PERFORMETER

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 Government of Yap as of and for the Year Ended September 30, 2008

CRAWFORD & ASSOCIATES P.C.

Crawford & Associates, P.C
Oklahoma City, Oklahoma

What Is The Performeter®?

- 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 Performeter®

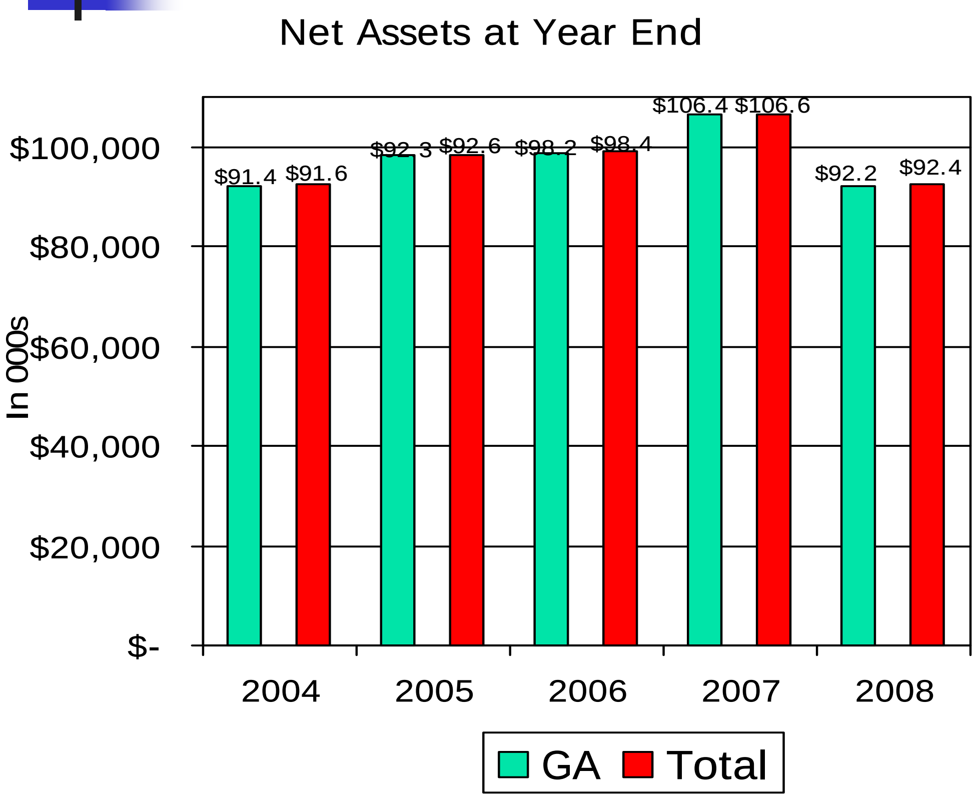
- Use the individual ratios to identify financial warning signals
- Use the overall rating as a collective benchmark of financial health and success of Yap as a whole
- Use the comparisons to prior years to monitor trends in financial indicators

Limitations of the Performeter®

- The Performeter® 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 Performeter® 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 Yap. It is measured as the difference between total assets, including capital assets, and total liabilities, including long-term debt.

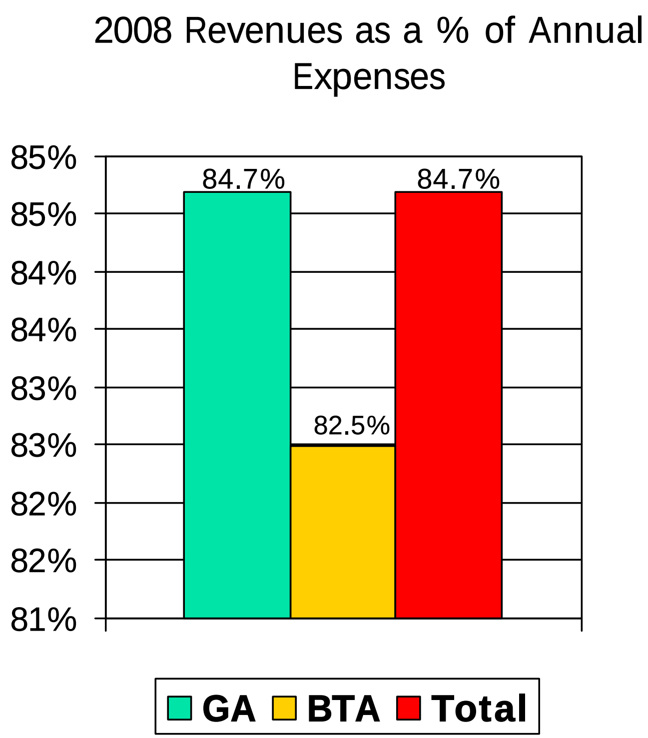
For the year ended September 30, 2008, total net assets decreased by $14.2 million. This was due in a large part to the decline in the fair value of investments, which approximated 9.9 million during 2008. Without this decline in fair value, the net assets would have only decreased by 4.3 million.

