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#### PARKS AND RECREATION COMMISSION OF CARENCRO, INC.

Carencro, Louisiana

Financial Report

Year Ended November 30, 1999

Under provisions of state law, this report is a public document. A copy of the report has been submitted to the entity and other appropriate public officials. The report is available for public inspection at the Baton Rouge office of the Legislative Auditor and, where appropriate, at the office of the parish clerk of court.

Release Date MAY 1 7 2000

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#### KOLDER, CHAMPAGNE, SLAVEN & RAINEY, LLC

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#### INDEPENDENT AUDITOR'S REPORT

Parks and Recreation Commission of Carencro, Inc. Carencro, Louisiana

We have audited the accompanying general purpose financial statements of the Parks and Recreation Commission of Carencro, Inc., a component unit of the City of Carencro, Louisiana, as of and for the year ended November 30, 1999, as listed in the table of contents. These general purpose financial statements are the responsibility of the members of the Parks and Recreation Commission of Carencro, Inc. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and <u>Government Auditing Standards</u>, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Parks and Recreation Commission of Carencro, Inc., as of November 30, 1999, and the results of its operations and cash flows of its proprietary fund type for the year then ended in conformity with generally accepted accounting principles.

In accordance with <u>Government Auditing Standards</u>, we have also issued a report dated February 21, 2000 on our consideration of the Parks and Recreation Commission of Carencro, Inc.'s compliance with laws and regulations and on its internal control over financial reporting.

Our audit was made for the purpose of forming an opinion on the primary government financial statements taken as a whole. The year 2000 supplemental information on page 17 is not a required part of the basic financial statements but is supplemental information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplemental information. However, we did not audit the information and do not express an opinion on it. In addition, we did not provide assurance that the Parks and Recreation Commission of Carencro, Inc. is or will become year 2000 compliant, the Parks and Recreation Commission of Carencro's year 2000 remediation efforts will be successful in whole or in part, or that parties with which the Parks and Recreation Commission of Carencro, Inc. does business are or will become year 2000 compliant.

The financial information for the preceding year, which is included for comparative purposes, was taken from the financial report for that year in which we expressed an unqualified opinion on the general purpose financial statements of the Parks and Recreation Commission of Carencro, Inc.

Kolder, Champagne, Slaven & Rainey, LLC
Certified Public Accountants

Lafayette, Louisiana February 21, 2000 GENERAL PURPOSE FINANCIAL STATEMENTS

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#### Combined Balance Sheet - All Fund Types November 30, 1999

	Government Fund Type	Proprietary Fund Type	Totals (Memorandum Only)	
	Fund Type General	Park Operating	1999	1998
ASSETS	- Concrat	- un operating		
Cash	\$ -	\$ 8,892	\$ 8,892	\$ 26,971
Interest-bearing deposits	166,950	-	166,950	128,431
Receivables:				
Due from primary				
government	3,190	-	3,190	3,190
Accrued interest	56	-	56	53
Other receivables	242	1,641	1,883	2,080
Inventory	<b>+</b>	8,898	8,898	15,346
Unamortized bond issue costs	_	24,283	24,283	25,800
Property, plant and				
equipment	-	1,086,300	1,086,300	1,067,975
Accumulated depreciation		(101,537)	(101,537)	(72,589)
Total assets	\$170,438	\$1,028,477	\$1,198,915	\$1,197,257
LIABILITIES AND EQUITY				
Liabilities:				
Accounts payable	\$ -	\$ 3,245	3,245	\$ 2,851
Notes payable - current	-	-	-	1,692
Accrued liabilities	•	4,676	4,676	3,954
Due to primary government	29,035	-	29,035	29,035
Uncarned revenues		<del></del>	<del>-</del>	3,475
Total liabilities	29,035	7,921	36,956	41,007
Equity:				
Contributed capital -				
Primary government	-	885,204	885,204	885,204
General Fund	<del></del>	54,886	54,886	36,561
Total contributed capital	<del></del>	940,090	940,090	921,765
Retained earnings -		00.466	00.466	122.001
Unreserved, undesignated	-	80,466	80,466	132,821
Fund balance -	1.4.402		141 402	101.774
Designated for recreation	141,403	<del>-</del>	141,403	101,664
Total equity	141,403	1,020,556	1,161,959	1,156,250
Total liabilities and equity	\$170,438	\$1,028,477	\$1,198,915	\$1,197,257

The accompanying notes are an integral part of this statement.

