

made his view of the politics of the district, and his own role in it, clear.

Stazzone: We got a dirty district here.

Genn: OK.

Stazzone: We're all dirty.

Genn: In what sense?

Stazzone: We've all sold out a certain extent. Alright? Out of necessity. I mean, I was gonna get put at the end of the table, right?

Genn: Mmm-hmm.

Stazzone: And I was gonna get absolutely nothing, you know? There was no negotiating done by anybody when we started up, that didn't exclude Sal Stazzone. Sal Stazzone was gonna get a big zero.

Genn: You were excluded from all meetings, even after elections.

Stazzone: Definitely.

However, Stazzone and Lipkowitz recognized their opportunity to become part of the powerful group, and had taken it.

Lipkowitz: ... I mean, we offered them on a silver platter that replacement seat. All of that was genuine. We were privy to all of these inside strategies.

Genn: OK.

Lipkowitz: And, even at that time, they were gonna sit at the junior table. Frank and Sal, during thanksgiving dinner, sit with the kids. And they would be treated as junior partners to be trained.

Genn: Frank and Sal? Frank also?

Lipkowitz: Mmm-hmm. Well, they had Tom and Colleen and Patsy.

Genn: OK.

Stazzone: The whole reason we did what we did was because we figured, why should we be junior partners in the coalition, when we can be senior partners?

Genn: How did, how did, how did you manage to deal with that?

Lipkowitz: Said hello to Sam. (laughter)

Stazzone also made it clear who the board's "senior partners" now were:

Genn: But the point is that (unintelligible) you join the meeting, and, uh, by doing that you're able to come into the majority. Now I'm asking you is that, is that majority, which is Jimmy and Sam and ...

Stazzone: And Pasternak and me ...

Genn: Pasternak and you ...

Stazzone: And Gulluscio and Pat Tubridy has moved into that.

It was important to Lipkowitz and Stazzone to make sure of their own power over Genn, because the "senior partners" did not trust each other:

Lipkowitz: Well, before we leave today, we have to, at least among ourselves, in whatever remains in the relationship, has been adjusted, etc.

Genn: Mmm-hmm.

Lipkowitz: That we don't send mixed signals.

Genn: OK.

Lipkowitz: Because when I screw up, I can go to a lot of work and then throw everything in Mr. Sullivan's hands, which is not my desire.

Genn: Mmm-hmm.

Lipkowitz: (unintelligible) Mr. Sullivan like things may be about power and accomplish things and protect his name and not to bring any dirt bags in his (unintelligible)

Genn: Mmm-hmm.

Lipkowitz: And if we have mixed signals and we don't coordinate better, once in a while, Mr. Sullivan is going to walk away with 95% of the pie and we'll have done all the work and look like a bigger jerk than usual. So, let's keep our cards on the table.

Genn: OK.

Lipkowitz: The way things are he speaks, to a degree, for Mr. Gulluscio, who doesn't do his homework, doesn't have a tremendous amount of interest.

Genn: Mmm-hmm.

Lipkowitz: A little bit for Goldie. She's maneuverable.

Genn: Mmm-hmm.

Lipkowitz: Jimmy will be speaking to a degree for Sam. (unintelligible)

Genn: Mmm-hmm.

Lipkowitz: And Pasternak will come along. Patsy now has moved over. And why? Because she sees the handwriting on the wall.

Stazzone explained that each of the board members felt they were entitled to a certain "area" of the district, and to control all the appointments to be made in that area.

Stazzone: I won't fight with you and Jimmy will fight with you on the political game/maneuvering basis but when it comes to a good program, just because (unintelligible) you think Jimmy would have been ...



Genn: Well, there have been times when Jimmy has in his own little way joined Sam in that kind of stuff but (unintelligible)

Lipkowitz: But Sam is not touchable...

Genn: I don't think that Sal would ever get involved in that kind of stuff.

Stazzone: No, there's certain amount of gamesmanship in the political bullshit. We know what's the best for our schools. When we made the deal to (unintelligible) our areas instead of the good principals not just ours (unintelligible)

Genn: OK.

Stazzone: They elected Jimmy and Sal (Noise)

Genn: OK, we trade off other schools (unintelligible) and (unintelligible) Like George [Eaton, a newly made principal] and so on.

Stazzone: Like I said, we're there to protect our area. (unintelligible) political game. I can't protect Rockaway.

Genn: Or Howard Beach.

Lipkowitz and Stazzone also observed that none of the board members seemed to care about education:

Lipkowitz: I've never heard the word "children" or "education" enter into our discussions in the last few years.

Genn: With Jimmy?

Stazzone: With anybody. (Laughs)

Genn: With anybody.

Lipkowitz: Pat (unintelligible) brought it up twice. I remarked upon it to her.

Genn: Mmm-hmm. You thought she was in the wrong place?



Lipkowitz: Yeah. I made a remark. I said, "Pat, you're the only one to mention children."

Genn: Mmm-hmm.

Lipkowitz: The last couple of years in any of these matters, but that's the nature of the beast.

As Sullivan had predicted, Stazzone repeatedly attacked the Southwest Queens Educational Alliance, and tied the prospects for Genn's contract directly to his relationship with the Alliance.

Stazzone: You got major problems.

Genn: Major problems, without Jimmy and Sam?

Stazzone: You're getting undercut ...

Genn: Mmm-hmm.

Stazzone: By the Howard Beach crowd. You're getting cut by the Southwest Queens Educational Alliance.

And, just as Sullivan had said, Stazzone was dead-set against voting for the contract unless it was made crystal clear in some way that Genn was going to cut off all ties to the parents in this group.

Stazzone: I mean, it's the wrong signals. A lot of what we do is symbolic. And I don't want the symbolism that the Southwest Queens Education Alliance is running that office. For all I know ... Hey, they're going in all the files.

Genn: Look, I can assure you that they don't go in files.

Lipkowitz: Nobody. But they are around.

Genn: No, no. I'm saying ...

Lipkowitz: (unintelligible) that person is working for them.

Genn: It's ... if it's their home school ... and certainly they're gonna be around. They, you have to tell me really, in a

sense, I'm, I'm getting the feeling you don't want them to be given access.

Stazzone: I want us ... Look it, I don't want to deny the Alliance ...

Genn: Mmm-hmm.

Stazzone: I just want to open up the District to everybody the way it should be.

Stazzone made it clear that, in his view, the district was "a big plum" that the Alliance had considered "theirs" for too long. However, it was not so much the fact that they had "gotten a lot of plums" that Stazzone resented, it was that they had been had been "hurting" him rather than supporting him politically. According to Stazzone, "Every strategy they did, right up through the election, to exclude me. Alright? They wanted to shut me out for three years." Stazzone's political feud with the Alliance ran very deep:

Stazzone: ... It's come to the point now where, I'll tell you, this board is so dirty, that I'd be more concerned with replacing the Southwest Queens Educational Alliance people with people I can trust. If the system's gotta stay the same for a year or two, where we approach you individually, then so be it. But the most important thing here is to get whores of Babylon out of your office, because these are mean, vicious, spiteful people.

