

# City of Peoria

## 2014 Strategic Plan Updates

<b>GOAL 1</b>	<b>FINANCIALLY SOUND CITY GOVERNMENT, EFFECTIVE CITY ORGANIZATION</b>
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Action	Water Company Franchise Agreement
Responsibility	City Manager
Progress	Discussions were held between the City and Illinois American regarding the possible extension of the 5-year term of the 1889 buyout option. On October 9, a joint press release was issued which stated that the two parties were suspending discussions for a new franchise agreement, and that the old agreement would remain in place.

Action	Liquor Policy Ordinance: Review
Responsibility	City Manager
Progress	A Policy Session was held in the 1 <sup>st</sup> quarter to discuss potential changes to the Liquor Ordinance. The Council agreed to implement a Plan of Operation approach, which is an optional enforcement tool for existing site-approved liquor licensed establishments, as well as an optional condition for establishments seeking site approval. Additional procedural changes will be forthcoming in 2015.

Action	Long Term Balanced Budget: Revenues and Budget Adjustment
Responsibility	Finance
Progress	<p>A. Fines, Fees and User Charges</p> <ol style="list-style-type: none"> <li>1. Analyze Fines, Fees and User Charges – In Progress</li> <li>2. Prepare Report with Options and Recommendations – Expected 1<sup>st</sup> quarter 2015</li> <li>3. Council Decision – Expected 2<sup>nd</sup> quarter, in conjunction with 2016/2017 biennial budget</li> </ol> <p>B. Budget Adjustment</p> <ol style="list-style-type: none"> <li>1. Develop Long term Revenue and Expenditure Projections – 3<sup>rd</sup> quarter current projections through 2018; will continue to refine and extend projections</li> <li>2. Provide Quarterly Reports - 1st quarter 2014 6/24/14; 2nd quarter 2014 - by</li> </ol>

	1st meeting in August; 3rd quarter 2014 by December 9 <sup>th</sup> ; 4 <sup>th</sup> quarter 2014 - by 1st meeting in March. 3. Council Decision; Budget Adjustments - 4th quarter.
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Action	Inspections: Performance Audit, Report, Action Plan
Responsibility	Community Development
Progress	Held building inspection policy session. A Request for Proposals (RFP) for audit services was issued. Consultant selection was deferred until February.

Action	Police Staffing and Deployment: Evaluation, Direction, Funding
Responsibility	Police Department
Progress	Completed

Action	Auxiliary Police Officers Program: Development
Responsibility	Police Department
Progress	A strong foundation for the concept of an Auxiliary Officer Program has been built with the successful implementation of the Police Explorer's Program. The Explorers has been designed to in part with the assistance of the Boy Scouts of America. A training program has been put in place for the Explorers and the first graduating class was completed in May of 2014. A very diverse group of 38 young men and women, ages 14-18, comprised the first graduating class and they have already supported police efforts at civic events such as the Peoria Marathon. The Explorers program has an advantage in that it not only provides support to sworn law enforcement officers, but also prepares young people for entering the law enforcement profession and should serve as a means to increase the diversification of the Police Department. The Police Department is currently exploring a Cadet Program along with the use of citizen volunteers, including efforts to reach out to other successful programs such as Davenport, Iowa.

Action	Automated Fingerprint Identification System: Installation
Responsibility	Police Department
Progress	Expected 1 <sup>st</sup> quarter. Delays were experienced due to a corrupted database provided by the State of Illinois.

Action	Renovation of City Hall Council Chambers
Responsibility	Public Works
Progress	Completed

Action	Combined Sewer Overflow (CSO)
Responsibility	Public Works
Progress	Continue to meet with USEPA to discuss green technologies and implementation period. Received an extension of the tolling agreement from the USEPA until January 30, 2015. Staff will continue to update the City Council on progress through executive session updates or confidential memos.

Action	Stormwater Utility: Study and Direction
Responsibility	Public Works
Progress	Staff was approved to issue a Request for Qualifications (RFQ) on June 10, 2014. Staff has reviewed and negotiated a contract to provide the professional services to determine what a stormwater utility would look like for the City of Peoria and how it would be implemented. The professional services agreement was approved by City Council on December 9, 2014.

