

Business Plan for



*Fostering an appreciation for the beauty of Kosciusko
County through river tourism*

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II. Executive Summary

About River Roots

River Roots Canoes & Kayaks is a nonprofit organization that rents canoes and kayaks for trips on the southwest stretch of the Tippecanoe River, between the Chinworth Bridge to Route 19, in Kosciusko County. River Roots is a seasonal business that operates during the warm-weather months and is committed to keeping this stretch of river clear and available for use. River Roots is designed to operate as a nonprofit organization and will generate revenue for the Paddlers for Conservation Club or similar organization.

Customers

River Roots is designed as a family-friendly organization that will serve individuals and groups such as scout troops, high school classes, groups of friends, and companies looking for recreation or teambuilding activities for employees and executives.

While we anticipate that most of our customer base will be made up of local individuals, families, and other groups, we also plan to serve customers from outside Kosciusko County such as Elkhart, South Bend, and Fort Wayne.

Organization

River Roots is organized to operate as a nonprofit. While an owner is not necessary for this type of organization, members of the Paddlers for Conservation Club may choose to form a board of directors and work closely with the Lilly Center for Lakes & Streams at Grace College and other local organizations to make decisions that will positively impact River Roots and the community.

Future of the Business and Industry

The future of River Roots is both bright and extensive. Due to the large section of the Tippecanoe River that has been recently cleared by the Lilly Center for Lakes & Streams and Paddlers for Conservation, river tourism is now a hobby with the potential to grow rapidly in Kosciusko County.

Through a partnership between River Roots, Paddlers for Conservation, and the Lilly Center for Lakes & Streams, we foresee future plans to create new opportunities for river tourism, maintain healthy and navigable waterways, and expand community impact within Kosciusko County. We believe that these efforts will achieve two results: increase water quality and increase economic impact of our local streams, especially the Tippecanoe River.

River Roots plans to educate members of the community and maintain water quality of the Tippecanoe River through a partnership with the Lilly Center for Lakes & Streams. The Lilly Center has many opportunities for community education on lakes and streams through its annual Lakes Festival, elementary field days, and research presentations. The Lilly Center also monitors water quality of the Tippecanoe River through bi-weekly testing in multiple locations. Community education and maintaining water quality in local streams is imperative for a community who encourages its members to enjoy natural water resources. It also grows the county economy in several ways.

According to a recent study by the Lilly Center, lakes in Kosciusko County bring in over \$313 million of revenue into the county economy annually. Many county leaders are considering how to diversify and include economic drivers outside the orthopedic industry. Local lakes and streams could be one such way. Maintaining or improving water quality can increase economic impact by stimulating local business, attracting more people to the area, positively affecting home prices, and protecting environmental assets.

Funding

River Roots would need about \$50,000 to fund its startup costs. This amount would purchase all equipment as well as fund necessary expenses such as insurance, startup paperwork, and a mobile location to base the business from. This funding could be secured in the form of an investment, a grant, a loan, local crowdsource funding, or a donation. Organizations like the Lake Tippecanoe Property Owners Association, the Indiana DNR, The Watershed Foundation, and the K21 Health Foundation may have an interest in funding this project.

III. General Company Description

Business Description

The River Roots concept grew from an appreciation of the natural resources and beauty that Kosciusko County is known for. The county is home to more than 100 lakes and dozens of streams that provide outdoor recreation, wildlife habitat, and unparalleled natural beauty for those who experience them. Specifically, the Tippecanoe River will be utilized by this organization to promote healthy lifestyles and an appreciation for local waterways through river tourism.

Under the guidance of the Lilly Center for Lakes and Streams, about thirty miles of the Tippecanoe River has been cleared of logjams and debris, making it an excellent route for canoe and kayak trips through Kosciusko County. Of course, enjoying the river goes hand in hand with keeping it clean and navigable. River Roots will seek to foster this relationship between conservation and enjoyment by allowing customers from both inside and outside the county to experience the beauty of the Tippecanoe River.

Mission Statement

The mission of River Roots is to provide a paddling experience on the Tippecanoe River that promotes wellness and inspires community environmental stewardship.

