

## **Memorandum of Understanding**

**Between**

Wicklow County Council of County Buildings, Whitegates, Wicklow Town

**And**

County Wicklow PPN (Public Participation Network) of CEART, c/o Crinion Park, Wicklow Town.

### **Purpose and Scope**

To outline in a clear and unambiguous manner the roles and responsibilities of Wicklow County Council and Co. Wicklow Public Participation Network with regard to the delivery of the PPN structures and activities as outlined in The Public Participation Networks Handbook (DRCD, Dec 2020) and in accordance with all DRCD Circulars in relation to the operation of PPNS

A Service Level Agreement (SLA) was signed between the host organisation, Wicklow Travellers Group Clg. and Wicklow County Council.

This covered the following:

- Employment of a PPN Resource Worker and a PPN Support Worker
- Financial Accountability
- Accounting for and managing the work of the Resource Worker and Support Worker

### **Background and Context**

*A framework for public engagement and participation, called "The Public Participation Network (PPN)" was developed within each local authority area (engaging in and within municipal districts and at the County level) to enable the public to take an active formal role in the policy making and oversight activities of the Local Authority's areas of responsibility.*

*The PPN is the main link through which the local authority connects with the community, voluntary and environmental sectors without prejudice to other consultation processes.*

*The aim of the structures and processes is to facilitate and enable the public and the organisations to articulate a diverse range of views and interests within the local government system, not to reduce or homogenise this diversity. A parallel and equally important aim should be to facilitate the local authority in making better and timelier decisions.*

*Members of the local community interact with local government at different levels. The PPN facilitates input by the public into local government through a structure that ensures public participation and representation on decision-making committees within local government.*

*The Network performs its functions following core principles to facilitate active participation with decision-making bodies as identified earlier i.e. participation, trust, accountability, transparency and independence.*

## **Goals and Objectives**

To develop the Public Participation Network in Co Wicklow which:

- *Facilitates the participation and representation of communities in a fair, equitable and transparent manner through the environmental, social inclusion and community & voluntary sectors on decision making bodies*
- *Strengthens the capacity of communities and of the environmental, social inclusion, and community & voluntary groups to contribute positively to the community in which they reside/participate*
- *Provides information relevant to the environmental, social inclusion and community & voluntary sector and acts as a hub around which information is distributed and received.*

*In particular the role of the Network will be:*

1. *To contribute to the local authority's development for the County a vision for the well being of this and future generations.*
2. *To facilitate opportunities for networking, communication and the sharing of information between environmental, community and voluntary groups and between these groups and the local authority.*
3. *To identify issues of collective concern and work to influence policy locally in relation to these issues.*
4. *To actively support inclusion of socially excluded groups, communities experiencing high levels of poverty, communities experiencing discrimination, including Travellers to enable them to participate at local and county level and to clearly demonstrate same.*
5. *To encourage and enable public participation in local decision making and planning of services.*
6. *To facilitate the selection of participants from the environmental, social inclusion and community & voluntary sectors onto city/county decision making bodies.*
7. *To support a process that will feed the broad range of ideas, experience, suggestions and proposals of the Network into policies and plans being developed by agencies and decision makers in areas that are of interest and relevant to the Network.*
8. *To work to develop the Environmental, Social Inclusion and Community & Voluntary sectors so that the work of the sectors is clearly recognised and acknowledged and the sectors have a strong collective voice within County Wicklow*
9. *To support the individual members of the Public Participation Network so that:*
  - *They can develop their capacity and do their work more effectively*
  - *They can participate effectively in Public Participation Network activities*
  - *They are included and their voices and concerns are heard.*

*(Dept. Rural and Community Development)*

## **Roles and Responsibilities**

- Wicklow County Council will deliver a Public Participation Network in its operational area.
- The PPN will be the primary route by which the Local Authority gets inputs for consultations with their communities, and community representatives on their Boards and Committees
- Wicklow County Council undertakes to provide a minimum of €35,000 matched funding to maximize the departments funding of €75,700, thus ensuring a minimum annual budget of €110,700 for the PPN
- Wicklow County Council undertakes to enter into a Service Level Agreement with Wicklow Travellers Group Clg. to host the PPN including the employment of a Resource Worker and a Support Worker.
- County Wicklow PPN with support from Wicklow Travellers Group Clg and Wicklow County Council will take responsibility for the operational rollout of the PPN in Co. Wicklow
- Co Wicklow PPN will delegate one Secretariat member to act on its behalf with regard to the negotiation and progress of this MOU. Any change in these individuals must be communicated in writing to both parties
- The Director of Services whose responsibility includes Community, or their appointed representative (minimum Administrative Officer level) will act on behalf of Wicklow County Council. Any change in this individual must be communicated in writing to both parties.

