

Interview with: Sally Reed
Interview by: Danelle Moon
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[Interview #1]
[DS400070.DSS]

[1:08:10] at beginning {start at [00:00]}

Moon:

My name is Danelle Moon, today I'm at Sally Reed's house in Pebble Beach, and we are going to be talking about her experiences working in Santa Clara County, in San Jose; and also some of the work she has done also in Los Angeles, and today's date is January 13th, 2007. Okay, well, Sally, I'm so delighted to be able to come to your house—

Reed:

Thank you.

Moon:

—goodness, the glorious place that you live in.

Reed:

It is a wonderful place.

Moon:

So, what I thought I would start out with talking to you about is—the purpose of this project is really to look at and study, once again, the feminist capital. And so, I am really interested in the contributions you made when you were working in San Jose and Santa Clara County. But, to start with, I wanted to first get your impressions about, and your feelings about, what that meant. What the feminist capital meant or if that had meaning to you when you were actually working in the area.

Reed:

Oh, yeah! Yes, it did. First of all, I was not a part of the feminist establishment, ever. I was always a little bit more conservative than that, and I grew up in a small town of Missouri; and was never—never pictured any of this happening, and never expected it, but benefited greatly from it obviously by the enthusiasm other people had to see those kind of changes happen. So, I was very aware of it. I can recall when, I believe, [Janet Gray] coined the term, and of course, we all kind of giggled at first. But, overtime—because when she first said it, I suppose it was true, but it became so much more true, as it was, with just the politics of the neighborhood; which I always thought was in part responsible for San Jose being so different. Getting a stop sign was the most important thing in neighborhoods in San Jose. We didn't have the old kind of industry or civic leadership that other communities had. But, as it became not just politicians, but judges, and San Jose State leadership, and administrative leadership—and it's people like Janet Gray and Susie really were very helpful to me and gave me chances, I might not have had otherwise. I certainly saw that area as one where, not only were women moving into positions of responsibility, but were doing pretty well at it. I don't recall, I'm sure there were, but I don't recall, any embarrassments from the female leadership, which was something you were aware of as the first woman this, or first woman that.

It wasn't in me longer just your responsibility and your own reputation, to some degree, it was the path for others. So, I was very aware of it and it made a big impression on me, it was a big responsibility. I particularly remember interestingly, the secretaries to the department heads and how proud they were of me in the early days. The politicians and the staff always had a certain amount of difference between them. And the staff always saw themselves as the real professionals, and the politicians, as politicians.

Moon:

Right.

Reed:

But, when I started moving into administrative jobs, these secretaries, who were often college educated, often brilliant, and often had tremendous authority behind the scenes; came to me, and I expected a little jealousy, but it was just the opposite: they were so proud of me and so happy for me, even though the ones I remembering most vividly were older and it wasn't going to help them really.

Moon:

Right.

Reed:

Their careers were where they were going to be and they weren't compensated for it, but they did have tremendous power and job satisfaction. Because they use to say, "She runs the department well." They really did, partly because they had so much talent that was being put in secretarial jobs, because the opportunities weren't elsewhere. So, the top secretaries were often brilliant, clever, highly motivated women, who did run things behind the scenes and would later be an assistant department head or something.

Moon:

Right, now, so then what you're saying is that, You didn't really identify as a feminist or within the feminist sort of women's network, at that time?

Reed:

That's probably going a little too far. I certainly was not a feminist before I moved into higher levels of responsibility. When I did move into the higher level, particularly when

I became county executive, I became more part of that group, but in a very cautious way. I felt it was important for women to have opportunities but I didn't want to use my position as a trailblazer, except to the degree that I knew I would be fair to women, that when there were opportunities and the women were the right ones for the opportunity, I would make sure they got it. But I was also confident that I didn't want anybody second guessing my judgment on that. I wanted them to see the wisdom of my choices all the way along the line. And, I was active in some of the organizations, not tremendously active—

Moon:

What were some of the organizations that you were involved with?

Reed:

I'm trying to remember: there were Women of Achievement, which was really like the commissioner on the status of women, there was an organization of political and administrative women in government—

Moon:

That was [CEWAER] [California Elected Women's Association for Education and Research], wasn't it?

Reed:

Yes, yes. I was involved with that, then then there were more informal groups, like there was a group of women in county government, who formed kind of an *ad hoc* group to talk about the issues women faced. And, I was not a leader in that and I didn't want to be, because I was the head of the organization, but I participated and went to the meetings

as long as they would let me go to meetings and sit in the background and be a member and not be county executive—

Moon:

So when you were doing that sort of interaction it was more when you were at the county level than when you were at the city?

Reed:

Yes, yes, definitely.

Moon:

All right. I was reading some background, actually it came out of that [West magazine?] was one of the articles that I'd read about some of your work. And one of the things they mentioned—they gave some family background, and I know you grew up in Rolla Missouri, right?

Reed:

Right.

Moon:

And that your father was a research chemist, and that your mother was a homemaker (both say) who came from a large Kentucky family.

Reed:

Yes, one of eleven.

Moon:

And, one of the things that you had said in that one article or another article, was that—I was trying to figure out what was your motivation for getting into this sort of high level, sort of administrative, kind of work that you ended up doing. And, one of the things you

said in the article was that, “You had no choice, you didn’t want to marry, couldn’t type, and couldn’t teach.” So, I just wanted you to—

Reed:

Didn’t want to marry?

Moon:

Yeah, which—that’s what they said in the report, which must have been prior to meeting your husband—

Reed:

That sounds like a really—no. No, I have been married to my husband since I was twenty-one.

Moon:

Isn’t that curious? Maybe they misquoted you or something in that.

Reed:

Yeah.

Moon:

But, anyways, that was the quote that came out of this article, and I thought, Oh, how interesting—

Reed:

Yeah, but really, maybe what I said was, “I didn’t see myself as wanting to...”, “I wasn’t someone who always saw myself as wanting to be married, and that was my entire life.”

But, realistically, I mean, I wanted to work. I took the test three times to be a secretary with the U.S. Government, when I was in Washington D.C., and failed it all three times. I couldn’t type thirty words a minute with three mistakes and get by.

And, I taught school for a year in New Orleans, Louisiana, when we were just young married. And I've always joked about [J.C Akers?], who is probably in prison because of me today; this one kid, who was so bad, I just didn't have the skills to be a teacher. I could teach the good kids, but teachers have to teach the ones that are hard to handle, that's their biggest mission.

So, I couldn't do—I applied for a job for the federal government because they were the only ones hiring women. And then over the years I ended up in government jobs, because Lucky's wouldn't hire me, nobody else would hire me, and in the professional job—and I really was not competent in the jobs that women traditionally did.

Moon:

Oh, interesting.

Reed:

That's the way I've always looked at it; the women, when I was in college, who were Phi Beta Kappas or whatever, all stayed home and raised their kids.

