



THE PERFORMETER®

And 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 Pohnpei
as of and for the Year Ended September 30, 2014



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 Pohnpei'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 Pohnpei as a whole
- Use the comparisons to prior years to monitor trends in financial indicators

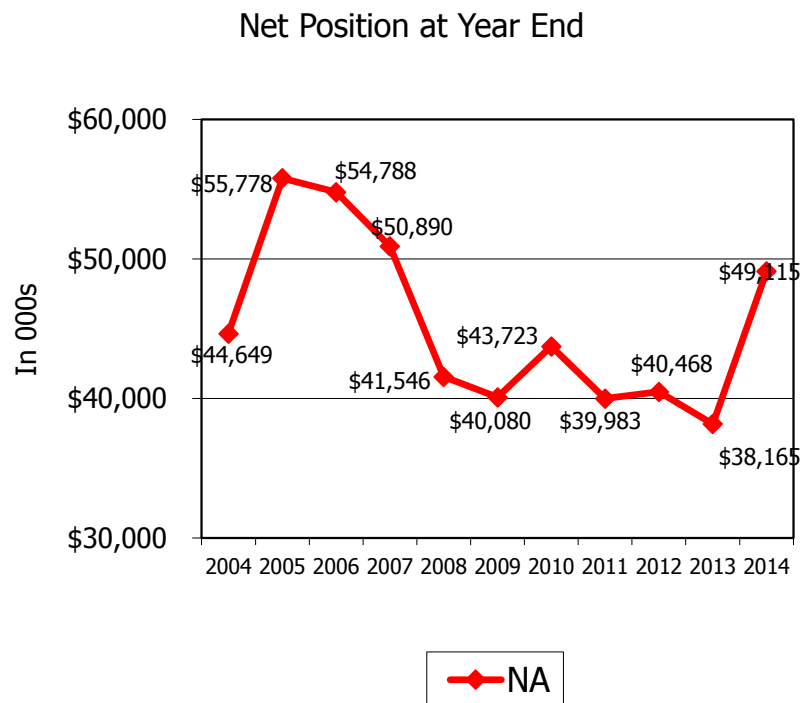


Limitations of the Performer®

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

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



Net position includes all assets of Pohnpei, excluding discretely presented component units. It is measured as the difference between total assets, including capital assets, plus deferred outflows, netted against total liabilities, including long-term debt, and deferred inflows.

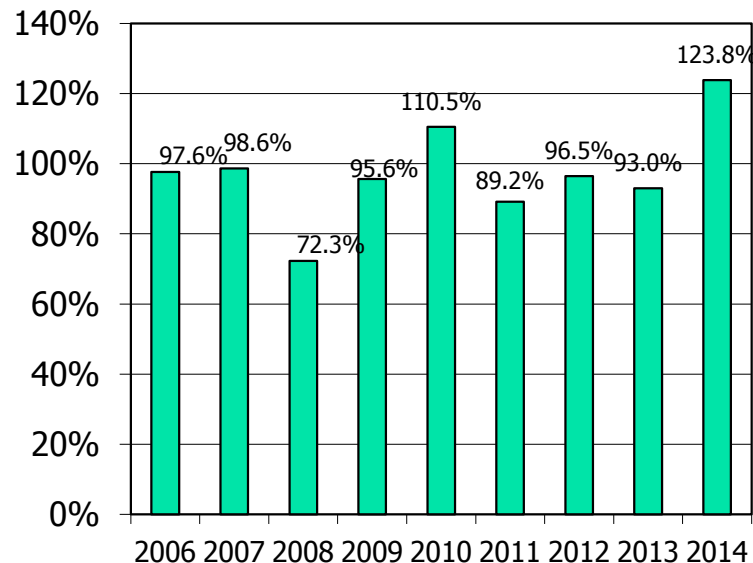
For the year ended September 30 2014, total net position increased by \$9.4 millions or 23.7% from the prior year. This increase is primarily due to the completion and transfer of ownership of school buildings from the FSM National Government with a book value of approximately \$11 million.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
7.8%	24.9%	-1.8%	-7.1%	-18.4%	-3.5%	9.1%	-8.6%	1.2%	-5.7%	23.7%

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.

