



DRAFT

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 Republic of the Marshall Islands (RMI)
as of and for the Year Ended September 30, 2014



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



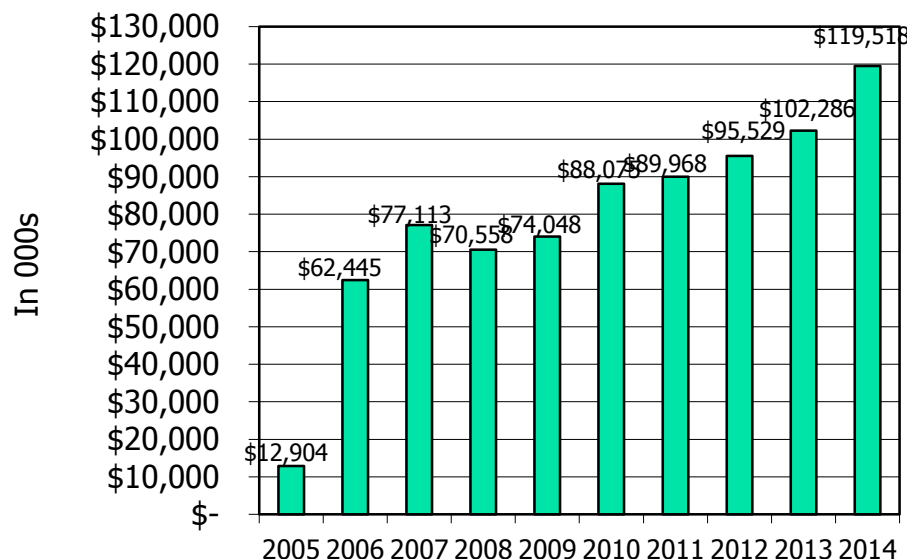
Limitations of the Performer®

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



Net position includes all assets of the RMI, except for fiduciary funds held for the benefit of others. It is measured as the difference between total assets, including capital assets, and 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 \$17.2 million or 16.8% from the prior year.

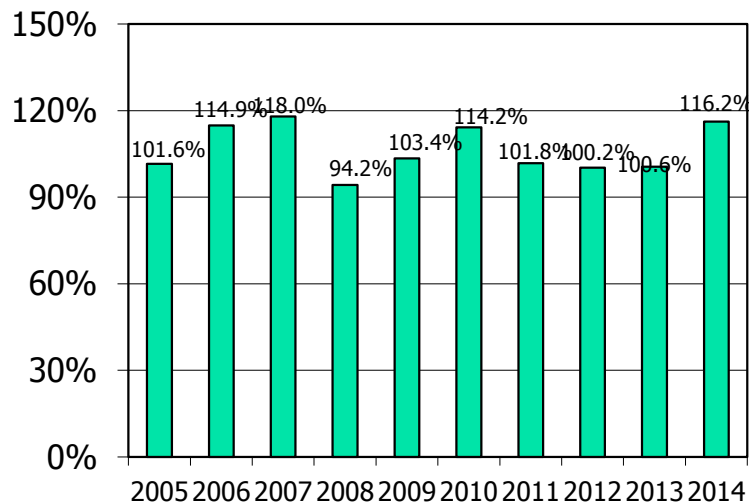
This is indicative of the RMI reporting revenues that exceeded its expenses by \$17.2 million for this period, and represents an a larger increase percentage-wise in the overall financial condition when compared to prior period percentage increases.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
143.3%	38.1%	383.9%	23.5%	-8.5%	4.9%	18.9%	2.1%	8.0%	7.1%	16.8%

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.

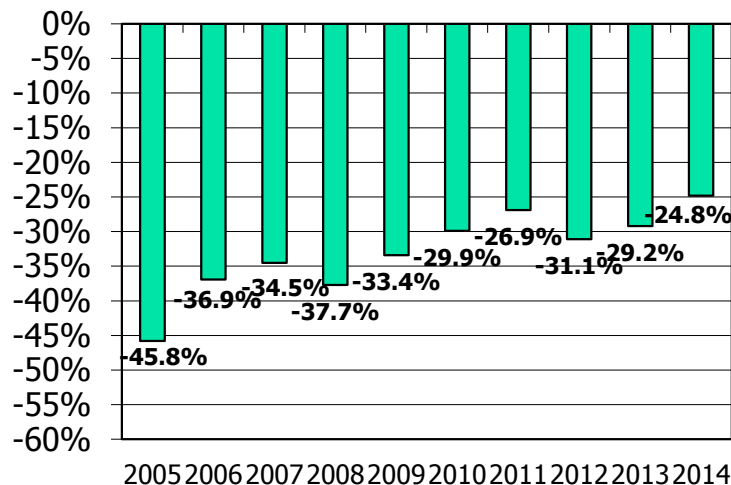
For the year ended September 30, 2014, RMI funded 116.2% of their expenses with current year revenues, which is an excellent ratio, and represents an increase in the ratio of the prior year.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
107.5%	101.6%	114.9%	118%	94.2%	103.4%	114.2%	101.8%	100.2%	100.6%	116.2%

