



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

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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, 2014



# What Is The Performer<sup>®</sup>?

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- 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®

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- 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®

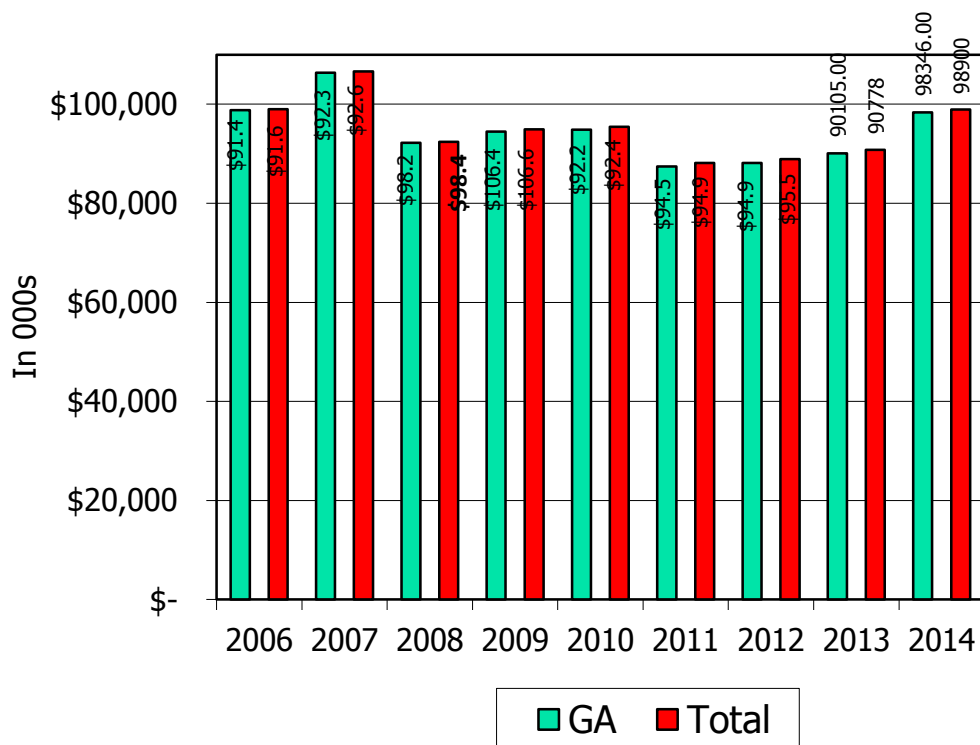
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- The Performer® should not be used as the only source of financial information to evaluate Yap's performance and condition
- The analysis is an overall rating of Yap as a whole and not of specific activities, funds or units
- The Performer® is based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

# Change in Net 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 Yap. It is measured as the difference between total assets, including capital assets, and deferred outflows, netted against all liabilities, including long-term debt, and deferred inflows.

For the year ended September 30, 2013, total net position increased by \$4.1 million, or 4.4%.

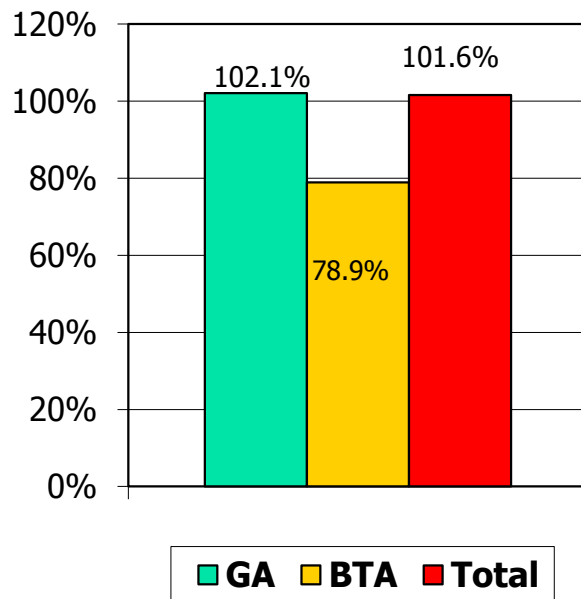
Governmental activities (GA) net position increased by \$4.3 million, while business-type activities (BTA) net position decreased by \$119 thousand.

| 2004 | 2005 | 2006 | 2007 | 2008   | 2009 | 2010 | 2011  | 2012 | 2013 | 2014 |
|------|------|------|------|--------|------|------|-------|------|------|------|
| 0.5% | 4.7% | .1%  | 3.9% | -13.3% | 0.5% | 0.6% | -7.0% | 0.9% | 5.7% | 4.4% |

# Intergenerational Equity

## Who is paying for today's costs of services?

2014 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.

