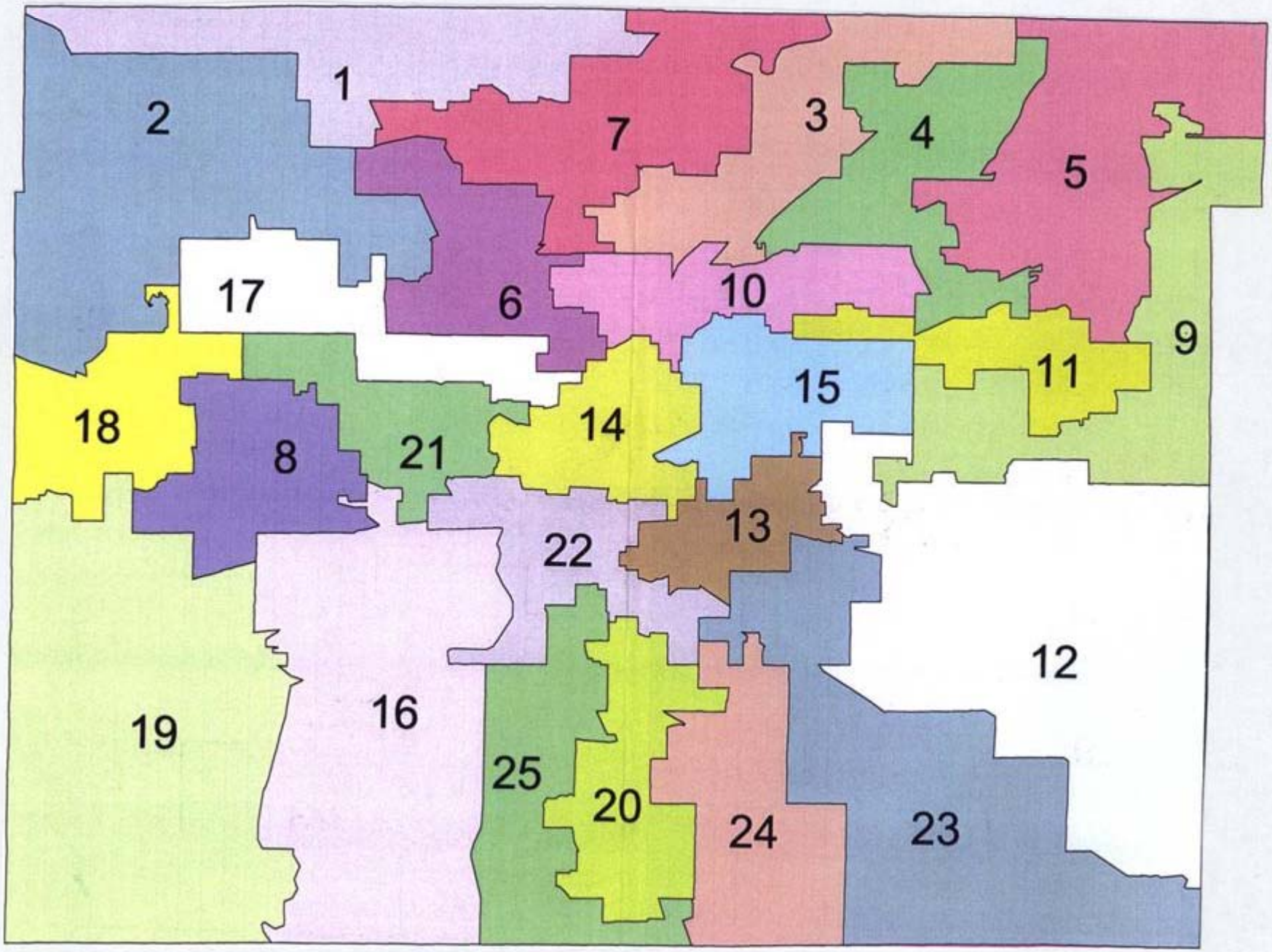Appendix C: Borst Plan