## Statement of Revenues, Expenditures and Changes in Fund Balance Budget (GAAP Basis) and Actual - General Fund Year Ended November 30, 1999

With Comparative Actual Amounts for Year Ended November 30, 1998

	1999			
	Budget	Actual	Variance - Favorable (Unfavorable)	1998 Actual
	Budget	Actual	(Omavorable)	Actual
Revenues:				
Miscellaneous -				
Registration fees	\$ 1,769	\$ 2,655	\$ 886	\$ 1,204
Interest income	2,000	4,197	2,197	2,523
Total income	3,769	6,852	3,083	3,727
Expenditures:				
Current -				
General government:				
Legal and accounting	2,455	2,455	-	3,440
Park insurance	5,625	5,625	- (1.20.0)	5,616
Miscellaneous	150	1,476	(1,326)	154
Total general government	8,230	9,556	(1,326)	9,210
Recreation:				
Salaries	11,325	13,980	(2,655)	11,889
Summer recreation				
program expenditures	1,085	1,085	<del>-</del>	629
Total recreation	12,410	15,065	(2,655)	12,518
Capital outlay-				
Recreation equipment:				
Caysi	11,113	14,886	(3,773)	3,833
Other	4,576	4,576	-	-
Pelican Park improvements	17,537	18,325	(788)	36,561
Total capital outlay	33,226	37,787	(4,561)	40,394
Total expenditures	53,866	62,408	(8,542)	62,122
Deficiency of revenues over				
expenditures	(50,097)	(55,556)	(5,459)	(58,395)
	5			45

Statement of Revenues, Expenditures and Changes in Fund Balance Budget (GAAP Basis) and Actual - General Fund (Continued)
Year Ended November 30, 1999
With Comparative Actual Amounts for Year Ended November 30, 1998

	1999			
	Budget	Actual	Variance - Favorable (Unfavorable)	1998 Actual
Other financing sources (uses):	*	<del></del>	<del></del>	<del></del>
Transfer from primary				
government	220,275	222,046	1,771	192,631
Transfer to primary				
government	(95,755)	(95,755)	-	(78,843)
Transfer to Park Operating Fund	(30,000)	(30,996)	(996)	(9,490)
Total other financing sources (uses)	94,520	95,295	775	104,298
Excess of revenues and other sources over expenditures and other				
uses	44,423	39,739	(4,684)	45,903
Fund balance, beginning	101,664	101,664	<del>-</del>	55,761
Fund balance, ending	\$ 146,087	\$141,403	\$ (4,684)	\$101,664

The accompanying notes are an integral part of this statement.

# Statement of Revenues, Expenditures and Changes in Retained Earnings Proprietary Fund Type - Park Operating Fund Year Ended November 30, 1999

With Comparative Amounts for Year Ended November 30, 1998

	1999	1998
Operating revenues:		
Charges for services -		
Concession and lounge sales	\$300,089	\$245,659
Tournament fees	80,370	97,236
League, entry and sponsorship fees	·	-
Gate receipts	83,318	102,544
Membership dues	52,322	68,047
Pro-shop sales	60,394	45,120
Billboard sales	36,355	43,792
Miscellaneous -	4,200	2,600
Batting cage income		
Other	5,651	11,380
	1,002	606
Total operating revenues	623,701	616,984
Costs of revenues:		
Purchases -		
Food	68,748	74,193
Liquor	6,251	5,445
Beer	56,423	54,769
Pro-shop	31,701	31,060
Total cost of revenues	163,123	165,467
		103,407
Gross profit	460,578	451,517
		(continued)

### Statement of Revenues, Expenditures and Changes in Retained Earnings Proprietary Fund Type - Park Operating Fund (Continued) Year Ended November 30, 1999

With Comparative Amounts for Year Ended November 30, 1998

	1999	1998
Operating expenses:	\$ 177 O10	£ 154 00¢
Salaries Desmall design	\$177,012	\$ 154,096
Payroll taxes	18,131	15,447
Awards	52,942	38,775
Billboard costs	7,096	2,574
Depreciation expense	28,948	26,422
Amortization expense	1,518	1,518
Legal and accounting	7,653	4,685
Management fees	2.126	2,500
Lounge entertainment	3,136	564
Office and postage expenses	8,425	5,460
Promotions	6,521	-
Rentals	1,119	1,000
Scorekeeper pay	17,733	18,951
Service contracts	9,021	5,902
Sponsorship fees	1,993	920
Umpire fees	79,756	82,895
Utilities and telephone	37,924	32,422
USSSA fees	34,004	31,994
Repairs, maintenance and supplies	38,173	35,062
Miscellaneous	12,668	8,749
Total operating expenses	543,773	469,936
Operating loss	(83,195)	(18,419)
Nonoperating expenses:		
Interest expense	156	755
Loss before operating transfers	(83,351)	(19,174)
Other financing source:		
Transfer from General Fund	30,996	9,490
Net loss	(52,355)	(9,684)
Retained earnings, beginning	132,821	142,505
Retained earnings, ending	\$ 80,466	\$132,821

The accompanying notes are an integral part of this statement.

