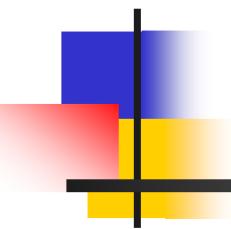




PERFORMETER<sup>®</sup>  
THE PERFORMETER<sup>®</sup>  
and the A.F.T.E.R. Analysis



---

A Financial Statement Analysis Using Indicators  
of the Financial Health and Success

and a

Status Report of Audit Endings, Timeliness and  
Exception Resolution (A.F.T.E.R.)

of

The Government of Yap as of and for the Year  
Ended September 30, 2006



# What Is The Performer<sup>®</sup>?

---

- 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 Yap's financial health and performance



# How to Use The Performer<sup>®</sup>

---

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



# Limitations of the Performer®

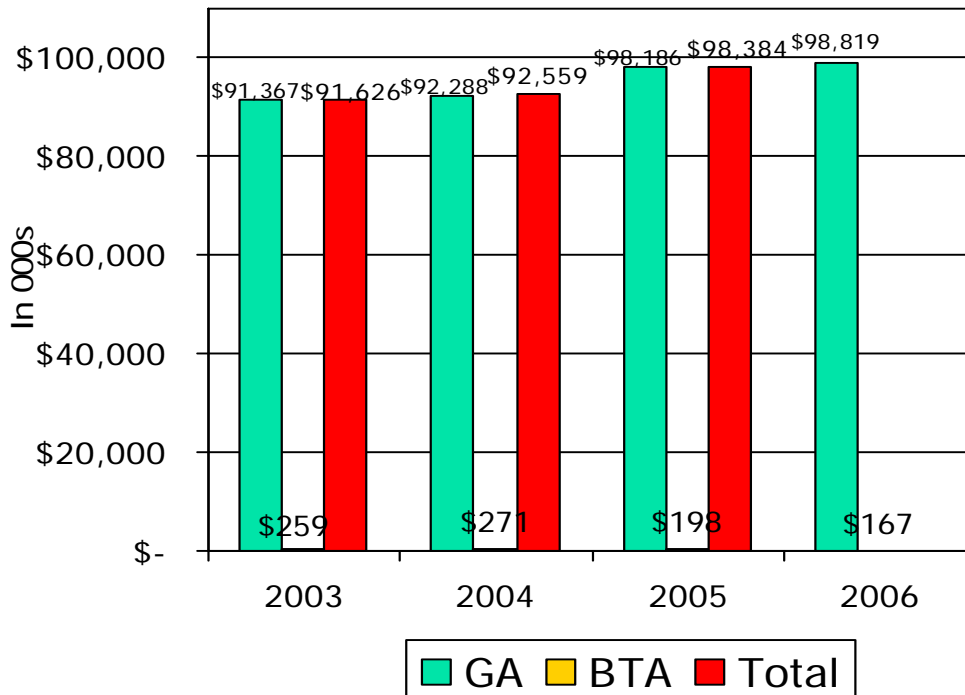
---

- The Performer® should not be used as the only source of financial information to evaluate Yap's performance and condition
- The analysis is an overall rating of Yap 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 at Year End



Net assets include all assets of Yap. 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, 2006, total net assets increased by \$133,488. This is a .1% increase from the prior year and indicative of a year where revenue earned and expenses incurred were nearly equal.