Moon:

What was your degree?

Reed:

It was in economics, but I went to law school for a year and a half, and then my husband and I got married, and then I left law school; I was the first woman on law review, and I left law school and went with him to New Orleans. And, we started our family and I needed to work; we needed the income. So, I started applying for jobs; I would have done any job, it wasn't that I had my eyes set on a particular career. I was never thinking

that I was going to have a big career, I was just trying to make enough money—over time, I became more ambitious. A friend of mine once said that, “You become ambitious when you look around and you don’t see anybody at a higher level that you want to work for, so you have to be that person.”

And, the feminism, at that time, was still—it still was an emerging force. We’re talking about before that really became a strong force in this country. [Janet Gray Hayes] was the head of it, I think, pretty much. And, I don’t think, she was selected or was successful based on the feminist agenda either. She was successful with the neighborhoods, who wanted something done in a certain way.

Moon:

Yeah, I’m not even sure that she was that ardent of a feminist either.

Reed:

Oh, she wasn’t.

Moon:

I don’t think she was. I mean, I’ve interviewed her, and if you ask her, she says, “Yes of course, I’m a feminist.” But, her policies and some of the things she worked on, really weren’t about women’s issues; whereas Susie’s were very much women oriented, or you know, looking at different types of things. Janet was much more, I think, interested in the environment, and you know, those development kind of issues.

Reed:

Absolutely, absolutely.

Moon:

Yeah, so I don’t think she was—I would say Susie was probably the most—

Reed:

Oh Susie is great , but Susie too though, and this is where I think feminism really sort of went to what—Susie was a feminist, but Susie was a genuine supporter of capable women. It wasn't feminism in some kind of blanket way, she sought out sharp ladies and encouraged them and worked with them and surrounded herself with them. And built a network that way. It wasn't just for the cause, it was really—

Moon:

It wasn't like the National—like NOW kind of platform of feminism necessarily, it was kind of—she created her kind of own sort of network of feminism, but still promoted most of the same issues, and though was very gifted in her diplomacy skills and very charming. (both laugh)

Reed:

And you know, she put it to work. She went out and—she never would have asked me to be County Exec., if she hadn't absolutely believed that I was the best person; that I could really make a difference to the county. She would never would have done that just because I was a woman and they needed a woman. It was never like that with Susie.

Moon:

I don't think that would have been the case either. I have spent a lot of hours with her this last summer, just going over all kinds of different issues, and she has been so interesting to get—

Reed:

She is an interesting lady, yeah.

Moon:

Well, getting back to your own life, now your husband, Fred, He was in the hotel business, is that correct?

Reed:

Um-hmm

Moon:

Okay, so you guys kind of moved around a bit before you settled—

Reed:

He was in the hotel business, and then when we were in Washington D.C. and I first started a professional career, he was with United Airlines.

Moon:

Oh, okay.

Reed:

And you know, I had moved us to San Jose, and I stayed home for a year, and that didn't work. I started looking for jobs and I applied for the city, and it was just as they were starting to say, Wouldn't it be good to have a woman in one of these jobs? Janet Gray was still on the redevelopment agency, I don't think she was on the council yet. Norm was mayor—

Moon:

Oh, right, she was—she'd never been on the Council, she was his Vice Mayor and—

Reed:

She was eventually, but I think in—

Moon:

'74, was when she was elected.

Reed:

Yeah, you see this was '72.

Moon:

Oh, okay.

Reed:

She was still on redevelopment agency and [Ted Tedesco] wasn't manager yet, it was—I can't think of the guy's name now, but—the other woman, who had become visible, the one who went on to be in the State Legislature—

Moon:

Oh, Leona?

Reed:

Leona, uh-huh. And they were both kind of visible forces, but there weren't—there was a woman on the Council though, um—

Moon:

Oh, uh, Virginia, [Virginia Shaffer].

Reed:

Yes, yeah, yeah.

Moon:

She was the first woman, actually, to be elected to the council. I think that was in the '60's, when she was first elected. And she was also part of that whole neighborhood environmentalism movement to get to—well, in this one article that Janet Gray was quoted as saying, "Some leaders are born women." And so, with that kind of in mind, Could you describe how your evolution, and from your—you kind of said this a little bit,

with the beginning of looking for a job in San Jose; I know that you worked with Ted Tedesco, and you know his son is running for office in San Jose—

Reed:

In San Jose?

Moon:

Uh-huh.

Reed:

No, I didn't. No, Steve Tedesco is not his son.

Moon:

That's not his son? I thought they were related for some reason—

Reed:

No, I don't think they're related at all.

Moon:

Oh, okay. Well, that's interesting I just—I guess I just thought—

Reed:

Yeah, I know Steve, but yeah, you would think. But, no, I don't think they're related at all.

Moon:

Okay, well, I know you became a budget analyst, when you were there.

Reed:

I started with the city, and I was actually hired by [Jim King], when [Norm Mineta] had just become mayor and they were just dealing with [Tom Fletcher], was the manager's name. Jim, had come from New Orleans and had represented a lot more politics for San

Jose. He thought that the city should have a presence in Washington, and a presence in Sacramento and that sort of thing, and that's kind of where Norm was moving. And so, I was hired by him as a management analyst naturally, not doing budget. My first kinds of projects, was to map out the city's grants, and to look at if the city is getting any benefit out of these grants or whether you're getting them by the time you match them, and you do what they want you to do, you haven't spent the money well. And, I ended up launching a pretty big study into redevelopment, and recommending that the city take over the Redevelopment Agency.

Moon:

Oh.

Reed:

And it became, as I often advised people trying to build a career, find a niche and really become an expert on something. I became an expert on San Jose's redevelopment and redevelopment generally.

Moon:

Which was a huge issue of course.

Reed:

But, at the time, it wasn't. At the time, there was all this demolition downtown: Park Center had no buildings; there were no outlying redevelopment agencies, they were just being talked about; and the Redevelopment Agency was separate and under the leadership of a guy named [Jack Dustamer?], I can't believe I remember his name. We're talking at least '72, '73, and Janet Gray was on their Redevelopment Agency Board, at that time.

Moon:

Right.

Reed:

And so, that became my—I became known for that. And so, it gave me visibility, I probably wouldn't have had otherwise. Then there was a reorganization that moved Jim King's staff into the budget staff under [Ralph Hammely?], that was kind of a shift from Jim, towards Ralph Hammely. It was damaging to Jim in a way, though he continued to bounce back and do his long range thinking kinds of influence, and got along with Ted well. And, uh, Ted was always going to promote me, I was always going to leave, and he was always going to promote me, and he never did. And then, he got fired, I remember that vividly, and a new manager named [Jim Halloway?] came to town, and Ted told him, "The person you should rely on is her." And, he elevated me to a job called, "Assistant to the City Manager." And there were no assistants and no deputies, it was just me, but "assistant to" always meant sort of like executive assistant. It was really not second in command, generally, but there wasn't anybody else; and this guy was new, and I just decided, it was going to be what I made it. And I remember consciously saying, "I can make this job something if I want to, or I could always try..." And there was this day when Jim Halloway was in the City Council meeting and he came over to me, and I was sitting at the staff table, and he said, I have to lead. And I thought, Okay, if I have the courage to get up and go sit in that chair, I'll be seen as the Assistant, and if I don't, I won't.