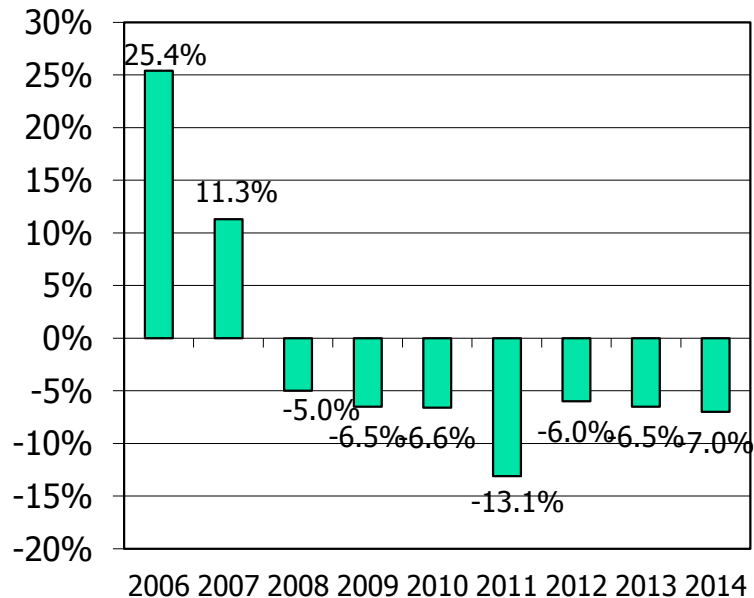
For the year ended September 30, 2014, Pohnpei funded 123.8% of their expenses with current year revenues. This ratio is a significant improvement from the ratio of the prior year, and is due primarily to the completion and transfer of ownership from the FSM National Government of school buildings with a book value of approximately \$11 million.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
109.5%	97.0%	97.6%	98.6%	72.3%	95.6%	110.5%	89.2%	96.5%	93.0%	123.8%

Level of Unrestricted Net Position

How do our total rainy day funds look?

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



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

For the year ended September 30, 2014, Pohnpei's total unrestricted net position (deficit) approximated 7.0% of annual total revenues.

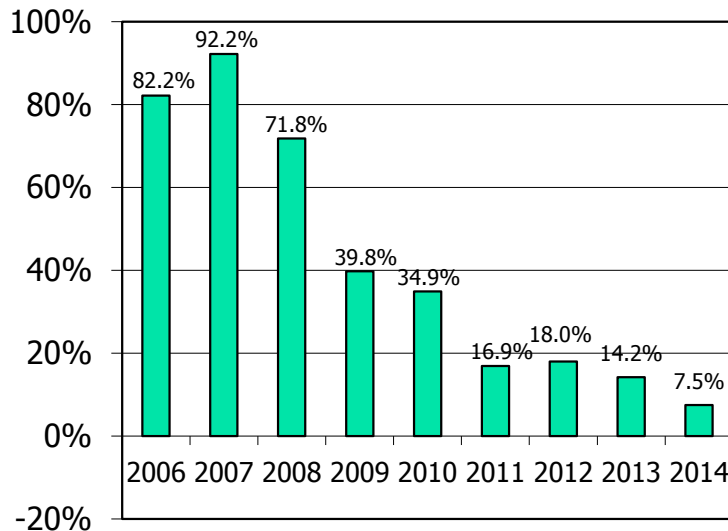
This ratio declined slightly over the prior year, and continues a deficit position for the unrestricted net position for the past seven periods.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
13.4%	21.8%	25.4%	11.3%	-5.0%	-6.5%	-6.6%	-13.1%	-6%	-6.5%	-7.0%

Level of Budgetary Fund Balance

How does our budgetary carryover look?

Budgetary Unassigned Fund Balance
as a Percentage of Annual Revenues



The level of budgetary unassigned fund balance is an indication of the amount of unexpended, unencumbered and available resources Pohnpei 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.

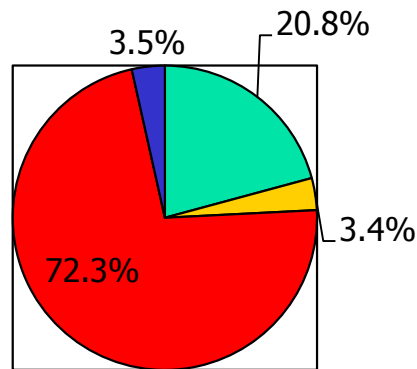
For the year ended September 30, 2014, Pohnpei's unassigned fund balance of the General Fund was approximately 7.5% of annual revenues. This represents a decline from the ratio of the prior period, and continues an overall downward trend that began in FY 2008.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
11.3%	34.2%	82.2%	92.2%	71.8%	39.8%	34.9%	16.9%	18%	14.2%	7.5%

