

# Putting people first since 1966



## ANNUAL REPORT 2022

### OUR VISION

*A community where everyone is included and respected.*

### OUR MISSION

*To provide services for people with disabilities and their families that enhance the quality of their lives.*



JM Murray

[jmmurray.com](http://jmmurray.com)

## EXECUTIVE STAFF

**Ernest M. Dodge**  
*President & CEO*

**Barbara A. Ackley**  
*Executive Vice President*

**Karen Davis**  
*Vice President of Services*

**Danny Kempney**  
*Vice President of Operations*  
*Interim President, OraLine*

**Judy Miller**  
*Director of Sales & Business Development*

**Karen A. Morgan**  
*Director of Information Technology*

**Kevin Burgher**  
*Controller*

**Della Marshall**  
*Director of Facilities & Maintenance*

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*President*                              *Treasurer*

**Stephen Franco**                **Julie Campbell**  
*Vice President*                      *Secretary*

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**Doug DeRancey**            **Jim Nichols**  
**Billi Gizzi**                      **Judy Risavi**  
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**Anthony Argentine**          **LaVerne C. Niederhofer**  
**Thomas Barden (D)**        **Robert O'Connell**  
**Karin Burgess (D)**          **Stephen Pearsall**  
**Seth Burgess**                **Margaret Perfetti (D)**  
**Harry Calale (D)**            **Wayne Piotti**  
**Stephen Compagni**         **Peter Potter (D)**  
**Michael Chernago**         **Richard Sanders**  
**John Folmer**                 **Franklin Saunders**  
**Louis J. Greis**                **Charles Seymour**  
**Byron Horak**                 **William J. Seymour**  
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**Thomas Meldrim**          **Roy Susskind (D)**  
**Floyd Moon**                 **James Yaman (D)**  
**Elizabeth Murray**         **Stanley Zattosky (D)**

D (deceased)

# MESSAGE FROM THE



Ernie M. Dodge, *President & CEO*

Not the flashiest, most inspirational words ever uttered from a leader's mouth but one I've adopted as we create solutions to the challenges presented to JM Murray. Lingering effects of the pandemic, ongoing supply chain issues, staffing shortages, rising labor costs, lagging funding sources, lackluster OraLine finances—we'll figure it out.

We overcame the challenges of the pandemic of 2020 and 2021 only to face new constraints placed on us by OraLine's poor financial performance. Who could have predicted a short meeting with representatives from Key Bank in late December of 2021 concerning the OraLine business would have had such an impact on JM Murray the following year? Through September of 2022 we replaced the former president of OraLine, took full control of the company, made the company profitable again, and eliminated over \$2.5 million in debt. It was a daunting task made possible by the solid financial position of JM Murray and our leadership team. However, it did not come without consequences. JM Murray's financial strength was used as leverage by OraLine's main creditor, Key Bank, to force JM Murray to pay off over \$2 million over a 9-month period against an outstanding Line of Credit. Unwilling to negotiate favorable terms with JM Murray, we had little recourse other than to move on and so we did. We figured it out.

# PRESIDENT

## We'll Figure It Out

We also undertook two large projects encompassing hundreds of man-hours and months of time. eVero® was brought on line by the end of 2022 to help us more efficiently track our Services, especially Self-Direction. Hundreds of client files had to be transferred from our former system while also integrating payroll data from ADP. This required cross-departmental collaboration among multiple employees of JM Murray to achieve. In 2023 we will realize the fruits of their labor through increased efficiencies.

The second largest task was introducing new budgeting software. While not completed in 2022, this took the same amount of dedication and teamwork that the eVero® integration required. Ideally, this would not have been started 2022 but we were racing against the clock, aware that our existing budgeting software would no longer be supported. In 2023 we will reap the benefits of everyone's hard work.

Adversity often leads to success and we have had plenty of wins to celebrate. Changing leadership and direction, OraLine's customers and lines of businesses can now contribute to JM Murray's mission and finances. Once we acquired full control of the company in less than six months, we were able to show a monthly profit. Most importantly we restored some work that was outsourced to China, creating more work opportunities for the individuals we serve.

