

## THE NEW TAMMANY HALL

When the voters elect a man leader, they make a sort of contract with him. They say, although it ain't written out: "We've put you here to look out for our interests. You want to see that this district gets all the jobs that's comin' to it. Be faithful to us and we'll be faithful to you."

• George Washington Plunkett of  
Tammany Hall

(Whispering) If I thought, if I thought that they were really hurting instruction, wanting a whole fucking piece that would make a big, major difference, I wouldn't go for it. Honestly, at the end of the day, I'm a political leader, that's why I'm here ... And I make sure my people get fucking jobs.

• James C. Sullivan, Treasurer of  
Community School Board 27

In January of 1989, a courageous community school district superintendent, Colman Genn, came to the Commission. Using techniques traditionally employed against gangsters and corrupt public officials, such as surreptitiously recording conversations, the Commission obtained irrefutable proof that the public's fears were all too true. School board members made their decisions in whispered conversations in cars and restaurants, conduct more suggestive of mobsters than of educational leaders. Race, ethnicity, religion, and politics counted more than merit in personnel decisions. The local school board had become the local patronage trough.

### District 27

District 27, geographically the largest of the City's community school districts, covers eighty-two square miles in southwest Queens, and includes Woodhaven, Richmond Hill, Ozone Park, Jamaica, Howard Beach, Broad Channel, and the Rockaways. With 29,000 students, the district has the fourth largest student population in the City. The students are ethnically diverse: 12,000 are black, 10,000 are white, 7,000 are Hispanic, and there is a sprinkling of Asians. Approximately 1,500 teachers, supervisors, paraprofessionals, aides, and office personnel who work in twenty-nine elementary schools, and six intermediate or junior high schools, serve these students.



In 1986, Colman Genn read an advertisement announcing that District 27 was looking for a superintendent. Genn, who was 53 years old, had been a teacher and supervisor in the City school system for 31 years, since 1958. He was married and had two adult children.

Genn applied for the job, and in June, 1987, the Board voted, 5 to 4, to select him as superintendent for a term beginning on July 1, 1987. Genn learned that he had received the job in a call from the school board's Executive Assistant. She congratulated him, and -- in an omen of things to come -- said he had been selected by the parent members of the board, and therefore did not owe the politicians anything.

Shortly afterward, board member George Russo, an attorney and former assistant district attorney in the Queens District Attorney's Office, met with Genn about his contract. Genn said he would accept a two-year contract, and Russo asked why two years and not one or three years? Genn replied that a contract for only one year would embarrass the Board, since it would appear that they were not sure of their own choice. Genn added that, if the Board gave him a full three-year term, Genn might have to give something back in return. Russo smiled, and Genn got a two-year contract.

Various board members began to approach Genn, asking him to hire people as teacher aides or paraprofessionals. Aides received about \$8,000 yearly with full benefits, and paras started at about \$14,000 with full benefits. Genn suggested to the Board that the district create a system in which qualified people could be selected on the basis of when they applied. The Board refused to institute this procedure.

#### The First Threats: Be A Good Boy or Else

In the spring of 1988, Genn attended a convention on aviation education in Los Angeles. Kennedy Airport is located in District 27 and the district is a leader in aviation education. Two board members, James C. Sullivan and Samuel Granirer, also went to California, ostensibly to attend the convention.

Sullivan, who had no children and no visible means of support, had been a member of the board for years. He was also a Republican Party committeeman in the Rockaways.

Granirer also was a long-time member of the board and had served as its president. He operated a travel agency.

Genn flew to California on a National Guard plane at no cost to the district. Sullivan and Granirer flew on a



commercial plane at district expense. Sullivan attended some sessions of the conference; Genn did not see Granirer at any conference sessions, and Sullivan explained that Granirer was visiting relatives and doing business.

On the last night of the conference, Genn invited Sullivan and Granirer to join him for dinner. During the dinner, Sullivan and Granirer told Genn that if he was a "good boy" and allowed them to take charge of appointments and personnel decisions in the district, he would have a nice long career as superintendent.

Genn had already concluded that neither Sullivan nor Granirer had any real interest in education. Nevertheless, this conversation was "traumatic" and he was "extremely upset that such a direct kind of approach was made, which was really something very destructive to children, the parents, the community, the whole issue of decentralization was -- it was just totally an attack on everything I believed in, things that I have lived for."

Genn considered bringing this situation to the attention of the Board of Education's Inspector General. He rejected that approach because he did not think that office was competent to complete successfully the kind of investigation he thought should be undertaken. He was also concerned about leaks.

Genn was also afraid to go to the Queens District Attorney, in part because board member Russo had been an assistant district attorney there, and Genn was concerned that he might learn of an investigation. Also, Genn was concerned about being recognized at the District Attorney's Office. Moreover, since Genn and others had learned about other investigations involving the school system while the District Attorney's staff was conducting them, he lacked confidence in that office's ability to preserve confidentiality.

In late December, 1988, Genn learned from the press that the Commission was being formed, and that it was borrowing some staff members from the office of Robert M. Morgenthau, District Attorney of New York County. Genn's wife Brenda had a cousin whose daughter, Karen Heiss, was one of Mr. Morgenthau's prosecutors.

Genn spoke with Heiss and learned that her supervisor, Amyjane Rettew, Deputy Chief of Mr. Morgenthau's Appeals Bureau and an alumna of his Rackets Bureau, was taking a leave of absence to serve as the Commission's Deputy Chief Counsel. Heiss said Rettew was a dedicated and a very capable prosecutor, and that Genn could trust her.



On January 31, 1989, Genn telephoned Rettew and the next evening, he met with her, Chief Counsel Austin V. Campriello, and Special Investigator John J. O'Rourke. The Commission personnel debriefed Genn who agreed to cooperate in an investigation of District 27.

#### Who Appoints the Acting Supervisors?

Five days later, on February 6th, Genn attended, and recorded, a meeting with Sullivan, Granirer, and board member Irving Schwartz. The district's personnel committee was meeting that night to screen applications for three assistant principalships that were opening up in the district.

Before the full committee arrived, the three board members met with Genn to discuss a few other "interim acting" appointments he was to make in the near future. Although the decision about who to appoint to these "acting" positions is solely the superintendent's, these three board members wanted to make sure "their people" got the jobs.

Granirer complained that too many of Genn's appointments and promotions went to blacks. He asserted, that he was "very concerned," and that Genn's appointments made him feel like he was in District 4, the heavily minority district in which Genn had worked before becoming superintendent. Granirer went on to explain:

... I got problems with this. I got major problems with this and I'll tell you why. Because they're not my friends in this district.

Granirer had candidates of his own he wanted Genn to promote. For instance, Granirer wanted a man named Howard Becker to become the acting principal in P.S. 106, and Sullivan agreed. Granirer also utterly rejected Genn's attempt to discuss the relative merits of all the possible candidates for the position: "Unqualified? Qualified? Bullshit. That's my recommendation."

Furthermore, when they concluded that Genn might not give the "acting" positions to the people they wanted, the board members immediately retaliated. Specifically, they turned to the other personnel decisions before them that night -- in which they did have a say -- and began giving the black applicants for those promotions low marks.