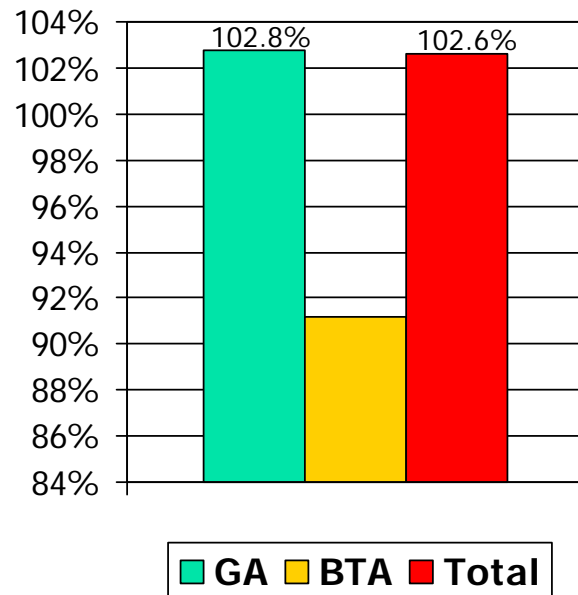
Governmental activities (GA) net assets increased by \$163,948, while business-type activities (BTA) decreased by \$30,460.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
11.8%	0.5%	4.7%	.1%						

# 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.

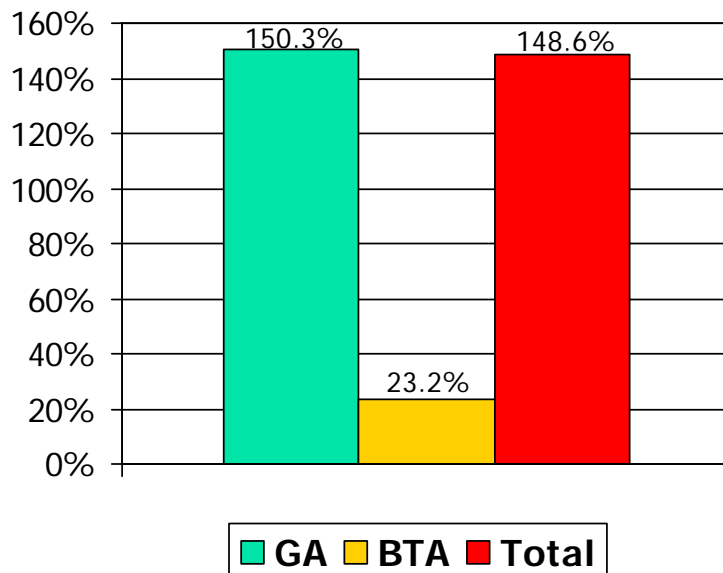
For the year ended September 30, 2006, Yap funded 102.6% of their expenses with current year revenues, which is a favorable percentage, however it is a decline from the ratio in prior year.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
134.1%	102.6%	117.6%	102.6%						

# Level of Unrestricted Net Assets

## How do our total rainy day funds look?

Unrestricted Net Assets as a % of Annual Revenues



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

For the year ended September 30, 2006, Yap's total unrestricted net assets approximated 148.6% of annual total revenues, an excellent financial ratio.

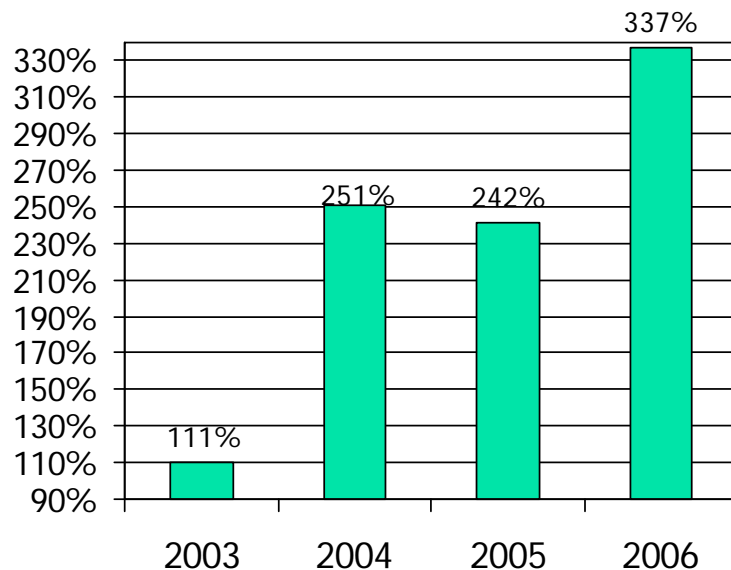
Governmental activities had a 150.3% level of unrestricted net assets, while business-type activities had a 23.2% level.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
64.7%	137.6%	115.4%	148.6%						