Action	Radio System Upgrade
Responsibility	Emergency Communications Center
Progress	Anticipated completion 1 <sup>st</sup> quarter 2015.

Action	Fire Station Alerting System Upgrade and Installation
Responsibility	Emergency Communications Center/Fire Department
Progress	Anticipated completion during the 2 <sup>nd</sup> quarter 2015.

Action	Peoria CARES: Phone App
Responsibility	IS Department
Progress	Completed for both iOS and Android devices.

Action	Paperless Agenda Management Installation
Responsibility	IS Department
Progress	Completed

Action	Police Accident Reporting System
Responsibility	IS Department/Police Department
Progress	Completed

Action	IT Plan: Implementation
Responsibility	IS Department
Progress	Completed. Infrastructure has been upgraded and the email conversion is finished.

Action	Fire Technology
Responsibility	IS Department/Fire Department
Progress	In progress – formed a technology committee to explore direction and funding.

Action	Financial System Software Upgrade
Responsibility	IS Department
Progress	In progress – scheduled to be completed by 2 <sup>nd</sup> quarter 2015.

Action	Customer Service: Audit/Assessment, Direction, Actions, Training
Responsibility	Human Resources
Progress	Began discussion of core values with employees. Reinstated the employee newsletter which included articles about these core values. Created and

	distributed a survey to gauge employee engagement.
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Action	New Fire Ladder Truck: Purchase
Responsibility	Fire Department
Progress	The Council Communication was approved on July 8, 2014, for the purchase of a new ladder truck. There are scheduled finalization meetings with the manufacturer and delivery date is expected in June of 2015.

Action	Fire Department Upper Management Training Program
Responsibility	Fire Department
Progress	<p>The Chief Officers of the Fire Department have attended numerous training programs, some of which are listed below:</p> <ul style="list-style-type: none"> <li>John Norman Lecture on Fire Attack</li> <li>Rapid Response &amp; Treatment</li> <li>Texas A &amp; M EOC Operations and Planning</li> <li>FOIA Training</li> <li>Active Shooter Training</li> <li>Hazardous Materials Training at Caterpillar Mossville</li> <li>National Fire Academy Leadership 2 Training</li> <li>Pipeline Emergency Response</li> <li>NAEMSE Level 1 Instructor Training</li> <li>Aquatic Death and Homicide Investigations</li> <li>PAEMS ALS/ILS Train the Trainer</li> <li>PAEMS ALS/ILS Train the Trainer EBOLA Precautions</li> <li>OptiCom Training Seminar</li> <li>Assessment/Accreditation Training</li> <li>Traffic Incident Management Class</li> <li>Data Analysis and Excel Presentation Class</li> <li>Caterpillar Full-Scale Drill Critique</li> <li>CPAT Training</li> <li>MABAS Team Leader Training</li> <li>Various Microsoft Computer Training</li> <li>Ebola Training</li> <li>Established an Ebola Standard Operating Guideline (SOG)</li> <li>Keystone Steel &amp; Wire Technical Rescue Training</li> <li>Caterpillar Mossville HazMat Training</li> <li>Archer Daniels Midland HazMat Training</li> <li>Candidate Physical Agility Testing Training</li> </ul>

Action	ALS Engine Company: Addition
Responsibility	Fire Department
Progress	There have been several ALS discussions with Advanced Medical Transport and PAEMS (Peoria Area EMS) with an expected decision regarding the next ALS Engine Company location in the 2 <sup>nd</sup> quarter.

Action	Fire Rescue Boat
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Responsibility	Fire Department/Legal Department
Progress	The 2010 \$207,000 Homeland Security Port Authority grant was spent to purchase a boat from Thomas Marine, Inc. and its sole Corporate Officer Culliton Nilsen, hereinafter "Seller". The Seller of the boat has declared bankruptcy and is therefore protected by the automatic stay against any lawsuit filed by the City. Therefore, in order to pursue litigation, the Legal Department has hired a bankruptcy attorney in New York to lift the automatic stay entered by the New York Bankruptcy Court. When the stay is lifted, approximately 3 months, the City will pursue all legal remedies available to it to recover the boat and any amounts of money due and owing the City.

Action	Expand the Library's E-book Collection
Responsibility	Library
Progress	The e-Read Illinois Axis 360 e-book collection is now available on the Peoria Public Library website and adds 8,500 downloadable e-books to the collection available to Peoria Public Library cardholders.