When Genn realized what was happening, he protested, saying, "Jimmy, you're gonna not take all the blacks off the list?" Sullivan replied, "Yes. If you're gonna put them in, we're gonna take them out." In other words, Sullivan made it



clear that, if Genn tried to exercise his own judgment when picking interim supervisors, none of the people he chose would ever receive a permanent promotion.

Having made this threat explicit, Sullivan spelled out what Genn had to do to prevent its execution: he had to agree to bend on the acting appointments at issue. "If there was movement to play, I'd play. You know what I mean?" When Genn said he did understand, Sullivan pointedly asked if there was room for movement. Genn replied that there was, at which point Sullivan and his cohorts graphically illustrated how direct the tie was between Genn's "cooperation" on that issue and their "cooperation" on the other: they all immediately went back over the black applicants they had just given poor ratings and gave them higher evaluations.

Then, Sullivan again laid down the law, threatening that if Genn did not cooperate by appointing acceptable candidates to the acting principalships, Genn's contract as superintendent would not be renewed.

Sullivan: OK. Let me tell you. You want me to tell you something honestly, Cole? Further on down the line ... a year from now, your contract is going to be up. And I'm telling this, as your friend. As board members probably who'll be sitting here ... OK. Do you understand what the considerations become then? And how the ante becomes, becomes a little higher under those new guidelines? ... [Y]ou understand what our concerns are?

Genn: I understand that I would not get another contract.

Sullivan: It's possible.

This conversation proved that at least three board members were making personnel decisions based on improper considerations such as race, and were conspiring to deny Genn a contract renewal unless he did their bidding on appointments. Obviously, it was important to find out if other board members were part of this conspiracy as well.

However, not much board business -- licit or illicit -- got done in District 27 from February until the beginning of May, because the board was busy campaigning for reelection. And, Sullivan spent six of those weeks in Puerto Rico to avoid



being questioned by the Queens District Attorney's Office in connection with its criminal investigation into the district.\*

The board did not accomplish much during most of May either, because its members were waiting to see who had won the election. Ultimately, they learned that board members Sullivan, Granirer, Schwartz, Patricia Tubridy, Colleen Edmondson, and Goldie Maple had been reelected. Frank Gulluscio, Salvatore Stazzone, and Thomas Gebert were the newly elected members.

The new board spent June and most of July dividing up the board offices and cementing new political alliances. For example, Edmondson sought reelection as president, but was surprised and upset when Gulluscio was elected instead, by a new bloc that also elected Granirer vice-president, and Sullivan treasurer.

Edmondson and Maple were both nominated for board secretary, and Gulluscio seconded Edmondson's nomination, in a move that appeared to be a break from the rest of the group that had elected him president. However, despite his initial show of favor for Edmondson, Gulluscio ended by voting for Maple along with rest of his group.

Meanwhile, as a result of new legislation, Schwartz had been forced to resign from the board, because he was a Board of Education employee.\*\* His vacant seat became a consuming political question for the board's remaining members. Ultimately -- as part of a larger deal involving the selection of officers and at least one principalship -- the board chose Eugene Pasternak to fill the seat. Pasternak, whose wife was a Democratic district leader, had received the tenth highest vote total in the election.

In the meantime, Genn, his staff, and a committee of parents and teachers, had prepared a proposed budget for the district. Rejecting important aspects of this budget,

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\* On April 4, 1989, Philip Foglia, Chief of the Queens District Attorney's Investigation Division, and Thomas Scott, Acting Chief of the Integrity Unit, met with the Commission's staff, and agreed that the public interest would best be served if Commission conducted this investigation, worked with Genn, and turned over the results at an appropriate point.

\*\* Sullivan was forced to resign his Republican Party district leadership position by the same law. His brother Kevin Sullivan became his successor.



Sullivan instead persuaded the board to spend \$75,000 to create a "satellite" district office in the Rockaways. In private discussions, Sullivan, Granirer, and Tubridy also decided that this office should be staffed by an administrator at a yearly salary of \$40,000 to \$42,000, and by an aide and a secretary: Sullivan would pick the administrator, Granirer would pick the secretary, and Tubridy would pick the aide.

In fact, Sullivan had already picked out William Sampol, who had managed Sullivan's reelection campaign, for the administrator's position.

Sampol had a meager background in education, but a substantial background in politics. From 1973 until 1989, he worked for the New York State Senate. He had been active in mayoral, senatorial, gubernatorial, and presidential campaigns during the 1970's and 1980's. From 1970 to 1979, he had been the President of one Republican Club, and, from 1980 until the 1989, he had been President of another. He was Secretary of the Queens County Republican Committee. He had been a delegate to the 1988 Republican National Convention and a Presidential Elector in 1988. And, he worked for the mayoral campaign of Ronald Lauder with Mr. Sullivan.

By the summer of 1989, Mr. Lauder's prospects looked bleak, and Sullivan was looking for a place for his political crony to work when the Lauder campaign was through.

#### Sullivan's Plain Talk About Education

On September 13, 1989, Sullivan met Genn in Genn's car in the parking lot next to Sullivan's apartment building in the Rockaways. In this conversation, Sullivan offered Genn a quid pro quo: Genn could keep his job, but only if Genn ceded to Sullivan and his clique Genn's personnel and appointment powers. In the process of laying out this extortionate "deal," Sullivan provided a riveting insider's view of how his community school board operated.

One critical appointment Sullivan pressed on Genn was the job that would bring a yearly salary of \$41,000 to \$42,000 to Sullivan's crony, Sampol. Genn pointed out that the resume Sampol had submitted showed that Sampol's background was inappropriate for the position. Sullivan agreed, but told Genn to "craft up" the resume -- and the job description -- so that Sampol would appear more suitable.

Sullivan also did his best to reconcile Genn to hiring Sampol, by suggesting that "the community's" needs and "our" needs in this matter were not "perpendicular," but "parallel." His metaphor exposes his rationalization for his



conduct: although the patronage "piece" he was demanding was not exactly what the "community" needed, at least it was "parallel" to the community's needs, and would not actually hurt the children or their education.

When the conversation turned to Genn's prospects for a new contract, Sullivan said he could "get the votes together" to renew the contract for another year.\* He also explained that "you have very formidable forces against you," whom he identified as board members Tubridy, Granirer, Gulluscio, and Pasternak. Sullivan also reported, "they're cutting a deal to try to get six against you, not five," and warned Genn that Richie Lipkowitz, a teacher in the district, was manipulating Stazzone.

Sullivan said he would consider supporting Genn, in spite of all these obstacles, and that he could bring the other votes along with him, if he wanted. Genn said he knew Sullivan "could do it." Sullivan agreed, "I know I can do it." In fact, he bragged that "I can do what I want there with the board." When Genn said Sullivan had been "artistic" and even "magical" manipulating the board during the preceding two months, Sullivan laughingly agreed, "I did good."

Genn assured Sullivan that if the contract was renewed, Sullivan could pick all the acting principals and assistant principals. Sullivan replied that he did not want to pick all the "actings" since he would "never want to hog anything." He also contrasted himself with board members in other districts, whom he considered "political:"

I mean do you realize that we honestly, I honestly, as a person, Cole, I honestly don't want to wholesale takeover the district or wholesale turn patronage jobs or change what has to be done in the classroom. Honestly. I don't ... We want a piece here and there. I'm not interested in trying to hurt instruction in the schools, you know, or anything like that ....