Moon:

(laughs) I bet you were shaking.

Reed:

(laughs) I got up, and I walked, and plopped myself down next to the mayor and city attorney, and you know, and I'm convinced it made a difference. I turned it into "Assistant City Manager", but it really wasn't at the time I was appointed.

Moon:

Now, when you were working with Ted, I think one of the articles I have read, said that you, that you described him as a mentor for you.

Reed:

Oh, yeah. Absolutely.

Moon:

That was true?

Reed:

Yes, very much so. Not because he spent some so much time with me, because he really didn't and I can't say he did that, and I was either one or two levels below him, I guess just one. But, he dealt with my boss, pretty much hands on, most of the time. But, he was such a strong manager, and had so much integrity, and the people who worked for him just learned. And he would—he convinced me, or taught me, or illustrated for me, that being a professional administrator was a profession; and yes, you did what the policy board told you to do if you thought it was right; if you thought it was wrong, you had to argue with them, and you had to be a force on the professional side of things: the budget, and the personal practices, and the respect for the staff. It was a time when politicians often liked to call staff on the carpet and blame staff for everything, and you stand up to them, and he did. He never allowed the politicians to kind of "rake somebody over the

coals”, he would stand up for them. He was just a man I admired a great deal, and I watched him. I’d sit and watch him in council meetings and other meetings, and he stood for something. And that made a difference to me.

Moon:

Did you think that he deserved to be fired, when they let him go?

Reed:

No way!

Moon:

Yeah, it was very controversial, that whole—

Reed:

Yes, it was—it’s interesting, because it is not all that different than the way Monterey County and San Marino Counties are kind of today. Not so much firing somebody, although it cost me a lot, because of the positions I took on “Land Use issues”, but “Land Use” can be a very divisive issue. And, when Ted was fired, Susie Wilson didn’t even know it was happening. She was on the council and they didn’t even tell her. They just put their votes together and went in and (Reed makes sound with mouth) over night. And it was over the fact that he represented a—some standards about the environment that—he was going to articulate them, and they could vote them down, but he wasn’t going to be silent and he wasn’t just going to say what they wanted to hear.

Moon:

Right.

Reed:

And, he couldn't anyway, they had a "split council", you know, you can't—if you have seven—

Moon:

[inaudible 00:20:59]

Reed:

—yeah, he would have had to choose a side either way, and everyone knew what his positions had been before, so he would have to "flip-flop", you know, and that's hard to do.

Moon:

Yeah.

Reed:

We all live through that in these types of jobs: you go from one council who will accept things or a board that will accept things one way to a different way; and you hope that they trust your professionalism enough that you're still going to be able to do a good job even if you're not as comfortable with the political direction as long as it is ethically okay. But, they didn't care, they believed that he was—and he had people in planning that stood for—and the world was changing, the law was changing—they were enforcing the law. So, yeah, it was—no, I did not think he deserved to be fired, and I think the City suffered for many, many years for doing that. It was very damaging to the City.

Moon:

Yeah, that's interesting. I am a total non-native of the region, so, coming into, and just learning about the history, and reading all the newspaper articles, you know, there's so many interesting things happening here. (Moon laughs)

Reed:

Oh, yeah.

Moon:

Um, one of the biggest issues, though that confronted the city during—the part of your tenure there, related to the [*Comparable Worth* strike]. And so, I'm wandering, if you would like to talk about that a little bit?

Reed:

Oh, sure, a very interesting subject too. It was a good example of the kind of tests you can face as a woman. I mean, there was no doubt, that part of the reason I was given the responsibility to be on point, was that I was a woman. [inaudible 00:22:24] was under me, so the manager could have done more or less, but having a women spokesperson for the management perspective was obviously, you know, politically, perceived as kind of the smart way to do it.

But, I did believe that *Comparable Worth* made no sense. I mean, the argument I would make is, “It’s fine to say, ‘a nurse is worth more than a blue-collar mechanic’ except that if you pay the nurse what she is worth and the mechanic what he is worth, you won’t have any mechanics, because you can’t get them for that. You can’t change the market place, you can try to influence the market place.” And that in the end, became kind of how we pulled it back together. You can take small steps and let the market place follow you, but to pay a group of people 30% more than the market is paying them, and then pay the other people 30% more than they’re worth, because that’s what you have to pay to get them, pretty soon you’re doubling your budget, you can’t get there from here. So—

Moon:

So, was your perspective, kind of looking at it from the—really as the analyst sort of position versus—from the social policy sort of issue?

Reed:

It was definitely not from a social policy standpoint, except to the degree that I could see that the city could, like I say, “Take small steps to try and set an example.” But, I felt it was dishonest to say that, “We’re going to pay based on comparability”, when that’s not what we’re going to do for the men. We’re going to pay them what the market makes us pay them, because if we don’t, then we won’t have any.

Moon:

Right.

Reed:

So, you see what I’m saying. So, you could only going to—what labor was really doing is saying, Give us the best of two salary scales. Give us what it takes in the market place, so you can get people, and then if you can get people, but there’re worth more, pay them more.

Moon:

Um-hmm.

Reed:

We couldn’t afford to do that, and nobody could afford to do it really, in the long run. But, the interesting thing about it is, actually, I was not the driver on the setting of the policies, it was really the council.

Moon:

Um-hmm, right.

Reed:

And the reason I got thrown into it, mainly, which is something that probably wasn't in the newspaper articles and something that wasn't known, is that the man who was in charge of Labor Relations, it was very senior guy, a guy named [Frank La Sur?]; and Fran Fox, the city manager a very senior guy, white males—Frank worked for me and he went around me to Fran Fox, and told Fran he was going to offer—put some additional offers on the table that the Council hadn't authorized. And, he did. And, when the Council found out about it, they said, You don't do that. You don't get to go to the Union and say, "The City will pay more," when we haven't given you the authority. So, the council blew up and didn't approve what he had made as an offer at the table.

Moon:

Oh.

Reed:

That kind of bad faith is what causes strikes more than opinions. We probably would not have seen the strike, otherwise. And, so when the Council didn't do what Frank had promised the Union that he could deliver, he got pulled out of the negotiations and I got thrown into it, and we had a strike. And, we settled it, I think, in three days or something.

Moon:

Yeah, I think, one of the articles that I read, said, and this is referring to you, "She negotiated an increase to satisfy the Union; looking like a savior, even though she abandoned her firm 6% figure, she miscalculated the Union's ability to stay out. She came out of the strike smelling like a rose, recalled one source who worked with her in

the City. She made the City look responsible, she made the Union feel good, it wasn't a defeat for anybody." Do you think—does that sum up for you, how the experience was?