Company Goals and Objectives:

River Roots' primary goal is to provide an enjoyable paddling experience on the Tippecanoe River to allow individuals, families, and groups to experience a river ecosystem firsthand and to inspire a desire to preserve the county's natural water resources. In addition, River Roots desires to accomplish this goal by providing competitively priced kayak and canoe rentals and friendly, helpful service in an environment that promotes learning and participation in environmental stewardship. Because the organization is based on allowing everyone to share and experience the river, it is our long-term goal that River Roots will inspire community collaboration to keep the river clear of obstructions by removing logs, branches, etc. at the start of each season.

Business Philosophy:

It is the goal of River Roots to conduct all business in an ethical manner as an outstanding example of a community-centered organization to residents of Kosciusko County. The organization also strives to be an example to community members in promoting family wellness and community stewardship of natural resources.

River Roots plans to promote family wellness by encouraging families to explore county waterways, especially the Tippecanoe River, by kayak or canoe. We believe that encouraging families to paddle the river together will promote family wellness by providing an opportunity to engage in physical exercise, as well as allow families to grow closer through an enjoyable experience.

River Roots also seeks to promote community stewardship of county natural resources by providing experiences that introduce individuals and families to the importance of local waterways and by providing educational resources that explain river ecosystems and how to maintain them. It is our hope that River Roots will become an organization that has an effect on community perception of water resources, instills an appreciation for these resources, and inspires members of the community to protect and preserve these resources. This approach will allow River Roots to first inspire conservation in others, and then point them to the Paddlers for Conservation Club as a practical outlet for this inspiration.

Industry**Strengths and Competencies**

We believe there are multiple factors that will allow River Roots to succeed. First, a partnership between River Roots and two other nonprofit organizations will help us reach several mutual goals. It is the desire of River Roots to encourage an appreciation for local water resources that will inspire community members to participate in conservation of the river ecosystem. In order to do this, it would be practical for residents to participate in the Paddlers for Conservation Club's river cleanup days and connect with the Lilly Center for Lakes & Streams for more information on how they can positively affect the quality of local waterways.

In addition to the efforts of these nonprofit organizations, community members will need an outlet for enjoying the river. River Roots seeks to bridge the gap between education and conservation through participation. Partnerships with the Lilly Center for Lakes & Streams and the Paddlers for Conservation Club will allow residents to learn, experience, and engage.

In addition to these valuable partnerships, River Roots also has a local environmental impact. Promoting clear waterways has the potential to improve local water quality and mitigate flooding on local lakes. By removing litter, volunteers will help to maintain the aesthetic beauty of the river, and by removing logs and fallen trees, volunteers help to maintain paddlers' safety and a steady, even flow. This steady flow will reduce stagnant areas of river, increase oxygen for fish, and help to mitigate flooding on James, Tippecanoe, and Oswego Lakes.

Competitive Strengths

We believe that River Roots has two major competitive strengths. First, River Roots will be one of only a few liveries in Northern Indiana and the only livery in Kosciusko County. There are very few opportunities for members of the community to explore the Tippecanoe River and other rivers in the area. This is due to a very small number of liveries in this part of the state, which creates very little competition for the canoe livery. Northern Indiana contains many beautiful waterways which people have a desire to enjoy, but few liveries make this difficult unless an individual owns equipment or is willing to drive an hour or more to the nearest livery.

Second, we believe that collaborating with existing nonprofit organizations will allow us to successfully reach out to members of the community and invite them to fall in love with the waterways of Kosciusko County. The Lilly Center for Lakes & Streams provides an outlet for community education efforts and the Paddlers for Conservation Club provides an outlet for residents to get involved with cleanup efforts. Both are important aspects of conservation on their own, but River Roots connects these efforts by providing a way for community members to experience river tourism firsthand.

IV. Products and Services

Services Offered

River Roots will offer canoe and kayaks rentals on the Tippecanoe River. Currently, the organization will utilize the section of the river that runs west from the Chinworth Bridge to the Route 19 boat ramp. This area has recently been cleared of logjams and debris through the work of the Lilly Center for Lakes & Streams and could be completed in 4-5 hours by average paddlers. Future plans could expand the operation to utilize the section of river that runs from North Detroit Street (just south of West Monoquet Road) to Hidden Lake or from Hidden Lake southwest to Chinworth Bridge. Both of these sections have recently been cleared of logjams as well.