## **Workplan and budget**

*Co Wicklow PPN will:*

- Devise an annual detailed Workplan which will clearly demonstrate how it will achieve the aims and objectives of the PPN within that period (Appendix 1)
- Identify the itemized budget and resource requirements under the Workplan (Appendix 2)
- In collaboration with WTG Clg, have in place a robust financial management and auditing system and financial reporting structure
- Have a clear reporting mechanism on key performance indicators and other items related to PPN activity

*Wicklow County Council will:*

- Endorse the Workplan for 2023
- Agree a resource allocation for 2023 and a payment schedule based on satisfactory reports
- On receipt of a quarterly invoice from the PPN, pay travel expenses at revenue rates for PPN Representatives who attend meetings, including sub-groups, of Wicklow County Council Committees including the LCDC, SPCs, JPC, LSP, Wicklow Heritage Forum and Wicklow Tourism Committee.
- Appoint a liaison person between Wicklow County Council and the PPN who is at least at Administrative Officer level.

## **Staffing**

*Co Wicklow PPN and Wicklow County Council will through Wicklow Travellers Group Clg employ a Resource Worker and a Support Worker.*

## **Operational Co-operation**

*Wicklow Travellers Group Clg in collaboration with Co Wicklow PPN will*

- Devise a job description and terms and conditions of employment for the Resource Worker and Support Worker
- Participate in the recruitment of the Resource Worker and Support Worker, where appropriate
- Facilitate the provision of suitable workspace and equipment for the Resource Worker and Support Worker
- Manage the day-to-day work of the Resource Worker and the Support Worker in the furtherance of the workplan.
- Offer support, supervision and relevant training and development opportunities to the workers through the Supervisory Working Group.

*Co Wicklow PPN will:*

- Work constructively and collaboratively with Wicklow County Council in the furtherance of the aims of the Co. Wicklow PPN as set out in The Public Participation Networks Handbook (DRCD, Dec 2020) and in accordance with all DRCD Circulars in relation to the operation of PPNs
- Maintain an up-to-date database of PPN Member groups. This database will be the sole responsibility of Co Wicklow PPN and the information therein will not be shared with any other organisation without prior approval of the information giver.
- Through Wicklow Travellers Group Clg, take out suitable insurance policies as are required for its activities, and these policies will specifically indemnify Wicklow County Council
- Engage in other activities provided they are complementary to this Workplan and that they can access the extra resources required to undertake such work
- Work with Wicklow County Council on any funding applications which may be appropriate.

*Wicklow County Council will:*

- Support the development of a wellbeing statement at local and county level.
- Approach PPN for representatives for all seats on decision-making/advisory bodies under their auspices which require Environmental, Social Inclusion, or Community and Voluntary members
- Pay expenses to the PPN representatives on such structures according to a mechanism to be agreed with the PPN
- Work with the PPN to agree, adopt and implement a protocol for all committees/decision-making bodies with PPN representatives that will enable the representatives to engage fully, taking into consideration timing, location, documentation etc.
- Use the PPN as their main way of communicating with the Environmental, Social Inclusion and Community & Voluntary Sector, including formal consultations.
- Offer workshops and training as required to PPN members to build their capacity to feed into policies and plans
- Provide a designated official who will liaise with and support the PPN
- Work with Co Wicklow PPN on any funding applications which may be appropriate.

## **Reporting and Evaluation**

*Co Wicklow PPN will:*

- Submit monthly reports to Wicklow County Council detailing progress on the workplan in accordance with agreed Key Performance Indicators (KPIs)
- Submit monthly financial reports to Wicklow County Council, through Wicklow Travellers Group Clg.
- Facilitate a quarterly review meeting with Wicklow County Council.
- Devise, agree and implement a participatory evaluation framework which involves all stakeholders in the PPN process
- Carry out Annual Reviews and produce an Annual Report on the PPN.