We demonstrated that JM Murray continues to be a premier provider of Self-Direction services by maximizing our contract. Our commitment to always provide quality services for those in need led us to reach our 5-year budget with OPWDD within half the time. A provider of choice, JM Murray's Self-Direction service grew from less than ten individuals and families receiving services in spring of 2018 to well over 350 by the end of 2022. As a result, OPWDD expanded our budget enabling us to continue to serve individuals and families throughout the state.

We made our first batch of ADA approved fluoride mint toothpaste! We now have the facilities and equipment to compound, fill, package, inventory, and distribute a variety of toothpaste and cosmetic products in bottle or tubed form. In 2023 our challenge will be to identify customers to partner with and grow.

Throughout 2022, the overall dedication of our workforce remained constant. Every day our Direct Support Professionals show compassion, patience, empathy, and friendship to the individuals they serve. Our operations team supports our employment initiatives while meeting and exceeding the expectations of our customers. The administrative staff contributes to our agency's successes. Our maintenance staff support our facilities and equipment. We are a team by every definition. The commitment of JM Murray to our employees is our ongoing goal to be an employer of choice, engaging our efforts and focus on a positive workplace culture.

We have much to look forward to in 2023. We will continue to advocate for the individuals and families we serve. We will never stop fighting for the choice of employment that Section 14c provides. We will continue to look at growth opportunities and we'll remind ourselves daily of our company mission and vision. We'll figure it out.



Therapy dog, Winston, gets ready for his day at JM Murray's Bennie Road location.

# SERVICES DIVISION

2022 was another year of growth in our Services division which meant more individuals with disabilities and their families were provided needed supports via JM Murray and our valued employees.

In addition to the positive growth of our programs and services, the cross-departmental collaboration of the staff resulted in the successful conversion of Services' record keeping software to industry standard, eVero®. It is not an exaggeration to say that this was a Herculean task: hundreds of man-hours were required throughout the year to manually transfer records from the former program, all without disruption to our service delivery and billing. Our team in IT, Accounting, Services and Human Resources all worked tirelessly together to achieve this goal and the early returns in 2023 are demonstrating that the juice was well worth the squeeze.

A constant throughout 2022 and prior years has been the dedicated group of Direct Support Professionals and supervisory support staff. JM Murray is truly blessed to have employees so dedicated towards fulfilling our mission. Despite yearly disappointments in funding to support higher wages, they continue to put the needs of the individuals we serve first. Compassion, patience, empathy are traits all of our employees demonstrate on a daily basis and it shows in the faces of the individuals they work with and care for. Our benchmark continues to be the exceptional approval ratings we receive yearly from individuals and their families.

## DAY HABILITATION

Day Habilitation continued to experience growth and changes throughout 2022. Post-pandemic, our Site-Based and Without Walls Day Habilitation program achieved record-setting attendance. We continued to be recognized by the Office of People with Developmental Disabilities (OPWDD) for the depth of offerings we provide within this program. On any given day you can spot the JM Murray vehicles out in the community, immersing individuals with disabilities in various activities of their choice. Throughout 2022, we adjusted to the new Bennie Road location and successfully updated and reconfigured the layout to increase the size of individual team rooms, creating more space while lowering the number of people per room.

Community organizations began to reopen, and our individuals were eager to return to their volunteer work. Volunteer activities included packing and delivering groceries and snack packs for CAPCO; shopping for Crown Park and Brewster House. We also partnered with Seven Valley Food Rescue to provide numerous supports to them including delivering produce to the Grace House and Bread of Life Pantry.

We also saw an increase in enrichment activities at our Bennie Rd facility including: A Carnival celebration, a holiday party, interactive visit from Daisy Hollow Farms (petting zoo), and an Olympics ceremony with games and medals. Our day hab volunteers continue to assemble hygiene kits for Guthrie Cortland Medical Center continue to be in demand. Popular daily group activities like Movement Monday, karaoke, dances, BINGO, etc. continue.

In 2022 we welcomed 10 new individuals and have additional referrals to continue increasing the number we serve. We will continue to offer supports for people to engage in person centered activities, community involvement and goal development in a healthy and safe environment.