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 is an indication of the amount of unexpended and available resources the RMI has at a point in time to fund emergencies, shortfalls or other unexpected needs.

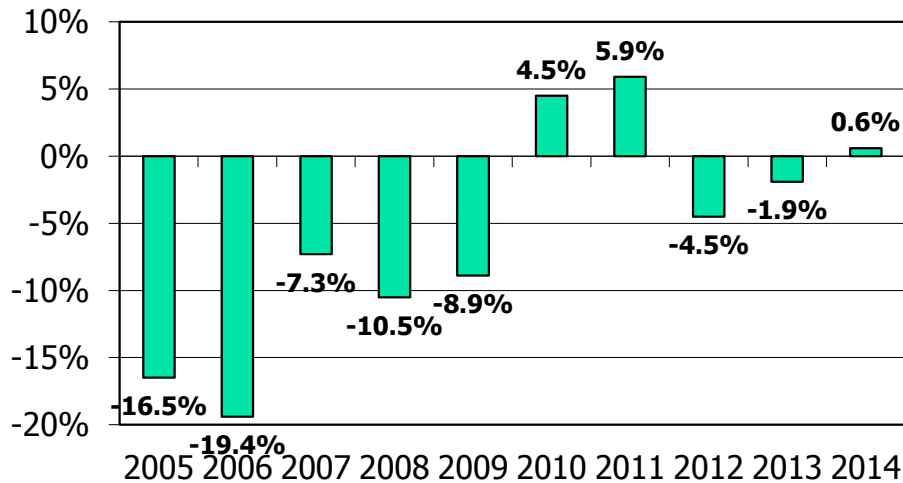
For the year ended September 30, 2014, the RMI's total unrestricted net position (deficit) approximated a deficit of \$29 million, or 24.8% of annual total revenues, continuing an overall trend of reductions in the deficit-to-revenue ratio of prior periods.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
-51.2%	-45.8%	-36.9%	-34.5%	-37.7%	-33.4%	-29.9%	-26.9%	-31.1%	-29.2%	-24.8%

Level of Budgetary Fund Balance

How does our budgetary carryover look?

Budgetary Unassigned Fund Balance
(Deficit) 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 the RMI 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.

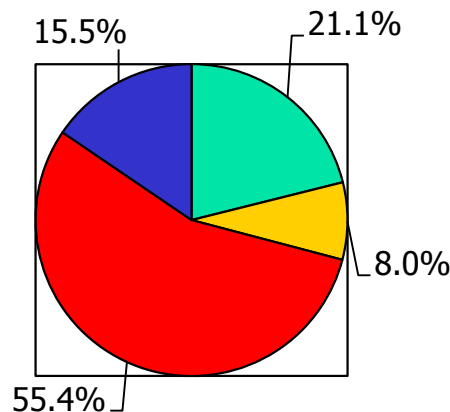
For the year ended September 30, 2014, the RMI's unassigned fund balance of the General Fund was equal to 0.6% of annual General Fund revenues. It represents a improvement in the ratio of the prior year, and results in the RMI's General Fund unassigned fund balance returning to a positive position.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
-8.3%	-16.5%	-19.4%	-7.3%	-10.5%	-8.9%	4.5%	5.9%	-4.5%	-1.9%	0.6%