Governmental activities (GA) net assets decreased by $14.2 million, while business-type activities (BTA) decreased by $76,188.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
11.8%	0.5%	4.7%	.1%	3.9%	-13.3%				

Intergenerational Equity

Who is paying for today's costs of services?



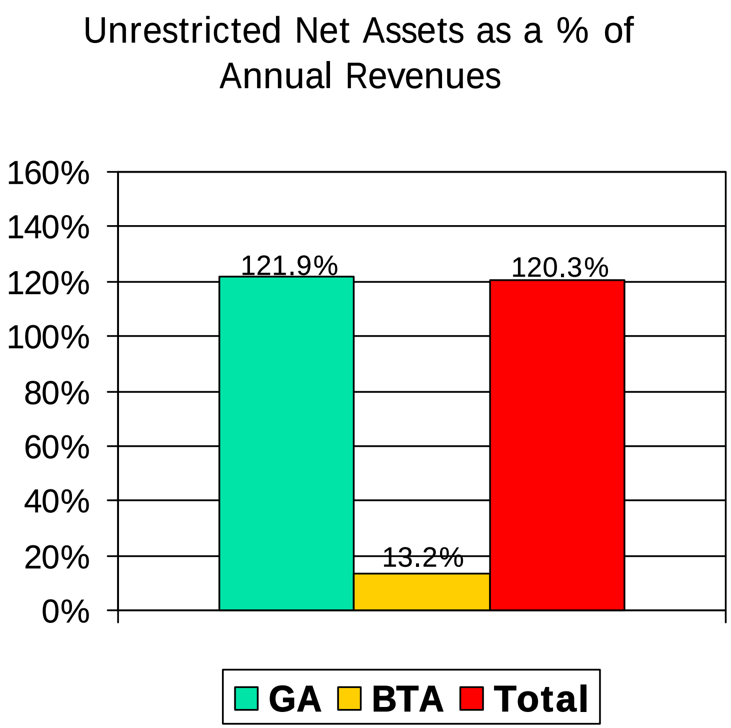
A measure of whether the government lived within its means in the measurement year, or was required to use prior year resources to fund a portion of current year costs, or shifted the funding of some of the current year costs to future periods.

For the year ended September 30, 2008, Yap funded 84.7% of their expenses with current year revenues, a decline from the ratio of prior years. For this calculation, the decline in fair values of investments of approximately $9.9 million was removed.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
134.1%	102.6%	117.6%	102.6%	117.5%	84.7%				

Level of Unrestricted Net Assets

How do our total rainy day funds look?



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.