Revenue Dispersion

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

2014 Revenue Percentages by Source



■ Taxes
 ■ Service Charges
■ Grants and Contributions
 ■ Other

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

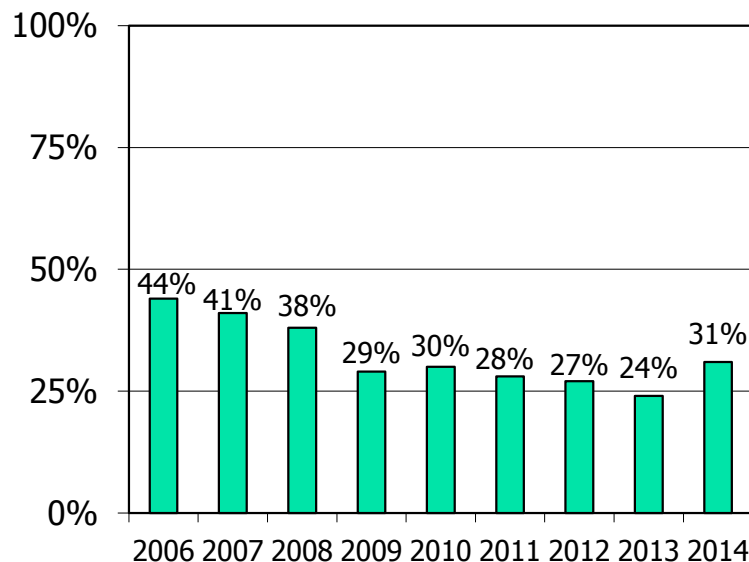
For the year ended September 30, 2014, Pohnpei had direct control over 9.3% of its revenues, including charges for services and some local taxes. This ratio indicates Pohnpei has exposure, as do most insular governments, to financial difficulties due to reliance (90.7%) on non-controlled revenues.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
8.8%	13.6%	11.6%	9.4%	13.7%	11.7%	11.1%	13.4%	11.6%	12.6%	9.3%

Capital Asset Condition

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

Percentage of Capital Assets' Useful Life Remaining



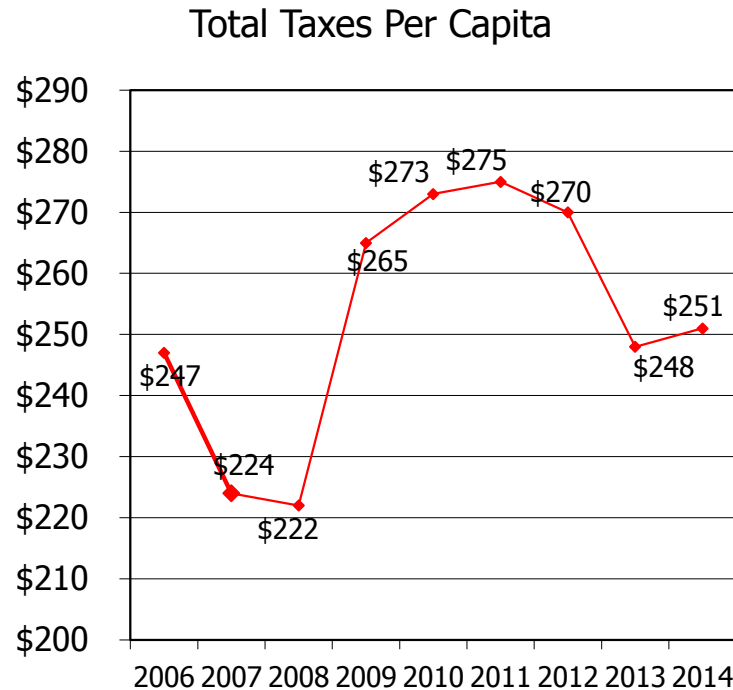
The capital asset condition ratio compares capital assets cost to accumulated depreciation to determine the overall percentage of useful life remaining. A low percentage could indicate an upcoming need to replace a significant amount of capital assets.