Reed:

Yes, and there're right that we did move—but, I mean, I felt we had too. Our own staff person had betrayed us, and you can't expect Labor to get offered something, and then pull it back, and it's your guy who made the offer, and not take some responsibility for that. So once I saw that happen, I informally began to put together some ways to restructure it so we could do a little more, and I don't know that it actually cost us any more, sometimes it's just where you put it. I don't even remember that it did, but it may have. But, I did feel, that it was not okay to let Labor just hang out there; we sort of set them up, I mean, this person who worked for me, set them up, so I had to fix it.

Moon:

Oh, right, right. So has that always been a difficult place to navigate between, you know, trying to promote the worker's rights kind of issues, and being a manager and trying to articulate the policies?

Reed:

Yes, but probably not for that reason. The hardest time I've had—and Labor has been an issue, off-and-on for me, more here in Monterey than any place else, had the hardest time with the end of my career with Labor; but the main reason has been, and it's been a sticking point everywhere I've been, I insist that managers should be close to their employees, and should take care of their employees. And, Labor wants to be the one to take care of the employees, and wants management to be distant, you know. I say, "They want that," but I don't know if they want that, but it tends to be their nature to find fault

with management. And, I strive just for the opposite. I strive for trying to be close to those employees and to fix things for them before they have to go to the Union; not because I want to get the Union, but because I think, that's what good management is. And, I'm a straight believer in that kind of hands on inspirational leadership that involves the employees. So it puts me at odds with them, often. And then, they don't like training programs, a lot of times, because of the same reason; they actually have textbooks that say, "Fight all training programs, it's just a way for the boss to whitewash what he's doing and get the employees to believe (both laugh) in all this...", and stuff like that.

Moon:

Yeah, well, I think that the whole history in San Jose for *comparable worth*, both at the city level and the county is kind of an interesting topic; and so, that kind of leads me into going into your work on the board.

Let's see, this is—in this one article, I think it's actually the one that *West Magazine* called, *The Power of the County: Sally Reed*, by Edward O. Wells; he describes you, "Sally Reed, 41, exudes the genteel charm of the Saratoga Housewife: hair permd, eyes of gun-metal gray, Reed projects an inner poise between hard and handsome." (Reed laughs) And I thought, That was such a curious description. I thought, Hmm, you know, because of course, women always get a different sort of press, sort of coverage, during that time period. But, I thought it was curious, that he used the term *Saratoga Housewife*, and so, you hadn't really been a *Saratoga Housewife* in the sense that some people are housewives, right?

Reed:

Exactly, although, I would say, maybe too much, my kids and my personal life were hugely important to me, and their pictures were everywhere. (laughs) I did a TV interview one time in San Jose, and the assistant city manager, and he scanned up over my wall, and I thought, My god! People are going to think I have fourteen kids, because I had so many pictures of the same two of them. But, I talked about them a lot, and I talked about them with my staff, and they came up a lot. So, in that sense, I guess, I knew what he was talking about, but I was never a “stay-at-home mom”, I was never a stay-at-home- housewife, I was never that much of a cook. My home front was important to me from personal relationships, but no, I didn’t have any of the typical housewife—

Moon:

So, your kids were young when you were—so you were working when they were—

Reed:

I was working all their lives, really. I have always worked and—except for that year that I took off. And, the staff—we used to do skits on retreats, and they did one on me: “Yes, honey. I’ll write that essay for you when I come home tonight.” (laughs) I was always—like doing a lot of things, sort of, to make up for not being home all the time.

Moon:

Sure, yeah, like—

Reed:

Yeah, a lot of women deal with that.

Moon:

Um-hmm, definitely.

Well, I think there is a couple descriptions of you talking on the phone and telling the school, your son was sick for the day or whatever. I just want to make sure that the *Saratoga Housewife* imagery wasn't really a true reflection—

Reed:

No.

Moon:

—you were really a professional woman—

Reed:

Absolutely.

Moon:

—and sharing—doing, or trying to do both jobs.

Reed:

Absolutely.

Moon:

Okay. Well, I know when you were appointed, it was in large part, because Susie Wilson, and [Zoe Lofgren], and [Rebecca Morgan] were convinced that they wanted to have your application at the top of the heap kind of thing. I think, Zoe said that, “You were a brilliant administrator” and Susie also felt that was true. They also knew that “Reed knew how to write and decipher budgets; a key aptitude, given the county budget crisis. They got the board to interview her, introducing her to Rebecca Morgan. The three supervisors eventually formed the one vote majority we needed. ‘We plucked her out of the bureaucracy’ Lofgren recalled, ‘and—’” she commonly uses these phrases, “—the women got her in.” (Reed laughs) So was that how you remember it?

Reed:

Oh, yeah, even more than that. I didn't apply for it. Susie Wilson and I had a mutual, a very good friend, named [Susie Alfing?], a later with [Scott] in Washington, and is still a good friend of both of ours. And, Susie Alfing called me and said, "You, apply for that job." And I said, "Susie, I don't like county government. I don't even do county stuff. I don't know anything about mental health and hospitals and jails." And I was clearly in line to be city manager. Interestingly, I had been the assistant—Halloway, the guy that appointed me, left within a year, and Fran Fox was appointed. And at the time Tom McHenry was pushing for me and always felt—that shows that Janet Gray is not a feminist, she doesn't appoint willingly, she gets a chance—but I'd only been an assistant for a year, so I really wasn't ready. But, Fran was clearly going to leave within another year or two, and at that point I was the odds on favorite to be city manager. So, going to the county was not a—it didn't play better than the city manager's job. But, I was always one, that if somebody really wanted me to do something, that's very persuasive to me. I think it is for everyone but especially for me. And Susie Alfing, really talked me into doing it. So, from the beginning, Susie—and I think Susie had maybe talked with Zoe and maybe Becky, and they would watch what I was doing in the city. I had been very involved with the comparable worth, but I had also been very involved with the [Al Garza] thing, which ended up with him going to jail.

Moon:

Right, for uh—

Reed:

For taking bribes. And I was the investigator that did all that and put it all together and made it happen, which was very tough., with this new boss of mine that just got to town and didn't know what was going on. So, I had a lot of visibility, but I didn't know—I knew Susie because she had been on the Council, but I didn't really know Zoe very well, and I didn't know Becky at all. But, yeah, it was Susie—through Susie Alfing probably more than anything else, persuaded me to do it. And then—and I didn't really care if I got it or not, very much, because I had such mixed feelings. And in a lot of career ways, it was not the best thing for me to do. I had a better shot where I was going, but the guy that was in competition with me, and part because times were very favorable toward minorities and women at that point, was really not qualified for the job, in terms of the depth of budget that they needed. He was much more on the program side. So, I wanted it sort of for that reason, but I had real mixed feelings about it.