# 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 Yap 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.

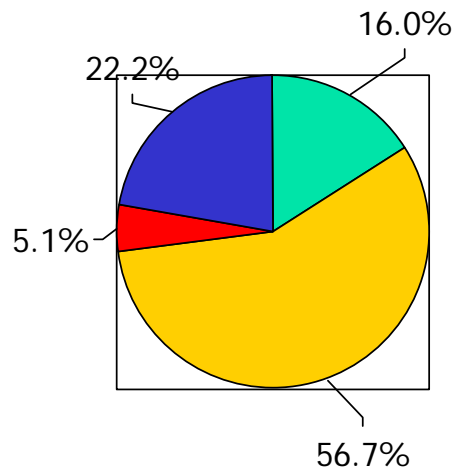
For the year ended September 30, 2006, Yap's unreserved fund balance of the General Fund was 337.3% of total general fund revenues. This is a very favorable financial indicator and a considerable increase of the ratio from the prior year.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
110.5%	251.2%	241.7%	337.3%						

# Revenue Dispersion

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

2006 Revenue Percentages by Source



The percentage dispersion of revenue by source indicates how dependent Yap is on certain types of revenue. The more dependent Yap is on revenue sources beyond its direct control, such as revenue sharing taxes and from other governments such as grants, the less favorable the dispersion.

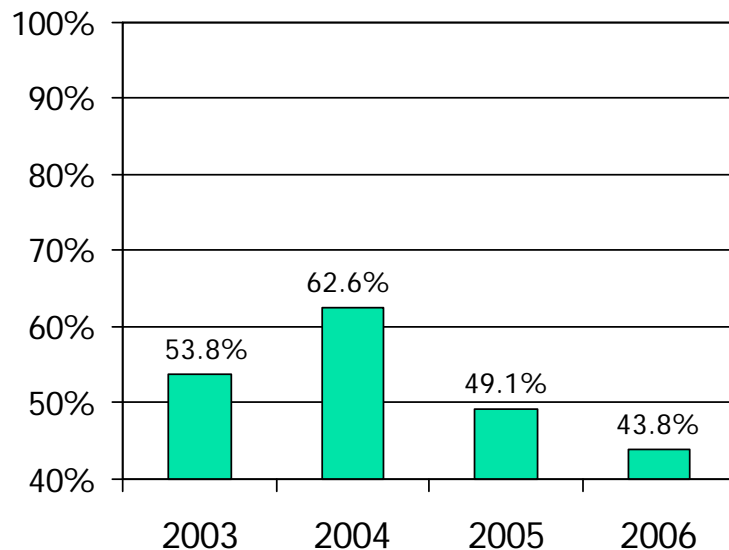
For the year ended September 30, 2006, Yap had direct control over 11.8% of its revenues. This ratio indicates Yap has some exposure, as do most governments, to financial difficulties due to reliance on non-controlled revenue (88.2%).

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
6.8%	11.6%	9%	11.8%						

# 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 covered their current costs with current year revenues, without having to rely on subsidies or use of prior year reserves.

