

## ***Major changes occur.***



### ***Thirty-First Annual Meeting***

At MCSBA's 31st annual meeting, held June 14, 2000, members elected **Ronald Mendrick** of Honeoye Falls-Lima as 2000-2001 President, and **Margaret Markham** of the Monroe #1 BOCES Board as Vice President. In addition, publisher and SUNY Albany professor **Alan Chartock** discussed state issues and players.

LEFT: President Robert Heinkel (with microphone) recognizing the service of First MCSBA President Jim Green on the occasion of his retirement from the BOCES 2 Board.

### ***2000-2001 School Year***

#### **Change in MCSBA Leadership**

The major issue of the 2000-2001 school year was the change in MCSBA Executive Director. Early in the school year, **Dr. John Woods** announced his intention to retire, and a selection ad hoc committee was established under the leadership of Vice President **Margaret Markham**. The process developed by this group included input from members and resulted in the appointment by the Executive Committee in December of Brighton Board Member **Jody Siegle** as the new Executive Director.

**Siegle** was the 1996-1997 MCSBA President. She also served as chair of the MCSBA Information Exchange Committee and as the MCSBA representative to the Commissioner's Advisory Council of School Board Members.

In addition, the part-time position of Assistant to the Executive Director was enlarged to the full-time position of Deputy Executive Director. **Judy Wadsworth**, who had served in the former role, assumed the new one, with major responsibility for electronic communications.



Ronald Mendrick

#### **Increasing rates of change caused by outside forces.**

The 2001 legislative season saw a greatly increased level of advocacy efforts due to a large number of state and federal political initiatives. Organized efforts to affect legislation continued beyond June 30 into the next school year under the threat of no NYS budget at all for the year.

NYS Governor George Pataki, in his January 2001 budget proposal advocated a prioritization of already-approved school construction projects, and an amount of state aid to education that would not support existing state law, much less the newly state-mandated SAVE law with its requirement to fingerprint all new school district employees.

Meanwhile, Congressional initiatives included support for vouchers, public schools of choice, and testing for all students, but a level of support for existing federal educational programs that would leave them underfunded.

## Committee Exploration of Timely Issues

Accelerating rates of retirement among experienced teachers and administrators and shrinking pools of replacement candidates led the Labor Relations Committee to identify a theme for the year on ways to attract, retrain and retain certificated staff.

The Information Exchange Committee dealt with a number of aspects of educational reform such as counseling centers, NYS high-stakes testing, and alternative approaches to reach “kids in the middle.”

## Farewell to Dr. John Woods

In January, more than 160 MCSBA members and guests gathered to pay tribute to retiring MCSBA Executive Director **Dr. John J. Woods**, who had served in that role since 1986. Among those providing accolades for Woods’ leadership were Carl Carballada, Chancellor Emeritus of the NYS Board of Regents; Thomas Hobart, President, NYS United Teachers; Edward McCormick, President, NYS School Boards Association; and NYS Assemblyman Joseph Robach.

## Seeking Ways to Help all County Students Succeed

President Mendrick established an ad hoc committee to seek ways that member school districts could share best teaching practices and involve students from multiple districts in common learning activities. MCSBA officers and staff as well as interested board members served on this committee.



RIGHT: Outgoing and incoming MCSBA Executive Directors Dr. John Woods and Jody Siegle at the January 10, 2001 retirement dinner honoring Woods.

## Going High Tech

\* The use of e-mail as a primary means of communication was initiated, saving time in getting messages to members as well as significant postage costs.

\* The Association’s web site < [www.mcsba.org](http://www.mcsba.org) > was updated and revamped. Staffer Judy Wadsworth assumed management of the site.



Margaret Markham

## Thirty-Second Annual Meeting

At MCSBA’s 32nd annual meeting, held June 6, 2001, members elected **Margaret Markham** of the Monroe #1 BOCES Board as 2001-2002 President, and **Sheryl Johnson** of the Churchville-Chili Board as Vice President. In addition, **Christopher Dahl, Ph.D.**, President of SUNY Geneseo discussed ways that educators, from preK through college, can collaborate to prepare teachers to meet the new NYS preparation and inservice mandates for teachers and administrators.

## **2001-02 School Year**

### **New Initiatives**

The Steering Committee adopted a proactive leadership role, adopting goals for itself in the areas of finance and communications, which led to a new MCSBA investment policy, establishment of reserve funds, and improved communications.