Genn: OK.

Stazzone: I mean, they condemned me for things that I had nothing to do with. That happened 9 and 12 years ago. The same reasons ...

Lipkowitz: For Peggy, Arlene and everything.

Stazzone: This is a group that, basically ... Whatever problems you have with Jimmy, with Jimmy, it's business. If there's a problem, he'll kick you down the stairs, the next day he goes on with business.

Genn: Mmm-hmm.



Stazzone: These people shun you like the Pennsylvania Dutch. You virtually have to move your family out of the neighborhood, if you cross them.

Stazzone returned again and again to this part of his price for supporting the contract renewal:

Stazzone: You know, the Alliance (unintelligible) everything that's done to (unintelligible) they turn it around. We decide grievance after grievance against them. They come to the microphone, thank us ... goes on and one and on and every single thing that's done (unintelligible) ...

Genn: Alright, so what would you suggest not?

Stazzone: I think that you have to send them a very dramatic signal. You have to disassociate yourself with the Alliance.

Genn: Alright.

Lipkowitz: To a degree. I'm not talking about the feedings at the trough, you know, as far as what your posture publicly. You have free spirit to act in that role as superintendent. But that special relationship has to be sort of cut off.

And, again, when the conversation returned to the Alliance and their hatred of it, Stazzone told Genn that Genn had to refuse to attend the Alliance dinner in his honor:

Stazzone: (unintelligible) I'm so sick of these ladies (unintelligible)

Genn: OK, do you have an immediate thing? Go ahead.

Stazzone: We have considered a very dramatic signal to the Southwest Queens Educational Alliance.

Genn: Mmm-hmm.

Stazzone: Tell them to take their dinner and shove it up their ass.



Genn: OK.

Stazzone: Not in that dramatic way, but anything that is run by that executive board should be shunned.

Aside from requiring Genn to help him in this political feud, Stazzone stressed that his vote for Genn's contract was contingent on certain other matters as well, including his demand that Mrs. Schwindt lose her position as deputy. He also required Genn to get rid of Rita Giamarita, since, like Mrs. Schwindt, she had not been amenable to his patronage requests and had been too friendly with the parent groups that were his political enemies.

Now there's even rumors that Rita's on their side. Which would be probably the worst signal in the world. The person who was coming to assist three years ago now handles 3/4 of the appointments and is gonna get a secretary. And when I go in, you know, when I send in things for Rita, zero, there's nothing for me.

In fact, one of Stazzone's longer-range plans was to go on a hunt, like that of "Simon Wiesenthal" the relentless Nazi hunter, to track down all the employees the Alliance had "brought in" and get rid of them.

Stazzone and Lipkowitz had clearly begun to discuss long-range plans with Sullivan, both in terms of their own requirements and in terms of what would be necessary to keep the other members of their "coalition" satisfied. The renewal of Genn's contract was just the first step in a larger plan.

Lipkowitz: Jimmy wants, to keep the original five together, that everybody walks away from any agreement with a little bit of something.

Genn: OK.

Lipkowitz: Sam, maybe a problem on that. But we don't necessarily need him, because we have Tom and Colleen and Goldie will go along anyhow.

Genn: Alright, but, but the point is ... OK, but the point is for your, for your agreement.

Stazzone: Jimmy is (unintelligible) business, but (unintelligible) pissed as shit about

this. Him and Gulluscio about this.  
(unintelligible)

Genn:            So then, so then what's the solution?  
                  You're bright enough to figure a  
                  solution out.

Stazzone:        Cut some heads off.

Genn:            And replace with whom?

Stazzone:        The only one that I want ...

Genn:            No, no, no.

Lipkowitz:       No, once again, I don't want to fall  
                  into the trap of doing all this work  
                  for Mr. Sullivan.

Genn:            Sullivan was very clear to me about Jo  
                  Schwindt. He was very clear about Jo  
                  Schwindt and he was clear about Rita.  
                  Rita can be in a moment. Jo Schwindt  
                  has a contract till the end of the  
                  year.

Lipkowitz:       Let's continue our candor. We had, uh,  
                  dinner with Mr. Sullivan.

Genn:            Mmm-hmm.

Lipkowitz:       Friday night. That's (unintelligible)  
                  confirmed (unintelligible) marching  
                  (unintelligible) long talk.

Genn:            Mmm-hmm.

Lipkowitz:       About cabbages and kings over the next  
                  number of years.

Genn:            OK.

Lipkowitz:       Looking down 3, 5, 6 years, whatever.  
                  There are those of us who have vision.  
                  Unless you have vision, whether it pans  
                  out ...

Genn:            (unintelligible)

Lipkowitz:       If you don't have vision, you don't  
                  really have anything to pan out.



Genn: If you don't plan ahead, you're in trouble.

Lipkowitz: Exactly. And, uh, in our discussion, uh, you're gonna get a little test.

Stazzone's real "test" for Genn would be delayed somewhat, though, because he and Lipkowitz simply did not have a "list" of job-seekers ready. In fact, Lipkowitz complained that because Sullivan had been around longer than Stazzone and he, Sullivan had a longer list of "players" than they did.

Nonetheless, Stazzone and Sullivan were the leaders of the group, and every move should be "passed between" them first, so they could "control" it.

Stazzone and Lipkowitz recognized that Sullivan had long-range plans of his own, including the eventual promotion of John Baxter to superintendent, a desire that would preclude Genn from staying on for more than a year.

Stazzone: ... On the other hand, Jimmy's gonna want some degree of agreement from us that Baxter can take it.

Genn: Mmm-hmm.

Stazzone: So we may be boxed in there. The only thing we have is our word.

Genn: Mmm-hmm.

Lipkowitz: Cause, you see, the way he put it was that you wanted to leave. (Unintelligible) ready to go. If that was the case, we figured, if you only wanted the year, it makes it smooth, and we planned the transition.

Genn: Listen, I have no complaints and if I got the other year, I'm happy. But I am not against staying, you know, for a longer period of time.

Lipkowitz also speculated that if it were not for the grand jury investigation, Sullivan would not have been willing to wait a year to push Baxter:

Lipkowitz: Oh, he wants John [Baxter] right away. But do you know why he's willing to let you hang on to another year?



Genn: Mmm-hmm.

Lipkowitz: Hang on another year. Has he told you that?

Genn: No.

Lipkowitz: The grand jury.

Genn: Yeah.