At September 30, 2014, Pohnpei's depreciable capital assets amounted to \$102.4 million while accumulated depreciation totaled \$70.5 million. This indicates that, on the average, Pohnpei's capital assets have 31% of their useful lives remaining, which is a below satisfactory ratio, however it is an increase compared to the prior period, primarily due to the school buildings capital asset transfer from the FSM National Government.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
57%	56%	44%	41%	38%	29%	30%	28%	27%	24%	31%

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

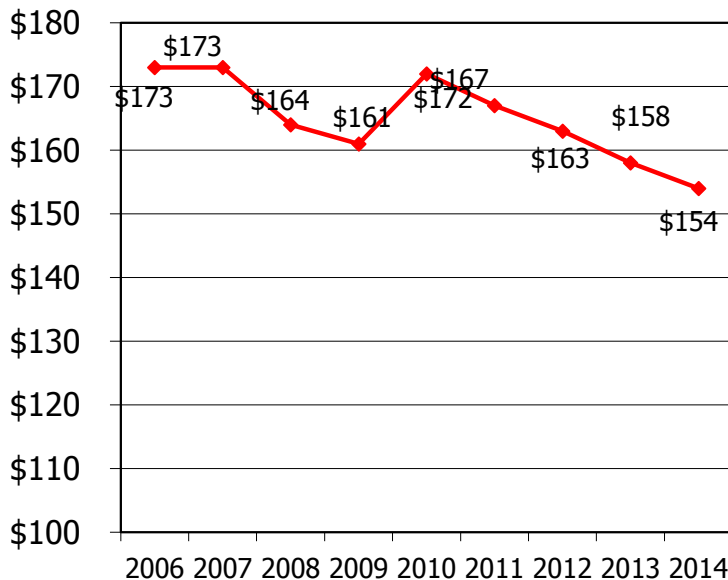
For the year ended September 30, 2014, total taxes amounted to \$9.0 million or \$251 per capita. This indicates a very favorable tax burden when compared with other insular governments, and is relatively consistent with prior year amounts.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
\$217	\$236	\$247	\$224	\$222	\$265	\$273	\$275	\$270	\$248	\$251

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 Pohnpei's debt burden on its citizens and other taxpayers.

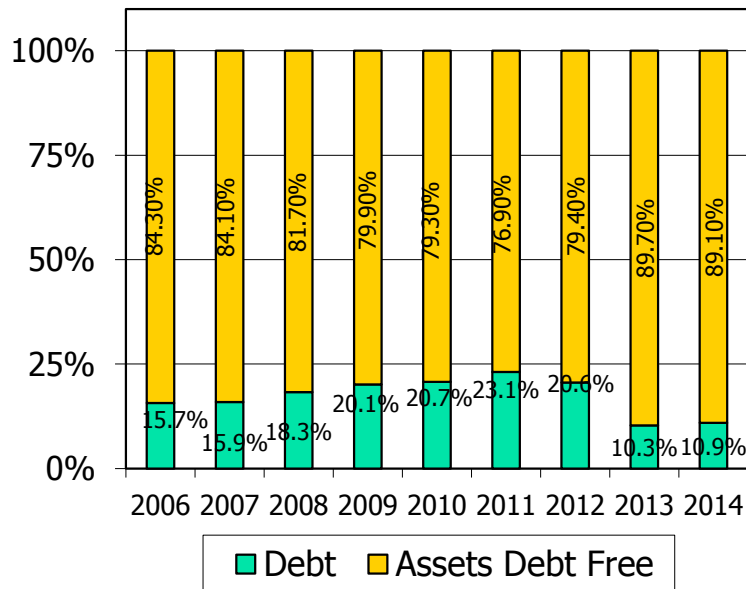
For the year ended September 30, 2014, Pohnpei had \$5.5 million in long-term debt, or \$154 per capita which is considered a low debt burden on its citizens when compared to other insular governments, with the ratio remaining consistent with that of prior periods.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
\$159	\$160	\$173	\$173	\$164	\$161	\$172	\$167	\$163	\$158	\$154

Debt to Assets

Who really owns Pohnpei?

