Thanks for this opportunity. I’d like to speak today about the long-range planning process that the community, DPP and FESAC have embarked on. My main message is that as we proceed, it is critical that we are imbued with a sense of urgency. Right now the stars are aligned. We have strong support at DOE and in Congress. There is a sense of excitement and possibility within the community as we witnessed at the workshops in Madison and Austin. So a window of opportunity has opened, but if we fail to move quickly and effectively that window will close. We have already seen new initiatives carried out by our overseas colleagues – initiatives that in many cases originated from the US. But where we failed to follow through, new facilities and new programs were built by others. The result is stagnation in our own program.

So as we move forward in our planning we need to be sure that we focus on elements that are timely and actionable. While the long-term context and goals are important, if we focus only on what we might do, what multi-billion dollar facility we might build in the indefinite future, and ignore what we can do now, in 5 years or 10 years, we may condemn our program to continued stagnation and ultimately to irrelevance.

Thank you.