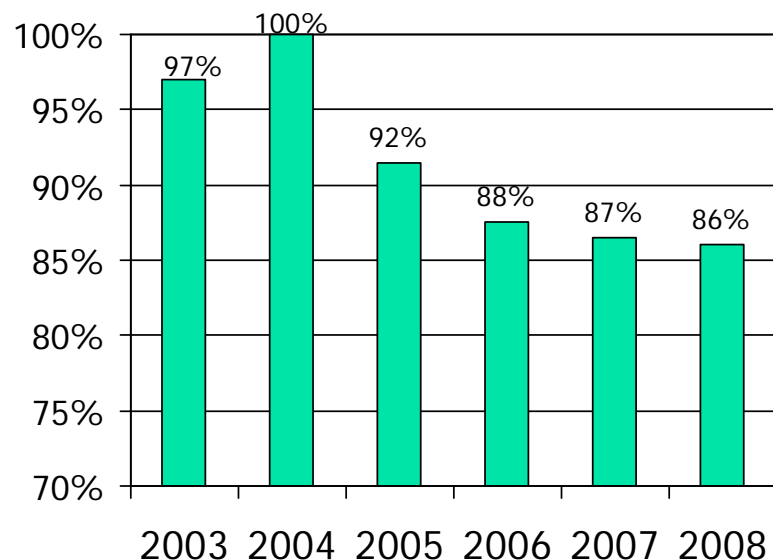
For the year ended September 30, 2008, ASG had \$39.0 million of long-term debt or \$681 per capita which is a relatively low debt burden on its citizens when compared to other insular governments. The increase is attributable to the issuance of new debt.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
\$326	\$288	\$261	\$219	\$433	\$388	\$681			

Pension Plan Funding Ratio

Will we be able to pay our employees when they retire?

Plan Assets as a Percentage of Accrued Liability



The pension funding ratio compares the actuarial fair value of the pension plan's assets to the actuarial accrued liability for pension benefits. A percentage less than 100% indicates the plan is under-funded at the valuation date.

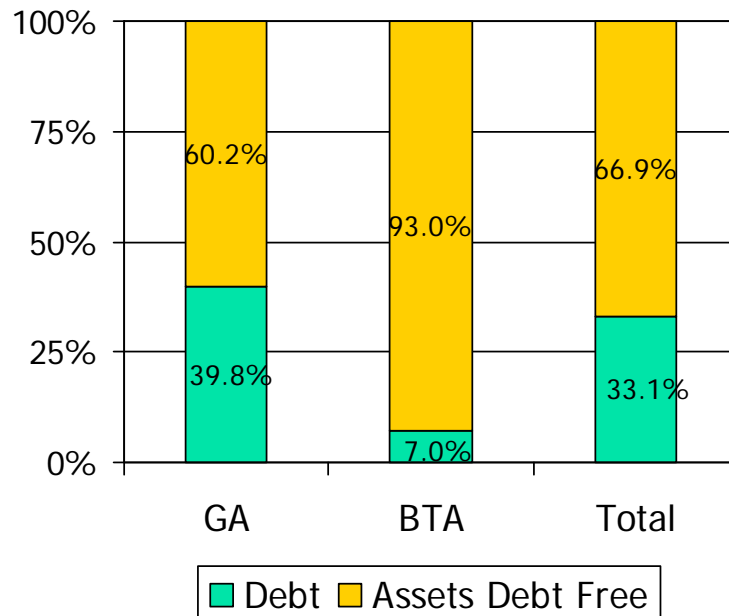
At September 30, 2008, ASG's pension plan assets were 86% of the actuarial accrued liability, a slight decline from that of the prior year, and a continued decline over the last few years.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
93%	97%	100%	91.5%	87.5%	86.5%	86.0%			

Debt to Assets

Who really owns ASG?

Percentage of Debt to Assets - 2007



The debt to assets ratio measures the extent to which ASG had funded its assets with debt. The lower the debt percentage, the more equity ASG has in its assets.