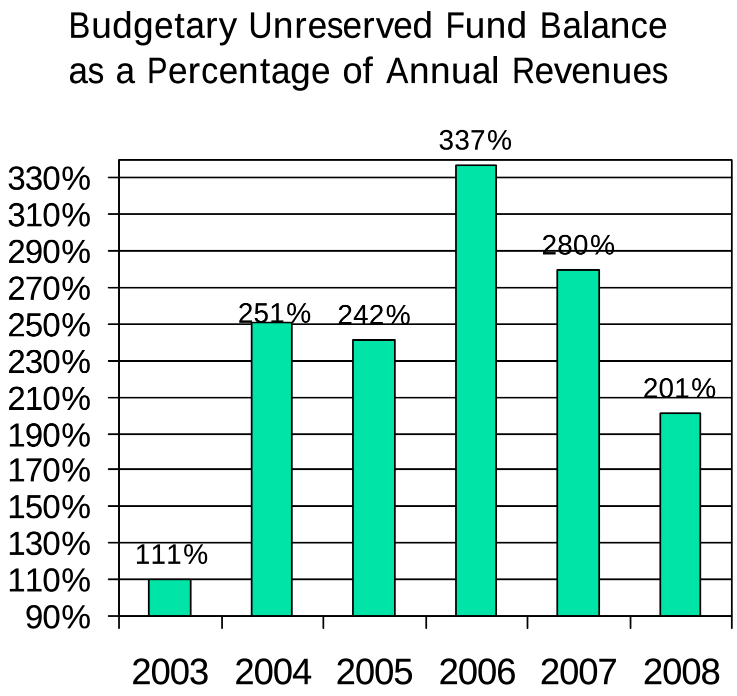
For the year ended September 30, 2008, Yap's total unrestricted net assets approximated 120.3% of annual total revenues, an excellent financial ratio.

Governmental activities had a 121.9% level of unrestricted net assets, while business-type activities had a 13.2% level.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
64.7%	137.6%	115.4%	148.6%	122.2%	120.3%				

Level of Budgetary Fund Balance

How does our budgetary carryover look?



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.

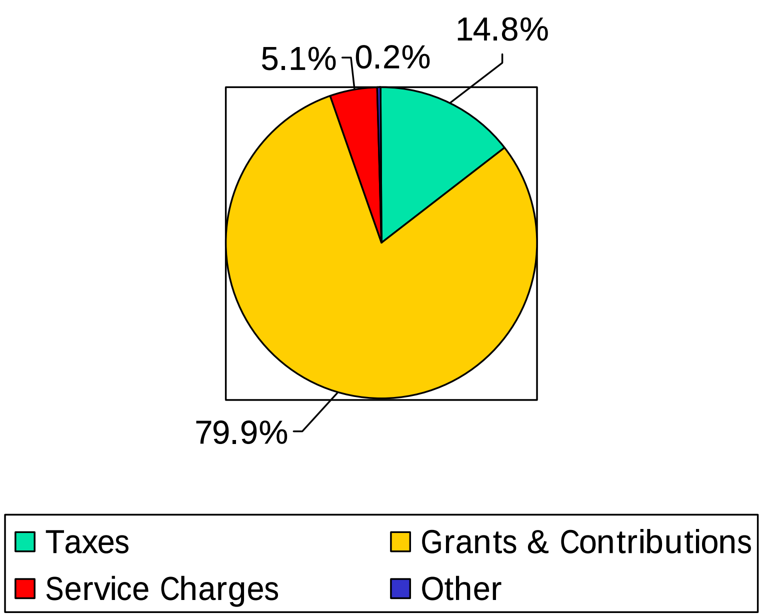
For the year ended September 30, 2008, Yap's unreserved fund balance of the General Fund was 200.7% of total general fund revenues. This is a very favorable financial indicator, although a decline from the ratio of prior periods.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
110.5%	251.2%	241.7%	337.3%	280.1%	200.7%				