Action	Library Cards for All District 150 Students
Responsibility	Library
Progress	An addendum to the Intergovernmental Agreement between District 150 and Peoria Public Library was approved by both entities in March 2014. This allows students who attend District 150, but reside outside of any library service area, to obtain a student card to access Peoria Public Library databases and collections. Library card applications were delivered to schools to distribute among students and the sign-up process will continue throughout the summer with individual families.

Action	Leadership Succession Planning
Responsibility	Human Resources
Progress	<ol style="list-style-type: none"> <li>1. Conduct training needs assessment: 4<sup>th</sup> quarter</li> <li>2. Establish priorities: 4<sup>th</sup> quarter</li> <li>3. Identify trainees: 1<sup>st</sup> quarter 2015</li> <li>4. Determine resources: 1<sup>st</sup> quarter 2015</li> <li>5. Determine training modalities and structure: 2<sup>nd</sup> quarter 2015</li> <li>6. Conduct training: 3<sup>rd</sup> quarter 2015</li> <li>7. Feedback: 4<sup>th</sup> quarter 2015</li> </ol>

Action	Compensation and Classification Policy and Plan: Study, Policy Direction, Funding
Responsibility	Human Resources
Progress	<ol style="list-style-type: none"> <li>1. Rewrite all job descriptions: 3<sup>rd</sup> quarter</li> <li>2. Review and analyze data: 3<sup>rd</sup> quarter</li> <li>3. Prepare recommendations to eliminate internal inequities: 3<sup>rd</sup> quarter</li> <li>4. Identify over/under paid positions: 4<sup>th</sup> quarter</li> </ol>

Action	Corporation Counsel
Responsibility	Human Resources/City Manager
Progress	<ol style="list-style-type: none"> <li>1. Reviewed applications.</li> <li>2. Conducted background interviews.</li> <li>3. Conducted panel interviews.</li> <li>4. Selection made.</li> </ol>

<b>► Management in Progress 2014</b>	<u>Time</u>
1. City Financial Policies: Adopted	Completed
2. GIS Centralization	Completed
3. Peoria CARES: Phone App	Completed
4. Library eBooks: Expansion	Completed
5. Library Cards for All District 150 Students	Completed Sign Up – Ongoing
6. Automated Fingerprint Identification System: Installation	Completed
7. Land Manager Position: Development	Completed
8. Performance Metric: Dashboard Refinement New Program for 2015	Completed 1 <sup>st</sup> Q 2015
9. Legislative Agenda and Lobbying/Council Policy Session	
A. Garbage/Solid Waste (Property Tax)	1 <sup>st</sup> Q 2015/ 3 <sup>rd</sup> Q
B. Pension Reform	2015
10. Landfill: Sale of Land	Future
11. National Citizen Survey: Completion, Report	Completed
12. Emergency Radio System: Upgrade	1 <sup>st</sup> Q 2015
13. Diversity Recruitment for Fire Department	Ongoing
14. New Fire Ladder Truck: Purchase Delivery	Completed 2 <sup>nd</sup> Q 2015
15. Paperless Agenda Management: Installation	Completed
16. Police Accident Reporting System: Installation	Completed
17. FOIA Requests/OMA Compliance: Training	1 <sup>st</sup> Q 2015
18. Fire Department Upper Management Training Program	Ongoing
19. Peoria Fire Station Alerting System Upgrade: Installation	2 <sup>nd</sup> Q 2015
20. ALS Engine Company: Addition	2 <sup>nd</sup> Q 2015
21. Labor Negotiation and Contracts	
A. Fire	Completed
B. Police	1 <sup>st</sup> Q 2015
C. AFSCME	1 <sup>st</sup> Q 2015
D. Teamsters/Crafts and Trades	3 <sup>rd</sup> Q 2015
E. IBEW	3 <sup>rd</sup> Q 2015