*Wicklow County Council will:*

- Submit reports to the Department as required to draw down funds
- Pay over approved funds to PPN in a timely way to enable them to discharge their responsibilities
- Participate in evaluation and monitoring of the PPN's performance

## **Conflict resolution**

- Every effort should be made to avoid serious conflict between the parties by providing good communication protocols that will enable any issues to be dealt with early and in a timely manner
- In the event any dispute relating to this MoU cannot be resolved by settlement between the parties, the parties shall attempt to resolve all disputes through informal means
- Any dispute between the PPN and the Local Authority which cannot be resolved informally will be referred to mediation, facilitated by an independent mediator. The mediator will be chosen by agreement between the PPN Secretariat and the Local Authority.
- If no agreement can be reached in respect of a mediator, the Department of Rural and Community Development will appoint an independent mediator. This will also apply to the appointment of any replacement mediator where the original mediator is conflicted from acting or cannot act for any other reason.
- In the case of mediation, the Local Authority and PPN will each pay half of the mediation costs and associated expenses, i.e. the PPN will pay its share of mediation costs and expenses from within its own budget and the Local Authority will pay its share from within its own resources.
- The Local Authority cannot deduct this amount from its allocation to the PPN.
- Where no agreement can be reached, the Department of Rural and Community Development will make a determination on the matter which will be binding on both the PPN and the Local Authority.

### **Review**

This MOU will be reviewed in writing every year on the anniversary of its signing. Any recommended changes must be agreed by both parties.

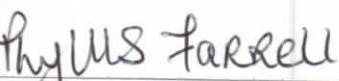
### **Commencement**

This agreement will come into force on 01/01/2023 and be effective until 31/12/2023

Signed 

Date 23<sup>rd</sup> Feb. 2023

On behalf of Wicklow County Council

Signed 

Date 20 Feb 2023

On behalf of County Wicklow PPN  
Secretariat

## Appendix 1

| C) Wicklow PPN 2023 Workplan      |  |   |  |   |
|-----------------------------------|--|---|--|---|
|                                   | Actions  | Time Frame  |  | Responsibility  |
| <b>Membership</b>                 | <ul style="list-style-type: none"> <li>Continue to increase membership base</li> <li>Continue to take direction from our member groups to do the work that is important to them</li> <li>Run re-registration process/Continue to update and maintain our members database</li> <li>Run campaign to encourage Associate members to become full members</li> <li>Hold 2 members meetings (summer and winter)</li> </ul>  | <ul style="list-style-type: none"> <li>On going</li> <li>On going</li> <li>Q1 &amp; Ongoing</li> <li>Q1 &amp; ongoing</li> <li>Q2 &amp; Q4</li> </ul>           |  | <ul style="list-style-type: none"> <li>Sec/RW/SW</li> <li>Sec/RW/SW</li> <li>RW/SW</li> <li>RW/SW</li> <li>Sec/RW/SW</li> </ul> |
| <b>Networking Working Locally</b> | <ul style="list-style-type: none"> <li><b>Encouraging Engagement with Local Decision Making:</b> Continue to Circulate WCC and MC Meeting dates and agendas to encourage public engagement with local decision making throughout the year. Facilitate opportunities for dialogue between members &amp; elected members where appropriate</li> <li><b>Social Inclusion Week:</b> Collaborate with members of our Social Inclusion network to organise activities for Social Inclusion Week 2023</li> <li><b>Disability &amp; Inclusion Work:</b> Work with the WCI Disability Access &amp; Inclusion Group to improve access and inclusion for people with disabilities</li> <li><b>County Wicklow Integration Strategy:</b> fulfil the PPNs role and actions in the Integration Strategy</li> <li><b>Wicklow Comhairle na Nof:</b> Continue to link &amp; work towards the inclusion of young people in decisions that will impact on their future</li> <li><b>Wicklow Local Economic &amp; Community Plan:</b> Finalise work as part of the Engagement with Hard to Reach Communities Project. Work with</li> </ul> | <ul style="list-style-type: none"> <li>Q4</li> <li>Monthly/Ongoing</li> <li>Monthly/Ongoing</li> <li>On going</li> <li>On going</li> <li>Q1 &amp; Q2</li> </ul> |  | <ul style="list-style-type: none"> <li>SI Reps/RN/SW</li> <li>RW/SW</li> <li>SI Reps/RN/SW</li> <li>RW</li> <li>RW</li> </ul>   |