Prices

River Roots plans to offer competitively priced canoe and kayak rentals compared to other liveries in the area. In order to compete with these businesses, River Roots' strategy is to provide the lowest priced rentals available within a one hour radius. Canoe rental for the 4-5-hour trip from Chinworth Bridge to the Route 19 boat ramp is \$30 for two adults and kayak rental is \$25 for one adult. This price also covers shuttle service to pick up the paddlers and boats at the end of the trip. Several packages or group rates could also be implemented to attract customers.

V. Marketing Plan

Economics

Industry Facts

Kosciusko County is home to more than 77,000 year-round residents. With more than 100 lakes in the county alone, the population expands greatly in the summer months as visitors from outside the county spend time at seasonal residences and engage in warm weather recreation such as watersports, fishing, and paddling.

Awareness of water quality and preserving natural resources is growing in the area, mainly through the efforts of the Lilly Center for Lakes and Streams at Grace College, which conducts research,

collaborates with other environmentally-focused nonprofit organizations, and engages in community education.

Through the efforts of the Paddlers for Conservation, members of the community have come together to educate others about canoeing and kayaking, and to help maintain many miles of the Tippecanoe River to keep it accessible for paddlers.

Industry Overview

With a healthy population base in peak season summer months, recreational activities, especially water-related activities, are popular for full-time and summer residents of the area. Steady employment at the county's orthopedic companies and their suppliers contributes to population growth, as does the influx of summer visitors. The proposed business would be the only canoe livery using the area of the Tippecanoe River between Old Road 30 and State Road 19, and the only canoe livery in Kosciusko County.

Barriers to Entry

Barriers to entering this business are primarily startup costs to purchase equipment and to run the business while sales increase as summer arrives. Canoe and kayak rentals increase as the weather warms and the season progresses, giving the option to spread equipment acquisition costs over a period of 2-3 months as the business grows.

Product

Features and Benefits

River Roots features no-hassle outdoor recreation in an unexpected part of Kosciusko County. Customers start their journey with all the equipment they need, can spend an afternoon paddling along the river, and be picked up at the end of the journey for a competitive price.

Benefits to using River Roots include:

- Enjoying a healthy outdoor activity with family and friends while using high quality equipment
- Enjoying canoeing or kayaking without the expense and hassle of buying, maintaining, and storing equipment
- Encountering nature and learning more about river ecosystems firsthand during a river journey

Customers

Target Market

Customers for this business could fall into one of several categories:

- **Families** - At \$30 to rent a canoe for a four-hour river trip, River Roots provides relatively low cost family entertainment. A canoe can typically one small child in addition to two adults.
- **Individuals** - Individuals, couples, and friends could enjoy a trip on the river without the hassle of purchasing and transporting their own equipment.
- **Groups** - Scout troops, school groups, and church youth groups could use the canoe trips to educate children and teens in river ecology and paddling techniques, or for recreation.
- **Corporate Groups** - Corporate groups could use the trips for team building opportunities or recreational events.

Competition

Competitors

The proposed business would be the only canoe livery utilizing this section of the Tippecanoe River and the only livery in Kosciusko County. There are a few direct competitors within an hour radius of Warsaw (mostly to the north). All are small businesses similar to River Roots that provide canoe and kayak rentals as well as optional transportation to customers: Bristol Canoe & Kayak and Aqua Bound Canoe and Kayak Rental on the Saint Joseph River, T&L Country Canoes on the Fawn River, and Miller's Canoe Rentals on the Eel River. While each river is unique from the others, customers, (especially in the far northern or southern parts of the county) may choose to drive outside the county to rent a canoe or kayak.

Indirect Competitors

The Lake House on Winona Lake offers kayak and paddleboard rentals for customers to use on the lake. Kayaks and paddleboards can be rented for \$20/hour, \$65/day, or \$30 pickup and drop-off delivery. The Lake House may compete indirectly by attracting customers that simply want to try out a kayak, but does not compete directly for customers that wish to rent a boat to explore a river or take a day trip. The same could be said for any other business in the area that rents kayaks for use on local lakes.

Competition for recreational customers may come indirectly from other recreational activities in the area such as boating/swimming, golf, cycling, or organized outdoor sports such as baseball and soccer leagues.