Moon:

Well, one of the descriptions of your management style was that, “She earned her respect, fear, and admiration; plays hardball with department heads; is more conservative than a risk taker; good quality for an administrator in this day and age.” Was sort of the sound bytes that came in out of the newspaper. And so, how—in thinking backwards, What sort of—What was your administrative personality like?

Reed:

I thought, I tried to be—

Moon:

Goal directed?

Reed:

—I laid out goals for myself when I first went into the job. I thought it was an incredible honor to be a CEO. I would never have dreamed I would be in charge of all those people. And I always thought it was awesome. I mean, even to this day, I will always say it, “Just having five people work for you, let alone thousands, is uncomfortable in a way, and it’s a responsibility in a way, that you just have to, kind of, live up to.” And, the way that I thought I had to live up to it, was by laying out some clear direction and then taking the organization there. And, so, everything I did, I tried to be very consistent. And, I think that fits with that kind unyielding—plus I walked in onto a county that was almost—was really close to bankruptcy. Even the controller told me, “[He] didn’t think we had a chance.” So, I felt like everything I did had to add credence to this crisis, and I couldn’t make a single inconsistent decision, without losing the whole ball game. And, I didn’t know we would make it even if we did all that. But, I did keep my eye on the ball a lot, and probably that was both a strength and a weakness. I was not somebody to just do a whole bunch of different things, and if you didn’t agree with the one thing I was doing, or the two or three—I wanted to straighten out the budget, and I wanted to build pride in public service; because public service was a good place to work and I didn’t want people to say, “Good enough for government work”, and “They can’t make it in private business.” So, I did a lot of things to try to make those few things happen: stood up for staff when people were criticizing them, and was pretty unyielding, and probably in every job I held, I would say that characterized me, not—sometimes for good and sometimes not, but definitely strong willed.

Moon:

I know in some of the articles that I read on you, there is this one kind of like, looking at you going into the different offices of the supervisors and you know, working out deals on—you know, on various policies, and policy recommendations. There was one, where they're talking about Susie and you, and kind of your interactions on certain things. And she was trying to—she had two things on her agenda during different periods of time, and one related to the alcohol—it was an alcohol related program she was trying to support, and that you didn't agree with her on. And then there was another example where they were trying to maintain the domestic violence shelters, and at that time, you didn't necessarily support it, I think, from a budgetary perspective.

Reed:

Probably, yeah.

Moon:

But, I was just curious how the interplay was working with the various supervisors, and particularly since you were in that, kind of really, the cusp of it, the feminist capital sort of feeling between all of the women that apart of the board at that time.

Reed:

Uh, well, first, I'd say, that it is very individual. That the relationship—I did spend time with each supervisor, as long as they would do it every week for an hour, sometimes for lunch, sometimes not, depending on the supervisor. And my goal there was to make sure that they had the kind of the informal information about what I was working on, so by the time they saw the product, they wouldn't be surprised. And so, it might be that I'm looking at a reorganization or I'm trying to hire somebody to do a certain thing. In terms of the budget, Susie and I, probably disagreed on as many things as with any other

supervisor. We never had any—certainly, I don't think so, and I think she would agree—we never had any personal friction. And Susie, one of the things about Susie, and I'm sure you know this from spending so much time with her, is she has an incredible amount of self-respect and self-esteem inside. And, so when someone disagrees with her, she doesn't take it personally. And she had some agendas and some people that she wanted to please, and there was a woman named [Dorothy Ellenberg?], I think, that was the woman who represented those alcohol recovery places. That she believed in a great deal, like she believed in me. And it was a woman doing, what Dorothy thought, was God's work or her work or whatever. And she would come in and expect to get the Board to go further than the administration should. Just because she supported them and they owed her more. So, whatever I gave her, she was going to get more, was sort of the way I always thought. But, I also saw it as my job to come up with a budget recommendation, and I didn't necessarily not support these programs, but maybe I didn't support them as much as the board wanted me too. And, so we would go back and forth on that, and we would kind of cut deals in the end. The biggest deal was with this woman it was with [inaudible 00:40:10] always laugh about it because I had this budget (Reed laughs), this crisis budget: we laid off all these people, cut all these jobs, and Dan wasn't going to support it. I knew he wasn't going to support it, he was very liberal and always felt there was enough money, that all I had to do was just admit that I could find it. So, at the end of the budget, we were ready to close it, he wanted to save [Jim McEntee's] job, and Jim McEntee was human relations—Head of the Human Relations Commission. The priest Who had decided to get married and do community work. And he traded me five—fifty deputy sheriff positions to save Jim McEntee, that was how balanced the budget; I came

up with another thirty thousand. But, we did do that. And Susie used to always say that, “There’s creative friction between the politicians and the administration, that’s a good thing.” And it is, it’s true.

Moon:

Right, uh-huh, yeah.

Reed:

And, politicians, if I did everything that they want me to do in my budget, they look like a rubber stamp. They have to change what I propose, they can’t just adopt it. You know, it doesn’t work that way, their constituencies are saying, “What did you do for me?” So they have to come up against a force that’s saying, no, and they have to come up with a compromise in order for the whole thing to come together. And, it is a political activity in the end. Some of it is perception. But, yeah, I would take positions, and they would disagree, and we would go back and forth, and in the end we would find some way to come together, or they would rule against me, which they did. But, they didn’t usually 100%, they’d usually try to find a way to balance it, so that I wasn’t a complete loser but they done something the constituents wanted that I had—

Moon:

So was it part of your role to sell your plan to them?

Reed:

Absolutely.

Moon:

Okay, so you would go to individual supervisors and say, “I need your support on this” and try, you know, get them to—

Reed:

Exactly, try to tell them why I was doing it; how it fit within the kind of guidelines they'd been giving me to work on; how it would fulfill the mission they were telling me they wanted to accomplish. And then, then listening too. And, that, the meetings with them were in both directions. I mean, a lot of what I got was sort of, what they were liking and what they weren't. And, then I would try to go back and tweak what I was doing. Not to be a "Yes-Sir", "Yes-Ma'am" person, because that's not what I wanted my staff to see. I wanted them to see a strong leader, but a strong leader that was doing so cohesively with the electives, so that we were going in the same direction.

Moon:

How long were you the executive?

Reed:

In Santa Clara County, twelve years.

Moon:

So, you started in '84?

Reed:

Started in '81.

Moon:

'81.

Reed:

Left in '93.

Moon:

Okay, so when you were—one of the big issues—I haven't been able to get a hold of Zoe to have an interview with her for this project, but I have talked to [Dianne McKenna] and Susie about the jail issue—controversy Measure A and F. Both of them recall that as being one of the most memorable experiences they had on the board, because they felt that they were really uniting as women in pursuit in this particular issue. And so, I'm just wandering what your perspective was on that measure.