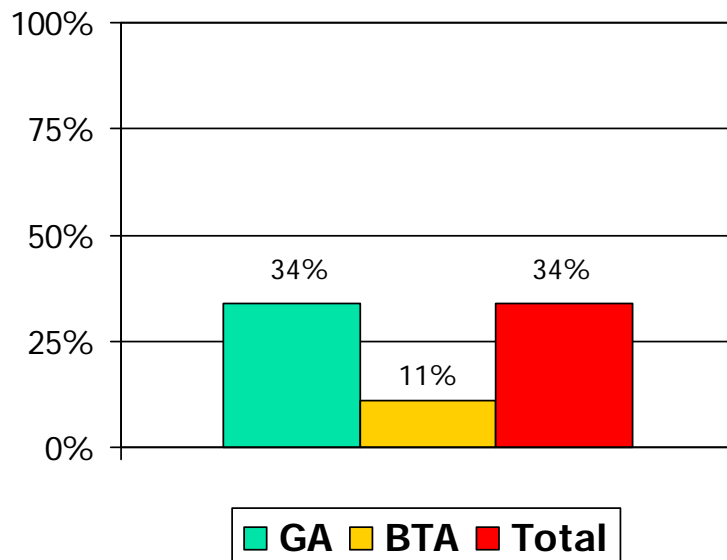
For the year ended September 30, 2006, Yap's total business-type activities were 43.8% self-sufficient. This indicates the business-type activities required a subsidy to cover costs of operations, relied on grants or contributions to fund the costs of operations, or are continuing to deplete their unrestricted net assets.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
53.8%	62.6%	49.1%	43.8%						

# Capital Asset Condition

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

Percentage of Capital Assets'  
Useful Life Remaining



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.

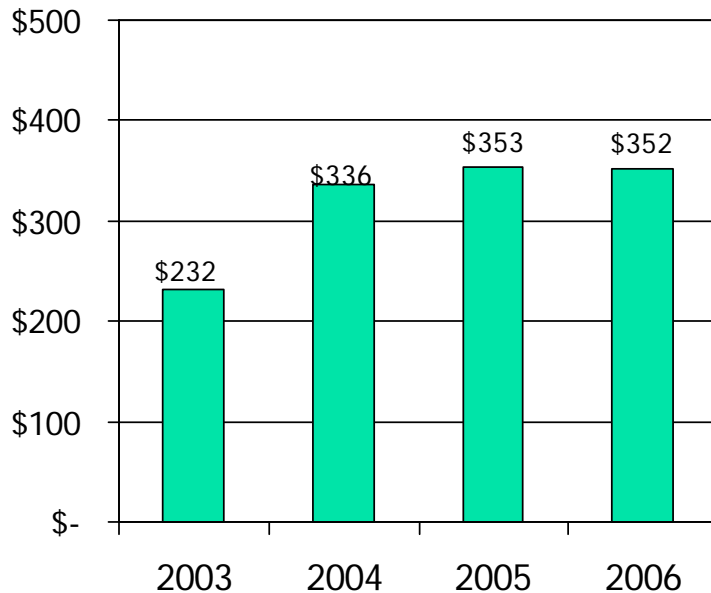
At September 30, 2006, Yap's depreciable capital assets amounted to \$102 million while accumulated depreciation totaled \$67.8 million. This indicates that, on the average, Yap's capital assets have 34% of their useful lives remaining. This is an unsatisfactory financial indicator and could be indicative of a need for large amounts of capital expenditures in the near future. The ratio has continued to slightly decline over the past few periods.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
37%	36%	35%	34%						

# 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 Yap's tax burden on its citizens and other taxpayers. The ratio includes all taxes, including gross receipts, income and other taxes.