Lipkowitz: According to Mr. Sullivan, the grand jury is meeting until October 16th. And too many waves, he doesn't want to make at one time. He'll have Schwindt's head now, but, uh, I would always watch my back.

Genn: Mmm-hmm.

Lipkowitz: I imagine that if there was no grand jury, he would go for the whole kit and caboodle.

Genn: Mmm-hmm.

Lipkowitz: That's got him real nervous and shook. Not that he's gonna get indicted, but he's, uh, he's taking quite a beating on this financially. It's like he said, and I agree, when you win, you lose. Whether it's \$8,000 worth of legal fees and you get harassed and everything, friends, etc. I'm sure Jimmy is not that stupid to have videotapes in Manes' bathroom doing anything. They're not going to find anything. But still, it's not a pleasurable proceeding.

Genn: No question. Nobody, nobody likes to stand under the scrutiny of, uh, the public and the D.A.

Lipkowitz: Plus, he wants to minimize the turmoil in the district. But, he wants Baxter yesterday.

Genn: Alright, and again. Sal, why does he want Baxter?

Stazzone: He's his man. The same reason I would.

Lipkowitz: (unintelligible) Baxter has a relationship with him.

Genn: Ok, so ...

Stazzone: I mean that's obvious.

Lipkowitz explained that in exchange for Sullivan getting Baxter as Genn's eventual replacement, Stazzone and Lipkowitz would choose Baxter's replacement when he moved up:

Lipkowitz: We get the choice of a deputy ...

Genn: Mmm-hmm.

Lipkowitz: To be groomed, to eventually replace Baxter. Talking in the long long run.  
(unintelligible)

In addition, in exchange for letting Personnel Director Mellillo remain in office, Stazzone would get to put his own person there as well so "they could watch each other."

Genn: Can you see yourself at the district office?

Lipkowitz: (Unintelligible)

Genn: Well, I'm telling you ...

Lipkowitz: Moi?

Genn: Richard, you're talking about points of control. You're talking about something that goes on in, in an office. Now, you have friends in the personnel office, but you don't, you're not there.

Lipkowitz: Well, we would arrange there (unintelligible) once again.

Stazzone: (unintelligible) We told Jimmy to keep Mellilo there, and we put in one of ours. Two of us. He has one, we have one, and they watch each other.

Genn: OK.

Stazzone: (Unintelligible) A little check and balance.



In the meantime, Stazzone and Lipkowitz knew that they were "not gonna be shut out," because they would have Genn "there" and "several people lying low."

### The Secret of Sullivan's Success

After lunch, Genn spoke to Gulluscio, as he had promised Sullivan he would. When he spoke with Sullivan later that night, Sullivan had apparently already received a report from his partners:

Everything went very well. I got very good reports. Sal is very, very happy. Richie is very, very happy. Frank is very, very happy, even if he, even if he does not know if the, uh, mainland will be running the school board by Tuesday.

Sullivan also explained the secret of his success:

I did my homework with each one. I took time with every person to make them each individually important. That's the only way.

He also laid out the scenario for the meeting on Thursday night:

Sal's gonna make the motion and I'll second, saying that we, uh, immediately start looking into, uh, uh, start the ball rolling for, uh, ... one year renewal of the contract for ya.

But, before the conversation ended, Sullivan had "just one thing" he wanted to discuss:

Sullivan: Some of those recommendations I gave you.

Genn: Mmm-hmm.

Sullivan: OK. Nobody's heard anything yet.

Genn: Alright. They should have, they should have been notified already, but I will be on that in the morning.

Sullivan: Can ya just check on that?

Genn: No, the paras should have been, the four of them, should have been dealt with.

Sullivan: And those couple of aides.



Genn: Yeah, I will get on that right away.

Sullivan: Do me one favor also?

Genn: Mmm-hmm.

Sullivan: Our other friend [Sampol] will be alright for November 1st?

Genn: Absolutely.

Sullivan: OK. I mean, have you started on that paperwork?

Genn: The paperwork is started and I'll have a draft for you on Thursday.

Sullivan: OK.

Genn: We'll be ready to move.

Sullivan: 'Cause they'll need about two weeks downtown.

Genn: Sure, no problem.

Sullivan: Yeah, well, OK, beautiful.

On October 11th, Lipkowitz and Genn spoke on the phone. Again taking credit for putting together the coalition on Genn's contract, Lipkowitz claimed he had just talked with Gulluscio who was "on board," and said, "I haven't gotten Jimmy's confirmation but it looks very, very good." Lipkowitz said he was going to call Stazzone to see if he wanted to call Pasternak or if he wanted Lipkowitz to do it. According to Lipkowitz, "it seems pretty well set."

#### Granirer Teaches "A Very Hard Lesson" in Politics

The next evening, October 12, 1989, Granirer, Sullivan, and Genn had dinner at the La Capon Restaurant in Rego Park, Queens, just prior to the school board meeting. Granirer and Genn arrived first. While they were waiting for Sullivan, Granirer reminded Genn of their dinner in California "two years ago," when Granirer and Sullivan told Genn that he would have a long future as superintendent, if only he were a "good boy" about appointments.

Granirer wondered out loud why Genn had not taken their warning to heart then, commenting, "Why did you do it,

Colman? Why did you, why did you force us, you put things out there?" Granirer pointed out that Genn had not been very realistic if he thought "Colleen" and "the Alliance ladies" could become a political power strong enough to protect him. And, in Granirer's view, relying on the political power of the minority voters of the district was equally foolhardy.

Granirer: The problem is. Let me tell you your problem.

Genn: Mmm-hmm.

Granirer: Up front. Alright?

Genn: Go ahead.

Granirer: You can't please everybody. I told you that three years ago. You can't play both sides of the street.

Genn: Mmm-hmm.

Granirer: And you do. You know, I mean, make a decision so, you know, they sue you. It's almost like, you can't do it that way, because what happens is you get burnt on that. It just happens.

Genn: Well, you see, I think the basic problem, like you said before, "why," and I, I see bringing them to the table, and, obviously, you know, you and Jimmy don't want them at the table.

Granirer: No, everybody's, everybody's entitled ...

Genn: No, no. But what I'm saying is, uh, you know. My tactic was to bring 'em in and talk.

Granirer: Mmm-hmm.

Genn: But, uh, I was dissuaded from that, and that's one thing I had not done, you know, this year with that. But, uh, I think we're sitting on, on a problem that could get, could get exacerbated. I don't think our balance will, of the district, will get more whiter. I think we'll get more minority.

Granirer: Yeah.



Genn: As, as we go along.

Granirer: But that's something that, the City is that way, but that doesn't mean that, that, that people that have been elected, I mean, if there was a question (unintelligible) who elected...

Genn: Oh, no. If there was a voting.

Granirer: You know?