22. IT Plan: Implementation	Completed
23. Process Improvements	1 <sup>st</sup> Q 2015
A. Finance	
B. Human Resource (Time/Attendance)	
24. Fire Technology: Upgrade	1 <sup>st</sup> Q 2015
25. Human Resources Manual: Development	1 <sup>st</sup> Q 2015
26. Financial System Software Upgrade: Installation	2 <sup>nd</sup> Q 2015
27. Fire Rescue Boat	2 <sup>nd</sup> Q 2015
28. Employee Survey: Development	1 <sup>st</sup> Q 2015
29. Human Resources Software Upgrade, Installation – after Finance	2 <sup>nd</sup> Q 2015
30. Outsourcing Program	
A. eMail Services	Completed
B. Pavement Preservation	Completed
31. Police Training from Legal Department	1 <sup>st</sup> Q 2015

<b>► Major Projects 2014</b>	<i>Time</i>
1. City Hall Renovations: Council Chambers	Completed

<b>GOAL 2</b>	<b>GROW PEORIA – BUSINESSES, JOBS AND POPULATION</b>
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Action	Caterpillar World Headquarters: Next Steps for City
Responsibility	City Manager
Progress	Staff continues to assist Caterpillar where appropriate as they progress through their study.

Action	Special Service Areas on Major Retail Corridors: Development
Responsibility	Economic Development
Progress	Held internal meetings to research possibility of SSAs in two major corridors. Informally discussed concept with local businesses to gauge interest. Discussion is ongoing with business owners on West Main Street, Sheridan Triangle, Wisconsin Avenue and University Street.

Action	Vendors and Other Business Recruitment Strategy
Responsibility	Economic Development
Progress	New Economic Development website – <a href="http://www.growpeoria.com">www.growpeoria.com</a> – developed and launched at the end of 2014.  Overall economic development strategy will be included in 2015 work plan, issued in early 2015. Marketing and recruitment strategy will be coordinated with regional efforts and events.

Action	City Economic Development Framework: Policy, Structure, One Year Action Plan
Responsibility	Economic Development
Progress	Held economic development policy session. Economic development leadership position posted and recruited. An economic development work place for 2015 will be released in early 2015. This will include loan and grant programs, development assistance programs and staffing goals. Contracted with a local marketing firm to develop messaging and positioning that takes advantage of a potential Caterpillar headquarters announcement.

Action	Sign Ordinance: Revision
Responsibility	Community Development
Progress	Held policy session on sign ordinance revisions. Moratorium in place on enforcement of animated signs. Engaged stakeholders in business community about ordinance language change. Proposed revisions have been reviewed by the Planning and Zoning Commission. Meetings are being held with the Chamber to discuss the details. Anticipated item on the Council agenda in January 2015.

Action	Medical Expansion Strategy
Responsibility	Economic Development



Progress	Internal discussions taking place.
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Action	Business Outreach Strategy
Responsibility	Economic Development
Progress	Held economic development policy session. In the progress of developing business outreach strategy. Reviewed the results from the IKE business visits. A draft letter requesting follow up meetings has been crafted. Staff resources are not adequate to launch a full program. Specific visits will be made as time and resources allow.

Action	Residential Officer Program: South Peoria Officer
Responsibility	Police Department
Progress	Completed.

Action	Pioneer Parkway Infrastructure: Plan, Projects, Funding
Responsibility	Economic Development
Progress	Began investigation of infrastructure issues. Held some initial meetings with business and property owners to discuss an SSA and/or TIF. Created an online survey to catalogue infrastructure and other issues. Mailed letter with survey to all property owners. Meeting will be held this winter.

Action	University of Illinois: Peoria Center Strategy
Responsibility	Assistant City Manager
Progress	Met with UIS Peoria Center director, Dr. Shotick. Discussed opportunities and barriers to growth, including parking issues.

<b>► Management in Progress 2014</b>		<i>Time</i>
1.	Enterprise Zone: Revision	Complete
2.	Louisville Slugger Sports Complex	1 <sup>st</sup> Q 2015
3.	Economic Development: Website	Completed
4.	Economic Development Position (1): Hiring	1 <sup>st</sup> Q 2015
5.	Regional Economic Development Framework: FFCI City Actions, Funding	Ongoing

<b>GOAL 3</b>	<b>ATTRACTIVE NEIGHBORHOODS WITH CHARACTER – SAFE AND LIVABLE</b>
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Action	School Strategy and Action Plan A. District 150 B. Other Schools
Responsibility	City Manager
Progress	Attending ongoing meetings with local Districts.