Sullivan also revealed, in no uncertain terms, that his motive for being a school board member was patronage:

Sullivan: ... And, you know, nobody's looking to fleece anybody. Honestly, we're not, Cole.

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\* Genn's original contract had been renewed for one year by a unanimous vote of the board in 1988, and so was now scheduled to expire at the end of June 1990.



Genn: Yeah. I understand.

Sullivan: (Whispering) If I thought, if I thought that they were really hurting instruction, wanting a whole fucking piece that would make a big, major difference, I wouldn't go for it. Honestly, at the end of the day, I'm a political leader, that's why I'm here.

Genn: Yeah.

Sullivan: And I make sure my people get fucking jobs....

Sullivan also assured Genn that while there had been wrongdoing with fundraisers, he and his colleagues did not accept bribes for jobs:

Sullivan: Yeah, thank God, you know it's like going through hell. And, you know, honestly, you want me to tell you honestly, this fucking school thing? (Unintelligible) fundraisers and we fucked around a little with that.

Genn: Yeah.

Sullivan: But nobody ever came to us and gave us \$5,000, \$10,000 for jobs.

Genn: No. No. I can't...

Sullivan: Not even a thousand dollars.

Having defined his role on the board as a political leader whose responsibility was to get jobs for his people, Sullivan went on to expose the ethnic, racial and religious considerations that went into his personnel decisions:

Sullivan: ...When I came into this district, and it's true, Cole, there were three Irish supervisors out of 157 people. Now, when the blacks come up, they say, "Well, don't tell us that there aren't enough blacks that are qualified." That's true.

Genn: Mmm-hmm.

Sullivan: But don't expect me to believe that about my own people either.



Genn: Mmm-hmm.

Sullivan: Except that the avenues were never there for them to participate, because Marvin [Aaron, Genn's predecessor as superintendent] hired out of the synagogue. That's between you and I.

Then, outlining his "problems" with Genn, Sullivan explained that Genn's personnel decisions had not sufficiently served Sullivan's political needs.

Sullivan: First of all, I know it's not done on purpose. And I know that you're, uh, totally open-minded. I know this is not done by designation.

Genn: Mmm-hmm.

Sullivan: If you look, every time that you look at an acting [principal]...

Genn: Mmm-hmm.

Sullivan: OK. Either the acting is Jewish or black. The only ones that go in there are the ones we push. For example, of the seven that just went in, there was one christian. Now I know you don't think like that, Colman. I know that you don't even think the way that I think.

Genn: Yeah.

Sullivan: I know you don't. But everybody tends to hire from who they associated with, who, the people that feed into them. Do you understand what I'm saying to you? It's only normal. I know you don't stay up at night ...

Genn: Yeah.

Sullivan: And think, "Well, how am I gonna keep people out?"

Sullivan: You're not like that. But that's a concern of mine and it will, of my community.

Genn: Mmm-hmm.



Sullivan: That's what gets me elected.

Sullivan went on to explain that he viewed Genn "as a decent man that honestly is trying accomplish good goals in this district." It was political considerations, not educational ones, that caused Genn's problems:

... you're a liberal -- in ideology ... And you view, the way you use your actings and the way you place personnel and all as a way of achieving a goal, which is integrating minorities and all into society and giving them their piece ... etc. Now I don't have a major problem with that as a goal or as a ... you understand, as an objective ... OK. But I view you using the role as superintendent to realize this goal and I have no problem with your personal ideology. What, what problem I have is when the two interact in such a way that it impacts on our people ... I mean, we're a conservative district. We're not interested in social change or reform.

Sullivan explained that he had been able to manipulate at least one of his fellow board members -- who should have been part of his political opposition -- by playing on her own political needs:

And I've even got the opposition cut, cut off, because Colleen [Edmondson] and Gebert can never get together with Goldie [Maple] as long as we keep giving her a few crumbs from the table.

At the same time, Sullivan also assured Genn that the board did not want Genn simply to act as puppet; they were willing to listen to his thoughts and might throw him a few educational crumbs as well.

... everybody wants input with you, we don't want a puppet. I mean, there's, sometimes a dialogue and stuff, sometimes a dialogue is good, Cole.

Sullivan also shed light, in hushed tones, on the progress of the investigation the Queens District Attorney's Office was conducting into the affairs of District 27:

(Whispering) And, uh, Scott, the A.D.A., calls and wants to make a deal. Well, nothing, we have nothing really on Jimmy, 'cause we don't feel we can even get an indictment, but we feel we might have more on Marvin [Aaron] and Sam [Granirer], they say. So we want Jimmy, Jimmy won't even be



brought up in this, so we want Jimmy to testify against them. So I tell them naturally, no dice.

The depth of knowledge he demonstrated about the inquiry, and his sense of invulnerability, were remarkable.

And to make a long story short, they have nothing. The final person now is Grace [McCloskey, an assistant principal and Sullivan's personal friend] ... They have Patty [McGettigan, a principal], they're calling Patty back because, uh, there was one inconsistency in his testimony, and that's it, it's over, Scott more or less said. He's the laughing-stock of the office, they spent \$600,000, and they don't have anything. They cannot find any corroboration on any charge of the accusation. It's a couple of weeks from being over.

Sullivan also told Genn that the Joint Commission was "much ado about nothing" for the upcoming mayoral election.

Sullivan revealed that some board members were interested in having John Baxter, a principal in the district, succeed Genn. Sullivan offered this arrangement: Genn would get a one-year renewal of his contract and would replace his deputy superintendent, Josephine Schwindt, with Baxter so that Baxter would be in line to replace Genn after a year. When Genn agreed to these terms, Sullivan said he would think the matter over for a couple of days, and check with his cohorts.

On the other hand, he promised that once he gave his word, the deal would be done. In the meantime, Sullivan told Genn, he should "be a good boy."

#### Sullivan's "Little" Lists of Jobs

Five days later, on September 18th, Genn and Sullivan spoke on the telephone. Sullivan said he had started speaking with people about obtaining a renewal of Genn's contract and "[i]t doesn't appear to be a major problem." Sullivan assured Genn, "if I thought it was a problem, I'd tell you, but right now everybody sees the wisdom in it."

Sullivan also said he had left "a list concerning something" in Genn's office. Genn retrieved Sullivan's list: eleven people Sullivan wanted to hire for teacher aide and paraprofessional jobs at a yearly cost of \$150,000.

In the meantime, Genn also talked on the telephone with Bill Sampol. Genn explained that Sampol's resume was not



suitable for the satellite office administrator's job, and a new resume would have to be "tailored" to justify giving Sampol the job. Sampol agreed to drop an updated resume at Genn's office the following day.

On September 20th, Genn met Sullivan again in the parking lot outside Sullivan's building, and drove Sullivan to Sampol's apartment to pick up the revised resume. Sullivan was surprised, but pleased, to learn from this new resume that Sampol had been able to add one educational credential: nineteen years earlier he had been a drug program coordinator in a Brooklyn district for a year.