The Connections Committee met with representatives of students, parents, teachers, and administrators to formulate a recommendation to establish a position of coordinator for informal inter-district teaching and learning connections. This recommendation was approved by the Executive Committee in April 2002. Past President Ron Mendrick was appointed to lead the group during this phase.

The Monroe County Education Coalition (MCSBA, MCCOSS, NYSUT, NEA, and GVPTA) assumed responsibility for hosting the annual fall reception for lawmakers in October 2002, and distributed a brochure describing Monroe County schools as a powerful economic/cultural force. The coalition met with editorial boards and wrote positions for publication in local newspapers.

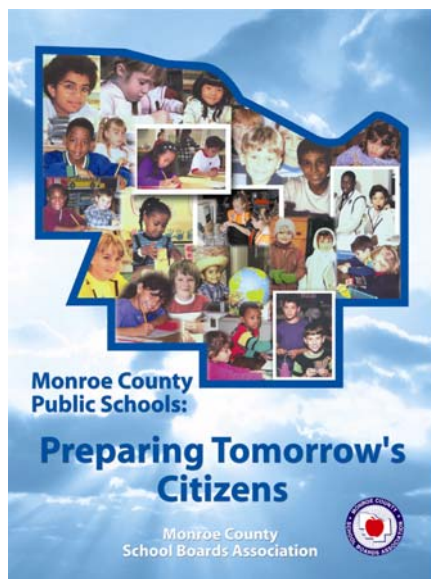
The Association entered into a new coalition, New Yorkers for an On-Time Budget, to seek an on-time responsibly prepared annual state budget. The group met with knowledgeable state-level advocates as well as our local delegation to Albany for input into strategies.

### **Committee Exploration of Timely Issues**

The Labor Relations Committee focused on cost effectiveness, hosting discussions of negotiations, energy cost control, health insurance cost control, and strategies for improving instruction.

The Information Exchange Committee dealt with a variety of issues including Section 5 (athletic council) governance, student stress, NYS tests as Teaching tools, special education costs, and high school start time as it relates to teen sleep deprivation.

The Steering Committee created a Regents position paper dealing with state level educational leadership, school board responsibilities, and unfunded mandates. The Regents Committee of the Steering Committee has met three times a year with local members of the NYS Board of Regents since 1986 to discuss trends, issues, and Regents initiatives. Regents member Dr. Ena Farley retired from the Board of Regents in March 2002. She was replaced by Dr. Milton Cofield, an administrator at Carnegie Mellon University in Pittsburgh and a resident of Penfield.



### **Half-day school law conference added**

Board members, administrators and attorneys representing 29 school districts in 8 counties attended the MCSBA-MCBA law conference on “Tight Money Tight Times” in April 2002. School attorneys from the Monroe County Bar Association reviewed laws governing down-sizing, budget building and contingency budgets.

### **MCSBA poster created.**

MCSBA commissioned a poster (at left) by Dawn Boeheim, manager of the BOCES 1 print shop. The work of art features students once pictured on covers of the MCSBA *Facts & Figures* book. The poster was printed by BOCES 2 and distributed to lawmakers. In addition, each member district received a copy to hang in its central office. In June 2002, the poster won an honorable mention from the National School Public Relations Association.

## Increased efforts in advocacy

The Legislative Committee adopted one position for the 2002 state legislative funding that ensures adequacy, equity, flexibility, predictability, and clarity. It met with a professional lobbyist to consider strategies and met with legislators and legislative leaders in Albany as well as with several legislators in their local offices.

The number of MCSBA board members and administrators who participated in the bus trip to Albany to meet with legislators and legislative leaders was higher in 2002, probably an indication of the serious issues facing public education due to state initiatives.

In late May and June the efforts to influence state legislators continued. Many members of the Legislative Committee joined MCSBA staff people in meeting with our Albany delegation in their local offices to discuss unresolved legislative issues.



Shown in Albany during the March 2002 trip are (l to r): Matthew Spuck (RH), Robert Mueller (Gre), Dirk Hightower (RH), William Grason (Gre), Susan Banker (RH), Mark Coon (EI), Tom Nespeca (Web), Sue Ann Weir (WC), Arlene Burdett (RH), Judy Wadsworth (MCSBA), Gerald Phelan (Gre), Senator James Alesi (holding MCSBA poster), Alan Shaffer (Pit), Dennis Laba (GC), Michael Hagan (Pen), Jody Siegle (MCSBA), and Tom Stringing (Web).