Genn: No, no, if there was a voting block out there who elected them, they would have been elected. If, in prop, if the, if the voters voted in proportion of the kids in the district.

Granirer: Right.

Genn: Then we'd have a different Board, right?

Granirer: Yeah.

Genn: So, but the reality of the election is clear. I mean, we've gone from two minority to one.

Granirer: Of course.

Granirer also used the time before Sullivan's arrival to check up on Sullivan's reports about the contract, and vehemently disagreed with the idea that Genn should "deal" with the "group of six" exclusively through Sullivan. Then, as if to illustrate his point, Granirer made his first patronage requests of the evening:

Granirer: Are you going to be in your office tomorrow at 3:30?

Genn: I wasn't expecting to, but I could be. It's not a problem.

Granirer: I tell you, I, I made it 3:30. There's a gal over at 232 I want you to just talk to.

Genn: Sure. I'll make it my business to be there. What's her name?

Granirer: Carol Samuels.



Genn: Samuels?

Granirer: Yeah. Carol Samuels. She's a teacher. See what you can do for her, all right?

Genn: Yeah.

Granirer: See, talk to her and see what, you know, what she might be interested in.

Genn: Is she interested in, like, a trainer or something like that?

Granirer: Yeah, yeah, maybe. You know? Let's see. You get the feeling, see what you think. About 3:30, all right?

Genn: Let me put it in the book. 3:30, Carol Samuels. No problem.

Granirer: But, uh ...

Genn: Do you want me to do something for her immediately? or ...

Granirer: No, no, I mean, just down the line.

Genn: Like down the line. Just want to see what she's ...

Granirer: What, what, what ...

Genn: Skills she has.

Granirer: Where she could fit in. If you have something immediately, uh ...

Next, Granirer suggested that Genn keep an eye out for a spot in which Marty Weinstein could gain some "experience" as an acting principal, despite the fact that he did not have a principal's license. He also asked Genn to take care of getting part-time employment for a teacher named June Lindenbaum. Granirer also told Genn to find a way to "bring" Mark Goldfarb "into the district," if not as an assistant principal then as a teacher trainer.

Having dealt with his patronage needs for the moment, Granirer turned his attention to the renewal of Genn's contract. Genn explained that he needed at least one more year as superintendent "for retirement." Granirer warned Genn that if Granirer opposed the renewal, even at this point, it might not be renewed. Granirer made it clear that the price

for his support was a new relationship between Genn and Granirer's "side" of the board:

Granirer: ... Look, I have no problem at this point in extending your contract.

Genn: Yes.

Granirer: And you know that if I got up and said something, it could go either way.

Genn: I'm, I'm sure.

Granirer: I mean, you realize that.

Genn: No, no. I'm, it's very, very clear.

Granirer: And, I think you've done a good job. I think you're naive in politics. I even apologize. I think that educationally, I think, you've done a good job. I have no problem with your job. There are things that I think are important to all of us as a Board, (unintelligible) Board, that we want you to adhere to. And I think that if you adhere to it, we'll all get along fine. You don't adhere to it, and, you know, what could I tell you? I mean you're gonna be in a position where it's gonna be a situation where you don't wanna be in.

Once the new relationship between the superintendent and the group of six had been spelled out, Granirer addressed more specific plans. First, like Stazzone and Lipkowitz, Granirer wanted to make sure Rita Giamarita was "out" of the district office, so she could no longer block patronage appointments Granirer sought.

Granirer: In the meantime, there are things we would like accomplished in the district which, I think the direction of any Board is to direct its ...

Genn: Sure.

Granirer: Operating officer, and you're the operating officer. You know? I think that once that's accomplished, there's no problem. Uh, I'll tell you one of the things that I certainly want to eliminate and that is in the personnel function. I



would want, Tony [Mellilo] certainly should be in charge of personnel.

Genn: Mmm-hmm.

Granirer: I don't think Rita [Giamarita] should be there, I think that's a layer that's, uh ...

Genn: Yeah.

Granirer: A waste of money. I think we have a personnel director who should be in charge of all the jobs that are there, that's what he's there for. Paras, aides, whatever else, and he should know all the openings and place people accordingly, and, you know, not let the deputy do that, it's not his job (unintelligible) oh, Rita?

Genn: Well, Rita can.

Granirer: She should go back to the schools.

Granirer also said that, from now on, not even the deputy superintendent should have anything to do with personnel: all personnel decisions should be handled by Mellilo or Genn. Once this new line of authority was clear, Granirer told Genn hire a woman named Marie to help Mellilo in personnel. When Genn pointed out that Marie was working part-time, Granirer said he would intervene personally to change her mind about working full-time. He also suggested that Genn "butter up" Marie by offering her a promotion to assistant.

Marie's was not the only promotion Granirer had in mind as part of the new "direction" in the district. When Genn explained that he had spoken to Lipkowitz and Stazzone about Schwindt, Granirer stressed that his entire group of six board members was of one mind on this issue:

Granirer: I think we all agree, Pat, Frank, myself, Gene.

Genn: Mmm-hmm.

Granirer: You know, the six (unintelligible)

Genn: Mmm-hmm.

Granirer: Are all unhappy with Josephine. I think that, uh, there's a problem with the way

she does her job. I have nothing against her, she's a nice lady, but, uh ...

Genn: Yeah.

Granirer: And, uh, I think it's time to, uh ...

Genn: Alright.

Granirer: Say good-bye and develop a new scenario.

When Genn mentioned that part of Sullivan's price had been that Genn would have to replace Schwindt with Baxter, Granirer revealed that he concurred:

Granirer: My feeling is, I'm not happy with Josephine.

Genn: Yeah.

Granirer: I don't think anybody is.

Genn: Yeah, well that, that was the general, and no, no, I got it from ...

Granirer: I think she's very, she talks down to you.

Genn: Abrasive.

Granirer: Very abrasive, uh, I think she tries to do what's good for Josephine and not think of what's good for the district, and, uh, I think she has to be, uh, moved out. Uh, John is certainly a good guy, you know?

When Genn broached Sullivan's idea of creating a second deputy superintendent and giving that position to a member of a minority group, Granirer said to "forget about it." Granirer said that as far as he was concerned "being Jewish is a minority."

More important, Granirer had his own candidate for second deputy superintendent: a principal who "wants out," Arnold Wittenstein.



Sullivan Describes a Nation  
of Petty Crooks and Gangsters

Once Sullivan arrived, Granirer expressed his conclusion that Genn had finally learned his lesson about how the district was to be run.

Granirer: I said to him, and correct me if I'm wrong, that umm, he's learned a very hard lesson, and, uh, he now has to realize that there are things that ...