Revenue Dispersion

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

2014 Revenue Percentages by Source



Taxes	Service Charges
Grants & Contributions	Other

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

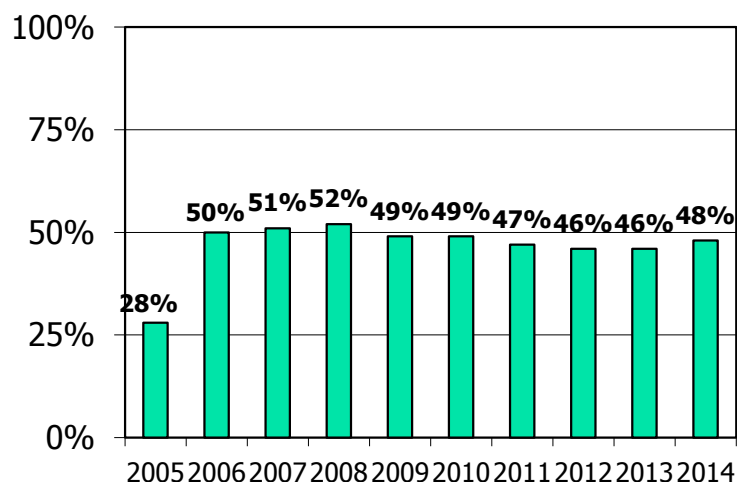
For the year ended September 30, 2014, the RMI had direct control over 33.2% of its revenues. This ratio indicates the RMI has some exposure, as do most insular governments, to financial difficulties due to reliance on non-controlled revenue (66.8%).

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
35.6%	33.8%	32.3%	31.9%	38.9%	35.3%	34.6%	37.9%	39.5%	35.1%	33.2%

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.

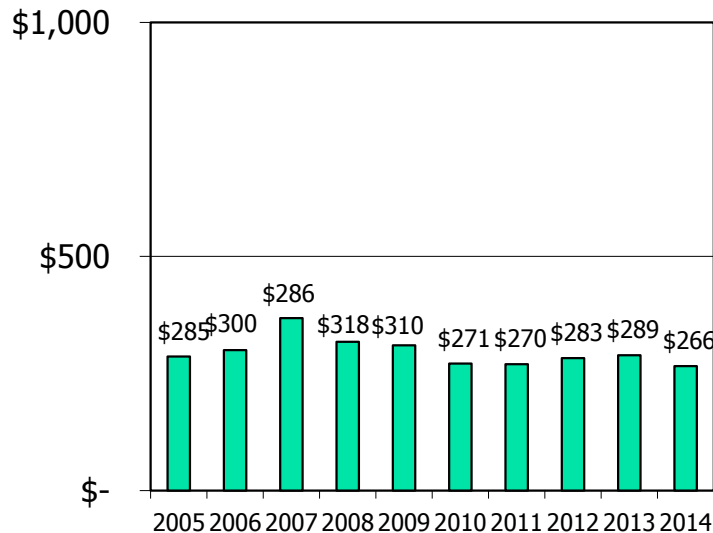
At September 30, 2014, the RMI's depreciable capital assets amounted to \$206 million while accumulated depreciation totaled \$106.6 million. This indicates that, on the average, the RMI's capital assets have 48% of their useful lives remaining. This is considered a slightly less than satisfactory financial indicator, and is relatively consistent with prior periods.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
30%	28%	50%	51%	52%	49%	49%	47%	46%	46%	48%

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

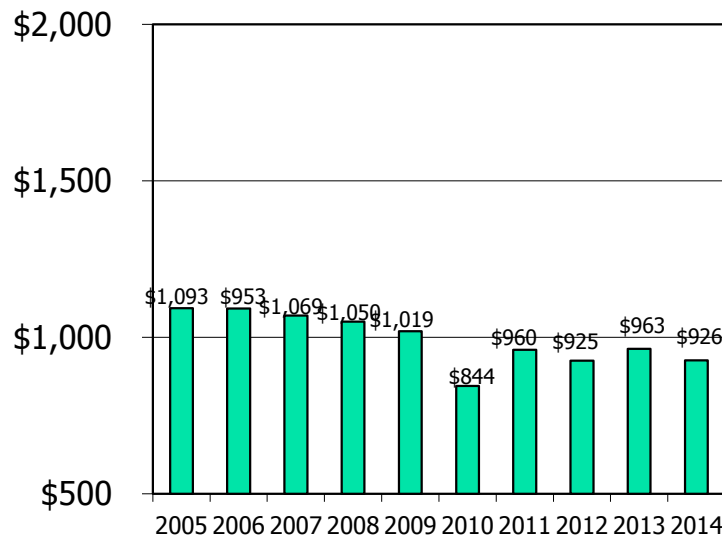
For the year ended September 30, 2014, total taxes amounted to \$18 million or \$266 per capita. This indicates a low tax burden on the citizens when compared to other insular governments, and is relatively consistent with ratios calculated in prior periods.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
\$261	\$286	\$300	\$368	\$318	\$310	\$271	\$270	\$283	\$289	\$266

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 the RMI's debt burden on its citizens and other taxpayers.