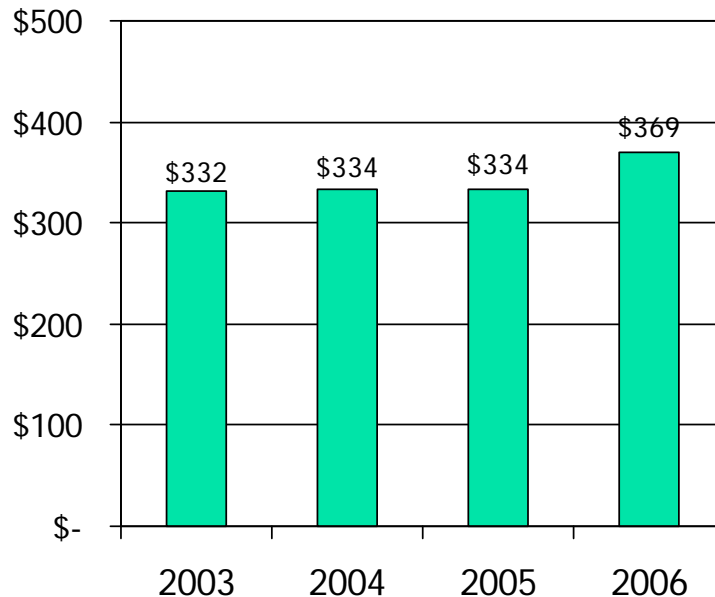
For the year ended September 30, 2006, total taxes amounted to \$3.96 million or \$352 per capita, which is consistent with the prior year. This indicates a low tax burden on Yap's citizens.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
\$232	\$336	\$353	\$352						

# 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 Yap's debt burden on its citizens and other taxpayers. The ratio does not consider debt payable from enterprise activities or alternate revenues.

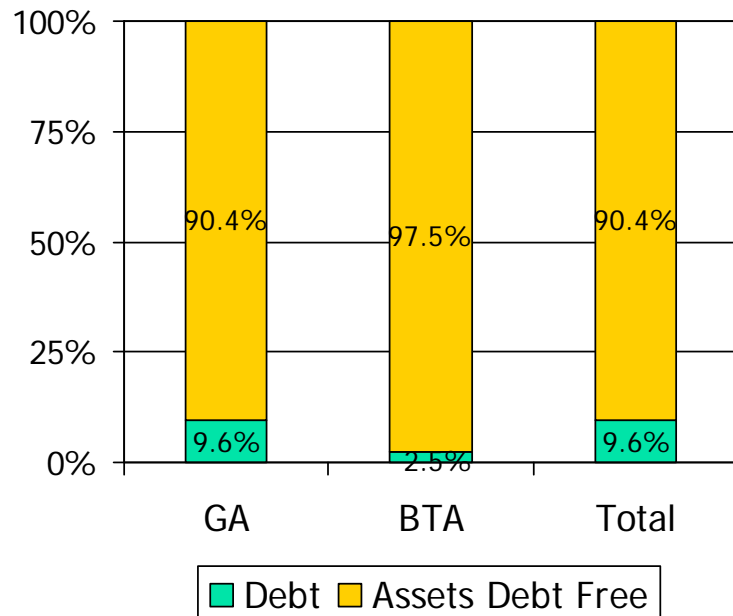
For the year ended September 30, 2006, Yap had \$4.1 million of long-term debt or \$369 per capita. This is a low debt burden on its citizens and is consistent with prior years, although a slight increase occurred in the ratio this period due to a new ADB loan of approximately \$397,000.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
\$332	\$334	\$334	\$369						

# Debt to Assets

Who really owns Yap?