Revenue Dispersion

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

2008 Revenue Percentages by Source



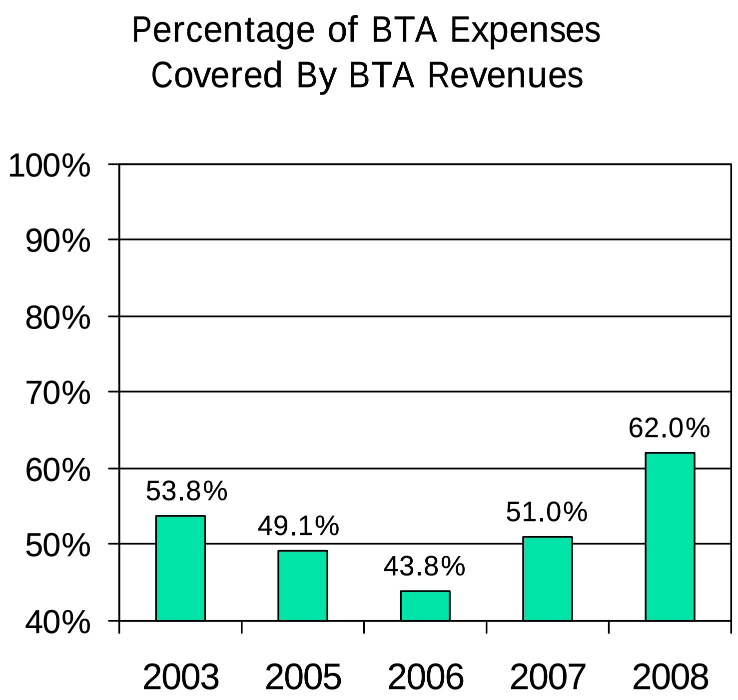
The percentage dispersion of revenue by source indicates how dependent Yap is on certain types of revenue. The more dependent Yap is on revenue sources beyond its direct control, such as revenue sharing taxes and from other governments such as grants, the less favorable the dispersion.

For the year ended September 30, 2008, Yap had direct control over 10.7% of its revenues. This ratio indicates Yap has some exposure, as do most governments, to financial difficulties due to reliance on non-controlled revenue (89.3%).

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
6.8%	11.6%	9%	11.8%	8.6%	10.7%				

BTA Self-Sufficiency

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



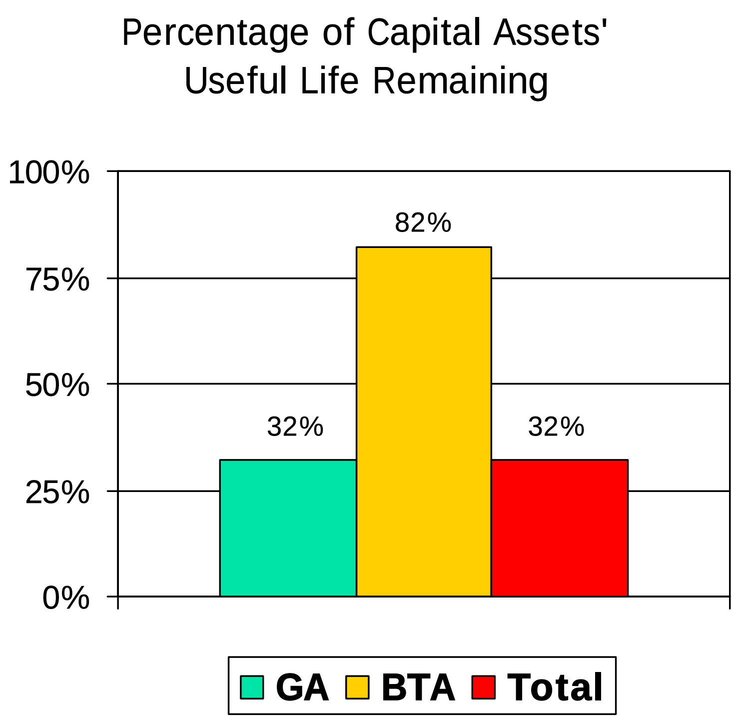
The self-sufficiency ratio indicates the level at which business-type activities covered their current costs with current year revenues, without having to rely on subsidies or use of prior year reserves.

For the year ended September 30, 2008, Yap's total business-type activities were 62% self-sufficient. Although an improvement from the prior period, this indicates the business-type activities still require 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%	51%	62%				