Eugene Kinney



John Abbott

## Thirty-Third Annual Meeting

At MCSBA's 33<sup>rd</sup> annual meeting, held June 5, 2002, members elected **Sheryl Johnson** of the Churchville-Chili Board as President, and **Kim McCluski** of the Pittsford Board as Vice President for 2002-03. At the end of the 2001-02 school year, Eugene Kinney of BOCES 1 retired from his position as MCSBA Treasurer, a position he had held for ten years, making him the longest-serving volunteer in that position. Elected to succeed him at the 33<sup>rd</sup> annual meeting was John Abbott of BOCES 2.



## ***2002-03 School Year***

At their thirty-third annual meeting, MCSBA members elected **Sheryl Johnson** of Churchville-Chili President for 2002-03 and **Kim McCluski** of Pittsford as Vice President.



Sheryl Johnson

### **Fighting Back**

Much of the Association's activity during the 2002-03 year was a result of increasing numbers of expensive, unfunded or under-funded state and federal mandates during a economic recession.

♦ Anticipated state revenue difficulties led MCSBA to organize a second, fall trip to Albany to meet with key staff people with major responsibilities for budget building.

♦ Since county governments, like school districts, must deal with under-funded expensive mandates, the Monroe County Executive proposed to cut services to schools and school children. Community reaction led to re-institution of many of these services, but the process led to a renewed interest among school districts for better ties to county government leaders. Therefore, the Legislative Committee formed a new Monroe County Legislative Network and prepared a Monroe County legislative position paper.

♦ The Governor's proposed budget included cuts to most state programs, but the most serious cuts were to public schools. The Association organized a major effort to restore as much state aid as possible. MCSBA co-sponsored a well-attended media conference, presented testimony to the Assembly Ways and Means Committee, and prepared a number of newspaper op-ed articles to explain the devastating effects of the proposed cuts on public schools—all before the regularly scheduled spring trip to meet with legislators and legislative leaders in Albany.



ABOVE: MCSBA President Sheryl Johnson leading a well-attended media conference on the Governor's proposed cuts in education aid.

♦ Rapidly changing issues, based on new state and federal legislation, led the Legislative Committee to major revisions of its state and federal legislation to focus on the numbers and cost of expensive unfunded mandates.

Also in 2002-03, the Monroe County Education Coalition (MCEC) developed a newsletter electronically published three times each school year on the MCEC website [[www.mcsba.org/mcec](http://www.mcsba.org/mcec)] besides being distributed by email. These publications seek to keep all members of the coalition (parents, teachers, administrators, board members) current with current issues facing public schools.

### ***Thirty-Fourth Annual Meeting***

At MCSBA's 34<sup>th</sup> annual meeting, held June 4, 2003, members elected **Kim McCluski** of the Pittsford Board as 2002-2003 President, and **Tom Nespeca** of the Webster Board as Vice President. Members also heard Michael Resnick, Associate Executive Director of Advocacy and Issues Management for the National School Boards Association, review the issues raised by federal legislation.

## ***2003-04 School Year***

The 2003-2004 school year was a time of renewal for the Association.

Through a survey, MCSBA members provided guidance to help leaders focus their attention and resources on the issues and services of greatest importance. More than half of Association members returned the completed questionnaire, making the results a valid measure of actual preferences.

Through a restructuring of Association dues, all districts saw a decrease in membership costs, with the greatest percentage drop going to the smallest districts. Dues are now based on the size of a member district's own budget, thus making membership more affordable for all.

### **New in 2003-2004**

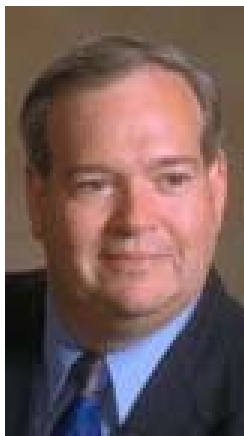
A conference on board responsibility for School Finance was co-sponsored with the county Association of School Business Officials.