Sullivan and Genn also discussed Sullivan's job list and its \$150,000 price tag. Sullivan had a few ideas about where to find the money to pay for the jobs, including using funds that had been earmarked for special education.

Sullivan also alerted Genn to the bloc's plan to take over hiring completely:

We were thinking of doing this. We were thinking of having either the chairman of the personnel committee or the treasurer and/or the president sign off with you on every position in the district before it's filled.

Sullivan also spoke about his efforts on Genn's behalf. Granirer had tentatively agreed to go along with Sullivan's plan "because he figures it's the only way to get rid of you." Board President Gulluscio "doesn't seem to have a problem," but he and Sullivan had not yet discussed the idea at length. Sullivan was in the process of calming down board member Stazzone, who he did not believe would be a major problem. He had not yet talked with Tubridy or Pasternak, but was confident that Pasternak "is no problem."

They also discussed a few more general matters: Sullivan's resignation as Republican district leader, his replacement by his brother, and Sullivan's plan to "pull" the Irish-American advertising out of a local newspaper unless it fired a reporter who had been criticizing Sullivan.

Sullivan also confided his latest news on the Queens District Attorney's investigation. Sullivan had told McGettigan not to have the CSA lawyer represent him, but instead to use a lawyer Sullivan got for him. Sullivan also again bragged that, although the prosecutor had offered to "drop everything they have against me," if Sullivan would testify against Aaron and Granirer, Sullivan had, through his lawyer, told the prosecutor to "jump in a fucking lake."



According to Sullivan, the prosecutor did not have enough evidence for an indictment, but had threatened to "issue a scathing [grand jury] report recommending that certain people get thrown off the school board." Sullivan was not concerned:

Well, I'm an elected official. Let them recommend whatever-the-fuck they want. Even if the Chancellor rules, you can go right to the court and get a restraining order, and the Regents are never going to (unintelligible)...

On September 22, 1989, Sullivan talked to Genn on the telephone. Among other things, Sullivan asked if there was any truth to the rumor that Genn was "gonna go with Hernandez?" -- a reference to then Chancellor-designate Joseph Fernandez. Genn said that there was no truth to this rumor.

Sullivan said he had a "little list" of "two or three quick things" he needed to ask Genn about: his request for a secretary at one school, for a job for a woman named McCarthy in another, and for the hiring of a person named Higgins. When Genn said he was taking care of each request, Sullivan moved on to "our final last thing is, now if we're gonna create, Cole, four or five new positions, right? Paras, right?" Sullivan also asked, "Can we slip these people in?"

Since both men recognized that slipping Sullivan's people in was tied to the renewal of Genn's contract, Sullivan offered another status report on that front:

Sullivan: ... Give me a couple more days and I should have everything finished here.

Genn: OK.

Sullivan: OK.

Genn: No problem. But like I said, as soon as I know, you know, we can start moving them.

Sullivan: OK.

Genn: OK.

Sullivan: Yeah, it's no problem. I don't think there's gonna be any problem.

Genn: OK.



Sullivan: I just have to sit down with the last two or three of them. I honestly just haven't had time. I tried to put them together last night, but with the coffee klatch and all, it couldn't be done.

On September 25, 1989, Genn called Sullivan at the Lauder for Mayor campaign office. Sullivan warned that Genn would be getting a call from a very irate teacher who was "Sam's person," and was also "in the club" with board member Paternak's wife, District Leader Geraldine Chappey. The discussion provided further insights about how political connections determined personnel decisions in the district.

... And she called Geraldine, and says, "I don't know why it's impossible for an Irish Catholic to get a supervisory job in this district." Geraldine stops me in the lobby and says, "What's the story?" I said, "Well, that isn't accurate, Geraldine." I said, you know, "Well, we're pushing it. It's hard." I said, "You know, you know that we're not in great numbers in public school education. Most of our people are in parochial education," and I said, "She is a good lady, but she does have a big mouth, and I'm sure something will be worked out for her, but she's going off the fucking deep end, calling everybody in the fucking universe." Just so you know.

Sullivan also emphasized that Genn should take care of this teacher, because it would get Genn "points with Sam."

Next, Sullivan reminded Genn "not to forget about Higgins and McCarthy," or about the new job for the school secretary. He also asked Genn to call Principal McGettigan to smooth things over.

Having laid out his "requests" for the moment, he turned to the topic of Genn's contract, and promised he would meet with "everybody" by the end of the week "to sit down and unify" the bloc's position. About some votes, Sullivan was already assured: Pasternak, for instance, "will do as I ask." Sullivan had lined up some of the other votes as well.

... Uh, so far I told you, I spoke to, uh, Sam, who kind of will be going along with it. I spoke to Frank, he doesn't have a problem. I spoke to, ah, ah, I didn't speak to Colleen at length about it, you know, but I know Colleen is supportive of you. I let her know.



Lining up the last few votes, though, would take some separate negotiations, that were "a little delicate," because Sullivan's partners on the board each had to be handled in a different way.

I have to talk to Sal separately. I just have to get the time during the week to do it. And I have to talk to Patsy separately. OK? But so far there's no major opposition. And the end, by sometime this week, we should have it all wrapped up. I hate to delay, it's just that I can't get the god damn, it's hard getting everybody, you know, time frame, where we can get everybody. Some of them I have to do separate, because they have different priorities.

Nevertheless, Sullivan was still supremely confident that the contract renewal was within his grasp, so long as Genn did his part.

Sullivan: But, believe me, by the end of the week I should have it all worked out.

Genn: Alright. You say you got, you think you got Sam?

Sullivan: Yeah.

Genn: And, umm ...

Sullivan: Begrudgingly. It's a very ...

Genn: No. No, I understand.

Sullivan: It's a very fragile thing. What I have Sam on the basis of, between you and I, discuss it with you. Is that it's the only way out. You understand?

Genn: Right. OK, so ...

Sullivan: And a smooth transition. That's the only reason he's even considering it.

\* \* \*

Genn: Patsy is, uh ...

Sullivan: Patsy, I have to talk to separately. She's a bit of a stickler. But I have to talk to her. I haven't bounced it off her. You see, I have to make sure that she's willing ... the only problem with



her is, I have to make sure she's willing to cut Schwindt loose.

Genn: OK.

Sullivan: OK. That's more of Pat's problem than on your end.

Genn: OK.

Sullivan: I think she'll go with the other piece.

Genn: What about Goldie?

Sullivan: Goldie. Ah, I haven't spoken to. I don't think she's a problem.

Genn: Yeah.

Sullivan: I, I, you see, I don't think it matters that much with her. And Colleen is supportive of you and so is Gebert. What Goldie does in the end doesn't matter, Cole.

Genn: Right.

Sullivan: If you want me to reach out to her I will.

Genn: Is Frank... No, not necessarily. Is Frank still a problem?

Sullivan: Frank isn't a problem. I only bounced it off of him quick, about five minutes the other night. I took him on the side, and he says, "Fine, let's just sit down and discuss it."

Another telephone conversation took place on October 2, 1989. Again, Sullivan intertwined a report on the status of Genn's contract with Sullivan's patronage requirements. After Sullivan reported that he had spoken at length with Patsy Tubridy, the conversation continued:

Sullivan: Uh, Sam is in place.