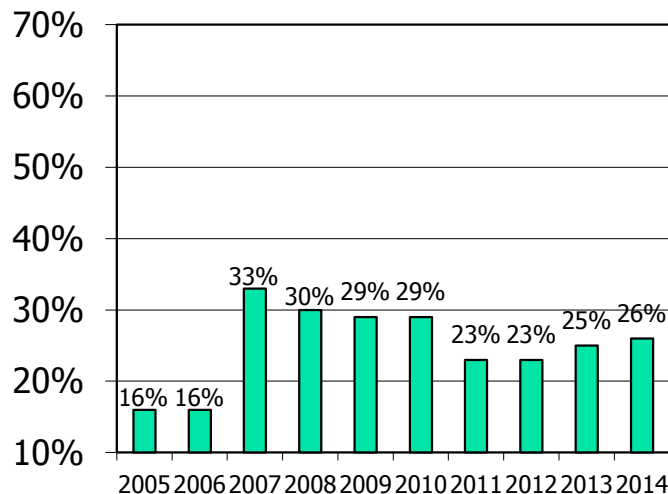
For the year ended September 30, 2014, the RMI had \$62.3 million of long-term debt, or \$926 per capita, which represents a low debt burden on its citizens when compared to other insular governments. The ratio remains relatively consistent with the ratios of the past several periods.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
\$1,118	\$1,093	\$1,092	\$1,069	\$1,050	\$1,019	\$844	\$960	\$925	\$963	\$926

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.

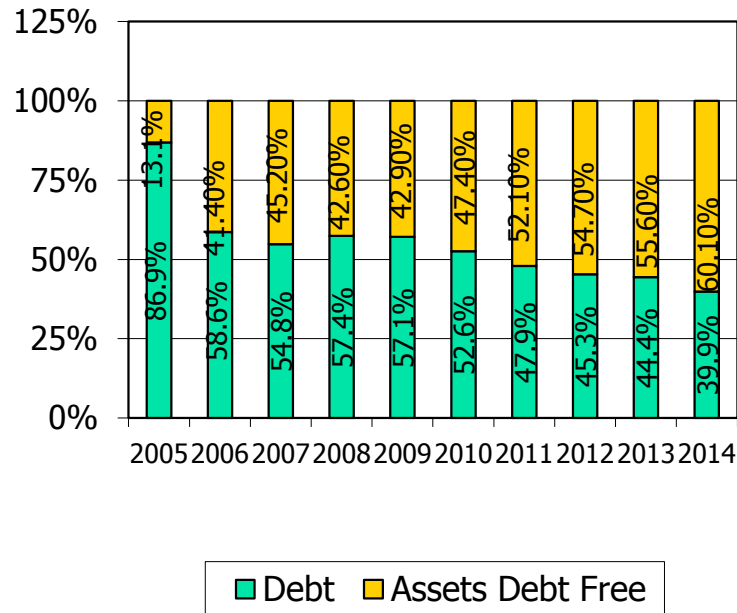
At September 30, 2014, based upon the latest available actuarial information, the RMI's pension plan assets were 26% of the accrued pension benefit liability, indicating the plan was slightly over 1/4 funded, and an indicator of potential long-term cash demands to fund the future needs of the plan.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
16%	16%	16%	33%	30%	29%	29%	23%	23%	25%	26%

Debt to Assets

Who really owns the RMI?