## COMMUNITY HABILITATION

Throughout 2022, Community Habilitation saw steady, consistent growth as it continued to receive referrals across counties. Individuals were actively being served in Onondaga, Madison, Tompkins, Chenango, Broome, and Cayuga counties. We began seeing growth in referrals from Delaware and Otsego counties as well and began expanding our staff recruitment efforts into those areas. Throughout the year, several group activities were established. The most popular ones were weekly cooking groups, basketball group, and bowling group. The cooking group outgrew its capacity and split into three separate groups to continue to allow everyone who was interested to participate. This year, our



Tamila Strouble, Direct Support Professional, works with Day Hab clients.

services became more collaborative than in years prior, as we have continued to see an uptick in the number of individuals shared across services. Service directors have begun to work more closely to establish schedules and varieties of services that will best meet the needs of each individual.

## PRE-EMPLOYMENT AND EMPLOYMENT

JM Murray was founded on the mission to provide employment opportunities to individuals with disabilities and 2022 was no exception. At the end of the year we re-aligned all our employment services resulting in cross-trained staff capable of providing supports throughout all the various employment options we offer. We contacted old and new friends, and expanded our Site-Based Prevocational services while continuing to identify other partners to provide Community-Based Prevocational services. For those further along in the employment field we continued to provide Supported Employment.

We continue to partner with the City of Cortland School District to provide worksite support for their students with disabilities.

## FAMILY SUPPORT SERVICES

JM Murray provides Recreation Exploration, Respite Support, Family Reimbursement along with Individual Supports and Services (ISS).

Respite Support and Family Reimbursement is a Family



Community Habilitation cooking crew.



Chelsea Stevens at work.

Self-Sufficiency (FSS) contract with Office for People with Developmental Disabilities (OPWDD) that allow us to assist families whose family member with a developmental disability, lives at home. These services provide disability related items that are needed for health, safety and well-being purposes.

Through ISS funding we have been able to provide rent assistance with stipends to nine individuals. Without this assistance these individuals would not be able to live on their own.

Our Respite services are designed to provide families with personal time and having the reassurance that their loved ones are enjoying time away from home. JM Murray's Recreation Exploration program has coordinated overnight trips to Penn's Cave and Wildlife Park in Pennsylvania, Philadelphia Zoo, Medieval Knights in New Jersey, Sight and Sound Theater in Lancaster, PA, and Hidden Valley Animal Adventure in Buffalo. Their day adventures have included: Lights on the Lake, Mannheim Steamroller at The Landmark Theater, Arcade Attica Railroad, Rosamond Gifford Zoo, Irish Fest in Syracuse, cooking classes and many other activities.

## SELF-DIRECTION

Our Self-Direction program provides fiscal intermediary services to over 400 families across New York State. The program contracts with over twenty Independent Support Brokers and is co-employer with the self-directing individuals for 270 staff. This past year, the program fully transitioned to using the eVero® platform, and the feedback from families and brokers has been overwhelmingly positive. In 2023, the program is continuing to focus on providing excellent customer service.

## EMPLOYMENT SERVICES



JM Murray continues to provide an array of pre-employment and employment services for continuity, to those that reside in Cortland and neighboring counties. Services we provide and receive funding for include the following: Office for Mental Health (OMH), Department of Social Security, Office for People with Developmental Disabilities (OPWDD) and ACCES-VR (Vocation Rehabilitation). Our Office of Mental Health (OMH)—funded programs saw increased growth as we continued to provide support for individuals with mental health challenges to achieve their employment goals. We continue to grow and cultivate relationships within our community that support this organization’s goal to enhance employment opportunities for individuals with a multitude of barriers to employment.

Additionally, we contract with Cortland county, including the Department of Social Services providing an onsite disability analyst as well as an instructor for employment workshop.

Local businesses that have hired employees through our ACCES-VR, OMH and SEMP programs include but are not all inclusive too: Chili’s, Price Chopper, McGuire Cars, Arnold’s Florist, Wegmans, Lowes, Crown Park, Joe’s Quick Mart, Cortland Plastic, Ames Linen, Friendly’s, Dandi Mini Mart, Cornell Dining Hall, Tractor Supply, Cortland Country Club, JM Murray manufacturing, Ithaca ReUse, Groton Cycle and many more.