Genn: Mmm-hmm.

Sullivan: I'm in place. I spoke to Gene. Gene is in place. Now all I gotta do this week, ah, probably I'm gonna try to do it



tomorrow, is I got to sit down separately with Frank and Sal. Frank, I bounced it off quickly in passing. He doesn't seem to have a problem. Ah, so it's, another day or two, it's all finished.

Genn: OK. When ... You know this is, uh, my life. I'm, you know ...

Sullivan: I understand.

Genn: I'm tense, and, uh ...

Sullivan: I think we could do it for the October meeting.

Genn: OK. That would be beautiful, if we could do it for October. I just want to shake hands with you on this deal.

Sullivan: Oh. No problem.

Genn: Now, so you say, Patsy, Sam, and Gene and yourself?

Sullivan: Right.

Genn: That's four.

Sullivan: Right.

Having dealt with Genn's concerns, Sullivan turned to his own:

Sullivan: Now a couple of things we got to discuss is, of course, Josephine.

Genn: Right.

Sullivan: And a couple of other, just odds and ends.

Genn: Mmm-hmm.

Sullivan: So, tomorrow or the next day, when you get time, coming to work or going to work or whatever, give me a ring and stop in. Twenty minutes, it'll just take.

As usual, Sullivan had "one or two other quick things" for Genn to take care of; in fact, the scope of the requests made it clear that Sullivan not only got jobs for



"his people" in the first place, but got the frills for them as well. One of the requests, for example, was for approval for one of his "people" to go on to a convention. And, Sullivan also discussed his plans for hiring "four or five new paras" and "three or four aides."

Sullivan: So maybe what you could do is work in that other thing for me, with those openings.

Genn: Alright. With the four new paras and the ...

Sullivan: Yeah.

Genn: Aides?

Sullivan: And then just stick one or two, one or two of my aides in there. But I'll go over. If you have the list, bring it, and I'll go over it with you.

Genn: Alright, I'll bring the list tomorrow.

Sullivan: OK.

Genn: And we'll go over it piece by piece.

Sullivan: OK.

Genn: And you pick which, which ones you want put in.

Sullivan: Right. What priority.

The next day, on October 3, 1989, Sullivan met Genn in Genn's car in the parking lot outside his home. Genn had a copy of the list of job-seekers Sullivan had left for him. They went through the list together, so Sullivan could "prioritize" his patronage.

Sullivan gave top priority to someone he believed was the niece of a former Chairman of the New York State Republican Party, then he ranked the others. After ranking all the people who were already on the list, Sullivan explained that there would be more jobs to be lined up in the future.

Sullivan: ... Oh, yeah, let me tell you ... there's one I will call you about.

Genn: Mmm-hmm.



Sullivan: There's one I have in PS 90. There's an Irish-born lady, that's a friend of Amy Scanlon, the head of senior citizens for St. Francis De Sales.

Sullivan also shed light on the way he and some board members played with the budget to guarantee that they would have patronage jobs to hand out. They recognized that they would have to cut many jobs in the near future because of budget constraints. Nevertheless, they voted to create new jobs now, so that their "people" could be hired, and others laid off later when the crunch came.

Sullivan: So you got the three. Now you have four paras created via that motion.

Genn: Mmm-hmm.

Sullivan: 202, 210, 226, 198, and I think there's one other one.

Genn: Mmm-hmm. Alright. But, we still have, you know, a whole lot of folks in excess of ...

Sullivan: Exactly. But we'll do, what we can do is ... if they're newly hired, well, I can tell all these people, "You don't say where you came from and all." They could have been on a leave.

Genn: Yeah.

Sullivan: And come back. At least for the new ones. Nobody'd know the difference.

Genn: Please do that, you know.

Sullivan: OK.

Genn: Let them ...

Sullivan: And I'll 'em, "On the QT. You don't mention who you know. You don't mention nothing."

Genn: That's right.

Sullivan: "You used to work in the district and you went on leave for a year, a year and a half."



Genn: And you were sent in by me.

Sullivan: Exactly.

Genn: Don't use your name at all.

The topic turned to the cost of the convention Sullivan had requested for his "person:"

Genn: Let me ask you about this, uh, the trip.

Sullivan: Yeah, with that. Yeah, yeah, yeah. What is this? What is this?

Genn: I have, I have no problem with him going on the trip. I'll approve the trip.

Sullivan: Right.

Genn: He's got to submit a form. Do you want him to submit a form for money? Do you want him (unintelligible)

Sullivan: How much is he talking about?

Genn: He's talking about one hundred seventy-five. That's not a major ...

Sullivan: Alright.

Genn: Piece. You know what I'm saying?

Sullivan: Mmm-hmm.

Once the convention was disposed of, Sullivan said, "There's a couple of things I want to go over with you." Sullivan explained that he was not going to secure the renewal of Genn's contract merely in exchange for Genn creating the position for Sampol. Sullivan asserted he could have arranged "the Sampol thing" himself with the help of his "friends downtown" who had assured him that they could get the job approved. Genn's help on the Sampol job, therefore, was not "a major motivating factor" in Sullivan's decision to offer Genn a contract renewal.

It wasn't that. It was that you're a decent, fucking guy. I want you to know that. The main consideration was not that. Because eventually I'd get that. And if I wanted Sampol bad enough I'd get him, too ... I know you played with what ammo you had. But, to be honest with you, when I left

the car, I said, you know, I could really fucking ... but who needs the ... You'll make it smoother, no doubt about it. But, the main thing was, that you're a good individual, and I want you to know that, not that, the fucking thing with Sampol ... As much as, uh, that you're decent, and you're asking for something reasonable ...

Sullivan went on to the discuss incoming Chancellor "Hernandez," and his own plans for the district's future, including the need for Genn to resign a year later, "for health, moving to other things, whatever you want." Sullivan explained that Tubridy had stressed the importance of Genn's retirement after one year.

Sullivan: OK. I just wanted to make that clear so we have no (unintelligible) because Patsy [Tubridy] brought that up.

Genn: Well, she's very prescient, but no, no. No, no, I say, she's prescient, but understand, uh, another thing. The, uh, Marchi Commission is not going to finish their report until another year from December.

Sullivan: OK. Which is the look at decentralization.

Genn: Right. So that's going to be done. Do you know what I am saying? It's not ...

Sullivan: Right, right.

Genn: It's not within the context of that.

Sullivan: We want it in place with Baxter before all the shit hits the ...

Part of the deal was that Genn's deputy, Josephine Schwindt, would have to go. But, Sullivan asked Genn "on the humanitarian side" what "the story was with her pension," since he was "not trying to step on the woman's head" and "you can't throw her away like an old shoe either." And, of course, Sullivan gave his usual progress report on the coalition to renew Genn's contract:

Sullivan: ... Now, I spoke to Frank quickly, he has no problem. I just got to lay it out in, uh, detail for him personally. I'm probably gonna do that tomorrow. The only one I haven't got is Sal. Sal is no



problem, because he's your, your natural ally.

Sullivan also anticipated that there would be no problem obtaining Stazzone's vote, as long as Genn was careful to arrange for teacher Richie Lipkowitz's sinecure position in the district's studio.