Percentage of Debt to Assets



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

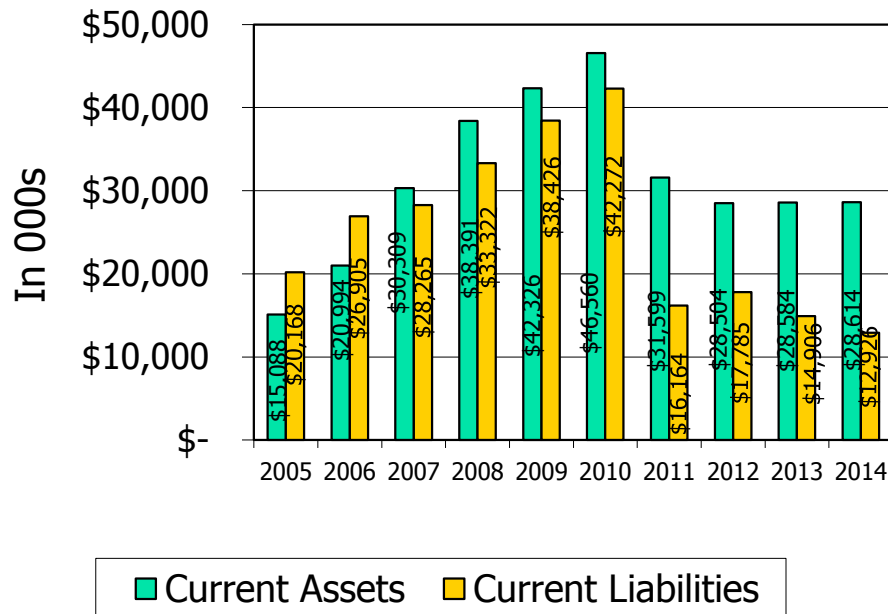
At September 30, 2014, 39.9% of the RMI's \$198.8 million of total assets were funded with debt or other obligations. This is an above satisfactory financial indicator and indicates that for each dollar of assets the RMI owns, it owes 39.9 cents of that dollar to others. This ratio is relatively consistent with that of the prior period, although an improvement in the ratio of prior periods.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
89.2%	86.9%	58.6%	54.8%	57.4%	57.1%	52.6%	47.9%	45.3%	44.4%	39.9%

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 RMI'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, RMI's main operating fund.

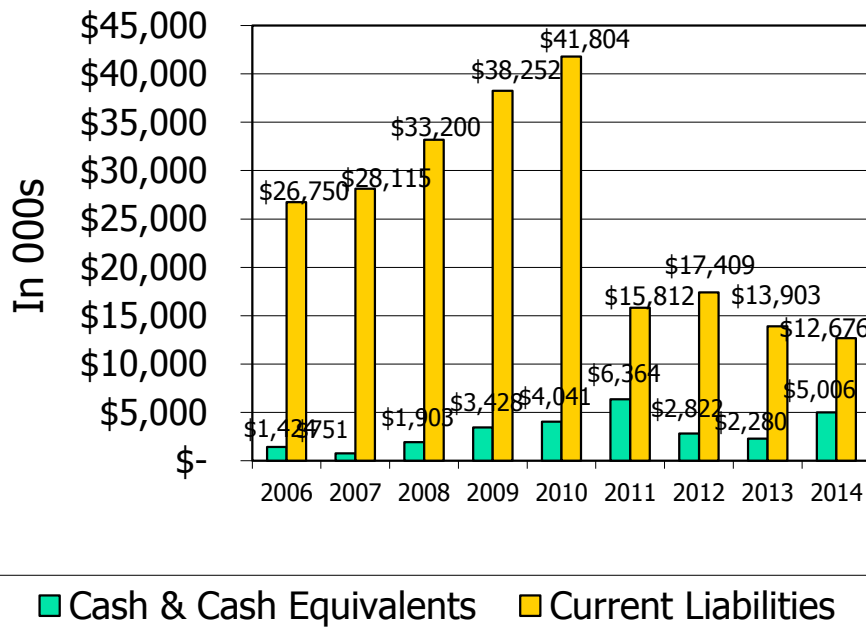
At September 30, 2014, the RMI had a General Fund ratio of current assets to current liabilities of 2.21 to 1. This indicates that for every dollar of current liabilities, the RMI had \$2.21 to fund them. This is an improvement from the prior period, and is considered slightly above satisfactory.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
.94	.75	.78	1.07	1.15	1.10	1.10	1.95	1.60	1.92	2.21

Quick Ratio

How is our short-term cash position?