Job titles for individuals hired include: food prep, cook, cashier, janitor, assembler, dishwasher, stocker, receptionist, health care provider, and laborer.



Since 2016, Mary Stupke has been a valued employee for Lowe's.



Larry Podluck, Tractor Supply Co.

## 2022 NYSID JOSLIN AWARD WINNER

### Michael Bartholomew



*JM Murray is proud to nominate Michael for the NYSID Joslin Award.*

Michael at work on the Preserve line.

When Michael started working part-time at JM Murray in 2007 he was also attending BOCES and preparing to graduate high school. After graduating high school, he wanted to pursue his interests in auto mechanics, landscaping and small engine repair but was unsuccessful with maintaining employment in these fields. In 2016, Michael returned to work at JM Murray and received daily supports to improve his work skills and behaviors. At that time, Michael needed a lot of support to demonstrate professional work behavior and did not always take direction or feedback well. However, through work provided by NYSID contracts, Michael started improving his work skills and demonstrating professional behavior.

Work provided by NYSID contracts has given Michael the opportunity to earn a paycheck. When Michael is not working at JM Murray, he loves repairing engines and creating unique forms of transportation. Over the years, Michael has crafted many outrageous machines and refers to these creations as his “rides” and while interesting and fun to look at, they’re also practical and provide Michael with transportation to and from work.

Since working at JM Murray on NYSID contracts, Michael has greatly improved his work skills and behaviors. He now has a great working relationship with his supervisors, one based on mutual respect. Although his intellectual disability limits his reading and writing skills, he is resourceful and learns best by “doing”. And because of his improved skills and behaviors, Michael recently

obtained a full-time position at JM Murray as a Production Associate.

Without the NYSID work provided at JM Murray, Michael may not have achieved his current level of success. Work provided through NYSID contracts have provided Michael with the opportunity to realize his own potential, abilities and to then achieve full time employment.



Michael accepts his award from President Dodge.

# BUSINESS DIVISION

The first half of 2022 was like listening to the same song on repeat. Businesses were still recovering from the pandemic and working to return to 100%. Supply chain challenges and rising costs continued to hamper the economy. Additionally, unsuccessful attempts to fill vacant positions compounded the stress that had been accumulating over the past couple of years.

Leaving no spare change in the proverbial couch, our team was constantly re-evaluating and tweaking processes that would enable us to work as lean and mean at a cost savings. This ongoing effort throughout the last two years has helped lay the groundwork that resulted in positive returns during the second half of 2022. Although the numbers did not reflect it, we began to see the fruits from our labors.

With the addition of a Director of Quality, we strengthened our production team. This role is key to ensuring that JM Murray's production and manufacturing operations are adhering to the requirements of the Food & Drug Administration (FDA), Environmental Protection Agency (EPA) and other regulatory agencies. This role will be critical to ensuring that the organization is continually improving upon existing quality processes, while overseeing the development of the new compounding processes.

In October, we compounded our first batch of toothpaste; the first run yielded over 4,000 lbs. of American Dental Association (ADA)-certified mint toothpaste. While we still have a long road ahead, that first batch was a milestone: it proved to us that when the JM Murray team put its brain power, strength and resources into something, it could accomplish anything. Toothpaste is the first item our team has produced in the kettle but the product opportunities for the future are endless and will allow JM Murray to enter into new arenas of the private label manufacturing market.

Additionally, in the last quarter of 2022, we began transitioning some of the work that was outsourced to China from our OraLine™ product line back to JM Murray. Every day the small bench and printing room saw increases in the amount of work handled.