Percentage of Debt to Assets



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

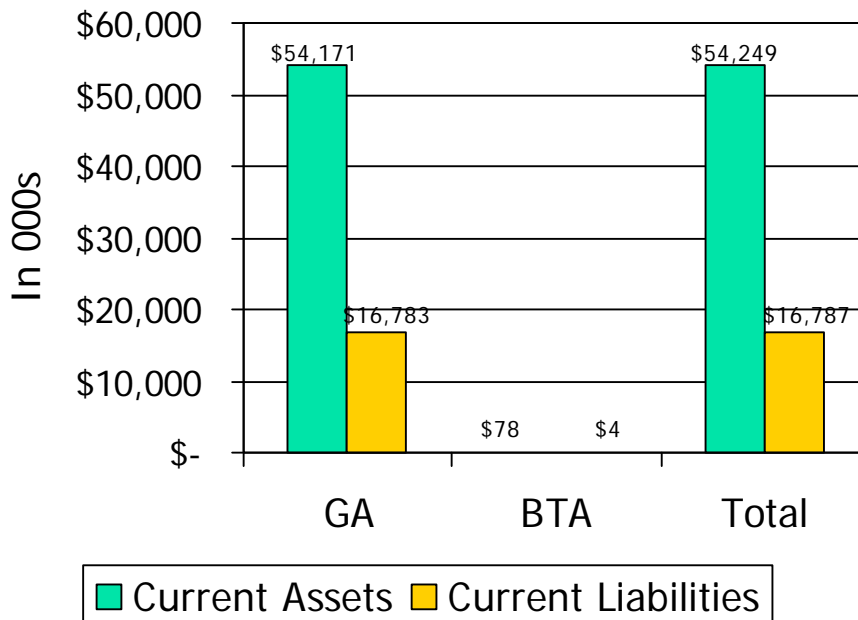
At September 30, 2006, under one-tenth (9.6%) of Yap's \$109.5 million of total assets were funded with debt or other obligations. Although a decline from the prior period, this is a very favorable financial indicator and indicates that for each dollar of assets Yap owns, it owes 9.6 cents of that dollar to others.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
7.2%	8.1%	6.8%	9.6%						

# Current Ratio

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

Current Assets Compared to Current Liabilities



The current ratio is one measure of Yap'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 only includes the General Fund, which is Yap's primary operating fund.

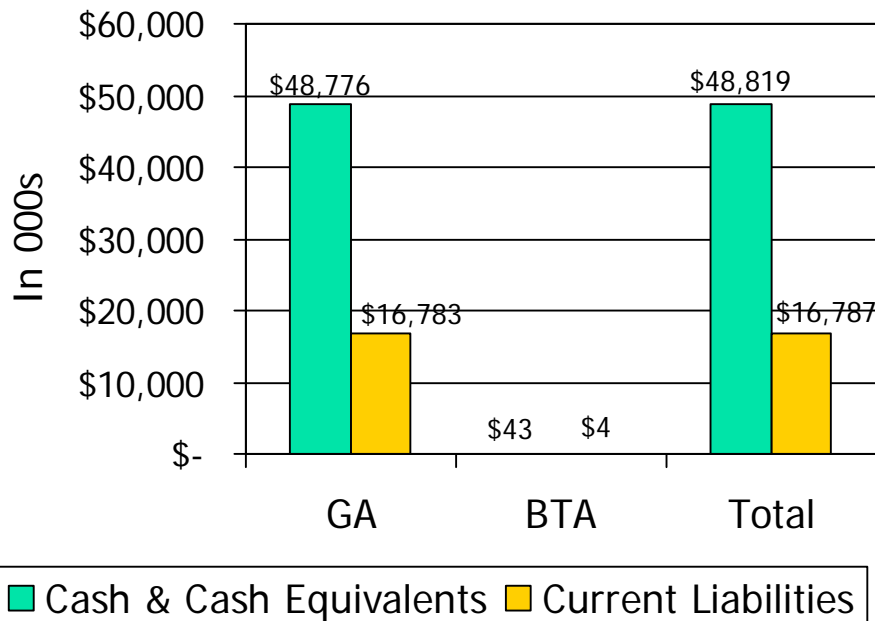
At September 30, 2006, Yap had a General Fund ratio of current assets to current liabilities of 3.23 to 1. This indicates that Yap had nearly three and one-quarter times the amount of current assets to pay current liabilities, and is an extremely favorable indicator of liquidity, although a slight decline from the ratio in the prior period.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
2.42	8.93	3.46	3.23						