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|  |  | V/C/C to highlight how the LECP links to & impacts community groups at local level  |   |  |
| <b>Networking Working Regionally, &amp; Nationally</b> | <ul style="list-style-type: none"> <li><b>National Resource Workers Network:</b> Attend meetings and provide peer support to PPN colleagues throughout the year (4 meetings minimum)</li> <li><b>National PPN Advisory Group (&amp; sub-groups):</b> Continue to feed in the experiences of local PPNs to inform the NAG and shape PPN development nationally (4 meetings minimum)</li> <li><b>National Secretariat Network:</b> Continue to participate in this peer support group (4 meetings minimum)</li> <li><b>National Review of the Strategy: Policy Committees Process:</b> Engage with consultations to ensure that PPN perspectives are included</li> <li><b>National Conference:</b> Plan &amp; prepare for 2023 Conference being held in the Arlow Bay Hotel</li> </ul> | <ul style="list-style-type: none"> <li>Quarterly/On-going</li> <li>• RW</li> <li>• Quarterly</li> <li>• Sec Rep</li> <li>• Q1 &amp; Q2</li> <li>• Sec/RW/SW</li> <li>• Q1-Q4</li> <li>• Sec/RW/SW/R�ps</li> </ul> | <ul style="list-style-type: none"> <li>RW/SW</li> </ul> |  |
| <b>PPN Meetings Specific Work</b>                      | <ul style="list-style-type: none"> <li><b>Secretariat:</b> Continue to hold meetings (6 meetings minimum) and provide support between PPN workers, PPN Secretariat members and member groups</li> <li><b>Liaison Sub-Group:</b> Continue to hold meetings of this valuable stakeholder support group (3 meetings minimum)</li> <li><b>HR Sub-Group:</b> Develop the group to support staff and ensure good employment practices are being adhered to.</li> <li><b>Policy Sub-Group:</b> Continue to review PPN Policies to ensure they are fit for purpose &amp; align with Dept. direction</li> <li><b>PPN Thematic Networks &amp; Linkage Groups:</b> Organise and run themed network meetings on</li> </ul>   | <ul style="list-style-type: none"> <li>Monthly/On-going</li> <li>• Sec/RW/SW</li> <li>• Sec/Host/RW/VCC</li> <li>• Sec/Host</li> <li>• PPN Reps/Sec/RW/SW</li> <li>• On-going</li> </ul>                          |   |  |

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|   | <p>topics of interest for peer support, information exchange and learning (min 4 events to include Environmental Network, Policing, Safety &amp; Security Network, Community Halls Network)</p> <ul style="list-style-type: none"> <li><b>Strategic Plan:</b> Develop a PPN Strategic Plan based on the consultations to develop our Vision for Community / Wellbeing</li> </ul>  | <ul style="list-style-type: none"> <li>Q1 &amp; Q2</li> <li>Sec/RW/SW</li> </ul>  |   |
| <b>Representation Consultations Submissions</b> | <ul style="list-style-type: none"> <li><b>PPN Representation/Elections:</b> Run nomination and election processes for various PPN representative &amp; secretariat positions as current terms conclude and/or where seats become vacant</li> <li><b>PPN Representation/Committees:</b> Continue to support PPN Reps with their committee work and ensure that the membership is informed and have an opportunity to feed into agenda items</li> <li><b>Submissions:</b> Prepare submissions in line with Our Vision for Community Wellbeing as advised by PPN Reps, Secretariat &amp; networks,</li> <li><b>Consultations:</b> Organise surveys and consultations on plans, strategies and points of concern and interest to PPN Reps, Secretariat, networks, and members</li> <li><b>Visions for Community Wellbeing:</b> Hold MD meetings to communicate what was heard in the 2023 consultations and use the inputs to lobby for support; for communities</li> </ul> | <ul style="list-style-type: none"> <li>As required</li> <li>As required</li> <li>As required</li> <li>As required</li> <li>Q1 &amp; Q2</li> </ul> | <ul style="list-style-type: none"> <li>Sec/RW/SW</li> <li>PPN Reps/Sec/RW/SW</li> <li>PPN Reps/RW/SW</li> <li>PPN Reps/Sec/RW/SW</li> <li>PPN Reps/Sec/RW/SW</li> </ul> |