Action	Neighborhood Preservation: Direction and Plan
Responsibility	Community Development
Progress	Neighborhood Wellness Plan adopted by City Council. Implementation begins June 9 <sup>th</sup> . Community Development Department hired Neighborhood Revitalization Coordinator for increased focus on neighborhood outreach. A 2015 work plan and budget will be submitted to Council in early 2015.

Action	Development Process: Streamlining/Simplification
Responsibility	Community Development
Progress	Policy Session held on development. Ordinance modification is underway. A consultant has been recruited to assist in re-mapping the development process. Consultant needed to review process for all development applications. Simplification will continue as time and resources allow. Bids were received for a new development application and review software, but no funding is available. A new development guide will be published in 2015 if adequate funding is identified.

Action	Code Enforcement: Performance Audit, Report, City Action Plan
Responsibility	Community Development
Progress	Policy Session held on Code Enforcement and neighborhood programming. Neighborhood Wellness Plan adopted by City Council. Implementation begins June 9 <sup>th</sup> . The Nuisance Property Program has expanded. A Request for Proposals (RFP) was issued for the audit. Consultant selection was sent to Council and deferred until February.

Action	Subdivision Ordinance/Manual of Practice: Completion, Adoption
Responsibility	Community Development/Public Works
Progress	Internal draft prepared of subdivision ordinance, holding for the Manual of Practice. Staff is putting together a committee to work on building a consensus for development of the Manual of Practice. The first meeting is scheduled for November 20, 2014. Tentatively, there are three meetings scheduled, which are to be followed with a policy session with the City Council in the first quarter of 2015.

Action	Thoroughfare Master Plan: Development, Direction, Funding Mechanism
Responsibility	Community Development/Public Works
Progress	Ongoing, holding for the Manual of Practice.

Action	Development Plan: Direction, Action A. Growth Cell 2 B. Growth Cell 3
Responsibility	Community Development
Progress	Consultant needed to carry out study.

Action	Southern Gateway Action Plan: Goals, Direction, City Actions, Funding
Responsibility	Economic Development
Progress	Created Façade Improvement Program for Southern Gateway. Tabor property clean up continues.

Action	Complete Streets Policy: Direction, Adoption
Responsibility	Public Works
Progress	Staff continues to utilize the principles of complete streets in design of roadways. A complete streets policy will be brought forward to the City Council for discussion early in the 1 <sup>st</sup> quarter of 2015.

Action	Residential Pavement Condition: Inventory/Overlay Program – Direction, Funding
Responsibility	Public Works
Progress	The data has been collected and all of the streets have been rated in the City. Staff is preparing a work plan for 2015 utilizing the data that was collected. This work plan will include pavement preservation projects for each Council District in 2015.

Action	Sidewalk Café Ordinance and Regulation
Responsibility	Public Works
Progress	Ongoing. Ordinance, program guide and rules were drafted and reviewed by the Traffic Commission and sent to the City Council for First Reading. Council deferred the item until February. Other meetings are being held to modify the language.

Action	Street Light Inventory, Replacement Policy
Responsibility	Public Works
Progress	Ongoing. Contractor hired to perform inventory to be completed in the fourth quarter. Replacement policy concepts are being considered.

Action	City Tree Policy and Plan: Direction, Standards, Funding
Responsibility	Public Works
Progress	The revisions to the tree ordinance are being reviewed by the Legal Department. A presentation will be given to the City Council in February 2015.

Approval for the tree survey/inventory took place at the December 9, 2014 council meeting. Trees are in the process of being ordered for right-of-way planting in late fall or spring.
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► **Management in Progress 2014**

	<u>Time</u>
1. Shotspotter Study	Completed
2. Growth Cell Report Annual Update	1 <sup>st</sup> Q 2015
3. Sidewalk Café Ordinance and Regulations: Adoption	1 <sup>st</sup> Q 2015
4. Landscape Standards: Direction	Completed
5. University Street Improvements: Direction	Completed
6. Residential Officer Program: South Peoria Officer	Completed
7. River Trail Housing Project: TIF Creation Redevelopment Agreement	Completed 1 <sup>st</sup> Q 2015
8. City Tree Policy and Plan: Direction, Standards, Funding	1 <sup>st</sup> Q 2015
9. Street Lights Inventory, Replacement Policy	1 <sup>st</sup> Q 2015

