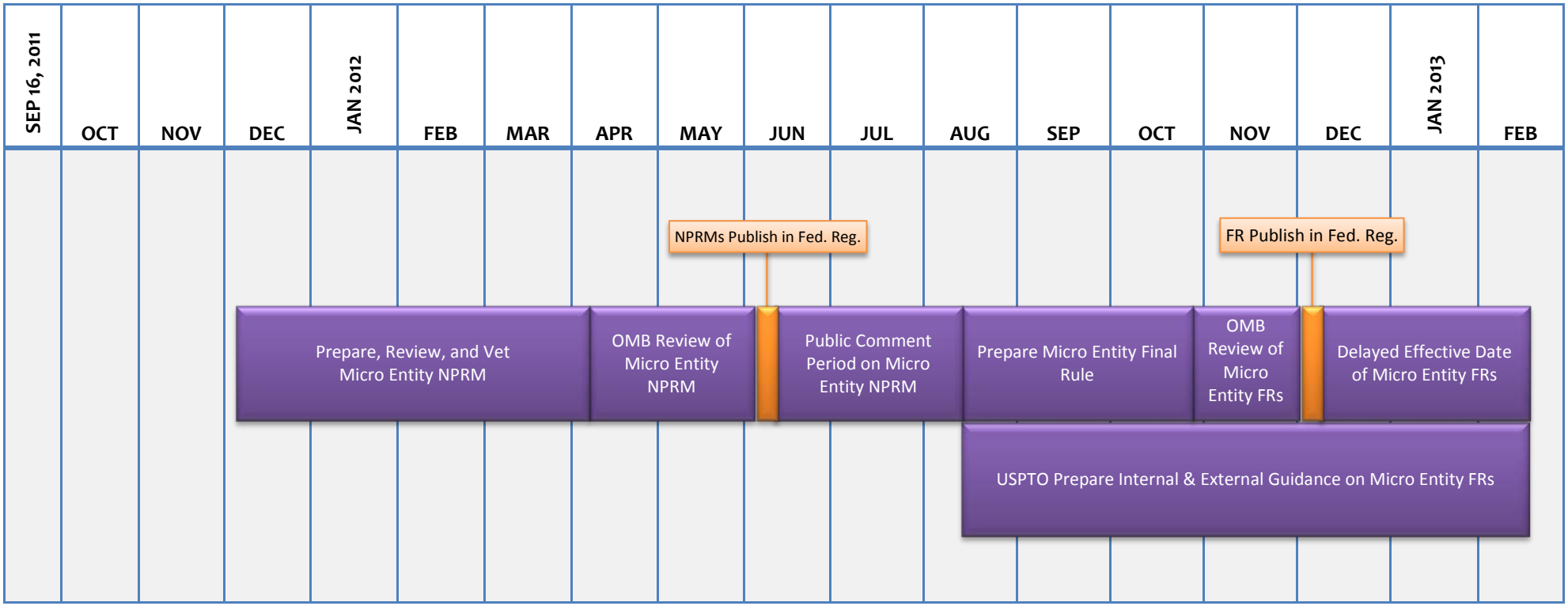17 Month Implementation Timeline