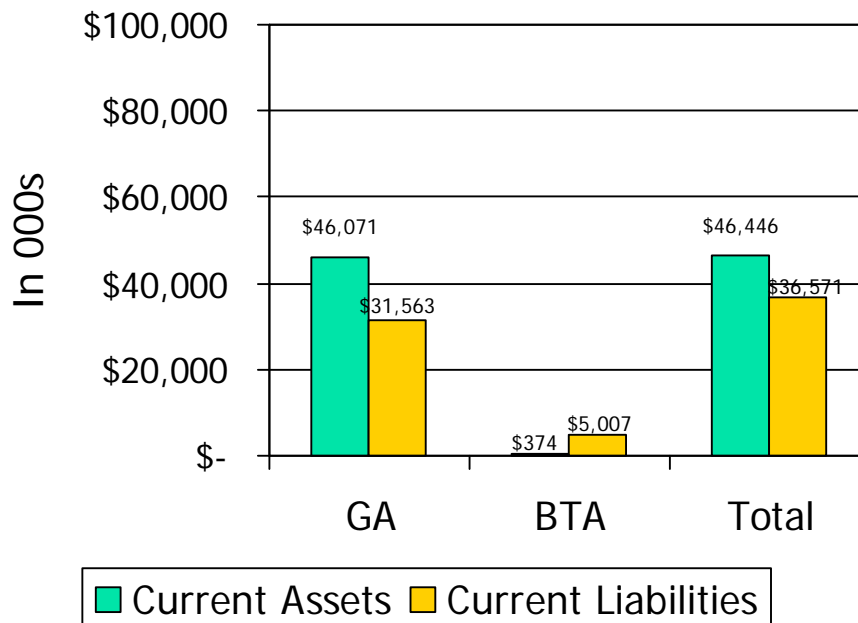
At September 30, 2008, one-third (33.1%) of ASG's \$349.3 million of total assets were funded with debt or other obligations. This is an above satisfactory financial indicator and indicates that for each dollar of ASG assets it owns, it owes 33.1 cents of that dollar to others. However, this ratio declined from that of the prior year.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
34%	27.7%	28.7	27.8%	16.4%	28.7%	33.1%			

Current Ratio

Will our vendors and employees be pleased with our ability to pay them on time?

Current Assets Compared to Current Liabilities - 2008



The current ratio is one measure of ASG's ability to pay its short-term obligations. The current ratio compares total current assets and liabilities. A current ratio of 2.00 to 1 indicates good current liquidity and an ability to meet the short-term obligations. This ratio includes only the General Fund, ASG's primary operating fund, and ASG's proprietary type funds.

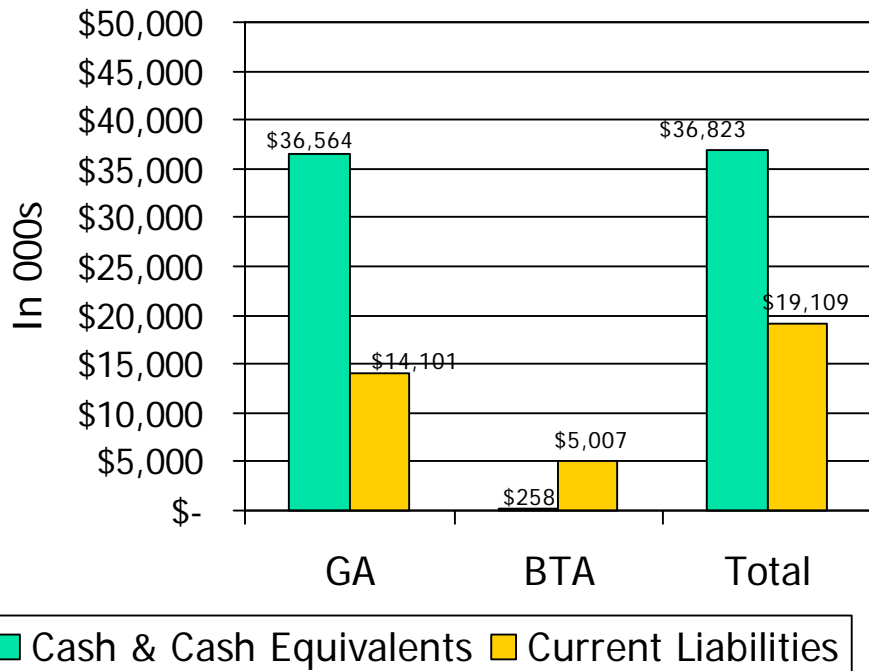
At September 30, 2008, ASG had a ratio of current assets to current liabilities of 1.27 to 1. This indicates that ASG had \$1.27 of current assets to pay each \$1 of current liabilities and is considered a less than satisfactory indicator of liquidity. It is however a slight improvement when compared to the ratio in the prior year.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
1.11	2.12	1.72	1.23	1.28	1.14	1.27			

Quick Ratio

How is our short-term cash position?