Niche

Strategy

Promotion

To keep marketing affordable for the growing business, basic traditional marketing techniques should include:

- Low cost digital ads on local news and visitor sites such as Ink Free News
- Brochure drop off at visitor centers, campgrounds, and hotels in the county
- Contact with company human resources directors to alert them to River Roots as a teambuilding activity
- Launch event at the beginning of the season—possibly sponsorship of an activity with the Lilly Center for Lakes and Streams or Paddlers for Conservation Club

Social Media marketing will be the most effective for a low cost. A Facebook page will be developed to provide a community presence along with a digital campaign to build visitors and activity on the site. The Facebook page will also provide a forum for people to share their reviews, pictures, and comments about their river trip and build interest and traffic.

Additional Marketing and Design

River Roots will be marketed as a recreational activity on the beautiful Tippecanoe River. Marketing startup materials will include these items:

- Logo development
- A small brochure for display in businesses
- Signs for the mobile location and vehicles
- Business cards and digital letterhead
- T-shirts for staff
- Digital ads

VI. Operational Plan

Production

Pre-season, Peak Season, and Postseason

The business will operate as a seasonal business in three phases: pre-season, peak season, and postseason. The start and end times of these phases may vary from year to year depending on the weather. However, we can assume that pre-season will be May-June, peak season will be July-August, and post-season will be September-October.

During the pre-season, daily operations will be focused on preparing the business for peak season. Activities will include clearing the Tippy River of major logjams from the winter, preparing the mobile storefront for customers, preparing vehicles and equipment, marketing for the coming season, and providing rentals for early customers.

During the peak season, daily operations will be focused on canoe/kayak rentals during regular business hours. The business will operate the mobile storefront where customers will pay for rentals, sign liability release forms, and then receive a briefing on proper use of equipment. Employees will help customers launch their boats into the Tippecanoe River for their journey. Employees will also pick up customers and retrieve equipment from the Route 19 boat ramp, operate the shuttle service, and return customers to their vehicles parked near the mobile storefront.

During the postseason, daily operations will be focused on preparing the business for the winter. Activities will include cleaning and maintenance of vehicles and equipment, storing equipment, and clearing the Tippy River of major logjams from the summer.

Location

Physical location

It is our goal to minimize the footprint of the River Roots storefront location, both for minimal ecological impact and to maintain mobility for the business. In order to accomplish this goal, we have identified the best method for a mobile storefront to be a vendor trailer.

A vendor trailer would be parked at the Chinworth Bridge or similar drop-off point with ample parking and restrooms (or portable restrooms) available for use. The trailer will allow customers to walk up to the window to purchase equipment, food and drinks, merchandise, sign waivers, etc. After closing each day, paddles, life jackets, and some kayaks or canoes could be stored inside the trailer for protection. The remaining kayaks and canoes could be chained to the trailer for security.

Access

The parcel of land containing the Chinworth Bridge is owned by the Kosciusko County Historical Society. The Historical Society has expressed interest in allowing a temporary structure such as a mobile storefront to be placed on the land to allow for a launch site for the canoe livery. Details could be finalized in the future for acceptable practices of customer parking, traffic flow, etc.

Cost

We estimate that a trailer and some basic modifications will cost \$8,500. This price also covers licensing fees and any applicable fees for operating a business from a vendor trailer in Kosciusko County.

Business Hours

Season	Days of Week	Hours
Pre-season	Weekends Only	10am-4pm
Peak Season	Monday-Tuesday	Closed
	Wednesday-Thursday	10am-4pm
	Friday-Sunday	8am-6pm
Postseason	Weekends Only	10am-4pm

Legal Environment

- **Permits** – There are no formal permits required to operate this business, however the business would do well to operate a portable restroom at the Route 19 bridge for customers who have completed their journey. The Indiana Department of Natural Resources owns the take-out site, and has indicated that placing a portable restroom there would be allowed.
- **Health, workplace or environmental regulations** – OSHA regulations on lifting and safety for crew would be followed. Crew members would need to be CPR/first responder certified.
- **Special regulations** – Customers would need to be informed of DNR regulations covering littering, interacting with wildlife, etc. while canoe/kayaking on the Tippy river.
- **Zoning or building code requirements** – These regulations would only apply if a permanent facility was constructed.
- **Insurance coverage** – Given the nature of the business, limited liability insurance will be necessary for this business.
- **Trademarks, copyrights or patents** – It isn't likely that this business would need to trademark or patent anything. The name River Roots could be researched for availability of a website, branding considerations, etc.