Capital Asset Condition

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



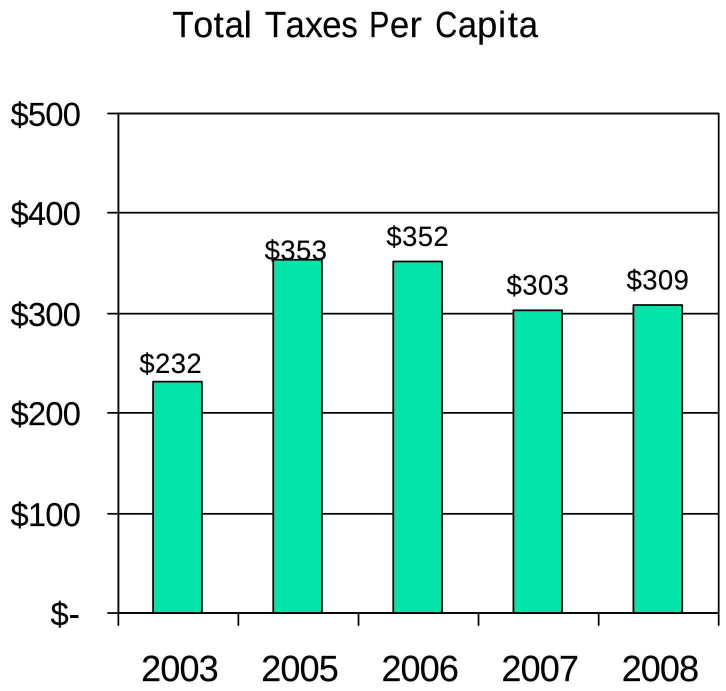
The capital asset condition ratio compares capital assets cost to accumulated depreciation to determine the overall percentage of useful life remaining. A low percentage could indicate an upcoming need to replace a significant amount of capital assets.

At September 30, 2008, Yap's depreciable capital assets amounted to $107.4 million while accumulated depreciation totaled $73.4 million. This indicates that, on the average, Yap's capital assets have 32% 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 is relatively consistent over the past few periods.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
37%	36%	35%	34%	31%	32%				

Financing Margin - Taxes

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



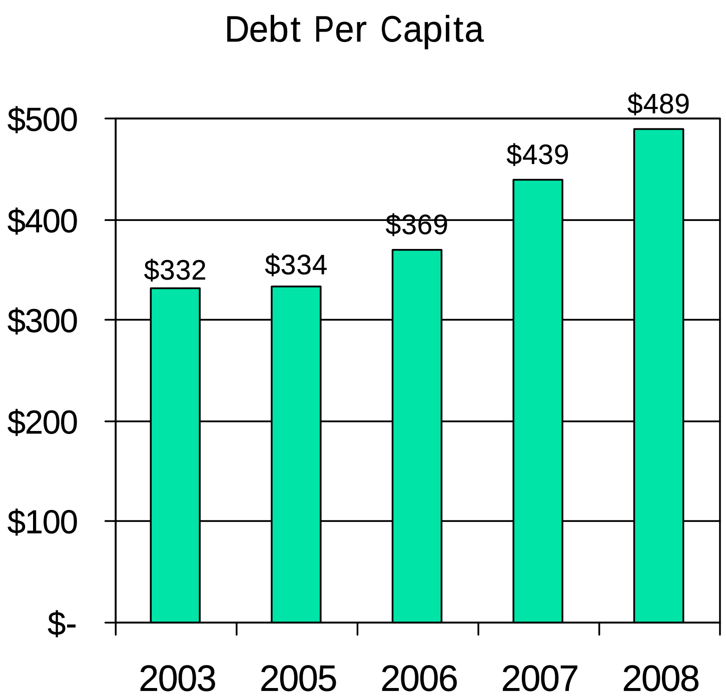
The financial ratio of taxes per capita is an indication of Yap's tax burden on its citizens and other taxpayers. The ratio includes all taxes, including gross receipts, income and other taxes.

For the year ended September 30, 2008, total taxes amounted to $3.5 million or $309 per capita, which is relatively consistent with the prior period. This continues to indicate a low tax burden on Yap's citizens, when compared to other insular governments.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
$232	$336	$353	$352	$303	$309				