Cash and Cash Equivalents Compared to Current Liabilities



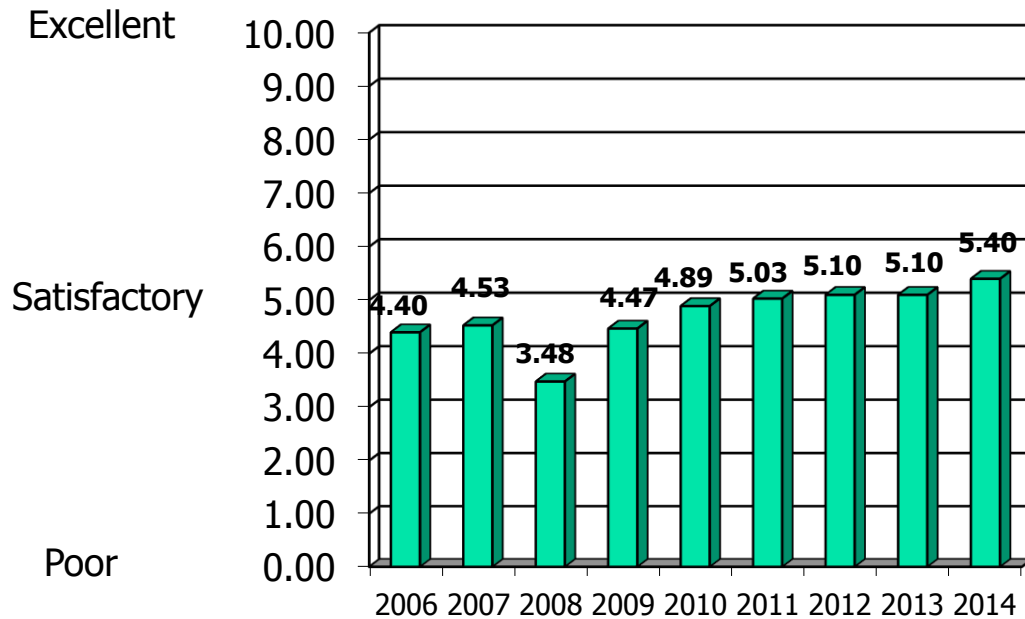
The quick ratio is another, more conservative, measure of the RMI's ability to pay its short-term obligations. The quick ratio compares total cash and short-term investments to current liabilities. A quick ratio of 1.00 to 1 indicates adequate current liquidity and an ability to meet the short-term obligations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

At September 30, 2014, the RMI had a General Fund ratio of cash and cash equivalents to current liabilities of .39 to 1. This indicates that for every dollar of current liabilities, the RMI had 39 cents in cash and cash equivalents to fund them. This is considered an unfavorable ratio, but does represent an improvement when compared the prior period ratio.

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
.38	.08	.05	.03	.06	.09	.10	.40	.16	.16	.39

Performer[®] Reading

Overall Reading



The 2014 reading of 5.40 indicates the evaluator's opinion that the RMI's overall financial health and performance increased slightly during the year, and represents the highest rating of any year in this analysis.

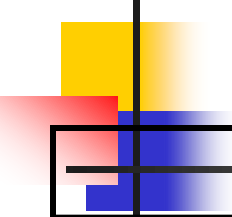
The continued consistency related to the increase in overall net position, the decrease of the overall unrestricted net position deficit, and the return to a positive position of the General Fund unassigned fund balance are the primary reasons for most ratios being slightly better than prior year scores. This becomes the fourth straight year that the RMI has scored above a 5.



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.



	2006	2007	2008	2009	2010	2011	2012	2013	2014
Number of F.S. Opinion Qualifications/Exceptions	2	0	0	0	0	0	0	0	0
Number of Major Federal Program Qualifications/Exceptions	3	3	3	3	1	3	2	2	2
Number of F.S. Findings									
A. Internal Control and Compliance	0	0	0	0	1	0	0	0	0
B. Internal Control Only	0	3	1	1	4	2	4	7	7
C. Compliance Only	0	0	0	0	0	0	0	1	0
TOTAL	0	3	1	1	5	2	4	8	7
Percentage of Findings Repeated	0%	0%	0%	0%	20%	50%	75%	75%	71%
Number of A-133 Findings									
A. Internal Control and Compliance	10	12	0	11	6	12	7	3	6
B. Internal Control Only	0	0	3	0	1	0	0	4	0
C. Compliance Only	0	0	5	0	0	0	0	0	0
TOTAL	10	12	8	11	7	12	7	7	6
Percentage of A-133 Findings Repeated	30%	8%	12.5%	9%	14%	41.7%	100%	100%	100%
Number of months after Y/E the F.S. were Released	9	9	9	9	9	17	10	12	
Number of Qualifications/Exceptions Related to C.U.	2	0	0	0	0	0	0	0	0
\$ of Questioned Costs-Current Year	\$408,451	\$710,185	\$645,618	\$1,360,234	\$2,243,301	\$3,156,810	\$35,857	\$71,294	\$318,321
\$ of Questioned Costs- Cumulative	\$5,735,163	\$1,395,477	\$1,777,362	\$2,716,037	\$4,249,153	\$7,405,963	\$7,441,820	\$2,355,004	\$2,673,325
\$ of Questioned Costs Resolved – Current Year	\$5,326,712	\$5,062,979	\$263,733	\$421,559	\$710,185	\$1,196,066	\$0	\$5,158,110	\$0



Thank You

We would like to commend and thank the RMI'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 the RMI's annual financial report.

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