Sullivan: ... But now that Richie piece is there he [Stazzone] is very happy again. And Richie came over and thanked me. And says, "You fought for it." You know? That night was an operatical night. You saw what went on that night.

Genn: He said ... Yes, I ... Listen, James, you, uh, you did your number.

Sullivan: Oh, and I knew my stuff.

Genn: Yeah.

Sullivan: You see, they think ... Gebert thought he was gonna ask me what do they do, and I wouldn't know what the fuck they were. (laughs)

Genn: No.

Sullivan: After [I gave] an award winning drug presentation ...

Genn: Yeah.

Sullivan: Be against the flag and motherhood too. You know?

For the most part, Sullivan reported that things looked rosy, although the deal had not yet been wrapped up:

Sullivan: Wait until after this weekend to call everyone and thank them.

Genn: OK.

Sullivan: Because again, on Saturday night, we're all getting together at Sam's kid's bas mitzvah.

Genn: Oh, very nice.

Sullivan: And let, and let that (unintelligible) He has, he has no problem with the group.

Genn: No, no.

Sullivan: I mean, he's taking this grudgingly. But he realizes ...

Genn: I just, I just want to make peace.

Sullivan: The way, yeah, the way that this is going down.

However, despite all the good news, Sullivan made it clear that the ultimate issue was still in doubt. Tubridy, for instance, still had "problems" about the contract, although she "would be the first person to say you are a hard worker and she admires you and likes you." The more difficult problem was Granirer:

Sullivan: ... Sam is the only one really where there is a personal stickler.

Genn: I'm saying, I'd like to make ...

Sullivan: And, Sam, I'd say on Monday, you'll be in the position to call everyone in, every member.

Genn: I'm just saying, I'm just saying, with Sam especially, I just want to make peace and ...

Sullivan: And bury the fucking hatchet.

Genn: And bury the hatchet, exactly.

Sullivan: (whispers) He's so hard to deal with, Cole, I mean, I wouldn't want to be in your shoes.

Genn: Jimmy, I understand but, you know ...

Sullivan: He's an arrogant mother fucker, you know?

Genn: There has been, there has been so much tension between the two of us, I just ...

Sullivan: Well, I hang up on him.

Genn: (laughs)



Sullivan: I don't know if you're in the same position, where you really can ...

Genn: No, I don't think so.

Sullivan: When he starts fucking yelling at me, I say to him, "Fuck you." Bam!

Genn: (laughing) Yeah. Alright.

Sullivan: And, then, about an hour later, you get a little sheepish phone call back. "Ah, I didn't mean that." You know? (laughs)

Genn: (laughs)

Sullivan: I says, "Hey." I say, "Sam, unless you, you switched your name to Rosemary Sullivan," I says, "That's the only person in the world that can yell at me. Unless you just had a sex change operation," I say, "You better just fucking terminate this conversation now."

And, of course, as was the usual pattern, Sullivan deftly tied the discussion of the contract renewal to "two or three quick things" Sullivan wanted Genn to arrange. First, Sullivan told Genn to try to find a job with a custodian for a man who was coming out of a drug rehabilitation program. Next, he told Genn that a teacher named Carl was going to ask Genn to give him some "per session" work. Sullivan's orders about how Genn should handle Carl's request are a lesson in how to score political points:

Consider it. I don't mind if you do it. As a matter of fact, I would like if you do it. I just want to you to say one thing, when he brings it up. "Yes, I do have a problem with it." Which if you do, fine. "No, I don't have a problem." Which if you don't, fine. "Have you mentioned, have you spoken to Jimmy at length about it yet?" I want him to come back and genuflect, right? (laughs) You understand? ... Make a favor out of, of. Something out of nothing.

Sullivan's third request that day was equally revealing; he wanted to see if "maybe we can do something" for one of the black principals in the district, Eula Stevens. When Genn commented that he thought Stevens was one of the best educators in the district, Sullivan unveiled one of his long-range plans for the district:

Sullivan: ... Interestingly enough, you know what I'm looking at, further on down the line? I'm thinking of breaking through the ice here, and you'll see more of this anyway.

Genn: Yeah?

Sullivan: When John [Baxter] goes in, and we have to come up with a deputy, you know who I'm going to recommend? I'm going to recommend a minority woman.

Genn: Yeah.

Sullivan: Alright? Because John can hold a woman up and then I wouldn't have to worry.

Genn: Sure.

Sullivan: And, it just has to be somebody pliable. I can't have a fucking Mau-Mau.

Genn: Mmm-hmm.

Sullivan: Excuse the expression.

Genn: Yeah.

Sullivan: I mean, I don't need nobody political, that's gonna be beating the war drums.

The conversation ended on a cordial note, when Genn thanked Sullivan for the "work" he was doing to arrange the contract renewal. Sullivan again insisted that he would never arrange for Genn to be superintendent simply because he was willing to help with Sullivan's patronage deals. As with his earlier assurances that his "piece" would never "hurt" education, Sullivan stressed how important it was that Genn was "a decent" man, and a "good guy," as well as a man who would "make it easier" to satisfy Sullivan's political needs:

... I hope you understand. Honestly, it's because you're a decent person. That was the main motivation, not the rest of it. The rest of this stuff, I could have battled for it and got. It's smoother this way and it does make it easier and it was a factor, but it wasn't a major factor. OK, I just want to tell you, you're decent, and I want to try to do the right thing. And I just hope that if I come to you with something, you'll try to give me your priority, because you know I try to do the work and I try to do the right thing.



The next day, October 4, 1989, Sullivan and Genn talked again, this time by telephone. Sullivan asked Genn for ideas on how to comply most quickly with the rules that require community school boards to consult with various groups before deciding whether to renew a superintendent's contract. After advising Genn that he was going to speak with Tubridy and Stazzone by the next night, Sullivan, as usual, turned to what interested him, checking on whether the Sampol matter would be "all wrapped up by November 1st?"

Sullivan and Genn talked again by telephone on October 5th. First, as always, Sullivan whetted Genn's appetite, by detailing what Sullivan was doing for him.

Sullivan: ... Let me tell you what I've been up to. I spoke to Sal tonight and I spoke to Frank, on the phone. I'm meeting Sal personally tomorrow and I'm meeting Frank on Saturday. Nobody has any major problems. Let me tell you what I'm doing, some of them especially, I think, Frank and Sal. Frank, Sal, and Sam [Granirer], we're going to have to do a series of individual meetings with.

Genn: Uh-huh.

Sullivan: Nothing major. Sam hasn't said this, but I know it's going to come. Frank, Frank, Frank is will go with this, no problem. He, but interesting enough, he kind of doesn't have a feel for the type of person you are. Nothing to do with this vote. I just suggest to you, so that the next year and a half go smoothly, because he has to have a little homage paid to him, President, you know.

This kind of homage, he suggested, would make sure that the "private" meeting of this group prior to the formal board meeting went smoothly, that "everybody" was "in sync," and he could "lead the conversation." It also became clear that some of these other board members were looking for personal assurances from Genn that, if renewed, he would promise to respond to their patronage requests, which Sullivan characterized at one point as "just tiny pieces."