Financing Margin - Debt

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



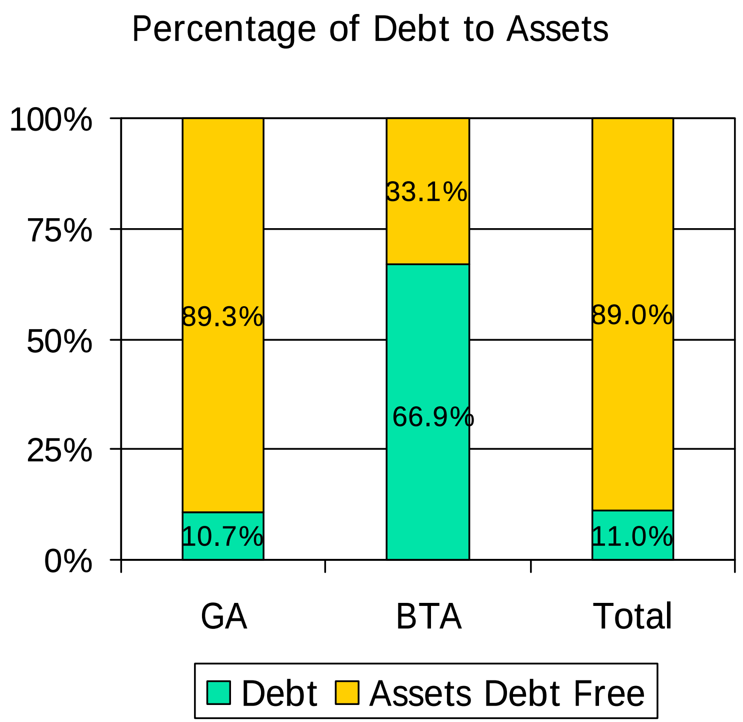
The financial ratio of debt per capita is an indication of Yap's debt burden on its citizens and other taxpayers. The ratio does not consider debt payable from enterprise activities or alternate revenues.

For the year ended September 30, 2008, Yap had $5.5 million of long-term debt or $489 per capita. Although higher than the ratio of the prior period, this is considered a low debt burden on its citizens, when compared to other insular governments. The increase in the ratio this period is due to additional ADB loans of approximately $650,000.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
$332	$334	$334	$369	$439	$489				

Debt to Assets

How much equity does Yap have in it's assets?



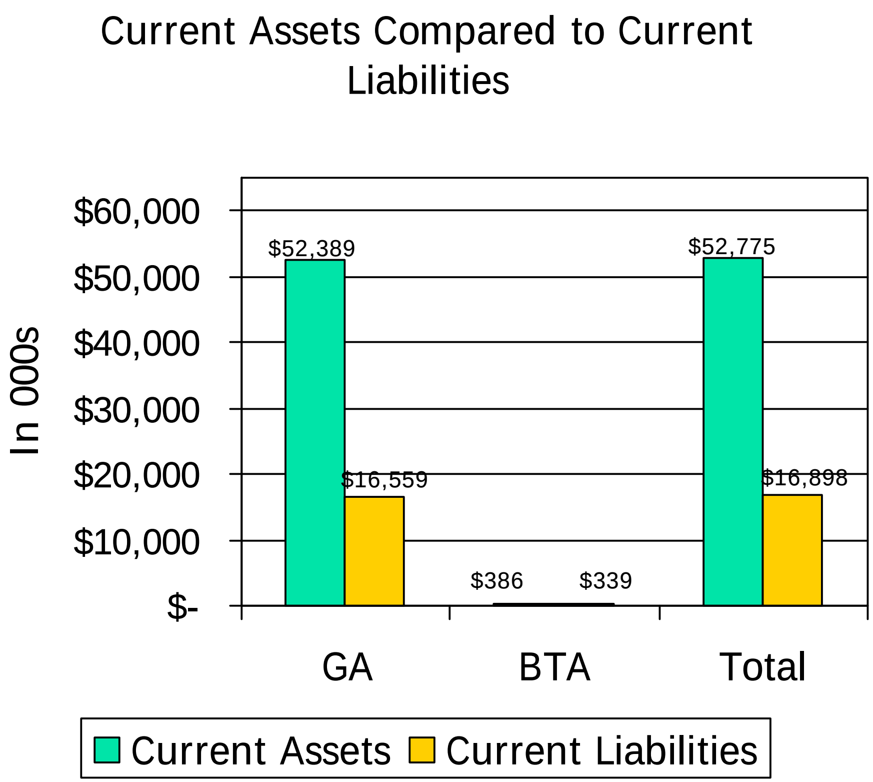
The debt to assets ratio measures the extent to which Yap had funded its assets with debt. The lower the debt percentage, the more equity Yap has in its assets.