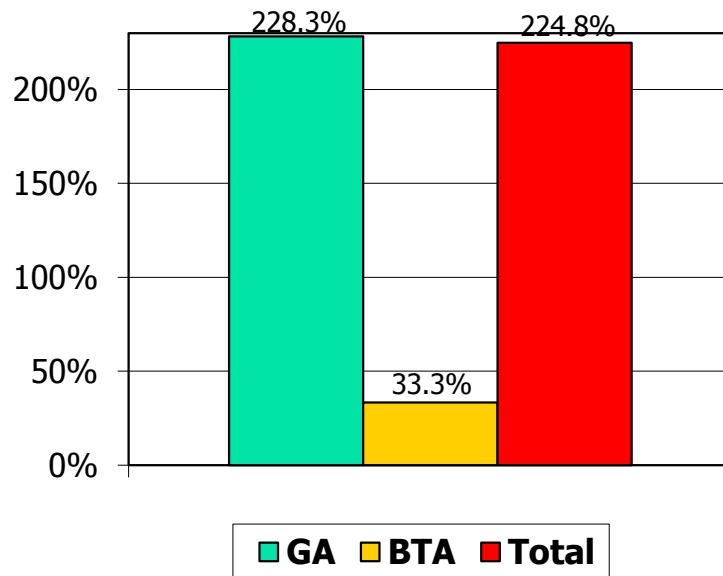
For the year ended September 30, 2014, Yap funded 101.6% of their expenses with current year revenues. This is a slight increase when compared to the ratio of the prior year.

| 2004   | 2005   | 2006   | 2007   | 2008  | 2009   | 2010   | 2011  | 2012 | 2013  | 2014   |
|--------|--------|--------|--------|-------|--------|--------|-------|------|-------|--------|
| 102.6% | 117.6% | 102.6% | 117.5% | 84.7% | 101.9% | 111.7% | 74.2% | 88%  | 98.2% | 101.6% |

# Level of Unrestricted Net Position

## How do our total rainy day funds look?

Unrestricted Net Position as a % of Annual Revenues



The level of total unrestricted net position 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, 2014, Yap's total unrestricted net position approximated 224.8% of annual total revenues, a significant increase from the previous period.

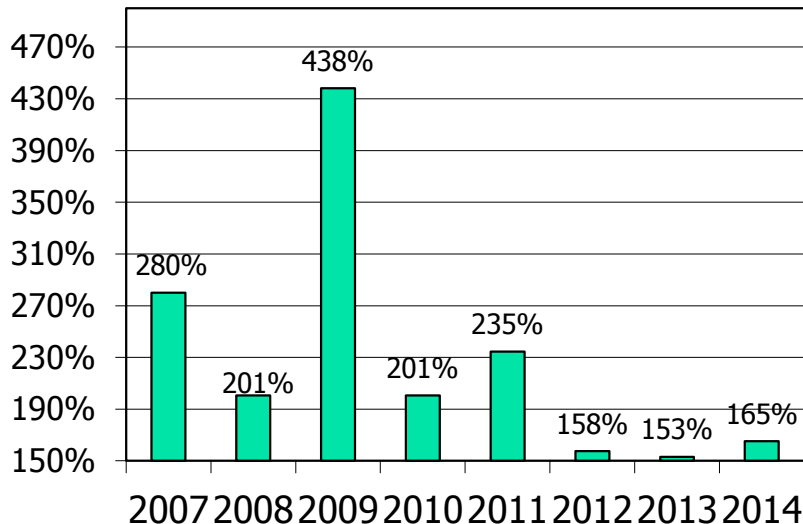
The governmental activities had a 228.3% level of unrestricted net position, while business-type activities had a 33.3% level.

| 2004   | 2005   | 2006   | 2007   | 2008   | 2009  | 2010 | 2011  | 2012   | 2013   | 2014   |
|--------|--------|--------|--------|--------|-------|------|-------|--------|--------|--------|
| 137.6% | 115.4% | 148.6% | 122.2% | 120.3% | 94.6% | 7.0% | 61.8% | 211.1% | 210.2% | 224.8% |