Personnel

- **Number of employees** – 1 manager and two or three crew members
- **Type of labor** – Crew members could be unskilled. A commercial driver's license would be preferred for the van and trailer driver.
- **Source for labor** – High school or college students would be excellent candidates for crew members. Manager experience could vary, so long as the individual is responsible and competent.
- **Pay structure** – Manager would be paid \$10 per hour and crew members would be paid \$7.25 per hour. Employee salaries and benefits have potential to increase with business revenues.
- **Training** – Crew and owner will gain experience with canoes/kayaks, driving 15- passenger van and trailer, and with using river maintenance equipment.

Peak Season Daily Operations

Daily Operations

The manager should expect to arrive about 30 minutes prior to opening time to open the mobile storefront. Crew members should arrive 30 minutes prior to opening time to prepare equipment for customers.

Once the storefront opens, the manager would begin serving customers by taking rental orders, obtaining liability release documentation, and issuing lifejackets and paddles. The manager would then let the crew know how many canoes/kayaks to prepare for the first trip. Crew members would brief customers on river conditions and proper use of equipment. The crew would also help customers launch into the river for their trip.

In the meantime, the manager would continue to take rental orders and schedule customers, relaying information to the crew via two-way radio. This process would continue until the last load leaves for the day, typically no later than 12 pm.

At midday, the first load of customers will be ready for pick up from the Route 19 boat ramp. Crew members would drive to the site, pick up customers and equipment, and return to the mobile storefront. These activities would continue until the last load of customers is picked up from the Route 19 boat ramp.

Communications and Monitoring Technology

The manager and crew will require long-range two-way radios to communicate throughout the day. In addition, the business should consider implementing GPS tracking capabilities on some of the canoes/kayaks. Many companies offer devices that allow tracking of a vehicle via an iPhone or Android app. Ensuring that at least one canoe/kayak per group is GPS enabled will allow staff members to monitor the location of each group on the river, contribute to efficient and customer-friendly pick-up operations, and enhance safety for customers.

Contract Workers

For future operations, contract workers may be used to remove debris from the river, empty portable toilets, etc. However, the day-to-day operations will not require contract workers.

Inventory

Product/Item	Price of Item/Amount of Item
Vehicles	\$10,000, 1
Trailers	\$5,000, 1
Canoes	\$5,000, 10
Kayaks	\$7,000, 14
Canoe Paddles	\$500, 25
Kayak Paddles	\$720, 18
Life Jackets	\$750, 50

Suppliers

Company	Address	Amount of Inventory	Credit/Delivery Policy	History and Reliability
Bass Pro Shops	6425 Daniel Burnham Dr, Portage, IN 46368	Ascend C14 Canoe, 10 Feather Brand Canoe Paddle, 25 Ascend Explore Kayak Paddle, 18	In-store pickup	Well-known and very reliable
REI	7700 Cabela Dr, Hammond, IN 46324	Perception Tribe Kayak, 14	In-store pickup	Well-known and very reliable
Cabela's	7700 Cabela Dr, Hammond, IN 46324	Type-II Boating Vest, 50	In-store pickup	Well-known and very reliable

Backup Suppliers

After the initial purchase of rental equipment, we estimate that the business can complete several seasons with minimal replacement costs. Every few years, the organization may choose to cycle out some equipment and purchase new equipment to keep rental boats, paddles, vests, etc. in good condition. Bass Pro Shops, REI, and Cabela's all have locations in northwestern Indiana and REI and

Cabela's also have Indianapolis locations. Local stores such as Wal-Mart, Meijer, and Big R can be used to purchase equipment in the event of an emergency need for critical items.

Supply Costs

Supply costs are steady for rental items such as canoes, kayaks, paddles, and vests with cost fluctuation of only a few dollars. Likewise, office supplies, website, insurance, etc. is also expected to maintain a steady price, making it easy to plan for future purchases and maintenance of these items.