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| <b>Training, Capacity Building &amp; Funding</b> | <ul style="list-style-type: none"> <li><b>PPN Representative Induction/Training:</b> Hold induction meetings and one to one support for new Reps and Secretariat members</li> <li><b>Staff Training:</b> Website maintenance training, First Aid training &amp; other training sessions as needs are identified.</li> <li><b>Member Group Training:</b> Run training for member groups based on highlighted needs</li> <li><b>Training Opportunities:</b> Continue to highlight training opportunities and circulate useful resources</li> <li><b>Funding Support:</b> Continue to highlight funding opportunities. Work on developing the current PPN handbook to an online &amp; easily searchable format..</li> </ul> | <ul style="list-style-type: none"> <li>Q1 &amp; as required</li> <li>Ongoing</li> <li>Q2 &amp; Q3</li> <li>Ongoing</li> <li>Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>Sec/RW/SW</li> <li>Sec/RW/SW</li> <li>Sec/RW/SW</li> <li>RW/SW</li> <li>RW/SW</li> </ul> |
| <b>Communications</b>                            | <ul style="list-style-type: none"> <li><b>Members Update Bulletin:</b> Circulate weekly Ebullitions (min 36)</li> <li><b>Website:</b> Maintain &amp; update website</li> <li><b>Facebook/Social Media:</b> Regular posting</li> <li><b>Other:</b> Continue to highlight our work and the work of member groups at every appropriate opportunity</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>                                   | <ul style="list-style-type: none"> <li>SW</li> <li>SW</li> <li>RW/SW</li> <li>RW/SW</li> </ul>                                  |
| <b>Outreach</b>                                  | <ul style="list-style-type: none"> <li>Organise and attend outreach events where appropriate</li> </ul>  | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>  | <ul style="list-style-type: none"> <li>Sec/Reps/RW/SW</li> </ul>  |
| <b>Administration Governance</b>                 | <ul style="list-style-type: none"> <li><b>PPN Handbook &amp; Policy Development:</b> Review and develop internal policies &amp; practices in line with requirements laid out in the new PPN Handbook</li> <li><b>Governance:</b> Day to day correspondence, accounting and reporting for PPN members, Secretariat, Host organisation, VICC and Dept. Rural &amp; Community Development.</li> </ul>   | <ul style="list-style-type: none"> <li>Q1 &amp; Ongoing</li> <li>Ongoing</li> </ul>  | <ul style="list-style-type: none"> <li>Sec/RW/SW/CC</li> <li>RW/SW</li> </ul>   |

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|  | <ul style="list-style-type: none"> <li>• Meetings: Organisation, preparation and recording of meetings and event management</li> <li>• Staff Management: Regular supervision meetings and dialogue with staff.</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>• RW/SW</li> <li>• Host/Sec</li> </ul> |
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## 2023 PROJECTED EXPENDITURE PROFILE