# 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 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.

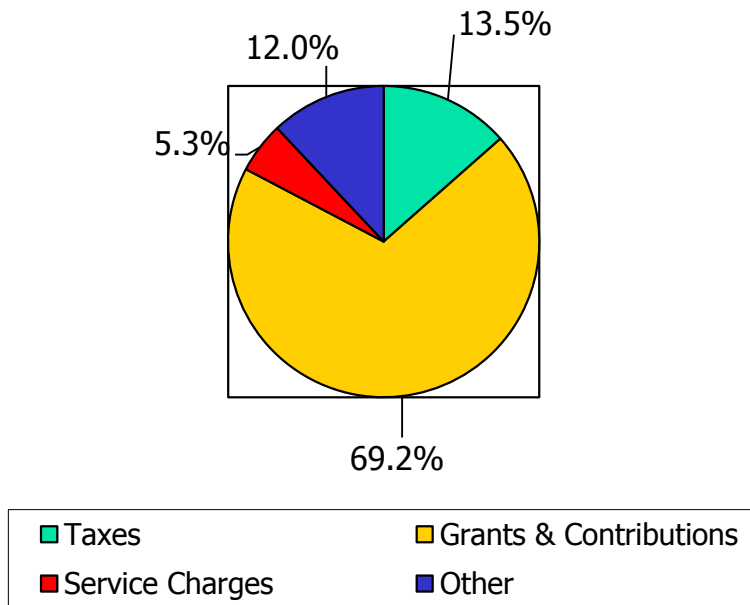
For the year ended September 30, 2014, Yap's unassigned fund balance of the General Fund was 165.1% of total general fund revenues. This is a very favorable financial indicator and an increase from the previous period.

| 2004   | 2005   | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | 2012   | 2013   | 2014   |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 251.2% | 241.7% | 337.3% | 280.1% | 200.7% | 438.3% | 200.6% | 234.6% | 157.6% | 153.1% | 165.1% |

# Revenue Dispersion

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

2014 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.

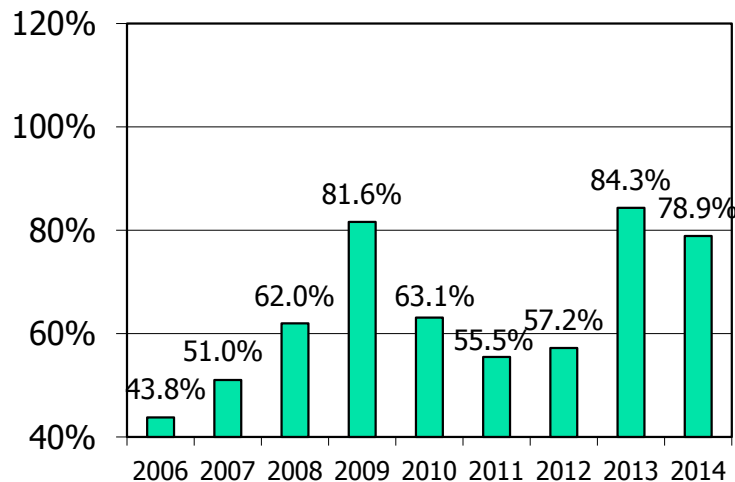
For the year ended September 30, 2014, Yap had direct control of 11.4% of its revenues. This ratio indicates Yap has some exposure, as do most insular governments, to financial difficulties due to reliance on non-controlled revenue (88.6%).

| 2004  | 2005 | 2006  | 2007 | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  |
|-------|------|-------|------|-------|-------|-------|-------|-------|-------|-------|
| 11.6% | 9%   | 11.8% | 8.6% | 10.7% | 11.9% | 10.0% | 13.0% | 12.2% | 11.0% | 11.4% |