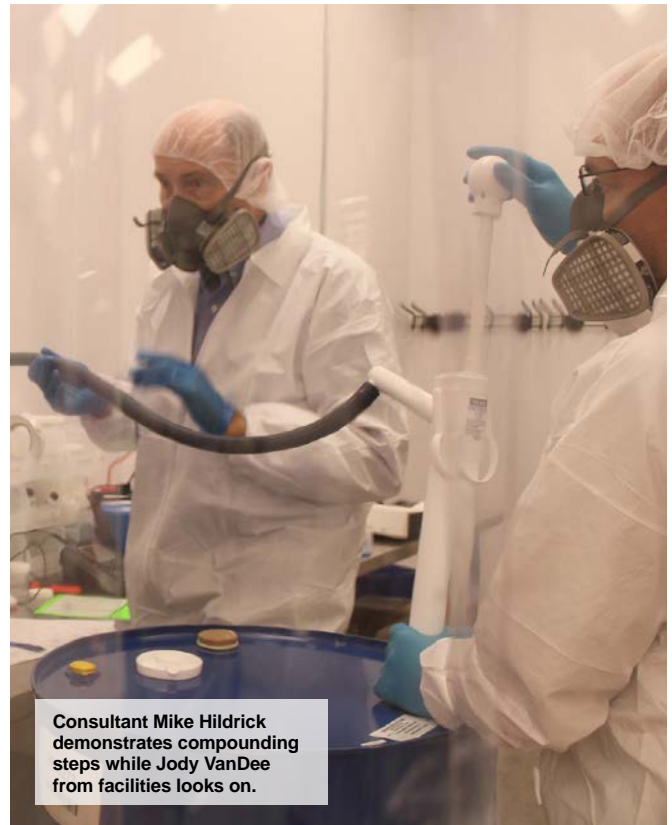
This gives us some control over the supply chain while still offering a quality product at a reasonable price.

The end of the year also marked the start of merging

***“... it proved to us that when the JM Murray team put its brain power, strength and resources into something, it could accomplish anything.”***



Janice Dobuscwicz has worked for 30 years on the JM manufacturing floor under the 14C Certificate program.



Consultant Mike Hildrick demonstrates compounding steps while Jody VanDee from facilities looks on.

the OraLine business under the JM Murray name. By leveraging each other's strengths, we can expand in the private label manufacturing space in oral care as well as other markets, ultimately leading to a more sustainable financial future.

## BUSINESS DEVELOPMENT AND SALES

This past year was about revitalization of a previously existing department based on change and re-organization. The sales department faced many obstacles with customers due to lateness of product and frustration with meeting deadlines. We understood that 2022 would be a challenge, but like most departments here at JM Murray, our team stepped up to the task at hand and worked hard to make a difference. Pricing structures were re-evaluated and customer service became a stronger focus. We also welcomed two employees from OraLine and began the transition of building a strong sales team. Increased integrated communication with the purchasing department from both sales and operations ensured we kept up with demand while satisfying our customers' needs. By the end of 2022, we saw light at the end of the tunnel.

## OraLine

Rinse and repeat for OraLine, as well. We continued to right size the workforce and strategically plan to concentrate on making sure the top 20% of our products that accounted for 80% of our sales were on order in generous amounts in anticipation of our customer's businesses coming back on line. This strategy paid dividends as OraLine saw, albeit small, net income the last three months of the year. This showed well and promises to make an impact when the OraLine and OraBrite trademarked products are folded under the JM Murray name in 2023.



## ALAN F. BROWN MEMORIAL AWARD

### Ken Smith

*Kind. Caring. Determined. Helpful. Thoughtful. Engaged.* All are words that perfectly describe Ken Smith, 2022's Alan F. Brown Memorial Award recipient.

For the past 20 years, Ken has been attending JM Murray's Day Habilitation (Day Hab) program. Previously, he worked on our Rt. 13 production floor on the flange assembly line. Throughout his time at JM Murray, Ken has worked hard to learn new skills and grow as a person—all while helping others in his community.

Ken is always setting and achieving new personal goals. Whether he's completing at least one act of kindness each week or learning how to use a snowblower (yes, a snow blower!) for a couple who are unable to maintain their driveway, Ken identifies the goal and takes the steps to achieve. His disability does not define him nor does it prevent him from achieving and accomplishing the goals he sets for himself. His nature is to do for others without expecting anything in return. And as you read on, you realize that Ken is a Renaissance Man, a lifelong learner—motivated to learn and experience new things, always seeking knowledge and gaining new skills.