| PROJECT CODE:   |              | Wicklow County Council |               |               |               |               |               |              |              |              |               | PROJECT NAME: Co Wicklow Public Participation Network |                |               |
|---|--------------|------------------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------|--------------|---------------|---|----------------|---------------|
|   |              |                        |               |               |               |               |               |              |              |              |               | ALLOCATION: 144,820                                   |                |               |
| EXPENDITURE   |              | Projected              | Projected     | Projected     | Projected     | Projected     | Projected     | Projected    | Projected    | Projected    | Projected     | Projected   | Projected      | Total         |
| <b>SALARIES</b>   |              | Jan                    | Feb           | Mar           | April         | May           | June          | July         | August       | Sept         | Oct           | Nov   | Dec            |               |
| Resource Worker 35 hours pw                                   | 3,827        | 3,827                  | 3,827         | 3,827         | 3,827         | 3,827         | 3,827         | 3,827        | 3,827        | 3,827        | 3,827         | 3,827   | 3,827          | 45,924        |
| Employer's PRSI   | 423          | 423                    | 423           | 423           | 423           | 423           | 423           | 423          | 423          | 423          | 423           | 423   | 423            | 5,076         |
| Employer Pension Contribution                                 | 383          | 383                    | 383           | 383           | 383           | 383           | 383           | 383          | 383          | 383          | 383           | 383   | 383            | 4,592         |
| Support Worker 28 hours pw                                    | 2,546        | 3,275                  | 3,275         | 3,275         | 3,275         | 3,275         | 3,275         | 3,275        | 3,275        | 3,275        | 3,275         | 3,275   | 3,275          | 0             |
| Employers PRSI  | 281          | 362                    | 362           | 362           | 362           | 362           | 362           | 362          | 362          | 362          | 362           | 362   | 362            | 38,571        |
| Employer Pension Contribution                                 | 255          | 327                    | 327           | 327           | 327           | 327           | 327           | 327          | 327          | 327          | 327           | 327   | 327            | 4,263         |
| <b>STAFF RELATED COSTS</b>                                    |              |                        |               |               |               |               |               |              |              |              |               |   |                |               |
| Line Management/ Admin/ Hosting Fees                          | 344          | 344                    | 344           | 344           | 344           | 344           | 344           | 344          | 344          | 344          | 344           | 344   | 344            | 4,128         |
| <b>PROGRAMME COSTS</b>  |              |                        |               |               |               |               |               |              |              |              |               |   |                |               |
| Travel & Subsistence  | 100          | 100                    | 100           | 600           | 100           | 100           | 100           | 600          | 100          | 100          | 100           | 100   | 100            | 2,500         |
| Postage   |              |                        |               | 10            | 0             |               | 0             |              | 0            | 0            | 5             |   | 10             | 25            |
| Telephone   | 44           | 44                     | 44            | 44            | 44            | 44            | 44            | 44           | 44           | 44           | 44            | 44  | 44             | 530           |
| Printing/Stationery/Photocopy                                 |              |                        |               | 100           |               |               | 100           |              | 100          |              |               | 100   |                | 300           |
| Bank Charges  |              |                        | 7             |               |               |               | 7             |              |              | 9            |               |   | 167            | 12            |
| Audit & Accountancy Fees                                      | 768          |                        |               |               |               |               |               | 1,666        |              |              |               |   |                | 201           |
| IT/Equip/Hard & Software!                                     | 100          | 100                    | 100           | 275           | 100           | 100           | 100           | 100          | 100          | 100          | 100           | 100   | 100            | 1,868         |
| Web Page/Promotion/Newsletter/Strategic Plan                  |              |                        |               | 4,000         |               |               | 41            |              |              |              |               |   |                | 1,455         |
| Salesforce Database   |              |                        |               |               |               |               |               |              |              |              |               |   |                | 4,381         |
| Membership/Subscriptions                                      | 20           |                        |               |               |               |               |               |              |              |              |               |   | 450            | 450           |
| PPN Insurance & Employer public/employer liability            |              |                        |               |               |               |               |               |              |              | 250          | 250           | 250   | 100            | 370           |
| Training/Seminars   |              |                        |               | 3,000         |               |               |               |              |              |              |               |   | 940            | 940           |
| Meeting Costs & Venue Hire                                    |              |                        |               | 300           | 300           | 300           | 300           | 300          | 300          | 300          | 300           | 300   | 300            | 4,589         |
| Resource Workers Training                                     |              |                        |               |               |               |               |               |              |              |              |               |   |                | 4,300         |
| PPN Conference  |              |                        |               |               |               |               |               |              |              |              |               |   | 413            | 413           |
| Sundries  | 250          |                        |               |               |               |               |               |              |              |              |               |   |                | 13,000        |
| <i>Programme Costs headings can be amended as appropriate</i> |              |                        |               |               |               |               |               |              |              |              |               |   |                | 100           |
| <b>TOTAL PAYMENTS</b>   | <b>8,873</b> | <b>10,153</b>          | <b>10,192</b> | <b>13,095</b> | <b>13,760</b> | <b>\$,491</b> | <b>11,493</b> | <b>9,685</b> | <b>9,393</b> | <b>9,830</b> | <b>12,511</b> | <b>26,344</b>   | <b>144,820</b> | <b>38,414</b> |