► **Major Projects 2014**

	<u>Time</u>
1. Pennsylvania Avenue/Glen Oak Roundabout	Completed
2. University/Main Intersection	Completed
3. Alta/Radnor Road Intersection	3 <sup>rd</sup> Q 2016
5. Town Line Road Reconstruction	Completed
5. Orange Prairie Road Phase 2	2 <sup>nd</sup> Q 2015
6. Allen Road (IDOT)	3 <sup>rd</sup> Q 2015

<b>GOAL 4</b>	<b>VIBRANT DOWNTOWN – RIVERFRONT / CENTRAL BUSINESS DISTRICT / WAREHOUSE DISTRICT</b>
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Action	Comprehensive Downtown Master Plan
Responsibility	City Manager/Community Development
Progress	City staff has been developing a Downtown Streetscape Master Plan for the public improvements in Downtown and the Warehouse District. Additional discussions will be required for specific buildings in Downtown.

Action	Downtown Parking Master Plan
Responsibility	Public Works
Progress	Ongoing. With new internet based technology and the use of smartphone parking apps, Public Works is rethinking the proposed plans. New technology could allow the City to accept credit card payments, but leave the existing meter for coin use. This would allow greater convenience without huge upgrade costs. A pilot project is expected in the first quarter of 2015.

Action	Taft Homes Redevelopment Plan and Strategy: Goals, City Actions
Responsibility	Community Development
Progress	Peoria Housing Authority (PHA) solicited for a co-developer for the first phase of the Taft redevelopment, and selected Model Group from Cincinnati, Ohio. PHA had identified Greeley School as a potential site for some replacement housing. Due to a variety of reasons, PHA withdrew its offer to the School District. PHA has developed a strategic framework for developing new affordable housing in Peoria and the region.

Action	Warehouse District Business Improvement District/SSA: Development
Responsibility	Economic Development
Progress	Downtown Development Corporation (DDC) organized in the 1 <sup>st</sup> and 2 <sup>nd</sup> quarters. By-laws were adopted, organization was incorporated, board members were seated, and fundraising began. The hiring of the Executive Director has been hired. The City and DDC will now collaborate on this project. Began gathering data on tax values of downtown properties. Visited Davenport’s “Downtown Partnership” to investigate successful models.

Action	Southern Riverfront Redevelopment Opportunities
Responsibility	Economic Development
Progress	Potential sites identified.

Action	Riverfront Market: Expansion, City Structures and Actions, Funding
Responsibility	Economic Development
Progress	Riverfront Farmers Market moved to space between River Station and Riverfront Village. The new location was a success. Investigating models for

	public markets, “community kitchens” and food incubators.
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Action	Pedestrian Wayfinding Signage: Direction, Funding
Responsibility	Economic Development/Public Works
Progress	The Peoria Area Convention and Visitors Bureau (PACVB) is taking the lead on this issue. Coordinated a meeting of stakeholders, including the City and DDC, to discuss parameters and potential tasks. Preparing a Request for Proposals (RFP) to solicit a consultant. Also began working with CityLink on potential locations for bus shelters downtown, which could double as wayfinding stations.

<p>► <b>Management in Progress 2014</b></p> <ol style="list-style-type: none"> <li>1. Warehouse District: Major Residential Development Project</li> <li>2. LST – 325</li> </ol>	<p><i>Time</i></p> <p>Ongoing</p> <p>Completed</p>
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<p>► <b>Major Projects 2014</b></p> <ol style="list-style-type: none"> <li>1. Washington Street Improvements/Roundabout</li> <li>2. TIGER Grant Project (20 blocks, \$13.8 million)</li> <li>3. Washington/Adams Project</li> </ol>	<p><i>Time</i></p> <p>Completed</p> <p>3<sup>rd</sup> Q 2015</p> <p>3<sup>rd</sup> Q 2015</p>
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# City of Peoria Policy Calendar

## 1<sup>st</sup> Quarter 2015      Policy Session

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- 5.

## 2<sup>nd</sup> Quarter 2015      Policy Session

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- 4.
- 5.

## 3<sup>rd</sup> Quarter 2015      Policy Session

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- 2.
- 3.
- 4.
- 5.

## 4<sup>th</sup> Quarter 2015      Policy Session

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- 2.
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