Sullivan: (unintelligible)

Granirer: (unintelligible) concerns our interests, right? That must be accomplished. And, uh, he cannot play both sides of the street, because it isn't gonna help anybody, it's only gonna hurt the children, and that we basically, uh, need, uh, the cooperation of his office (unintelligible). I told him that I was not happy with Josephine. The board wants her out, because I think she is more of a hindrance to you, than a help. So that I think John, uh...

Sullivan: Unfortunately, she became the millstone around your neck. We have nothing personal. Not that, Cole, I know how you feel. I understand that. If I was in your situation, I might have done the same thing. But you know where it lies now, and I'm sure that we won't have a problem.

Genn: No. Yes.

Sullivan: It's a direction.

Granirer also explained that he had begun to outline the new way that personnel decisions would be handled, including that Schwindt and Giamarita could no longer have anything to do with these decisions.

Granirer: (unintelligible) It's like when we just, when you walked in, I just said, "Look, Tony is a personnel director, that's his job." He should have all the job. I said, "The line should be from the superintendent to him, nobody else." I said, "I think Rita should go to New

York, or whatever, and that, uh, a line of jobs and he should have all the paras and all the aides."

Sullivan: Mmm-hmm.

Granirer: "And that if there's a problem, or you have ..."

Sullivan: (unintelligible)

Granirer: But, other than that, we put layer over layer, and it's not necessary, and, and if Josephine was a person ... when she talked down to myself and Jimmy at a Board meeting, it was almost like the straw that broke the camel's back. I mean, she works for us, we pay her contract.

Sullivan and Granirer agreed that Mellilo would have to be instructed that the only people entitled to call the shots on personnel matters were the group of six.

Genn: In terms of Tony, his instructions, Jimmy comes to Tony, listen, no I'm serious ...

Granirer: Yeah, go ahead.

Genn: He says, you know, "I want these."

Granirer: "This one, this one and that one."

Genn: OK, Tony's aware of who Jimmy is. If you have a need for one person.

Sullivan: Right.

Genn: You tell Tony.

Granirer: Right.

Genn: Right. If Sal has a need.

Granirer: Right.

Genn: Is he instructed, how is he instructed to feed the board members? I'm being very serious, in terms of Tony. In terms of protecting, protecting him. How do we protect him?



Granirer: I'll tell you, the only ones that have to know about this.

Genn: Yeah.

Granirer: In terms of the way it is accomplished.

Sullivan: Mmm-hmm.

Granirer: Is ...

Sullivan: Is us.

Granirer: Is the six of us.

Sullivan also had a long-range plan for extending the amount of patronage he and his cohorts could control, by getting the reimbursable programs payroll brought under Mellilo as well.

Sullivan: I think there should be one other piece.

Granirer: Fine.

Sullivan: Here's what I'd like to do, you're right, you're 90% right. I think the other board members are gonna (unintelligible) other people, principals, and by the way, you're gonna get the reimbursable Paras under control because it's a totally separate issue, you realize that. Because they interview on their own and decide who they're gonna use on their own, and you will notice that two-thirds of our enemies get their paras through reimbursables from Brenda.

Granirer: Yeah, everything (unintelligible).

Sullivan: They're not hired by (unintelligible), the personnel director.

Genn: Alright. No, no. But if, the transaction has to be in personnel.

Granirer: (unintelligible) together under one person.

Granirer and Sullivan stressed that they wanted to get control of "that piece" of the patronage pie this year, which Granirer thought was just "lying around" for the taking. Sullivan recognized that since these programs were designed

for children with special needs their hiring criteria might be somewhat different, but they saw no reason why that meant their group should not control the personnel decisions.

... I understand that they want people (unintelligible) and aren't ignorant, and some of our paras (unintelligible) it's not the one we recommend that we've had problems with, that can't even spell. I understand that, I heard all the horror stories, alright? I understand that they have, that they're gonna run a special programs and they want to select people. But they're like a separate entity, and like you gotta go to (unintelligible) I have real problems with it.

Again, in their view, the issue was not whether their applicants were the best qualified, even for these very sensitive positions, but whether the people they recommended met the most minimal threshold requirements: "If we recommend somebody," they should be hired, so long as "they're not illiterate or deformed or something the matter with them."

Once it was clear that all the patronage was to be consolidated, Granirer and Sullivan turned to the practical problem of ensuring that there were no conflicts generated by competing patronage demands among the group of six. Their proposal was that Sullivan be designated the group's spokesman for all personnel questions.

Sullivan: Why don't you and I (unintelligible) talk to the Board members, and since I think Sam and I can command the respect of all the others.

Granirer: Right, right.

Sullivan: Sam is putting things together with Sal, shared the common concerns.

Genn: Right.

Sullivan: Put a whole bunch of things together. I think we command the respect of the Board members, and we say, "whenever any of you people have anything."

Genn: To bring it through you. I'm saying, I think, that's why I'm saying, 'cause Tony would be much more.



Sullivan: Give Tony, simultaneously give Cole and Tony a list so one hand knows what the other is doing.

Granirer: Fine, no problem.

If this hiring system worked, it would minimize conflict and put a gloss of legality on the system as well.

Genn: OK, what I'm saying, the reason I raised it.

Sullivan: Go ahead.

Genn: Sal [Stazzone] walks in, or Richie Lipkowitz walks in.

Granirer: With seven aides.

Genn: No, no. He could waltz in and he says, "I want these too," so, and Tony doesn't give it to him tomorrow, so Sal gets pissed-off at Tony. You understand, Tony's in the middle.

Granirer: No, let me tell you what.

Genn: That's why I would like what you, what you just said to be done.

Granirer: Yes, we will bring, we will have the list, uh, discussed, and Jimmy'll bring it to you, Jimmy.

Genn: Mmm-hmm.

Granirer: Let's assume Jimmy's the guy.

Genn: Alright. So.

Granirer: Because I'm just too busy.

Genn: OK, so he calls, calls everybody, and he makes.

Granirer: And says, "hey look, I got this list."

Sullivan: The list, and Sam and I will sit down and internally prioritize it.

Granirer: That's all.

Sullivan: And everybody's told, sometimes you gotta wait (unintelligible)

Granirer: Yeah.

Sullivan also proposed that if they handled the patronage system in this more organized fashion, they would keep their "enemies" off-balance more easily.

Sullivan: And so we can keep a look on the number of openings there are, because occasionally you gotta throw one to a P.A. [Parents Association] and to the blacks.

Granirer: Right.

Sullivan: I don't have a problem with that.

Granirer: No.

Sullivan: Provided that ours are given priority. We don't want to eat the whole pie, but we want most of it.

Granirer: That's right.

Then, Granirer turned again to Genn's own new role in the district:

Granirer: Cole, let me just get to this second piece. I have no problem, as I said, with the, you know, with the year (unintelligible), but I did say, and I think I made it very clear that he has to toe the line.