# 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.

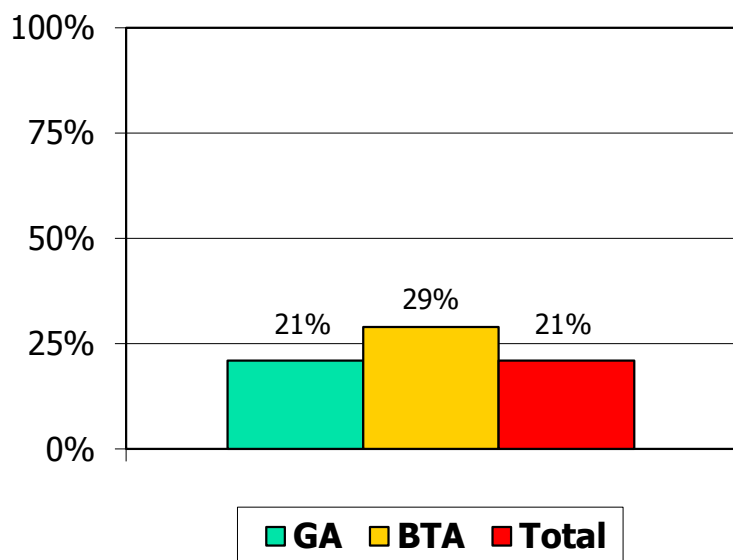
For the year ended September 30, 2014, Yap's total business-type activities were 78.9% self-sufficient, a slight decline from the ratio of the prior year. This indicates the business-type activities still require a subsidy to cover costs of operations, the use of grant proceeds, or the use of unrestricted reserves to fund expenses.

| 2004  | 2005  | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 62.6% | 49.1% | 43.8% | 51.0% | 62.0% | 81.6% | 63.1% | 55.5% | 57.2% | 84.3% | 78.9% |

# 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.

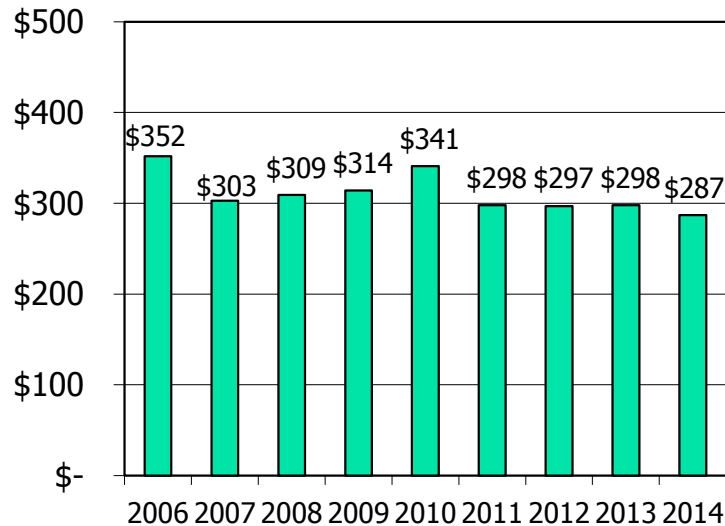
At September 30, 2014, Yap's depreciable capital assets amounted to \$115 million while accumulated depreciation totaled \$90.9 million. This indicates that, on average, Yap's capital assets have 21% of their useful lives remaining. This is an unsatisfactory financial indicator and could be indicative of a need for large amounts of capital expenditures in the near future. The ratio is relatively consistent over the past few periods.

| 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|------|------|------|------|------|------|------|------|------|------|------|
| 36%  | 35%  | 34%  | 31%  | 32%  | 29%  | 27%  | 24%  | 21%  | 19%  | 21%  |

# 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.

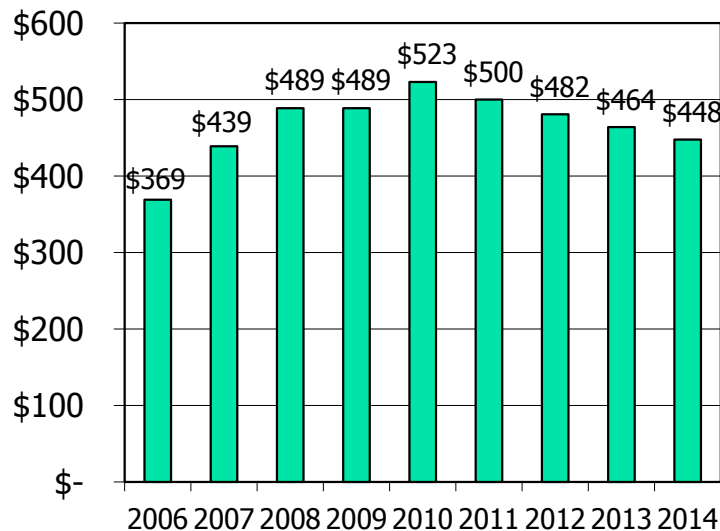
For the year ended September 30, 2014, total taxes amounted to \$3.3 million or \$287 per capita, which is a slight decrease from the prior period ratio and indicates a relatively low tax burden on Yap's citizens when compared to other insular governments.