Reed:

I never thought of it in terms of the women and the men, interestingly, because I don't recall, the men were unsupportive, at least all the time.

Moon:

But, all the publicity for Measure A was done through Zoe, Dianne, and—

Reed:

Yeah, yeah, I guess it was. I didn't remember that part of it. But, I still would say that—I don't think it was—it probably did unite them; a common enemy always unites a group of people. And in a sense, I think the women had the most courage on that issue, maybe because they did not feel as bound by the law and order, kind of, side of things. But I think that the men that were on the Board at the various points when these things were happening—from time to time it was more united than three women. There were men on the board who voted with them and supported it. But, certainly it was one of the biggest things that the County ever did and that the Board ever did.”

Moon:

Do you think that was a good decision?

Reed:

Uh, I probably struggled with it more later than the others have. I think, they still absolutely believe it was the right decision. I believe, academically, it was the right decision, in the sense that I do believe that the profession of running a jail is different than being a law enforcement officer; and that you could do a better job if you don't try to get people who really don't want to do it, to do it for three years. But, it cost so much, in terms of political capital and organizational capability. And in the end, I think it cost more than we ever thought, including me. And, I recommended it originally and supported it originally. In the end, particularly after the Board hired a guy named [Frank Hall] to come run the jail, but he wasn't very good, they didn't keep him too long. But, I felt like that we overestimated how much we could accomplish, and we ended up having to keep paying the correctional officers more and continuing to fight that battle—I think that battle is still going on today, if I'm right.

Moon:

I think it is, too, actually.

Reed:

And there is just some things—it was absolute—we had two choices. Sheriff [Winter] made some huge mistakes, and he put himself in a position where we didn't have much choice but to go down that road. But, I think later, if we could have compromised it some how we would have been better off. But, it became, you know, a litmus test (phone rings) for—I think I should get that [inaudible 00:46:07] quietly. (phone continues to ring)

Moon:

Well, one of the things I had read; one of the challenges you faced as—in your position was, the you know, the post-proposition thirteen, you know tax cuts were huge, and you had a budget cut of forty-six million dollars out of the discretionary fund of almost, I think, \$400,000,000, and that over 750 workers were laid off, and that you also forced [Bob Winter] to trim down his budget after. And when he actually refused to do it, and so, you ended up—

Reed:

—issuing a layoff. Yeah, I remember that.

Moon:

—yeah, right. Which also kind of fit into the whole jail controversy issue, which was really about the overspending of the budget and no accountability, it sounded like.

Reed:

It was partly that; there is another piece to it, I think. But, that is absolutely true, what I had found, and it was interesting because I learned this as I went along, because I had never had to balance the budget like that before, and it took two years to get the Board to actually do what had to be done; Prop 13 passed in '77, so finally in '83—so by then we had taken reserves out of all kinds of pockets and under funded all sorts of obligations. But, what it came down to is that people could handle the slashing of the budgets if they felt it was fair, but if the Sheriff got to stand back and say, “Not me.” Nobody else can solve it either. So it wasn't so much that I thought, The Sheriff could afford the cut; although, every department can find, and you could find political ways to say it, to make it look even bigger than it is. But, it was important in the sense of being a team player; and even though his cuts weren't as deep as others, he had to make cuts. And he

wouldn't do it. So, that was absolutely part of it, and this was a way to run the jails cheaper. But, the big thing that happened, and it was more behind the scenes, is in any situation when the Sheriff is being sued like that, typically, he's got to stand shoulder-to-shoulder with the Board, he can't turn on the Board. And, he did. He got tired of being beaten up by the judge, who was a very liberal judge and this kind of do-gooder lawyer who was—and the judge had the same political views, and the judge was constantly making the Sheriff look like an incompetent; and he figured out that he could just blame the County because he didn't have enough money, and anytime the court wanted to do something he'd just say, "I don't have the money." And the judge took advantage of it and the other side took advantage of it, so he took himself on the other side against the board. And, if he had not done that, I don't think you would have seen us try to take the jails away from him in order to save the money. We would have tried to make the cuts, but we would not have gone that far if he had given us another choice. But, he didn't. He basically was prepared to bankrupt the County by writing checks, that the judge—to do whatever the judge wanted , and just point to the Board and say, "You got to fund it."

Moon:

Right, and then of course , the judge said, "All those supervisors had to go to jail if they didn't, you know, follow through—

Reed:

—and me. Yeah, we were all held in contempt.

Moon:

Yeah, right. So, that was kind of an interesting—

Reed:

Absolutely.

Moon:

You know, Who said that, “Local politics can’t be exciting?” (both laugh)

Reed:

That’s right.

Moon:

But, those are really—those are some of the key issues to come out of that time period.

Now, Why did you leave the County?

Reed:

You know, it just got to be time. I had burned some bridges, the hospital, particularly was a sore point, and that was something that the Board members supported more than I did. I felt that Bob Sullen was spending more money than he should, and that we had to have more balance. And I felt that in the end, even the law enforcement agencies were taking a back seat to the hospital. And, I was losing my edge with them. I mean, twelve years is a long time; the average life as a CEO is like four. And I felt like I could maintain their support, but it was shakier, and I was having trouble doing the kind of things I wanted to do, and I thought I should do something else. So, I wanted to come here, and the guy who was the CEO here kept planning to retire but never did. Then L.A. called me. And, I always said that, “You have to have the courage to take on the toughest jobs.” So I moved to L.A.

Moon:

And, that was a tougher job than working here in Santa Clara?

Reed:

Oh my, 185,000 employees, no 85,000 employees, I'm sorry, compared to 18,000 is much tougher, much tougher. And, a budget problem, again.

Moon:

Right. Now, How long were you in Las Angeles?

Reed:

Just three years.

Moon:

Three years. And, then what did you do after that?

Reed:

Run DMV for Governor Wilson. (Reed laughs)

Moon:

Oh! Okay.

Reed:

And I thought about that when Becky first went to Sacramento, she asked me to come to Sacramento, and I didn't really think I wanted to do that. But when I got to L.A., and I loved L.A., I had a wonderful time there, and was able to do a lot in a short period of time. But, my husband didn't move. He said he was going to (laughs) but he just sort of never did. He kept putting the house on the market; he didn't want to go. He even said, he always thought, I'd never really do it. So, I got down there, and he came down every weekend for three straight years, but it was a *commuter-marriage*, and it was hard. And, therefore, I wasn't going to be there for the long term. And, L.A. is a completely different kind of job. I mean, the politics there are so different than they are here. I was having a hard time with my style of leadership. I was going to, sooner or later, have to

start compromising the way I operated or I just wasn't going to get anything done, because they run their districts. I mean, they come in and say, "Okay, we're going to build a gymnasium in my district, and I want this architect and this contractor." Whoever they had contributions from. I mean, there is a great deal more, what we would say is "corruption", and it's probably not totally, probably just barely within the law.