Percentage of Debt to Assets



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

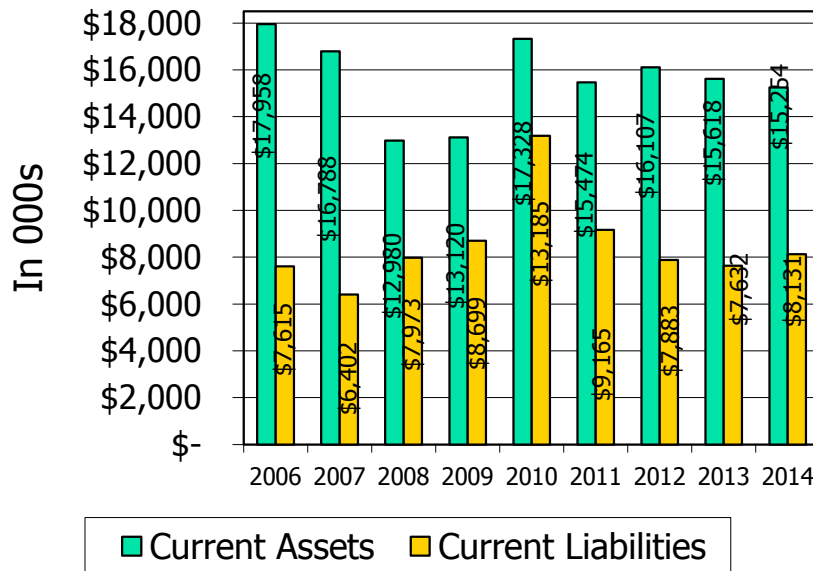
At September 30, 2014, 10.9% of Pohnpei's \$61 million of total assets were funded with debt or other obligations. This is a favorable financial indicator and indicates that for each dollar of assets Pohnpei owns, it owes 10.9 cents of that dollar to others. This ratio is consistent with the previous period.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
17.8%	16.8%	15.7%	15.9%	18.3%	20.1%	20.7%	23.1%	20.6%	10.3%	10.9%

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 Pohnpei'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 analysis uses only the General Fund, the primary operating fund of Pohnpei.

At September 30, 2014, Pohnpei had a General Fund ratio of current assets to current liabilities of 1.88 to 1. This indicates that Pohnpei had almost 2 times the amount of current assets to pay current liabilities. This is considered to be a relatively satisfactory indicator of liquidity but a decrease compared with the ratios of the last few prior periods.

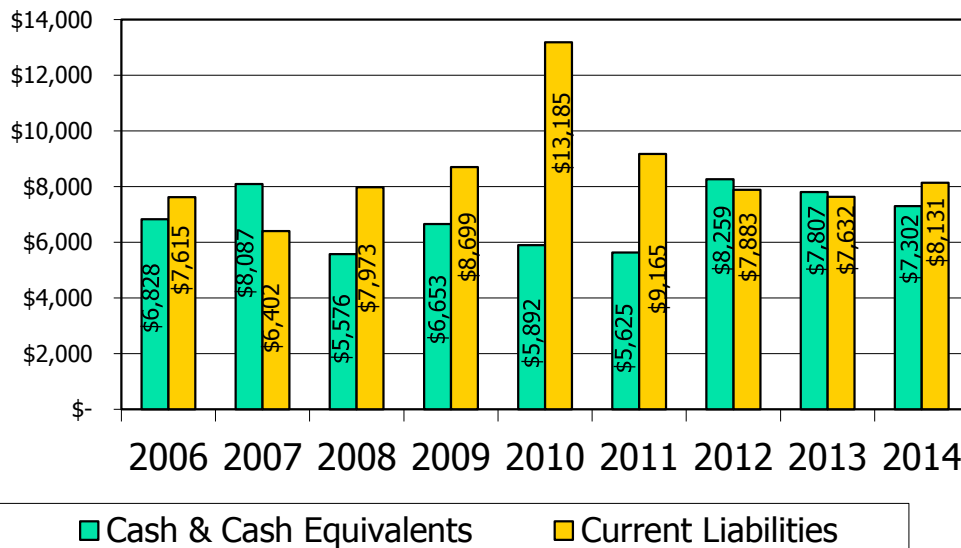
2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
2.25	2.50	2.36	2.62	1.63	1.51	1.31	1.69	2.04	2.05	1.88

Quick Ratio

How is our short-term cash position?

Cash and Cash Equivalents Compared to Current Liabilities

(In 000s)