Sullivan: Mmm-hmm.

Granirer: And, uh ...

Sullivan: I, I even go further in some of my talks, Sam.

Both men repeatedly made it clear that the new relationship would have to be that they had demanded originally in California:

Granirer: I think what Jimmy's saying is that the gut feeling is that you gotta listen to us, cause if you don't ...



Genn: Sam, I promise you, I will, I will, I will, I will have my ears open and I will take care of it. It will be done.

Sullivan: Every once in a while you can get rattled, I can get rattled, he can get rattled, any of us. But, in the meantime, we don't make rash decisions.

Granirer: Yeah.

Sullivan: And next year, come September, (unintelligible) I mean, we're easy people. We can work it out.

Granirer: Yeah.

Sullivan: We're not looking to embarrass anybody or (unintelligible) anybody. You know what I'm saying?

Genn: Yeah. No, no.

Sullivan: It's like we're reasonable, you know what I mean?

Genn: OK. And, I'm saying, and, and the others will, from what I see here, will follow the lead. That's all.

Sullivan: That's all. I mean, (unintelligible) be good. You just can't play both sides of the street, you can't do it. If you do it, you're gonna get hurt. You know, we told you that three years ago. And I'm gonna tell you that tonight.

Genn: OK. And, and you will see great changes. I assure you.

Sullivan: You know how to play this.

Granirer: Yeah. Good.

Part of the cost of "toeing the line" was that Genn would have to bring in Baxter and Wittenstein as his two new deputies, as soon as Schwindt's contract was up. In fact, the only reason they would not try to "get rid of" Schwindt immediately was that "there's so much activity" in the grand jury. However, Sullivan predicted that that "activity" would soon draw to a close:

Genn: Let me, let me ask you. You said, when do these snoops stop hanging around?

Sullivan: Well, let me tell you, my opinion is, excuse me, my opinion is that in the next two or three weeks, a month maybe, they'll be getting ready to issue a report, that's my opinion.

Genn: 'Cause that whole piece is ...

Sullivan: You haven't heard of anything at all, have you, Cole?

Genn: I don't like that.

Sullivan: Excuse me?

Genn: I don't like that.

Sullivan: Why?

Genn: No, no. Because I know, John [Baxter] told me that Patty [McGettigan] had been down there, and that, uh, they had called, uh, him in again (unintelligible) boys and but then ...

Sullivan: It's resolved.

Genn: I don't hear anything.

Granirer: Excuse me?

Sullivan: It's resolved. Let me give you an example on that.

Granirer: It's resolved.

Sullivan: Let's say ... Resolved.

Granirer: He says, resolved.

And, regardless of the investigation, Schwindt's role in the district had to change dramatically and immediately:

Genn: I think, I think, I think, yeah, and I think this agreement connotes that even before you raise these issues at the Board, that she be removed from a lot of different activities.



Sullivan: Mmm-hmm.

Genn: And decision-making, take her out of the loop ...

Granirer: Right.

Genn: Begin to deal differently. No, no. I'm saying it doesn't matter.

Granirer: I expect that.

Granirer also underscored that the group was demanding absolute power over pedagogical and supervisory appointments, and, specifically, that Genn would have to surrender his authority to make acting appointments entirely to the clique. For instance, after reiterating his earlier demand that Genn find an interim acting appointment for Marty Weinstein, Granirer stated that he thought Sullivan should be able to make "acting" appointments as well.

Sullivan, however, attempted to soften the blow, offering to listen to Genn's suggestions, since he had no one "waiting" at the moment. When Genn mentioned a teacher named Schorr as a possibility, Sullivan gave a striking example of how the patronage system perpetuated itself, by insisting that Genn be careful to indoctrinate the people he selected into the political realities of the district.

Granirer: I think, Jimmy should be able to pick somebody as an acting.

Sullivan: I'll tell you what I think. I don't really have anybody really waiting right now. I will go along with Cole's choice, provided he speaks to Mr. Schorr, or whoever, and says ...

Genn: No, no, no. I'm not looking, I haven't even spoken to Schorr. He wants to make an appointment to speak to me. I'm just saying, there's a lot of people around, the question is, you know, who, what, why, when, and where.

Sullivan: Mmm-hmm. Unless you want to do something like, there's two ways you could go with it. I wouldn't mind Schorr or whoever you want, provided that ... maybe off the record, so that nobody could even repeat anything, in a fatherly bit of advice, you might say to him, "I recognize your

many talents and I selected you for this position, however, I think that you should be highlighting yourself and your abilities and capabilities for some of the School Board members, and two of the prominent ones in Rockaways are Mr. Granirer and Mr. Sullivan, and they're very active in the community and certainly it might be prudent for you to bring some of your record to their attention and to somehow find a, find a way of interacting with them."

Granirer went even further, making it clear that Genn should always take the opportunity to emphasize the role that Granirer and Sullivan played in any appointment.

Granirer: Yeah, I mean. I think what you say is that you have to be cognizant of our openings.

Genn: Yeah.

Granirer: I mean you kind of have to sort of open up yourself and say, "look, I have to discuss it with Jimmy, I have to bounce it off Sam."

Sullivan: Yeah. It can be said in the lightest way.

Granirer: What I'm saying is, you know, you're open to the discussions and say to Jimmy or whatever (unintelligible) "hey, what do you think of this, what do you think of that." You see, we're open to discussion. Just bounce it off us.

On the other hand, so long as Genn did "toe the line" in this way, Sullivan and Granirer would do their best to accommodate any requests he wanted to make.

Granirer: I just, I think, the gut of our meeting, well, not meeting, our lovely dinner (unintelligible) the fact that, uh, there's a lot we want to accomplish, and I think we want them accomplished finally, you know, that haven't been accomplished. Uh, and I think what you have to realize is that there are many people involved who are on your side, if you're on our side.



Sullivan: Yeah, I mean if you come to us and you wanna place somebody, for whatever reason, somebody downtown, or for political reasons, it's your business, we don't care. If you need it, we'll help you out. We don't care. If you're, if you're a team player, anything that you want you get. We don't, we're not, we don't nitpick it.

Sullivan also made it clear that this magnanimity toward enemies was his general policy, for good political reasons: it made his political contests easier to win. In fact, Sullivan was even willing to help Colleen Edmondson, as a long-range political investment:

Sullivan: (laughs) I might give her a job. I might get her a job on the staff of State Senator Seraphin Maltese. I don't know, I not sure (unintelligible)

Granirer: Hey, let me tell you something. She's a nice lady but ...

Sullivan: I know. I'm still a personal friend of hers. (unintelligible) me to help her.

Granirer: Oh yeah. She's a nice lady.

Sullivan: And you know something? When it comes to adversity, it kind of takes some of the fire and brimstone away when you have this kind of relationship.