#### NATURE LOVER

Ken is a nature lover and enjoys going for walks and being active—either onsite at the JM Murray Bennie Road location or when home. He “birdwatches” by



Ken Smith accepts his award surrounded by family and Cindy Soos, JM Murray's Director of Day Habilitation Services.

listening to the songs of the birds to identify the type. He fishes. He enjoys campfires with staff, where he roasts hotdogs and helps get the fire started, even working with another individual at Day Hab to prepare dinner on the grill. In winter, he went sledding and loved it. He likes to be called “Rocket”, as he says he is “fast like a rocket.”

#### “FARMER KEN”

“Farmer Ken” as he is known, is extremely interested in all things farming and loves to shop at the local Tractor Supply. At home in his garden, he runs the weed eater and rototiller, waters, plants the seeds, and harvests the crop. Ken makes sure to look the part, wearing his “barn boots”, John Deere hat and work gloves. For the past two years, he has diligently worked to grow vegetables and when they are ready, he enjoys sharing them with his housemates.

#### WOODWORKING

Ken has also learned to use a drill and has begun exploring woodworking. He recently purchased a new toolbox and is excited to start more projects especially during the spring and summer months. Prior to getting his own toolbox, Ken used to handle tools at Harbor Freight and felt them to learn what the tools are called and what they are used for.

#### ROLE MODEL TO MANY

Ken shows immense generosity and compassion for his family, friends and the community-at-large. After his Community Habilitation activities, he always expresses gratitude and thanks the staff. When he's not gardening, snow blowing for folks in need, or out in nature, he is a steady source of kindness to all who know him.

Ken is not defined by his disability; he is defined by his determination to keep learning and exploring his world, on his own terms.

Congratulations, Ken!



JM Murray established an award in 1983 to honor the memory of Alan F. Brown. Alan epitomized the spirit and dignity that is at the heart of JM Murray. His determination to succeed personally and professionally is still an inspiration to us all.

# EMPLOYER OF THE YEAR: LOWE'S



Over the years, we have had individuals working in several departments at Lowe's; some have remained dedicated employees, some have moved on. For every individual placed, Lowe's has gone above and beyond to assist them with cross training and learning skills that interest them. With Lowe's, JM Murray has placed individuals in a variety of roles including in the paint and garden departments, as well as, cashiers, warehouse operations and inventory. Lowe's has been incredibly supportive of our individuals even when the placement does not work out. They continue to be responsive and will work with us to fill their employment needs; often reaching out directly to Employment Connection staff to see if there are any individuals seeking employment that would want to apply.

Over the years, the relationships built between Lowe's and our Employment Specialists have deepened—strengthening both organizations' desire to see the individuals succeed. This support is at every level of the organization—from leadership down to the staff. As an employer, if they observe issues or if any additional training is required and they are unable to provide this, they reach out to our team for assistance, always with the individual's best interests in mind.

JM Murray Employment Connection "graduates" who applied and continue to work at Lowe's in Cortland are:

**Mary Stupke (2016)** – Originally hired as a part time employee, with Lowe's support, Mary has become a valued full-time employee. She started in the paint department but has also been cross-trained to work as a front-end cashier.

## PAST EMPLOYER OF THE YEAR AWARD WINNERS

In 1981, JM Murray began honoring local employers for their exemplary contribution to providing an integrated workforce, inclusive of people with disabilities or other barriers to employment.

2000	Auxiliary Services Corp.
2001	K-Mart
2002	GSG Vincent
2003	Cortland Country Club
2004	Vermeer Northeast
2005	Denny's (Cortland)
2006	Hampton Inn Cortland Regional Medical Center
2007	Ponderosa
2008	Tractor Supply Co.
2009	Ames Linen Service
2010	ASC
2011	First Transit
2012	Hartford Glen Water
2013	American Food & Vending
2014	Friendly's
2015	Wal-Mart
2016	Rescue Mission
2017	Elizabeth Brewster House
2018	Walden Place
2019	Elizabeth Brewster House
2020	Cortland Plastics International
2021	Price Chopper



The Lowe's management team accepts their "Employer of the Year" award from JM Murray's Employment Services team.

