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My name is Associate Justice Thomas Hollenhorst and I have served as a member of the California Judiciary for 32 years. From the time that the SEC report was made public, it was clear that the recommendations were far reaching, that the case has been made for meaningful reform in California Judicial Governance and the Administrative Office of the Courts. This is not to say that the contents of the report were all that surprising, I and many others have watched the size of court administration mushroom and administrative decision making being further and further removed from the courts. The situation has become dire. Judges have become disillusioned with the size and structure of court governance, that it is non representative and that "speaking with one voice" has led to a number of disastrous decisions which have wasted court resources, weakened the branch and undermined confidence in court leadership. Despite continuous videos of "happy talk" from our court leaders, moral is at an all time low and distrust at an all time high. To begin to the long way back from where we are today, it is imperative that *all* of the recommendations made in the SEC report be implemented immediately. Dithering and studying the problem, endless surveys and committee reports will do nothing more than exacerbate a festering mess. Justice Thomas E. Hollenhorst