Granirer: Oh, yeah.

Sullivan: It's very hard to go for the jugular, when I have a position that she can't, she won't, she doesn't want to (unintelligible)

But, despite his professed fondness for Edmondson, and his willingness to help her find a job to "take away some of the fire and brimstone," Sullivan's bottom line was: "business is business."

Sullivan also stressed that he would have been just as amenable to a political alliance in which Edmondson stayed "in the majority" and became president, if she had been willing to play along. However, she had missed her chance, and, while Sullivan would try to soften the blow, Granirer and Sullivan were not about to share the school system's spoils:

Sullivan: And now she realizes it. Did I tell you, I says, "Colleen, the first at the trough is the first to get fed."

Granirer: It's too late, once it happens with us, it's good-bye, Jack.

Sullivan: But, I'm still gonna try to get her a job.

Granirer: (unintelligible)

Sullivan: Because she's a very good worker ... With Senator Maltese. She knows everybody in that area, she knows all the parents, she knows everybody.

Granirer: She's a nice lady, even if she is an idiot, she's a nice lady. But this is business.

Sullivan also emphasized the importance of keeping quiet about political favors and political relationships. For example, there were rumors in the district that George Eaton's principalship was his reward for successfully managing Gulluscio's campaign for the board.

Sullivan: And those nasty allegations that he was, that he was, uh, Gulluscio's campaign manager. (laughs)

Granirer: Right.

Genn: Jimmy, you didn't start that, did you?

Granirer: No, no.

Sullivan: It's true, it's true. But, uh, it wasn't advertised, I can tell you.

Genn: Yeah.

Sullivan: (laughs)

Sullivan also declined to take credit for stirring up the controversy about Eaton's appointment. According to Sullivan, the fact that Eaton had acted as Gulluscio's campaign manager "was known in the neighborhood" and in the "parish." Years ago, Gulluscio and Eaton had been "best friends," and, since everyone in the neighborhood knew "what the story is" about their "relationship," it could only be kept "sub rosa" for a while before it "started to leak out."



Both Sullivan and Granirer also showed a substantial degree of sophistication about the intricacies of the criminal law, and absolute confidence that the Queens District Attorney's investigation would not result in any indictments:

Sullivan: ... Let's say, just for the sake of argument, let's say that Ms. "X" alleged that a principal asked them to go down to the Board of Elections and look at some of the petitions (unintelligible). Now, let's say in a school, a certain individual (unintelligible) and one of them says, "well, why did you go down there?" and the other lady says, "Well, I went down there because it's not (unintelligible) and when I found out there was something going down, I spoke with somebody from my school district," and then they go down there and hit 'em, "boom." Another lady goes down, in the same school says, "Well, the principal asked me and started putting the pressure on me." So then they could call (unintelligible) and bring the principal in and say, "well, this one is saying this." Then it becomes one person's word against another person's word.

Granirer: Right.

Sullivan: And, and when that's the only thing they have to hang their hat on, they then try to talk about perjury and all other kinds of issues, but they can't do that unless they get corroboration.

Granirer: That's right.

Sullivan: So, I think they called somebody in two or three times (unintelligible) and do everything and it was finally resolved last night, when that individual refused to change one word of their testimony, even though they said to him, "if you change now and tell us everything," they said, "we'll forget about the testimony you gave (unintelligible)." He says to the (unintelligible) "This is my third time and it's finished, I walk away. This is the third time I've been brought into the grand jury. You continue with this, it's harassment (unintelligible) ADA and

testify, I'm telling you that you have to  
(unintelligible)

Genn: So he's, so he's out of there.

Sullivan: He's out (unintelligible)

Sullivan especially had intimate knowledge of the testimony given in the supposedly secret grand jury:

Sullivan: A witness is called, last night, I mean, one of the people that's apparently, one of the deranged individuals that have gone there is this woman by the name of Catherine Sabatino, who is a teacher in 225.

Granirer: Last night?

Sullivan: Yeah. ... So I think that, uh, (unintelligible) I think (unintelligible) And, the grand jurors were laughing because apparently, they had seen Mrs. Sabatino and they were aware that she was a little deranged. Because (unintelligible) says, well, you have to really see her. She's a woman who's 67 and claims she's 47 with this long flowing hair (unintelligible) they almost fell out of their chairs, I mean, they knew exactly what she was talking about and you could tell that they just thought she was a total, which she is unfortunately. So that's what happened, and as (unintelligible) there's no problems, you know, it's all winding down, and, uh, (unintelligible) McCarthy (unintelligible) deja vu.

Both Sullivan and Granirer thought it was unlikely that they would be indicted when other boards in other districts were getting away with conduct much more flagrant than theirs. First, Granirer alluded to "real" wrongdoing in Districts 4, 9 and 12:

Granirer: I think what will happen is they will issue a report like they did in district 4, or wherever the hell it was, and that'll be the end of it.

Genn: 4, 9 ...

Granirer: Whatever they ...



Genn: 12 ...

Granirer: Look, let's face it. In 9 and 12, there's no question, in my mind. That was something, there was real ...

Then, Sullivan and Granirer explained that to become a principal in part of Brooklyn a person had to pay \$10,000 to a charity designated by the Thomas Jefferson Democratic Club:

Sullivan: I mean, the rest of the City ... that god damned Brooklyn Thomas Jefferson Democratic Club.

Granirer: Yeah.

Sullivan: I know you got to donate \$10,000 to the club (unintelligible) I know who to make the checks out to. Everybody in the fucking city (unintelligible)

Granirer: They haven't even got that.

Genn: They pay by check. That's how?

Granirer: They pay by check to a charitable foundation.

Sullivan complained that the methods used during the grand jury investigation had been particularly unfair to him:

There's nothing sacred. I mean, they did everything. (unintelligible) Just on me. They subpoenaed them, they figured that somehow that ... I've raised money for the, you know, I raise it for the K of C or whatever. What the fuck do they think (unintelligible) They asked for a subpoena for the whole fucking records for the K of C in the Rockaways. They were trying to figure out, like, whether I launder the money. You understand? (unintelligible) seriously. (unintelligible) I mean you should see it. If I had ever done anything. (unintelligible) five different checking and savings accounts, every check subpoenaed for the last six years, they did every fucking thing. State sales tax on my business. They did everything that you could fucking imagine in the universe.

Then, Sullivan provided an exquisite insight into his view of human nature and contemporary American society, and the rationalization for his own conduct:

... I mean, unfortunately, whether or not we like it, we're a nation of fucks and gangsters because, that's what we glorify in Americana, and aside from that culturally, aside from that is, everybody cheats ... Not some people, 95 percent of the people. Some cheat a little, some cheat a lot. You work in an office, you take home office supplies. People work at a construction site, they take home, uh, two by fours. Unfortunately, we've become a nation of petty crooks, and now, that they've uh, created this kind of atmosphere that we're a nation of thieves, morally and everything, and we're debased ...