... Patsy, as I said to you, is 100 percent. Gene is 100 percent. I'm 100 percent. Sam has said nothing except he'll go with it, but I know he has few problems, but he will pursue them. Sal, interestingly enough, has a few problems. Nothing



major and nothing he can't handle, but you're just going to have to sit with him. He wants, more or less, it understood that he has some kind of priority concerned with some of the dealings. The concerns are over his area. Understand?

Sullivan also recommended that Genn take the time, and spend the system's money, to go on some kind of convention with Gulluscio, and maybe with Stazzone as well. In Sullivan's view, it did not matter what kind of convention, although something about "parochial schools" would be best, since that was their only real interest. The idea, though, was for Genn to "stroke" Gulluscio and Stazzone by inviting them and by spending the time with them.

Sullivan also recommended that Genn try to let Gulluscio get a "feel" for Genn's respect for Gulluscio's position as president, and reassure Gulluscio that there would be no question of keeping Deputy Superintendent Schwindt.

Sullivan: Frank said to me, he said "Yeah, he's alright. I have no problem him." He said to me, uh, "Who else, who else have been spoken to at length?" I said, "At this point, uh, everybody." He says, "Are there any problems?" So I said to him "No." Well, of course, I says, "You're the President of the Board and I wanted to consult with you and I think you and I and, uh, the Superintendent have to sit down personally." He says "Yeah, I'd really like to get a personal feel for him, because I really don't have one, not that I'm agin him. Personally I think I like him on the surface." But, he says, "I don't have a feel for what kind of person he is a hundred percent." I said, "You'll learn that in time," and he said that ... he went back to Josephine again. He said, "Well I can live with this if the other piece." That's what every person, independently, by the way, has come around to before I even raise it.

Genn: Right.

Sullivan: Understand?

Genn: I hear you. OK.

Sullivan: He said she treats us with disdain, the looks on her face when some of us talk.



She has no respect. Some of the comments she makes in the school, out of the school, she thinks things don't get back to us. He says, "Who the fuck does she think she is?" and "That bitch." And he really went on a tirade.

Sullivan also broke it to Genn that the final vote on Genn's contract was going to have to be delayed, but simply for appearances' sake. The board members thought they should make it look as if they were consulting the parents, as the rules required, even if the decision was actually already made. Gulluscio, too, wanted the chance to gain some political mileage at an upcoming dinner in Genn's honor that was being given by the Southwest Queens Educational Alliance, a coalition of parent-teacher groups in the district.

Sullivan: ... we're not going to be able to do it for you October 19th. I can push it if you want and make an attempt. At this stage I know that ... see the only problem that I'm having, running in with this, Cole ... and this is totally above-board ...

Genn: Mmm-hmm.

Sullivan: No finagling or anything, because I'm not like that. Is that this dinner on November 1st that they have planned, right.

Genn: Mmm-hmm.

Sullivan: To a degree, funny enough, at this stage is turning into something where Frank may want to highlight himself and come in and announce his support publicly for you at that meeting as President of the Board and that he's going to ask his colleagues for their support for you.

Aside from delaying to make it look as if the parents were actually being consulted, Sullivan saw "no problem" with the renewal, and no problem with getting everyone's position on the record almost immediately.

Sullivan: I could have it, I could have it publicly done, clearly indicated.

Genn: I'm saying.

Sullivan: In support for you.

Genn: I'm saying, yeah, and I'm saying if we get it done on the 12th, then people can, you know, can come out and do their number on the 6th or when ever.

Sullivan: Right, Cole, it's no problem.

Genn: Yeah.

Sullivan: Let me tell you, if I really pushed I, you know, it might still be possible.

Genn: Yeah.

Sullivan: The only problem I'm finding is that everybody at some stage wants ... first of all, it's messy with a short notice to the parents.

Next, Sullivan said he would have to sit down with the "key people," Granirer, Gulluscio, and Stazzone, before any vote about the contract. Genn had to "stroke them," and reassure them that Genn would be giving them "their personal thing." He also reiterated that teacher Lipkowitz controlled Stazzone, and would have to be placated with assurances that he would control things "in his area."

Sullivan: Sal, well interesting enough. I spoke to Sal. Sal said, and Richie said ... I'm meeting him tomorrow at the Ram's Horn Diner at 8:00. Sal said to me that "I don't have a problem with this," and I'm going to have Richie call me, too, also to discuss it. Alright?

Genn: Mmm-hmm.

Sullivan: So Richie said, off-hand said, do you understand?

Genn: Yeah.

Sullivan: This is just between, you know. He said to me, "Well, I feel I have no problem going with this, although we could vote against Cole." He said ...

Genn: Richie, Richie said that?



Sullivan: Yeah, Richie said that. Provided that Josephine [Schwindt] is, no one is going to (unintelligible). I said, "No, no, no, don't worry about that piece, because she's the real killer in that office. She's really running the district and this and that," and he just says that "I want it clearly understood that, when something comes up in my area, that I'm going to know about it and have a little bit of ..." You know what I mean?

Genn: Right.

Sullivan: Attention paid more than Colleen. So I says "Well, then," I shift the blame to Richie, "the boat is leaving the dock, you have to decide if you want to be on it." I says, "We're not playing here."

Genn: Richie, Richie said that or Sal said that?

Sullivan: Richie said that actually.

Genn: Richie actually said it.

Sullivan: Let me tell you something, Sal doesn't make a move without Richie.

Genn: Mmm-hmm.

Sullivan: OK?

Genn: OK.

Sullivan: Richie tells Sal what to do, he controls him.

The difficulty with the Stazzone-Lipkowitz axis had apparently arisen because Lipkowitz did not feel that he had obtained his special assignment as quickly as he should have.

Sullivan: Richie feels that the thing with the, the, his thing should have been done, although he's happy now, should have been done early in the year, which could have been slipped in easier. I says, Well, in the current situation with someone's contract on the table everything has to be done letter perfect. Now if I were in his circumstances, I would have pursued

the same way. I says, I really can't find fault there.

Genn: OK.

Sullivan: All he wants is ...

Genn: He wants that ...

Sullivan: He wants that little pound of flesh.

If Genn was successful with Gulluscio, Stazzone, and Granirer, however, Sullivan was sure that there could be a carefully orchestrated public vote in Genn's favor at the board's next "sunshine" meeting the following Thursday.

Sullivan: I can have everyone, I can have everybody openly show they're, where they are.

Genn: OK.

Sullivan: It's not a problem.

Genn: I think, yeah, I would, you know, like I said, the public vote is not what, you know, of the moment is, uh, as long as it gets on the floor and people stand up and be counted. We'll move ahead with the deal. That's all.

Sullivan: See because what's going to happen here is the six of us are going to move as one block.

Genn: OK.

Sullivan: Do you understand?

Genn: Fine.

Sullivan: And I'm telling you Cole, don't worry. The only problem here is the time elements and just stroking their egos and nothing else, but all of them have said "I do not have a problem with that." Fine. Sal wants, particularly, wants to talk to you personally. He says he will go with you.

Genn: OK, would he ...



Sullivan: Frank, everybody has, the only two that have been difficult at all has been Sal a little and Sam a little.

Genn: OK.