| 2004  | 2005  | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| \$336 | \$353 | \$352 | \$303 | \$309 | \$314 | \$341 | \$298 | \$297 | \$298 | \$287 |

# 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.

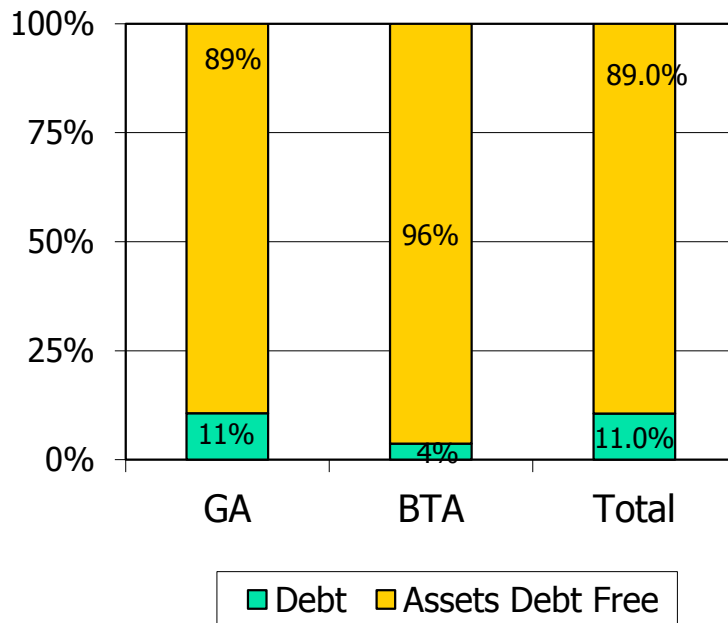
For the year ended September 30, 2014, Yap had approximately \$5.1 million of long-term debt or \$448 per capita. This is considered a relatively low debt burden on its citizens when compared to other insular governments, and is consistent with prior years.

| 2004  | 2005  | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| \$334 | \$334 | \$369 | \$439 | \$489 | \$489 | \$523 | \$500 | \$482 | \$464 | \$448 |

# Debt to Assets

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

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.

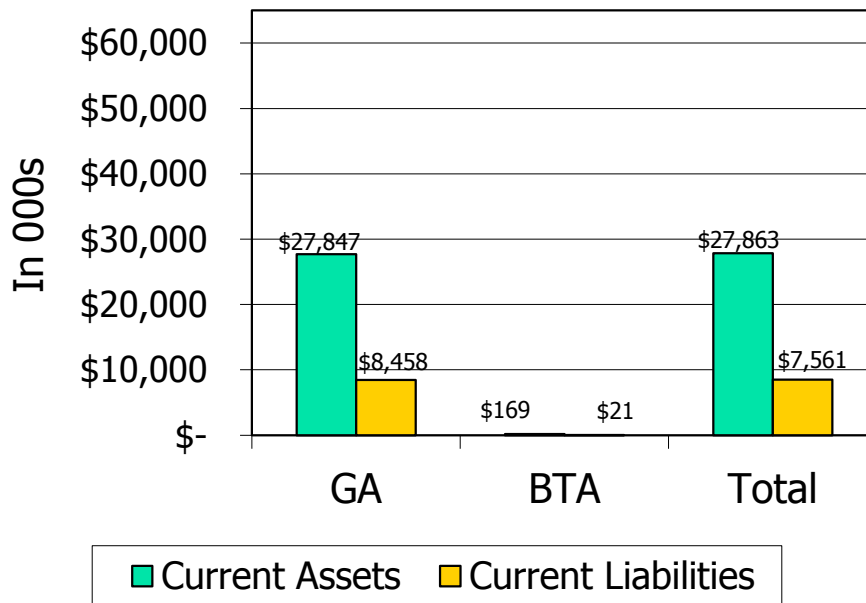
At September 30, 2014, 10.6% of Yap's \$11.7 million of total assets were funded with debt or other obligations. This is a very favorable financial indicator and indicates that for each dollar of assets Yap owns, it owes 10.6 cents of that dollar to others.

| 2004 | 2005 | 2006 | 2007 | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  |
|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|
| 8.1% | 6.8% | 9.6% | 9.0% | 11.0% | 10.1% | 10.0% | 11.0% | 11.9% | 11.0% | 10.6% |

# 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 and the Enterprise Fund, which are Yap's primary operating funds.