#### Granirer Nominates His Wife for a Job

The topic then shifted to the new "satellite" office in the Rockaways. After Genn assured Sullivan that the "paper" was ready for Sampol, Sullivan pointed out that they should be careful not "to give names yet," since they would have to go through the charade of having the position "advertised," or at least "reading resumes of anybody who wants to send you one."

Granirer then disclosed his thoughts about his "piece" of this new office: they should create an assistant director's position and give that job to his wife.

Granirer: Who's the assistant director?

Sullivan: There is no assistant. There's only a secretary, a director, and an aide.

Granirer: Well, I have a suggestion to that.

Sullivan: Sure.

Granirer: I think that we should make Adrienne [his wife] assistant director.

Sullivan: Well, we can. (unintelligible)

Granirer: Well, how much is it worth?

Sullivan explained that they had not really juggled the budget enough to pay for a fourth person in the office, although they might be able to add more money at some later date. He also thought it might be strange to have an assistant director in the Rockaways, when even the "mainland" did not have one. Undaunted, Granirer suggested that they



could play around with the title his wife would receive, so long as the salary, benefits, and hours came out as he wanted:

Granirer: ... I wanna give her, uh, if we can, I'd like to give her twenty-five thousand dollars.

Genn: How much?

Sullivan: 25.

Genn: 25. Right. That would be like PAA [Principal Administrative Aide] level 2 or something.

Sullivan: No, it would be, it would be, uh, 20, up to the 24-ish, it would be ...

Granirer: Add another 10,000 (unintelligible)

Sullivan: Office, office associate level 3, same level that Carl is.

Genn: Mmm-hmm.

Sullivan: That's like up to 25, I think.

Genn: 24 something.

Sullivan: 24 something. But, you see what has to happen is you gotta write the position as you want it, with the hours and everything.

Granirer: Can you write it?

Genn: Sure.

Granirer: Does she get all the benefits she's had?

Genn: She switches titles.

Sullivan: That's all.

Genn: So if Adrienne switches titles, she would, she would transfer over.

Sullivan: Exactly, but you still have to have another position in there from 9 to 5 covering the office.

Granirer: So put somebody in there at 15.

Sullivan: What I'm saying to you, is you don't have 15,000. We could do this, but we gotta add money to it.

In response to Sullivan's concern about the budget for the office, Granirer asked for a break-down of how the \$75,000 already budgeted for the office was to be spent.

Granirer: Wait a minute. You got 75.

Sullivan: We got 42.

Granirer: How much is Bill [Sampol] getting?

Sullivan: 42.

Granirer: Bill's getting 42?

Sullivan: Right. He's taking a \$10,000 pay cut. From 53 to 42. An \$11,000 cut. That's what he was getting paid. And he has a family. You understand what I'm saying?

Granirer: So we have 42 and 25. How much is that?

Sullivan: 67. That's \$8,000.

Granirer: So, add another 10,000 to it.

Since, as far as he was concerned, the money issue had been resolved, Granirer stressed again that he wanted to make sure that his wife would retain her benefits and be able to work only from nine to three. He also wanted to make sure she could return to the job she already held in one of the district's schools, if she wanted to. He was also concerned about how quickly they could set up the new job for his wife.

Granirer: ... But, the bottom, when do you open the office, November 3rd?

Sullivan: Hopefully.

Genn: We try to push Bill in through by November 1. That's why I want to bring that stuff downtown tomorrow to get the papers in for him quick.

Granirer: What do we have to do with Adrienne's papers?



Genn: First we, we have to ... I'll ask Tony tomorrow to write it up, call Adrienne. He needs, he needs background and resume.

Granirer: Yeah, (unintelligible)

Genn: No, no. I'm saying ...

Sullivan: All we gotta do is call Adrienne (unintelligible) and then downtown to the City (unintelligible) and give (unintelligible) a call and they'll finished it.

Sullivan recommended that they delay creating Mrs. Granirer's job until after the grand jury had been disbanded.

Sullivan: (unintelligible) you should wait till December 1st, Sam, do you know why?

Granirer: Yeah, I know. I don't say it has to be done today. But I want it done, if we can do it. Do you know what I mean?

Sullivan: It'll be done. Just wait until December 1st, and I think you know why (unintelligible)

Genn: I think we should get the papers prepared.

Sullivan: I have everything set.

Granirer agreed that he and his wife would "wait" for "maybe about a month," although he insisted, "[w]e definitely have to do that."

After Granirer wife's new job was on track, Sullivan turned to the details of hiring Sampol, whom -- although he was of Cuban extraction -- Sullivan referred to as "the Puerto Rican." In his view, Genn could "hire" Sampol even without a vote of the board. Genn agreed, so long as the "group" all agreed with that it was the superintendent's choice.

Sullivan: I know, sure.

Granirer: Yeah. We will.

Genn: That's all I'm saying.

Granirer: We will. We have six votes.

Genn: If the group agrees that it's my choice, then I will go in, hire somebody, acting and put him in.

Granirer also returned to the question of the "satellite" office one final time:

Granirer: Do you have anybody in mind for secretary or for aide?

Sullivan: We told Patsy [Tubridy] she could pick the aide, when we sat down with her.

Granirer: Huh?

Sullivan: We sat down with her months ago and discussed with her, and told her, "Patsy, you take the aide." You were gonna take the secretary. I told her Bill [Sampol] was gonna be there. And now you're gonna upgrade the secretary ...

In his final words on the subject, Granirer mentioned that he thought that his wife was "an asset" to the district. Sullivan agreed, but cautioned, "We gotta keep a lid on her too, though."

#### The Board Votes on Genn's Contract

After dinner, Sullivan, Granirer and Genn went to the school board meeting. Patricia Tubridy was absent that night. Goldie Maple left the meeting early.

Sullivan made a motion that the board consider renewing Genn's contract for one year, and spoke in glowing terms of Genn's superintendency. Granirer spoke in glowing terms of Genn's superintendency. Stazzone spoke in glowing terms of Genn's superintendency. Pasternak spoke in positive terms of Genn's superintendency.

Colleen Edmondson, who had been a Genn supporter but who was not a member of the six-person clique, became suspicious and asked what the rush was? Thomas Gebert, also a Genn supporter, but also uneasy at seeing Genn's former enemies acting this way, complained that before the contract was renewed the superintendent should be evaluated to see whether he had achieved the board's goals.

Nonetheless, as promised, the vote was taken that night, and, as promised, Sullivan, Granirer, Stazzone, Gulluscio and Pasternak all voted in favor. Edmondson,