**John Lewis (2021)** – Before John became a full-time night stocker for Lowe's, he had jumped from job to job, struggling to show up. He liked the new position immediately and his attendance improved greatly. Lowe's was very supportive throughout the hiring process and with training, including assisting him to get cleared to use all the lifts and other equipment in the warehouse. John is very happy in this position and even works overtime whenever it's available.

**Emily Stupke (2021)** – Emily enjoys going to work due to the positive work environment. She can usually be found with a big smile on her face while helping customers in the garden center. With the assistance of Lowe's, she was cross-trained to be a front-end cashier which she has excelled at.

**Harold Baker (2022)** – With Lowe's continued support and positive mentorship, Harold continues to achieve success and maintain his employment.



Team Norway marches in Day Hab's "Opening Ceremonies" for the 2022 Winter Olympics.

# IN MEMORY



**ROY SUSSKIND**  
**1943–2022**

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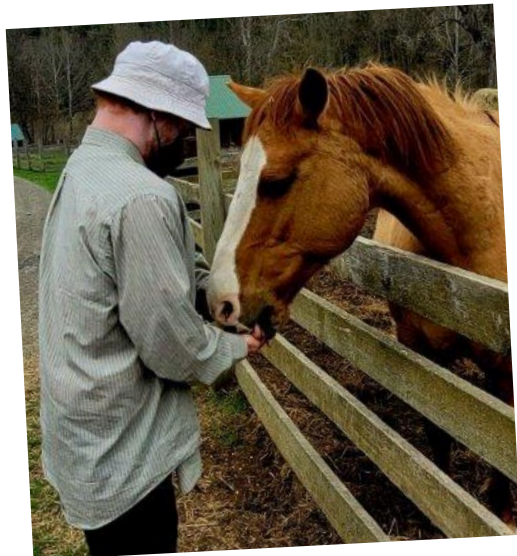
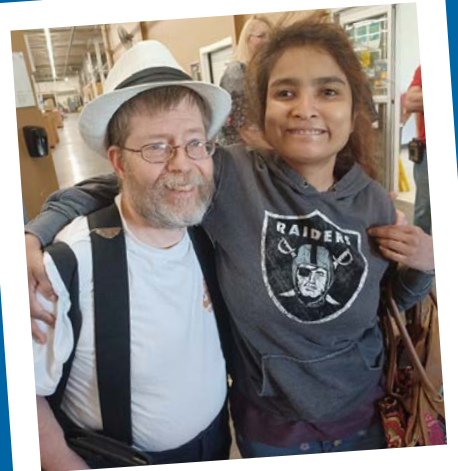
**JM MURRAY**  
**President & CEO**  
**1974–2005**

*The importance of work and the value of community form the foundation upon which the JM Murray Center has been built.*

*A seer of possibilities rather than obstacles and a leader possessing true entrepreneurial spirit, Roy Susskind turned a modest work shop into one of the most respected agencies in the country and one of the area's largest employers.*

*He nurtured a culture where everyone is encouraged to pursue their desires and attain greater independence by having the opportunity to enjoy the fruits of their work as valued members of their community.*

*Roy's vision, dedication to our mission and tireless advocacy for the people we serve continues to inspire those whose lives he has touched. His legacy is the agency you see today.*



# JM MURRAY FINANCIAL RESULTS (AUDITED)

Year Ended December 31, 2022

## REVENUES

TRADE SALES	2	7,043,973	2	11,249,404
OPWDD & OMH		680,534		713,024
MEDICAID	0	10,594,748	0	11,510,412
OTHER PROGRAM FEES		3,115,192		2,967,758
TRANSPORTATION FEES	2	278,732	2	289,122
ALL OTHER		1,484,082		3,389,906
TOTAL	1	<hr/> 23,197,261	2	<hr/> 30,119,626

## EXPENSES

WAGES & FRINGES	2	11,347,235	2	14,686,981
MATERIAL & FREIGHT		6,117,178		10,119,175
OCCUPANCY COSTS	0	4,487,822	0	6,105,740
DEPRECIATION		718,125		786,155
OTHER	2	1,609,442	2	-2,365,397
TOTAL	1	<hr/> 24,279,802	2	<hr/> 29,332,654