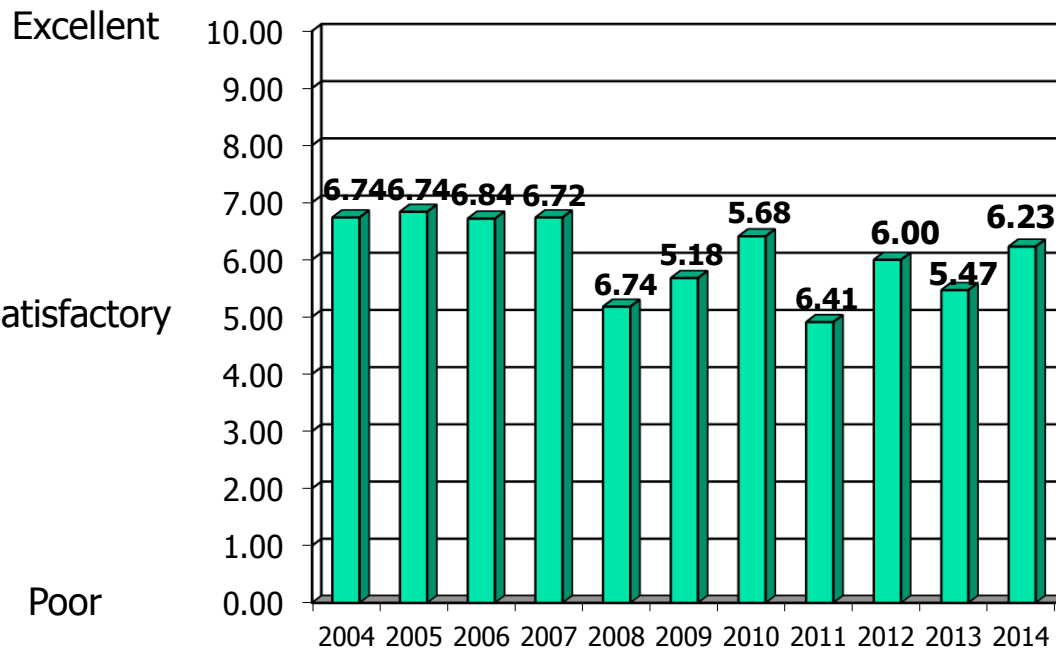
The quick ratio is another, more conservative, measure of Pohnpei's ability to pay its short-term obligations. The quick ratio compares total cash and short-term investments to current liabilities. A quick ratio of 1.00 to 1 indicates adequate current liquidity and an ability to meet the short-term obligations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

At September 30, 2014, Pohnpei had a General Fund ratio of cash and cash equivalents to current liabilities of 0.90 to 1. This indicates that Pohnpei had 90 cents of cash and cash equivalents available to pay each \$1 of current liabilities, which is considered a less than satisfactory financial liquidity ratio, and a decrease from the previous period.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
.94	.82	.97	.90	1.26	.70	.76	.45	.61	1.05	1.02	.90

Performer[®] Reading

Overall Reading



The 2014 reading of 6.23 indicates the evaluator's opinion that Pohnpei's overall financial health and performance has increased when compared to the prior period and continues to remain above satisfactory.

Pohnpei's positive amount of unassigned fund balance, its low tax and debt burdens per capita, and its low debt to assets ratio are the main reasons for the continued above satisfactory reading. However, this year's rating was significantly influenced by the \$11 million completion and transfer of school buildings from the FSM National Government; so much so that without such as transfer, the overall rating would have declined.



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.

	2007	2008	2009	2010	2011	2012	2013	2014
Number of F.S. Opinion Qualifications/Exceptions	0	0	0	0	0	0	0	0
Number of Major Federal Program Qualifications/Exceptions	2	0	0	0	0	0	1	1
Number of F.S. Findings								
A. Internal Control and Compliance	0	0	0	0	0	0	0	0
B. Internal Control Only	0	0	0	0	0	0	1	1
C. Compliance Only	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	1	1
Percentage of Findings Repeated	0%	0%	0%	0%	0%	0%	0%	0%
Number of A-133 Findings								
A. Internal Control and Compliance	4	2	1	1	1	1	3	4
B. Internal Control Only	0	0	0	0	0	0	1	0
C. Compliance Only	0	0	0	0	0	0	0	0
TOTAL	4	2	1	1	1	1	4	4
Percentage of A-133 Findings Repeated	17%	50%	100%	100%	100%	100%	25%	25%
Number of months Y/E the F.S. were Released	9	9	9	9	9	9	9	9
Number of Qualifications/Exceptions Related to C.U.	0	0	0	0	0	0	0	0
\$ of Questioned Costs-Current Year	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$541,593
\$ of Questioned Costs- Cumulative	\$0	\$0	\$0	\$0	\$0	\$0	\$121,682	\$663,275
\$ of Questioned Costs Resolved – Current Year	\$0	\$0	\$0	\$0	\$0	\$0	\$121,682	\$0



Thank You

- We would like to commend and thank Pohnpei'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 Pohnpei's annual financial report.
- Visit our website at www.crawfordcpas.com for other useful tools for governments.