A members-only page was added to the MCSBA website <[www.mcsba.org](http://www.mcsba.org)> to share assessment instruments for boards and administrators, standing committee meeting minutes, and other information of interest only to school board members.

The fall trip to Albany added a meeting with SED officials to discuss Regents and SED initiatives.



Kim McCluski



Thomas Nespeca

## ***Thirty-Fifth Annual Meeting***

At MCSBA's 35<sup>th</sup> annual meeting, held June 9, 2004, members elected **Tom Nespeca** of the Webster Board as 2004-2005 President, and **Charles Perreaud** of the West Irondequoit Board as Vice President. In addition, members heard from Thomas Rogers, Executive Director of the NYS Council of School Superintendents, speak on the current issues in Albany.

## ***2004-05 School Year***

### **A Focus on legislative issues.**

MCSBA concentrated on state aid reform, seeking a state aid formula that is adequate, equitable, flexible, predictable, and understandable.

MCSBA was also one of many voices urging the adoption of an on-time state budget, which happened for the first time in more than 20 years. Members met with state officials at the February legislative breakfast and during trips to Albany in March and December, as well as in local offices of lawmakers.

In addition, several MCSBA members participated in the 2005 Federal Relations Network conference in Washington, D.C., where they met with members of Congress. MCSBA also participated in a media conference with NYS Senator Charles Schumer regarding the lack of federal funding for federally mandated educational programs.



ABOVE: Maureen Nupp and Shirley Thompson help create draft position documents for consideration by the full Legislative Committee.

## Other activities

MCSBA Executive Director Siegle, working with the NYS Council of Local School Boards Association, helped to create the Chancellor's School Board Advisory Council. While it existed, Kim McCluski of Pittsford represented MCSBA as a member of this group.

A 2004 survey of local school boards associations in NYS found that MCSBA far and away offers the largest number of programs and services for its members, many of which are provided through the Association's standing committees. Their programs this year included:

- \* Vocational Education
- \* Ways to involve communities
- \* Class size
- \* Dealing with the media
- \* Campaign for Fiscal Equity
- \* Strategic Planning.
- \* Supervising untenured teachers
- \* Minority teacher recruitment
- \* Avoiding taxpayer revolt
- \* Retiree health insurance and
- \* Common negotiations themes.

## Thirty-Sixth Annual Meeting

At MCSBA's 36<sup>th</sup> annual meeting, held \_\_\_\_\_, 2005, members elected **Charles Perreaud** of the West Irondequoit Board as 2005-2006 President, and **Frank Muscato** of the Gates Chili Board as Vice President. In addition, members heard from \_\_\_\_\_

## 2005-06 School Year

### New for the Association

MCSBA welcomed its first new member district in decades when the Kendall Board of Education voted to join the Association, raising the number of member districts to 19 plus 2 BOCES.

Early in the school year, MCSBA won approval from the State Education Department and Comptroller's Office to be a provider of the newly mandated fiscal oversight training for school board members. MCSBA's fiscal training seminar in November attracted more than 100 participants.

MCSBA added fall meetings with state legislators in their local offices in 2005. Those meetings plus the two trips by members to Albany and the MCSBA legislators' breakfast helped inform state leaders about the effects of legislative proposals on members districts and their students.

MCSBA worked to affect the outcome of county plans to have the state intercept county sales tax funds to cover Medicaid costs before distribution of sales tax revenues according to pre-approved agreements. The method agreed upon involved raising the sales tax by a portion of a percent, a plan that didn't gain public support.

**WHERE DOES THIS GO?** The first weekly electronic news update was distributed to members and administrators in member districts to keep them informed about national trends and issues as they arise, a practice that continues.



ABOVE: Ed Lincoln (RH) leads a discussion of strategic planning at April's Information Exchange Committee meeting.



Charles Perreaud





ABOVE: John Abbott (BOCES 2 Board Member and East Irondequoit Deputy Superintendent), one of seven presenters at the MCSBA finance conference in 2005.

Standing committee programs dealt with the following topics:

- \* Board self-evaluation processes
- \* Intra-district communications during the budget process
- \* Program evaluation uses in driving reform
- \* Partnerships with colleges and businesses
- \* Setting ground rules for communications
- \* Best practices for avoiding board pitfalls
- \* Taylor Law and board role in negotiations
- \* Preparing superintendent contracts
- \* Insurance issues
- \* Ridding contracts of pitfalls.