Moon:

Um-hmm.

Reed:

And I couldn't handle it. I was taking a stand against it all the time. And. I was probably too, you know, strict on those things, but I also, just enjoy watching those kind of values go. That's sort of what I had been in the business for. So that combined with the fact that my husband never really got enthusiastic about being there and spending his time during the week up here. Just decided—

Moon:

Now were you living in Pebble Beach at that time?

Reed:

No, we were living, still in Saratoga, still had the home in Saratoga. We, rented a house in Pasadena, and I went down there, lived in that house, and my husband came down on the weekends for three years. And then, when I went to Sacramento, my daughter was living there, so I just stayed with her for a while—

Moon:

Was she in college?

Reed:

She was actually a lawyer there.

Moon:

Oh, okay?

Reed:

And now she's in San Diego.

Moon:

All right. And what was the job that you were doing for the Wilson Administration?

Reed:

Director of DMV.

Moon:

Oh, okay. That's right, I remember reading that.

Reed:

And then I came here, when Wilson's term was up.

Moon:

Now, does that mean you were politically aligned with the Republican party and all of that?

Reed:

I have never been active. I have never—(knock at door) Sorry, nobody ever knocks at my door. (Reed opens door: says, '[inaudible 00:53:48] poor kidney cancer, they never had anything until this last year')

Moon:

He has kidney cancer?

Reed:

Yes, he has kidney cancer and it has moved to his lungs.

Moon:

Oh.

Reed:

Normally, a year ago, they would have said, "There is nothing we can do." But, now they have this new pill, but he's going through a lot.

Moon:

Now, you were a pretty heavy chain-smoker, according to the newspaper.

Reed:

I has absolutely was. I quit when I came here, I quit seven years ago.

Moon:

Oh, good for you. Was your husband a smoker also?

Reed:

Uh-huh, yeah. He quit a year ago.

Moon:

Oh.

Reed:

Yeah, and three months later he got cancer. (Reed laughs)

Moon:

Yeah, my dad had died at age fifty, from lung cancer, and he had been a smoker for many years, so I always think about that.

Reed:

Well, this is kidney cancer and what he has in his lungs is his kidney cancer. So, it is in some ways worse, because kidney cancer has never had any kind of treatment. But now, they have this magic pill, that they deliver by Fed Ex.

Moon:

My step-father, he has had bladder cancer, and I didn't realize this, but bladder cancer is also attributed to tobacco. So, you know, it is interesting how—

Reed:

Yeah, they are all kind of linked.

Moon:

Yeah, there're all kind of linked on some level. But, that's good that you're not smoking.

Reed:

Yeah, I know I have been for quite awhile.

Moon:

Well, thinking about some of the things that—are you doing something right now? Or are you just enjoying your retirement?

Reed:

I did a little consulting when I quit working and it just isn't—I like to manage, but you can't do that part-time. So, I may do something again, at some point; but then Fred got sick a year ago, and he's had five surgeries, and so it's been taking all our time.

Moon:

Now, was there ever a point, when you wanted to pursue actual political appointment, in the sense of being elected to—

Reed:

Being elected? Not really. There were jobs that I might find appealing, I guess. I never did a lot of evening kind of schmoozing. I'm really pretty reclusive. Work related, I'm fine, being at a council meeting I'm fine. But, in terms of just going out, and the social part of it, I'm kind of shy for that, interestingly. And, I never, I don't think I could ever ask for money. I can't even sell tickets to rotary staff, I just eat it. (Moon laughs)

Moon:

Yeah, you do have to be good at asking for money.

Reed:

And Susie's wonderful at it.

Moon:

She is really good, yeah.

Reed:

But, I am really not. So, no, I never seriously considered it. There were times when people approached me about it, and I just had to think about it and say, "It's just not me." It was just not me. I am also, not a very good committee person. I don't think I would be a good legislator. I don't even know if I would be a good mayor. So the jobs that I could do—more temptation came when Bush became president, and there was the opportunity to go back to Washington in some fairly high level position. And, that would have tempted me, but still not elected.

Moon:

Uh-huh, right. Well, it still is a political appointment, though, which is—

Reed:

Yeah, but it is still very political.

Moon:

That's kind of an interesting mix, where in Santa Clara County, where it is a very Democratic sort of stronghold, and the feminist capital, certainly was more democratic orientated than—

Reed:

Absolutely.

Moon:

—I mean, there were only a few Republicans that were even elected, like in the City Council, one of the lone Republicans was, what's her name, [Lu Ryden].

Reed:

Lu Ryden, yeah.

Moon:

And, I've interviewed her too. She is really spunky and really funny. She had a lot interesting battles on that City Council, because she didn't agree with anything that everyone else was trying to put forth. (Moon laughs)

Reed:

Well, interestingly though, I think, for the most part, Democrats prefer, they probably wouldn't say this, but they prefer Republican or conservative administrators. It's a better sounding board for them. If you get somebody who is pretty liberal in the administrative job, they don't have anything to go against, you know. It is much better for them to have—you know, it's interesting, the pro-labor people can hold the line with labor, it's the Republicans that—you need that balance there. Most people see that. I think, every council I have worked for, has had more Democrats than Republican every time.

Moon:

In the early years in San Jose, were you involved at all, with the National Women's Political Caucus?

Reed:

A little bit, yes. Although I wasn't elected, but yes, a little bit.

Moon:

Yeah, because the Caucus was actually a non-partisan sort of thing, though in San Jose it was a little more partisan than not, think, on the Democratic side of it.

Reed:

I used to do something—and yeah I was a member for a short period of time. I really didn't have much time in those days. I mean, my kids were so little, and I was working, and I didn't—I didn't do a lot, but I did do something. Well, I think 1977 was when they had the con—you know the national met in San Jose. So that was kind of an interesting time for looking at—you know, the women going into politics, particularly, in light with what has happened in the last election with Nancy Pelosi becoming the first woman to be the Speaker of the House. I am going to be interviewing [Leona Egeland Siadek?] at the end of the month, and so, she should be really interesting. And she was telling me that when she was in office, Nancy was licking envelopes in her office, you know doing fundraising stuff. And, so I thought, Oh, isn't that interesting. So, I think she will have a lot to say about how women have come so far in politics.

Reed:

Oh, yeah. And where is she at? Is she living in southern California?

Moon:

She is in Sonoma.

Reed:

Oh, okay.

Moon:

So, she was in the wine country. But—very—I think it is an interesting political time to look at that, and you know, whether it's republican or—it's not really a partisan issue. It's really just about women's success in politics, and it's come a long ways since the 1970's. And I think actually that was where the term was coined, "The Feminist Capital" and it wasn't Janet Grey who coined it—

Reed:

Really? Oh!

Moon:

It was said in the conference, and then she picked up on that and then continued to use it as kind of her terminology.