Sullivan: And just so Sam don't pull a last minute blow up, which is what he is capable of doing, Cole, although he's assented to this, you understand?

Genn: Yeah.

Sullivan: Like a time bomb. He just has to have his little pound of flesh and that will be the most difficult.

\* \* \*

Sullivan: And I'm going to sit down with [Sam], I already done it twice, and I'm going to say, "Listen, we're ready to on this now, and you said it's not a problem and I just want to go over it with you."

Genn: Right.

Sullivan: "And I think that, I think that Cole has to know that you and I are the key players here."

Genn: Yeah.

Sullivan: Do you understand?

Genn: Absolutely.

Sullivan: (unintelligible) are the key player.

Genn: Absolutely. Sure. OK. Alright, while you, you, you played it beautifully so.

Sullivan: Yeah, I wish I, if I had three or four more days it definitely could move. Listen, if I get, absolutely positive response tomorrow I will still try to move it.

Genn: OK.

Sullivan: But it's just happening so quick they're all worried. They say what will they do

with the blue book and the parents. Do you understand?

Genn: Mmm-hmm.

Sullivan: I said, "Well it can be done," but he says, "Yeah, but it's going to look like ..." Sal, Frank was saying it's going to look like a rush job and then, do you understand?

Genn: Ok, but ...

Sullivan: He says, "Listen, I have no problems, Jimmy, let's just do it properly."

Genn: Yeah, but I'm saying ...

Sullivan: I'm telling you, when I give my word ...

Genn: We can, we can, we can do the sunshine piece. You know bring it up.

Sullivan: Bringing it up and discussing it, and I will lead the discussion.

Genn: Discuss it, yeah.

Sullivan: Everybody will say "A one year contract sounds fine to me, can you live with this?" You're going to have to say, "Well, I would prefer maybe a two, but I could live with a one and after all, you know, I am almost 55 and this way I don't have a commitment that I might not be able to keep that I can live with the conditions of this one."

Genn: No, I can say all those right things at that point. You know, they never worried about this stuff before, so you know it's like, you know, they'll bring up things that are really, you know, not pertinent, but I can, I can live with some of that stuff, too, because I don't want to push on the parents either, and I don't, I don't think that's, that would be smart on our part, but if it's on the table and, as long as everybody in sunshine, you know, says their piece, and then, as far as I'm concerned, we're on our way.



Sullivan: Let me tell you, I keep my word and I deliver what I say, Cole, and, it is not a problem here, and I'll promise you, you, it will be where it's supposed to be.

Genn: James, that's beautiful.

Sullivan: Don't worry.

Genn: That's beautiful.

Sullivan: It's just that I don't want them to feel that I am giving them the bum's rush without ...

Genn: No.

Sullivan: Without, without, uh, genuflecting.

Sullivan again skillfully interwove Genn's contract with Sullivan's patronage needs, which were, as usual, just "a couple of quick things." He reported that one of the people he had recommended for a job in the schools had not been able to pass the fingerprint test, so Sullivan wanted to substitute a different person for the job. He also reminded Genn about the favors he wanted for Patrick McGettigan, the principal who was being recalled into the grand jury.

Sullivan: And I want to ask you one other thing. You know about the (unintelligible) and Inspector Generals and all that.

Genn: Sure.

Sullivan: OK. One other question, no big pressure, but if something opens up, nothing to do with these present lists. Nothing to do with somebody that's one of my people.

Genn: Right.

Sullivan: (unintelligible) if we have something further on down the line it would do us justice actually. Linda Livello was a girl who used to be an aide in the curriculum center.

Genn: Mmm-hmm.

Sullivan: When they, last year finagled with the employees and made a lot of them hourlies or whatever they did.

Genn: No they made them, no they took them off hourly and put them on regular hours.

Sullivan: OK, that was it and then she was excessed out of the curriculum center as an aide.

Genn: Mmm-hmm.

Sullivan: And she has, like, she said to me she has 42 days in my bank I didn't use.

Genn: Mmm-hmm.

Sullivan: She says I was told I'd be rehired, about a year ago, she says. She came up, she came up to me in the street the other day, she's not from here she's from, uh ...

Genn: Yeah.

Sullivan: She's from the mainland.

Genn: Uh, OK. I'll check it out tomorrow.

Sullivan: Yeah. Just pull her file.

The next day, as Sullivan had instructed, Genn called Granirer and set up a dinner for the three of them the following week.

On October 9, 1989, Sullivan and Genn had a telephone conversation. Sullivan said he had talked at length with Granirer who was "fine," but said, this time, that the only "stickler" was Stazzone. Sullivan said that whether the initial vote could be taken that Thursday "would depend largely on what happens with Sal tomorrow," when Genn had lunch with Stazzone.

One problem was that Lipkowitz was "trying to get Sal to go like on some kind of god damn purge." Sullivan wanted to tell Genn what Stazzone and Lipkowitz "got on their plate" because "forewarned is forearmed." These two wanted not only to get rid Genn's deputy, Josephine Schwindt, but also Rita Giaramita, who worked on personnel matters. Sullivan himself was not interested in purging anyone because he was not a vindictive person. Sullivan played the game



differently: "if you want to move somebody, highlight them ... Kick them up the stairs."

On the other hand, Sullivan told Genn to go along with Stazzone's demands, "if they want one or two people's heads, like Rita," commenting that she could go back into a school and "not get hurt in terms of money."

Sullivan added that Stazzone's real interest was in "closing down" the Southwest Queens Educational Alliance. Reminding Genn that "Sal listens to Richie ... Fool that he is," Sullivan said, "Richie's thing is personal, Sal's thing is that the Alliance is out to hurt him. He doesn't want you cooperating with them in any fashion." Sullivan explained that "he wants you having no part of this dinner" the Alliance was holding to honor Genn in November.

Stazzone believed that if the Genn went to the dinner and his contract was renewed, it would look like the Alliance was responsible for the renewal. Sullivan reported that was "willing" to vote for the contract as part of the "coalition of people that think alike, of six people," but only if the Alliance was "not gonna have any part of it." If the Alliance was "gonna have a part of it," Stazzone was "not gonna go with them in."

Sullivan also warned Genn that "Richie plays these games ... Richie was saying, 'Well, how long can we keep him holding on for?' Well, the contract is, it's written in, he has to know by December or January ... Well, he says, 'Well we could keep him hanging on for months.' I say, 'Listen, Richie, I don't play that way, you know.'"

On another front, Sullivan said he was "personally gonna sit down" with Gulluscio the next day, "But, I have a commitment from him and he won't go back on it." Besides, he advised Genn, "Frank is cagey ... And Frank will bide his time and play the game like I do."

#### Stazzone's Piece of the Pie

On October 10, 1989, Genn spoke on the phone with Lipkowitz, who assumed the role of deal-maker. For instance, he assured Genn that, "Jimmy is very much gung ho," "Pasternak will go along," and "we have the votes already." Hinting at a brighter future, Lipkowitz confided, "Sal would be very much interested, if we can make a go on things, and, if it goes well, to keep you on board a lot longer."

Later that day, Stazzone and Lipkowitz met Genn for lunch at the Altadonna Restaurant in Howard Beach. Stazzone