At September 30, 2008, only 11% of Yap's $103.8 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 11 cents of that dollar to others.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
7.2%	8.1%	6.8%	9.6%	9.0%	11.0%				

Current Ratio

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



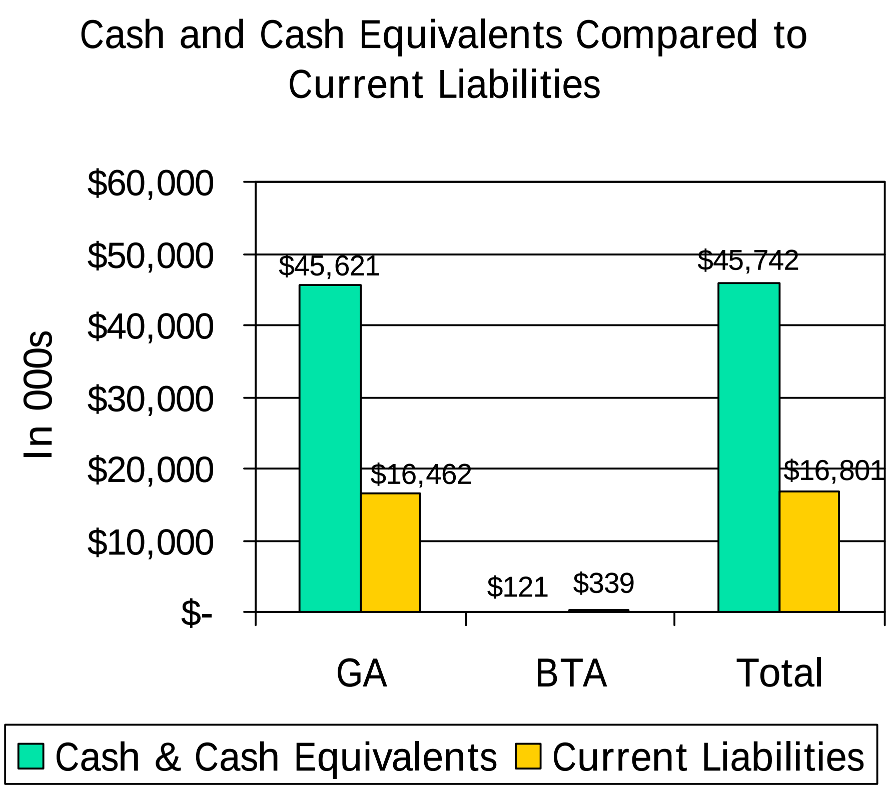
The current ratio is one measure of Yap's ability to pay its short-term obligations. The current ratio compares total current assets and liabilities. A current ratio of 2.00 to 1 indicates good current liquidity and an ability to meet the short-term obligations. This ratio only includes the General Fund,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

At September 30, 2008, Yap had a General Fund ratio of current assets to current liabilities of 3.12 to 1. This indicates that Yap had nearly three and one-fifth times the amount of current assets to pay current liabilities, and is an extremely favorable indicator of liquidity, although a decrease 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	3.50	3.12				

Quick Ratio

How is our short-term cash position?