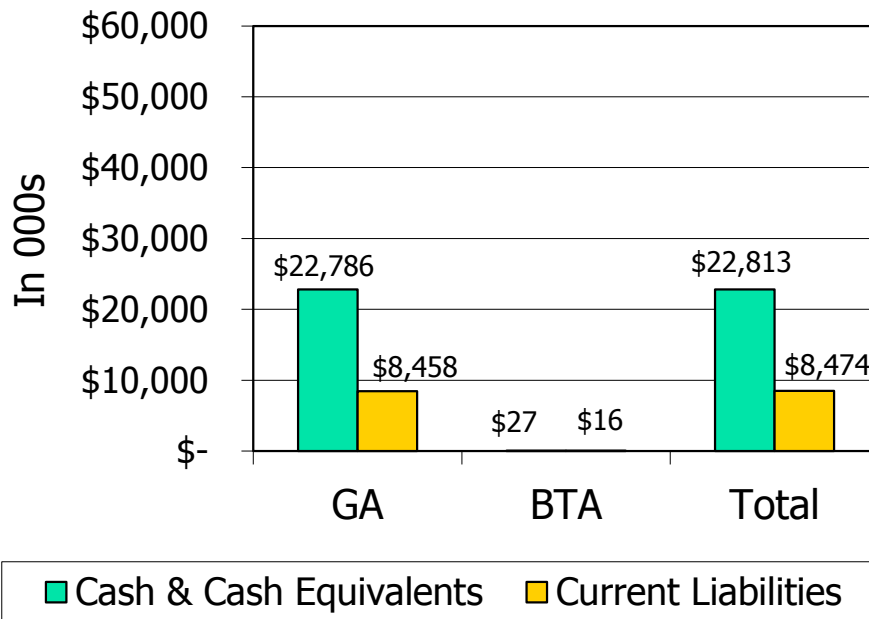
At September 30, 2014, Yap had a ratio of current assets to current liabilities in these funds of 3.29 to 1. This indicates that Yap had just over three and a quarter times the amount of current assets to pay current liabilities, and is an extremely favorable indicator of liquidity although a slight decrease in the ratio from the prior period.

| 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|------|------|------|------|------|------|------|------|------|------|------|
| 8.93 | 3.46 | 3.23 | 3.50 | 3.12 | 8.69 | 5.81 | 7.15 | 3.57 | 3.70 | 3.29 |

# 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 and the Enterprise Fund, which are Yap's primary operating funds.

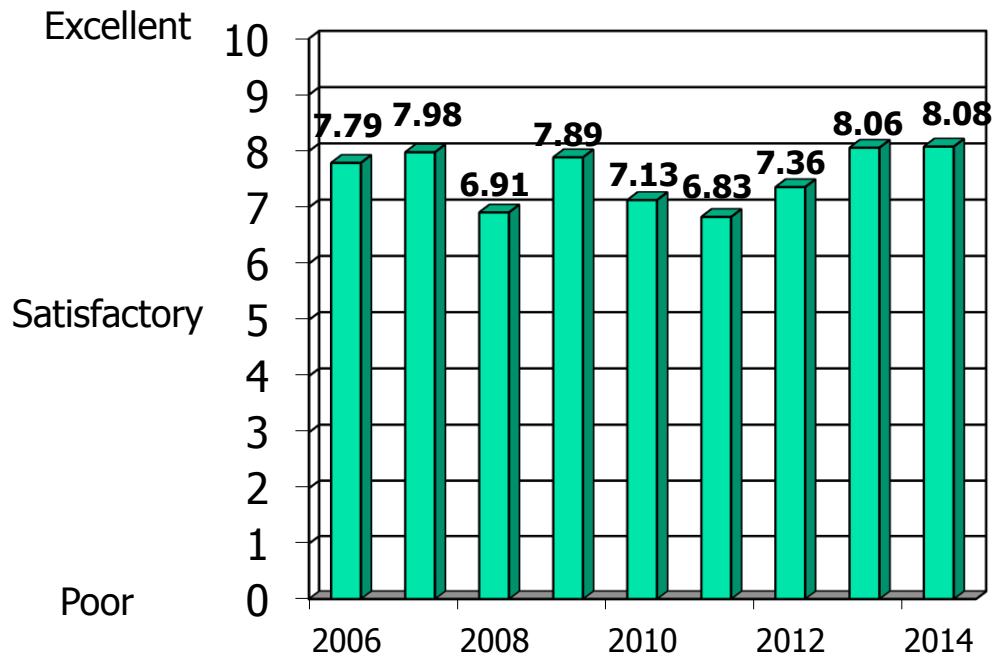
At September 30, 2014, Yap had a ratio of cash and cash equivalents to current liabilities of 2.69 to 1 in these funds. This indicates that Yap had nearly two and three-quarters times cash and short-term investments for every \$1 of current liabilities. This is considered an extremely favorable indicator of liquidity but does represent a decrease from the ratio of the previous period.

