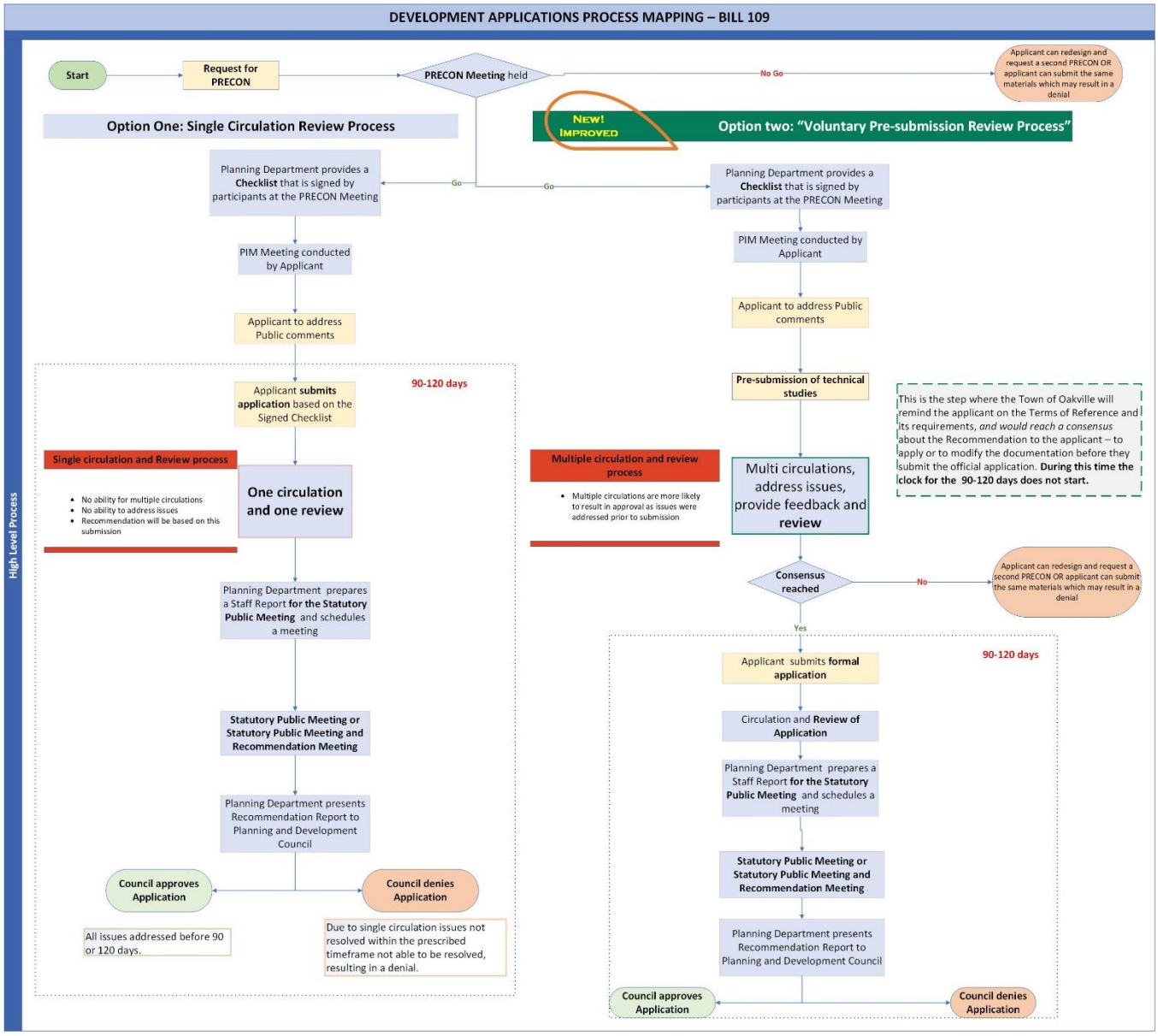APPENDIX A to Staff Report