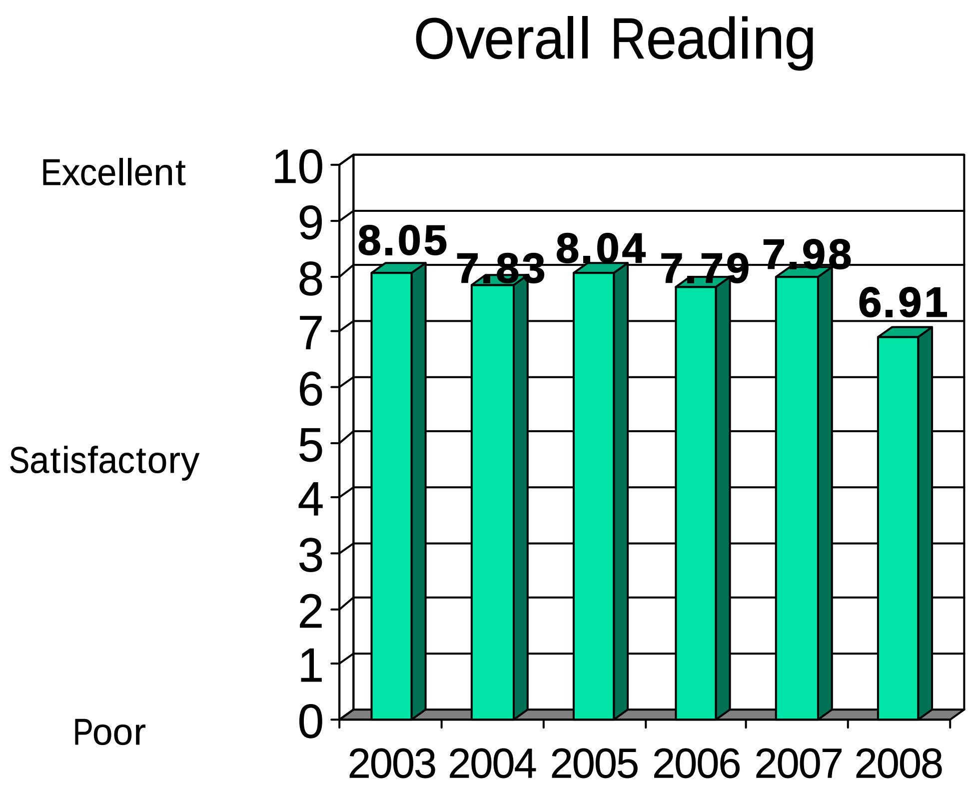


The quick ratio is another, more conservative, measure of Yap's ability to pay its short-term obligations. The quick ratio compares total cash and short-term investments to current liabilities. A quick ratio of 1.00 to 1 indicates adequate current liquidity and an ability to meet the short-term obligations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

At September 30, 2008, Yap had a General Fund ratio of cash and cash equivalents to current liabilities of 2.72 to 1. This indicates that Yap had nearly $2.75 in cash and short-term investments for every $1 of current liabilities. This is considered an extremely favorable indicator of liquidity, and relatively consistent with the prior period, although still a decline.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
2.18	7.47	2.93	2.91	2.93	2.72				

Performeter® Reading



The 2008 reading of 6.91 indicates the evaluator's opinion that the Government of Yap' overall financial health and performance is well above satisfactory, although a significant decline from that of the prior period. The decline is due mostly to the approximately $9.9 million decline in the fair value of investments.

Yap's 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, although all of the favorable ratios experienced some level of decline during 2008.

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	2007	2008
Number of F.S. Opinion Qualifications/Exceptions	1	2	2	1	2	2
Number of Major Federal Program Qualifications/Exceptions	3	4	3	4	4	5
Number of F.S. Findings						
A. Internal Control and Compliance	0	0	4	4	0	0
B. Internal Control Only	7	7	0	2	0	3
C. Compliance Only	0	0	0	0	1	0
TOTAL	7	7	4	6	1	3
Percentage of Findings Repeated	57.1%	0%	75%	66.7%	17%	33.3%
Number of A-133 Findings						
A. Internal Control and Compliance	6	5	3	5	11	11
B. Internal Control Only	0	0	0	2	0	0
C. Compliance Only	0	0	0	0	0	0
TOTAL	6	5	3	7	11	11
Percentage of A-133 Findings Repeated	16.7%	20%	33.3%	0%	14%	18%
Number of months after Y/E the F.S. were Released	26	19	9	9	9	9
Number of Qualifications/Exceptions Related to C.U.	1	1	1	1	1	2
$ of Questioned Costs-Current Year	$101,558	$33,196	$22,008	$576,358	$1,282,244	$1,862,194
$ of Questioned Costs- Cumulative	$400,253	$378,679	$292,920	$869,278	$2,036,443	$3,376,248
$ of Questioned Costs Resolved – Current Year	$444,557	$54,770	$107,767	$0	$115,079	$552,389

Thank You

We would like to commend and thank Yap'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 compliment to Yap'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.