Cash and Cash Equivalents Compared to
Current Liabilities - 2008



The quick ratio is another, more conservative, measure of ASG's ability to pay its short-term obligations. The quick ratio compares total cash and short-term investments to current liabilities, less deferred revenue. A quick ratio of 1.00 to 1 indicates adequate current liquidity and an ability to meet the short-term obligations with cash. This measure includes only the General Fund, ASG's primary operating fund, and ASG's proprietary type funds.

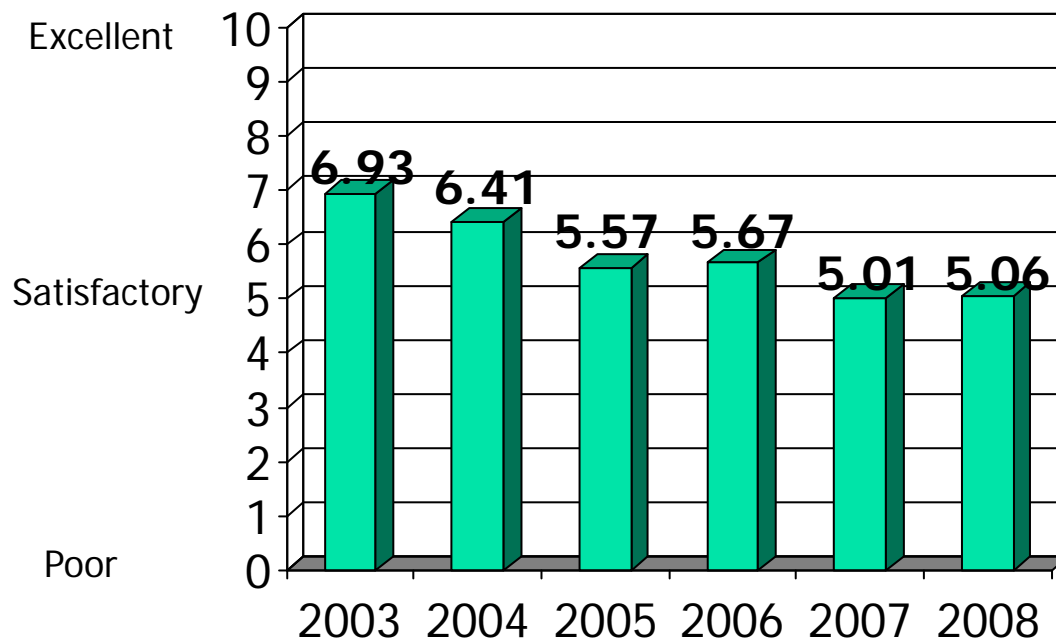
At September 30, 2008, ASG had a government-wide ratio of cash and cash equivalents to current liabilities of 1.93 to 1. This indicates that ASG has nearly two times the amount of cash and short-term investments to pay current liabilities. This is a considered a near excellent indicator of the ability to pay short-term current obligations, and an improvement from the ratio of the prior year.

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
1.17	3.10	1.16	.80	1.02	1.13	1.93			



Performer[®] Reading

Overall Reading



The 2008 reading of 5.06 indicates the evaluator's opinion that the American Samoa Government's overall financial health and performance continued to be above satisfactory as of and for the fiscal year ended September 30, 2008, and nearly identical to the prior year rating.

The current year reading is a result of some ratios improving slightly, such as current and quick ratios, and some declining, such as the decrease in net assets and the debt to assets ratio. Other factors had nearly no change, producing a rating similar to the prior year.



What is the A.F.T.E.R. Analysis?

- The A.F.T.E.R. Analysis is very simply an analysis of the status of audit findings, the timeliness of the submission of the audit and the resolution of certain audit exceptions, this analysis can be used to track a government's progress towards eliminating its most significant findings and exceptions, along with tracking the timeliness of submission to the Federal Clearinghouse.



Thank You

We would like to commend and thank ASG's management, The U.S. Department of Interior and the Graduate School for allowing us to present this financial analysis. We hope it serves as a useful and understandable compliment to ASG's annual financial report.

This report is available online at the official website of the Pacific and Virgin Islands Training Initiatives, www.pitiviti.org.

Visit our website at www.crawfordcpas.com for other useful tools for governments.