#### Statement of Cash Flows

#### Proprietary Fund Type - Park Operating Fund Year Ended November 30, 1999

#### With Comparative Amounts for Year Ended November 30, 1998

	1999	1998
Cash flows from operating activities:		
Operating loss	\$(83,195)	\$(18,419)
Adjustments to reconcile net operating income (loss)		
to net cash provided by operating activities -		
Depreciation	28,948	26,422
Amortization	1,518	1,518
Changes in current assets and liabilities:	-,	1,010
(Increase) decrease in other receivables	439	(2,080)
(Increase) decrease in inventory	6,447	(8,308)
Increase (decrease) in accounts payable	1,369	(842)
Increase (decrease) in accrued liabilities	722	2,225
Increase (decrease) in uncarned revenues	(3,475)	3,475
Total adjustments	35,968	22,410
	<del></del> ,	<del>***</del>
Net cash provided (used) by operating		
activities	(47,227)	3,991
Cash flows from noncapital financing activities:		
Cash received from General Fund	30,996	9,490
Cash flows from (used by) capital and related		
financing activities:		
Interest paid on notes payable	(156)	(755)
Principal paid on notes payable	(1,692)	(1,976)
Contribution from General Fund	18,325	36,561
Acquisition of property, plant and equipment	(18,325)	(38,665)
Net cash provided (used) by capital and	——————————————————————————————————————	
related financing activities	(1,848)	(4,835)
Net increase (decrease) in cash and		
cash equivalents	(18,079)	8,646
Cash and cash equivalents, beginning of period	26,971	18,325
Cash and cash equivalents, end of period	\$ 8,892	\$ 26,971

The accompanying notes are an integral part of this statement.

#### Notes to Financial Statements

#### (1) Summary of Significant Accounting Polices

The accounting and reporting policies of the Parks and Recreation Commission of Carencro, Inc. (PARC) conform to generally accepted accounting principles as applicable to governments. Such accounting and reporting procedures also conform to the requirements of Louisiana Revised Statues 24:517 and to the guides set forth in the industry audit guide, <u>Audits of State and Local Governmental Units</u>.

The following is a summary of certain significant accounting policies:

#### A. Financial Reporting Entity

The PARC is a component unit of the City of Carencro, Louisiana, the primary government. The PARC is dependent on the City of Carencro for budget approval, approval of debt issuance and appointment of the majority of commission members and is therefore considered a component unit. These financial statements report only the PARC, the component unit.

#### B. Fund Accounting

The accounts of the Park and Recreation Commission of Carencro, Inc. are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The funds are grouped, in the financial statements in this report, into two generic fund types as follows:

Governmental Fund -

#### General Fund

The General Fund is the general operating fund of the PARC. It is used to account for all financial resources except those required to be accounted for in another fund.

Notes to Financial Statements (Continued)

Proprietary Fund -

Enterprise fund

The enterprise fund is used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The PARC applies all applicable FASB pronouncements issued after November 30, 1989 in accounting and reporting for its enterprise fund. The PARC's enterprise fund is the Park Operating Fund.

#### C. Inventories

Inventories in the proprietary fund are accounted for at the lower of cost or market.

#### D. <u>Fixed Assets and Long-Term Liabilities</u>

The accounting and reporting treatment applied to the fixed assets and long-term liabilities associated with a fund are determined by its measurement focus.

All governmental funds are accounted for on a spending or "financial flow" measurement focus, and only current assets and current liabilities are generally included on their balance sheets.

Fixed assets used in governmental fund type operations (general fixed assets) are accounted for in the General Fixed Assets Account Group, rather than in governmental funds, and are recorded as expenditures in the governmental fund types when purchased. At November 30, 1999, the PARC had no general fixed assets.

The proprietary fund is accounted for on a cost of services or "capital maintenance" measurement focus, and all assets and all liabilities (whether current or noncurrent) associated with its activity are included on its balance sheet.

Depreciation of all exhaustible fixed assets used by the proprietary fund is charged as an expense against its operations. Depreciation has been provided over the estimated useful lives using the straight-line method. The estimated useful lives are as follows:

Building and improvements Furniture, fixtures and equipment

40 years 5-10 years

#### Notes to Financial Statements (Continued)

#### E. Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The PARC's governmental fund is accounted for using the modified accrual basis of accounting. Its revenues are recognized when they become measurable and available as net current assets.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Purchases of various operating supplies are regarded as expenditures at the time purchased.