VII. Management and Organization

Employees

This business is designed for simplicity and ease of operation. A manager will operate the business daily. All crew members should be cross trained to handle each function so that they can be scheduled efficiently and can fill in when another crew member is absent.

Professional and Advisory Support

Position	Position Description
Attorney	Provide support with licensing, setting up organization, reviewing contracts and leases, etc.
Insurance Agent	Provide support with liability insurance
Financial Advisor	Provide financial advice for the organization, help with financial records, etc.
Nonprofit Advisor	Provide support with setting up the organization and board, advice for making decisions, etc.

VIII. Startup Expenses and Capitalization

	Details	Estimated Cost	Notes
Vehicles	1 15-passenger van	\$ 10,000	Vehicle
Trailers	1 trailer to hold 8 canoes/kayaks	\$ 5,000	Vehicle
Canoes	10	\$ 5,000	Equipment @ \$500 EA
Kayaks	14	\$ 7,000	Equipment @ \$500 EA
Canoe Paddles	25	\$ 500	Equipment @ \$20 EA
Kayak Paddles	18	\$ 720	Equipment @ \$40 EA
Life Jackets	50	\$ 750	Equipment at \$15 EA
Portable Toilets	2	\$ 1,400	Operation
Office Equipment	Computer, iPad, Square	\$ 1,200	Operation
River Maintenance Equipment	Signs, waste bins, etc.	\$ 1,000	Operation
Legal Fees	501c paperwork	\$ 1,000	Operation
Insurance	6 mo. liability insurance	\$ 4,500	Operation 1,000,000-2,000,000 coverage @ \$750/mo.
Website Build	\$204/year + (\$300 initial design)	\$ 504	Operation http://www.wix.com/upgrade/premium-plans
Retail Front	8.5 x 20 basic vending/enclosed trailer	\$ 8,500	Operation https://americantrailerpros.com/product/8-5-x-20-basic-vending-enclosed-trailer-659/?gclid=CNqm-cq_tdICFV64wAodHrwC-w

IX. Financial Plan

12-Month Profit and Loss Projection

The business operates seasonally as defined in the Operating Plan. The Financial Plan is based on a capacity utilization model.

With a single van and one trailer holding up to eight canoes or kayaks, it is estimated that the crew could make six drops per day. As none of the units can be reused during the same day (the trip is 4-5 hours long), a maximum capacity of 24 units/day could be sold. Based on a 24-unit maximum, a percent utilization factor was developed based on seasonality, knowing that the highest volumes will occur in July and August and the lowest volumes in April and October.

In summary, the Year 1 total unit volume of canoe and kayak rentals is projected at 539 canoes and 704 kayaks for a total of 1,243 unit sales.

Expenses Payable in Advance

Expenses such as phone service and licensing for the trailers and vehicle could be paid in advance before the start of the season.

Irregular Expenses

Expenses such as repairs for vehicles, trailers, or equipment, waste removal, card fee, etc. could be considered irregular expenses. These have been estimated for the year and included in the budget.

Projected Cash Flow

Total Profit / (Loss)

	Year 1	Year 2	Year 3	Year 4
Income				
Canoe Rentals	16,170	16,170	16,170	16,170
Kayak Rentals	18,863	18,863	18,863	18,863
Refreshments	1,300	1,300	1,300	1,300
Total Income	35,075	35,075	35,075	35,075

Expenses

Salaries & Benefits	13,978	13,978	13,978	13,978
Operating Expense				
Fuel	1,254	1,254	1,254	1,254
Repairs	1,350	1,350	1,350	1,350
Phone	300	300	300	300
Waste Removal	1,500	1,500	1,500	1,500
Card Fee	1,051	1,051	1,051	1,051
License	150	150	150	150
Marketing	3,000	3,000	3,000	3,000
Cost of Goods	325	325	325	325
Total Expense	22,871	22,871	22,871	22,871

Operating Profit / (Loss)	12,204	12,204	12,204	12,204
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Additional Operating Deficit	1,541			
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Capital Expense	47,074	-	-	-
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First Year Cash Position	(36,410)	12,204	12,204	12,204
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Cumulative Position	(36,410)	(24,206)	(12,001)	203
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