Reed:

Was it describing San Jose when she said it?

Moon:

Uh-huh, yeah. Yeah. But it was in reference to her capturing the mayor's office. So, I thought that was really interesting.

Reed:

That is interesting.

Moon:

Now, I just had a couple of other things I just wanted to mention here. Oh, in talking about the conflicts and some of the burning bridges and all of that sort of nature, a couple of people had made a couple of comments about you that I thought were interesting. This one woman, I don't know if you remember her, [Christie Shemmershine?] of the services employees international local 750 said, "...doesn't enter her mind, what the union is all about...", yet she also remarked, "I respect her." So, there were a lots of views, that even though you had certain groups that disagreed with you, or enemies, I suppose on some level, that you were good at neutralizing these kind of tensions. And even [Esther Medina?] who was director of the Mexican-American Community Services Agencies, said, "I was leery at first of how sensitive she'd be to minorities, but I had nothing but good experiences with her. She was really fair and very honest." So, I thought those were nice (both talking at once) to your credit. So in working with some of those groups did you um—I'm not sure why she wouldn't have thought that you wouldn't have been sensitive to minority issues, but Was that something that you had to deal with?

Reed:

I think everyone knew that even though I was never active, that I was a pretty conservative person. I was conservative about budgets and that's sort of why I was doing what I was doing. And then I also went head-to-head against a Hispanic for the job. So, I think that was part of it, too. But, I always tried to be sensitive to those issues, because the County does a lot of social programs, and at the heart of those is making sure you're surveying, often, people of color, who are in those programs and who need that service. So, it was not so much for me, people would tend to say, You don't support me if you

don't give me the budget I ask for. And I would try to say, "I'll give you the budget I can, but I do support you, even though I'm not saying, "Yes" all the time.

Moon:

Right. Well, one of the other women I'm working with on sort of a similar project for the National Women's Political Caucus, is that we're trying to get at what friendships were formed? What women's friendships were formed out of this kind of Feminist Capital? And so, I was curious, I know you became good friends with Susan Elfing, but were there other women that you formed bonds with, or have maintained—

Reed:

Absolutely. I still see Susie regularly. I see Dianne McKenna, she has a home down here. And I see Becky, now and then. Uh, [Jane Decker] who is still with the County, is a good friend, always been a good friend. Uh—trying to think others—so many others that aren't in San Jose—those are the ones I think of in San Jose. But there were a lot of others that—oh, well, [Sharon Morenton?] who worked for me in San Jose, came up to work for me at DMV. And then I see her. I see [Grace Shalakawu?] who was the chief executive for the courts for many years. So, those are people that I still see regularly, and I don't go up there very often but—

Moon:

Yeah. What is Betty Morgan up to? I've been trying to reach her, and she's not—I know that she must have a really busy life—

Reed:

She is very busy with her foundation. She went through a battle with breast cancer, was probably ten years ago. I've only seen her a few times, and she has always come down

here, she and Jim. I don't know why she would be hard to reach, but she's uh—she's got grandchildren, her daughter lives in Sacramento, I think. So she's back and forth with that. And then this foundation takes a lot—she travels a lot.

Moon:

Yeah. Now, you have two children, and how many grandchildren?

Reed:

Two.

Moon:

Two grandchildren. And so, does your daughter still live in Sacramento?

Reed:

Our daughter lives in San Diego. She is an administrative law judge. And our son lives here. And he runs a small hotel here, and he is single. Both of our grandchildren live in San Diego with our daughter. And our granddaughter is six; and the world's most verbal person, our grandson, is five and autistic. (Reed laughs) So we're struggling with autism. And that is huge.

Moon:

Oh. My girlfriend has a nephew who also has that problem—

Reed:

—it's quite remarkable.

Moon:

—yeah, and its on the increase—

Reed:

One in every 166 births now.

Moon:

It makes you wonder what's going on.

Reed:

There is something going on.

Moon:

Some kind of environmental thing or something. Well, that's good, it sounds like you're really doing very well.

Reed:

I am.

Moon:

Are there anything you want to say about what your legacy will be for women in politics or for women in professional and administrative level positions?

Reed:

Yeah, I will always look back on, what was the intent of mine in Santa Clara County and everywhere else I went, and that was that there should be pride in public service. That you should be proud of what you do; you work hard, you do a good job. The people that go to work for government are outstanding people. They are dedicated to what they do and they are as professional as any profession. So, that includes balancing budgets and running organizations. I got a lot of credit in L.A. and worked hard for it; kind of shining the light on things, because there was so much secrecy, and bringing openness to it. Just trying to leave a legacy of professional administration, doing it in a way that is right, doing what's right.

Moon:

So in the years that you've been doing all this sort of work, Have you noticed a significant increase in the number of women going into those types—you know, at that professional level?

Reed:

Oh, yes. Absolutely, at every level. There are women in jobs, almost every job in some areas. My chief assistant in L.A. was a women, I preferred a woman to be my chief deputy, and she could have stayed on as CAO if she had wanted, but she didn't for a variety of reasons. (dog barks and enters rooms) Hey! Oh, my. Meet Callahan, and there's my husband Fred. (Moon laughs)

Moon:

Hi, Fred.

Reed:

Danelle Moon.

Fred:

How are you?

Moon:

Nice to meet you.

Fred:

Same to you. (Reed or Moon laugh)

Reed:

Cold out there, huh?

Fred:

I'm going over to Webb's.

Reed:

Oh, you are? To watch the ball game? Okay.

Fred:

An hour, I think. I might just leave him in the car.

Reed:

That's fine. We're just about done here, anyway. Calli will give her a break, I'm sure.

(Moon laughs)

Fred:

Yeah, are you going to be here or you got—

Reed:

I'll be here for a while.

Fred:

[Inaudible]

Reed:

I don't know.

Fred:

Excuse me. (Reed and Moon laugh)

Reed:

So you're going to go over there, and I'll see you this evening. Remember we have

[condition red?].

Fred:

Yeah.

Reed:

Yeah, 5:30.

Fred:

[Inaudible]

Reed:

Okay, settle down dog. (Moon laughs) Have a good time. [inaudible] Calli don't bug her. (Fred laughs) He's really pesky.

Moon:

We have dogs.

Fred:

What are you going to do?

Reed:

Not a thing, not a thing.

Fred:

Okay.

Reed:

Have a good time.

Moon:

Bye.

Moon:

Well, thank you so much for letting me come over and talk to you.

Reed:

My pleasure, my pleasure.

Moon:

I think your story is a little bit different than some of the other, you know, office holding women that I have been interviewing, and so, it's interesting to get a different perspective. And also coming out from a more conservative sort of—and republican sort of mindset as opposed to mostly democratic, you know women.

Reed:

Right, Right. Yeah.

Moon:

But it's been great talking to you.

Reed:

Thank you. I've enjoyed it too. My pleasure.

[End of interview 01:08:10]