The proprietary fund is accounted for using the accrual basis of accounting whereby revenues are recognized when they are earned and expenses are recognized when incurred.

#### F. Budgets and Budgetary Accounting

The PARC follows these procedures in establishing the budgetary data reflected in the financial statements:

- 1. The treasurer prepares a proposed budget and submits it to the Parks and Recreation Commission for the fiscal year no later than fifteen days prior to the beginning of each fiscal year.
- 2. A summary of the proposed budget is published and the public is notified that the proposed budget is available for public inspection. At the same time, a public hearing is called.
- 3. A public hearing is held on the proposed budget at least ten days after publication of the call for the hearing.
- 4. After the holding of the public hearing and completion of all action necessary to finalize and implement the budget, the budget is adopted through passage of a resolution prior to the commencement of the fiscal year for which the budget is being adopted.
- 5. Budgetary amendments involving the transfers of funds from one department, program or function to another or involving increases in expenditures resulting from revenues exceeding amounts estimated require the approval of the Commission.

#### Notes to Financial Statements (Continued)

- 6. All budgetary appropriations lapse at the end of each fiscal year.
- 7. Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles (GAAP). Budgeted amounts are as originally adopted or as finally amended by the Commission. Such amendments were not material in relation to the original appropriations.

#### G. Statement of Cash Flows

For purposes of the statement of cash flows, the Park Operating Fund considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

#### H. Encumbrances

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is not employed by PARC as an extension of formal budgetary integration in the funds.

#### I. Fund Equity

Contributed capital is recorded in proprietary funds that have received capital grants or contributions from developers, customers or other funds. Reserves represent those portions of fund equity not appropriable for expenditure or legally segregated for a specific future use. Designated fund balances represent tentative plans for future use of financial resources.

#### J. Comparative Data

Comparative total data for the prior year have been presented in the accompanying financial statements in order to provide an understanding of changes in the PARC's financial position and operations.

#### K. Total Columns on Combined Statements - Overview

Total columns on the Combined Statements - Overview are captioned Memorandum Only to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position or results of operations, in conformity with generally accepted accounting principles. Neither is such data comparable to a consolidation. Interfund eliminations have not been made in the aggregation of this data.

#### Notes to Financial Statements (Continued)

#### L. Prior Year Reclassification

Certain previously reported amounts have been reclassified to enhance comparability with 1999 report classification.

#### (2) Cash and Interest-Bearing Deposits

At November 30, 1999, the PARC has cash balances (book balances) totaling \$175,842 as follows:

Cash	\$ 8,892
Interest-bearing deposits	166,950
	\$175,842

These deposits are stated at cost, which approximates market. Under state law, these deposits, (or the resulting bank balances) must be secured by federal deposit insurance or the pledge of securities owned by the fiscal agent bank. The market value of the pledged securities plus the federal deposit insurance must at all times equal the amount on deposit with the fiscal agent bank. These securities are held in the name of the pledging fiscal agent bank in a holding or custodial bank that is mutually acceptable to both parties. Deposit balances (bank balances) at November 30, 1999 are secured as follows:

Bank balances	\$205,637
Federal deposit insurance Pledged securities (Category 3)	\$ 170,008 35,629
Total federal insurance and pledged securities	\$205,637

Pledged securities in Category 3 include uninsured or unregistered investments for which the securities are held by the broker or dealer, or by its trust department or agent, but not in the PARC's name. Even though the pledged securities are considered uncollateralized (Category 3), Louisiana Revised Statute 39:1229 imposes a statutory requirement on the custodial bank to advertise and sell the pledged securities within 10 days of being notified by the PARC that the fiscal agent has failed to pay deposited funds upon demand.

#### Notes to Financial Statements (Continued)

#### (3) Property, Plant and Equipment

A summary of proprietary fund type property, plant and equipment at November 30, 1999 follows:

Land	\$ 401,800
Building and improvements	623,984
Furniture, fixtures and equipment	60,516
	1,086,300
Less: Accumulated depreciation	(101,537)
Net property, plant and equipment	\$ 984,763

#### (4) Risk Management

PARC, Inc. is exposed to risks of loss in the area of general liability. These risks are handled by purchasing commercial insurance coverage. There have been no significant reductions in the insurance coverage during the year.