# Quick Ratio

## How is our short-term cash position?

Cash and Cash Equivalents Compared to Current Liabilities



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

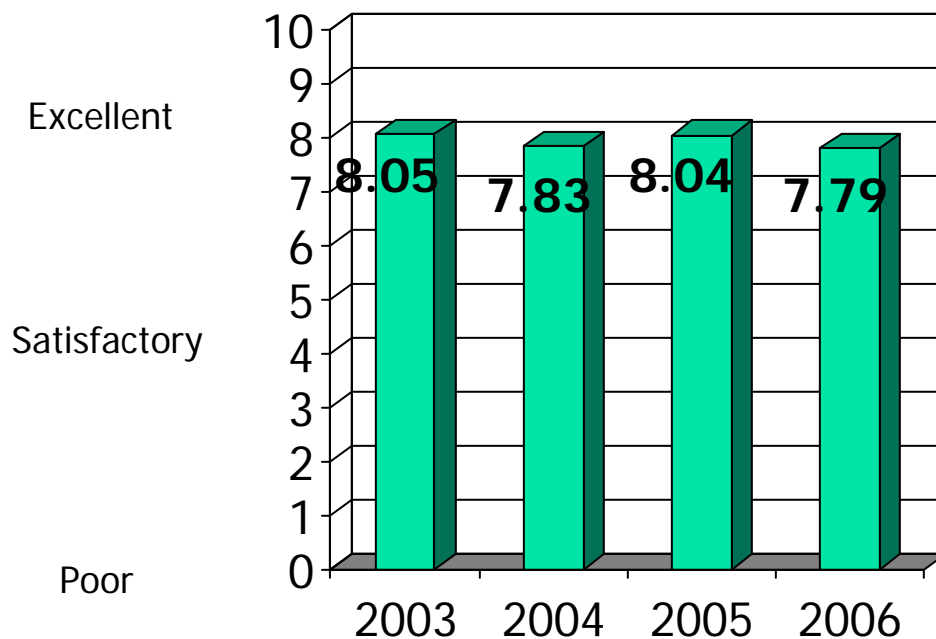
At September 30, 2006, Yap had a General Fund ratio of cash and cash equivalents to current liabilities of 2.91 to 1. This indicates that Yap had nearly \$3 in cash and short-term investments for every \$1 of current liabilities. This is considered an extremely favorable indicator of liquidity, and consistent with the prior year.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
2.18	7.47	2.93	2.91						



# Performer<sup>®</sup> Reading

## Overall Reading



The 2006 reading of 7.79 indicates the evaluator's opinion that the Government of Yap's overall financial health and performance is well above satisfactory, and is consistent with that of the prior period.

Yap's intergenerational equity, the level of unrestricted net assets, the General Fund's level of unreserved fund balance, low tax and debt burdens per capita, an excellent debt-to-asset ratio, and excellent current and quick ratios are the primary reasons for the continued favorable readings.



# 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.



# A.F.T.E.R.

	2003	2004	2005	2006
Number of F.S. Opinion Qualifications/Exceptions	1	2	2	1
Number of Major Federal Program Qualifications/Exceptions	3	4	3	4
Number of F.S. Findings				
A. Internal Control and Compliance	0	0	4	4
B. Internal Control Only	7	7	0	2
C. Compliance Only	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	7	7	4	6
Percentage of Findings Repeated	57.1%	0%	75%	66.7%
Number of A-133 Findings				
A. Internal Control and Compliance	6	5	3	5
B. Internal Control Only	0	0	0	2
C. Compliance Only	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	6	5	3	7
Percentage of A-133 Findings Repeated	16.7%	20%	33.3%	0%
Number of months after Y/E the F.S. were Released	26	19	9	9
Number of Qualifications/Exceptions Related to C.U.	1	1	1	1
\$ of Questioned Costs-Current Year	\$101,558	\$33,196	\$22,008	\$576,358
\$ of Questioned Costs- Cumulative	\$400,253	\$378,679	\$292,920	\$869,278
\$ of Questioned Costs Resolved – Current Year	\$444,557	\$54,770	\$107,767	\$0



# Thank You

---

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

Visit our website at [www.crawfordcpas.com](http://www.crawfordcpas.com) for other useful tools for governments.