| 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|------|------|------|------|------|------|------|------|------|------|------|
| 7.47 | 2.93 | 2.91 | 2.93 | 2.72 | 7.54 | 5.13 | 6.04 | 2.65 | 2.82 | 2.69 |



# Performer<sup>®</sup> Reading

## Overall Reading



The 2014 reading of 8.08 indicates the evaluator's opinion that the Government of Yap's overall financial health and performance is well above satisfactory and a slight improvement from the previous period.

Yap's overall unrestricted net position, the General Fund's level of unassigned 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 reading.



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

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- 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          | 2           | 2           | 0           | 0           | 1           | 2         | 2         | 2         |
| Number of Major Federal Program Qualifications/Exceptions | 4           | 5           | 4           | 5           | 5           | 5         | 2         | 2         |
| Number of F.S. Findings                                   |             |             |             |             |             |           |           |           |
| A. Internal Control and Compliance                        | 0           | 0           | 0           | 0           | 0           | 0         | 0         | 0         |
| B. Internal Control Only                                  | 0           | 3           | 4           | 2           | 3           | 4         | 1         | 1         |
| C. Compliance Only                                        | <u>1</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>  | <u>0</u>  | <u>0</u>  |
| TOTAL                                                     | 1           | 3           | 4           | 2           | 3           | 4         | 1         | 1         |
| Percentage of Findings Repeated                           | 17%         | 33%         | 50%         | 100%        | 100%        | 0%        | 0%        | 100%      |
| Number of A-133 Findings                                  |             |             |             |             |             |           |           |           |
| A. Internal Control and Compliance                        | 11          | 11          | 0           | 4           | 3           | 2         | 3         | 5         |
| B. Internal Control Only                                  | 0           | 0           | 2           | 0           | 0           | 0         | 0         | 0         |
| C. Compliance Only                                        | <u>0</u>    | <u>0</u>    | <u>5</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>  | <u>0</u>  | <u>0</u>  |
| TOTAL                                                     | 11          | 11          | 7           | 4           | 3           | 2         | 3         | 5         |
| Percentage of A-133 Findings Repeated                     | 14%         | 18%         | 57%         | 100%        | 67%         | 50%       | 0%        | 0%        |
| Number of months after Y/E the F.S. were Released         | 9           | 9           | 8           | 8           | 6           | 9         | 9         | 9         |
| Number of Qualifications/Exceptions Related to C.U.       | 1           | 2           | 0           | 0           | 1           | 2         | 2         | 2         |
| \$ of Questioned Costs-Current Year                       | \$1,282,244 | \$1,862,194 | \$376,295   | \$150,534   | \$222,065   | \$3,660   | \$45,776  | \$129,385 |
| \$ of Questioned Costs- Cumulative                        | \$2,036,443 | \$3,376,248 | \$2,494,249 | \$1,729,116 | \$818,483   | \$822,143 | \$864,259 | \$993,644 |
| \$ of Questioned Costs Resolved – Current Year            | \$115,079   | \$552,389   | \$681,936   | \$915,667   | \$1,115,668 | \$0       | \$3,660   | \$0       |



# Thank You

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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.

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