SUPPLEMENTARY INFORMATION

Impact of Year 2000 on Computer Programs (Unaudited)

#### Impact of Year 2000 on Computer Programs (Unaudited)

The Year 2000 issue is the result of computer programs being written using two digits rather than four to define the applicable year. Any of the PARC's computer programs that have time sensitive software may recognize a date using "00" as the year 1900 rather than the year 2000. This could result in system failure or miscalculations causing disruptions of operations, including, among other things, a temporary inability to process transactions, or engage in similar normal business activities.

The PARC has completed a preliminary assessment of the impact of this issue. The computer programs and other electronic equipment that may be affected by the year 2000 issue have been identified and tested for compliance. There are no remaining contracted amounts committed to this project as of November 30, 1999.

Because of the unprecedented nature of the Year 2000 issue, its effects and the success of related remediation efforts will not be fully determinable until the year 2000 and thereafter. Management cannot assure that the PARC is or will be Year 2000 compliant, and that the PARC's remediation efforts will be successful in whole or in part, or that the parties with whom the PARC transacts business will be Year 2000 compliant.

COMPLIANCE

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AND

INTERNAL CONTROL

#### KOLDER, CHAMPAGNE, SLAVEN & RAINEY, LLC

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REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Parks and Recreation Commission, Inc. Carencro, Louisiana

We have audited the component unit financial statements of the Parks and Recreation Commission of Carencro, Inc. for the year ended November 30, 1999, and have issued our report thereon dated February 21, 2000. We conducted our audit in accordance with generally accepted auditing standards and the standards applicable to financial audits contained in <u>Government Auditing Standards</u> issued by the Comptroller General of the United States.

#### Compliance

As part of obtaining reasonable assurance about whether the Parks and Recreation Commission, Inc.'s component unit financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under Government Auditing Standards.

#### Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Parks and Recreation Commission, Inc.'s internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the primary government financial statements and not to provide assurance on the internal control over financial reporting. However, we noted a certain matter involving the internal control over financial reporting and its operation that we consider to be a reportable condition. Reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control over financial reporting that, in our judgment, could adversely affect the Parks and Recreation Commission, Inc.'s ability to record, process, summarize and report financial data consistent with the assertions of management in the primary government financial statements. The reportable condition is described in the accompanying summary schedule of current and prior year audit findings and corrective action plan at item 99-1 (IC).

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A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control that might be reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses. We believe the reportable condition described above is a material weakness.

We also noted another matter involving internal control over financial reporting that we reported to the Commission in a separate letter dated February 21, 2000.

This report is intended for the information of management. However, this report is a matter of public record and its distribution is not limited.

Kolder, Champagne, Slaven & Rainey, LLC
Certified Public Accountants

Lafayette, Louisiana February 21, 2000

# Carencro, Louisiana

# Schedule of Current and Prior Year Audit Findings and Corrective Action Plan Year Ended November 30, 1999

Name of Completion Contact Person Date	Myles Miller, N/A Venue Director	Myles Miller, 11/30/00 Venue Director
Corrective Action Planned	No response is considered necessary.	All operations will be evaluated to determine which ones are profitable.  All of those which are not profitable or are marginal shall be discontinued unless efforts are made to increase profits.
Corrective Action Taken	N/A	ž
Description of Finding	Due to the small number of employees, the commission did not have adequate segregation of functions within the accounting system.	The commission should strive to operate the Pelican Park Operating Fund on a profitable basis.
Fiscal Year Finding Initially Occurred	1994	1999
Ref. No.	99-1 (IC)	99-2(ML)

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SOCIETY OF LOUISIANA CERTIFIED PUBLIC ACCOUNTANTS

MANAGEMENT LETTER

Parks and Recreation Commission of Carencro, Inc. Carencro, Louisiana

We have completed our audit of the general purpose financial statements of the Parks and Recreation Commission of Carencro, Inc. ("PARC") for the year ended November 30, 1999, and submit the following recommendation for your consideration.

Due to the continued losses experienced by the proprietary fund, we recommend that the PARC consider the following:

- A. A thorough evaluation should be made of all operations within Pelican Park to determine which ones are profitable, marginal or continually losing money.
- B. Discontinue the operations which are not profitable and determine ways to increase revenues and/or decrease expenses for those operations which are not maximizing profits.

In conclusion, we would like to express our appreciation to you and your staff, particularly to your office staff, for the courtesies and assistance rendered to us during the performance of our audit. Should you have any questions or need assistance in implementing our recommendations, please feel free to contact us.

Kolder, Champagne, Slaven, & Rainey, LLC

Certified Public Accountants

Lafayette, Louisiana February 21, 2000