LEFT: Senator Joseph Robach, MCSBA Legislative Committee Co-Chair Rome Celli (Bri), and Assemblyman Joseph Morelle at the Association's February 2006 meeting with legislators.



Frank Muscato

### *Thirty-Seventh Annual Meeting*

At MCSBA's 37<sup>th</sup> annual meeting, held May 31, 2006, members elected **Frank Muscato** of the Gates Chili Board as 2006-2007 President, and **Marjorie Focarazzo Vandenberg** of the Brockport Board as Vice President. In addition, members heard from \_\_\_\_\_

### *2006-07 School Year*

#### **Major activities**

The Association developed and promoted a position on reform of the No Child Left Behind Act. MCSBA held fall and spring meetings with state legislators in their local offices and added meetings with federal lawmakers and their staff members in local offices. At all of these meetings, NCLB reforms were discussed.

MCSBA leadership made initial contacts with area college officials to consider ways to work together to provide learning opportunities for more of our students.

Topics discussed by the standing committees included:

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| * Cyber safety                        | * nySTART reporting                 |
| * Education in China                  | * Effects of NCLB on staffing       |
| * Dealing with risky student behavior | * Countywide negotiations           |
| * Electronic communications           | * Catastrophe planning labor issues |
| * Special education cost containment  | * Health insurance update           |
| * K12-college programs                | * Dealing effectively with PERB.    |



ABOVE: Shown in the Assembly Chamber in March 2007 are Rome Celli (Bri), Terry Brown-Steiner (ER), Bill Domm (WI), Judy Wadsworth (MCSBA), Kim Jackson (ER), Julia VanOrman (Gre), Sue Jones (Web), Tom Gallagher (WC), Assemblywoman Susan John, Tom Brennan (Roc), Tad Mack (RH), Alan Shaffer (Pit), Bill Russell (Gre), Frank Muscato (GC), Jody Siegle (MCSBA), Marv Sachs (Bri), Dr. Howard Maffucci (ER), and Sally Malone (ER).



## Thirty-Eighth Annual Meeting

At MCSBA's 38<sup>th</sup> annual meeting, held May 30, 2007, members elected **Marjorie Focarazzo Vandenberg** of the Brockport Board 2007-2008 President, and **Rome Celli** of Brighton as Vice President. In addition, members heard from **Charles S. Brown, Jr.**, Executive Director, Rochester Area Colleges Center of Excellence in Math and Science.



ABOVE: Bill Domm, (Assistant Superintendent for Business, West Irondequoit) with Hilton Board members Barbara Cutrona, Aggie Seneway, and Steve Beauvais during the October law conference.

BELOW: Shown at the September fiscal conference are Rome Celli and Mark Kokanovich of Brighton.



Marjorie Focarazzo Vandenberg

## 2007-08 School Year

### Monroe County's illegal action provokes response by MCSBA districts.

When Monroe County moved to take one-half the sales tax revenues belonging to school districts, school districts sought redress through the courts. This matter was not resolved until the summer of 2008.

On October 3, 2007, members of MCSBA's 21 school districts and the 6 other school districts peripherally connected to Monroe County met to unanimously oppose the action a week earlier by the Monroe County Legislature to take 50% of sales tax revenue from public schools. At that session, each district convened to pass a resolution to sue the county for its action. The Appellate Court and NYS Court of Appeals both ruled against the county's action.



ABOVE LEFT: MCSBA President Margie Vandenberg calling for results of board votes at the October 3 meeting held at the Rush-Henrietta Operations Center.



ABOVE RIGHT: Churchville-Chili Board President Tom Smithgall standing at the October 3 meeting to report that his board had voted to sue the County. All 26 affected districts voted similarly to support this action.



ABOVE: MCSBA Executive Director Jody Siegle and Monroe County Council of School Superintendents President Jeff Crane (WI) at one of several news conferences held during the 2007-08 school year to discuss the issues involved with the county's sales tax action and the ensuing lawsuit.

In another major activity this year, MCSBA offices moved to a new home at 220 Idlewood Road in April.

In addition, Association members carried on their normal range of activities:

The Legislative Committee prepared positions on proposed No Child Left Behind revisions, Contracts for Excellence, and student health;

MCSBA members attended meetings with NYS officials in Albany in December and March, over breakfast in February, and in their local offices twice—as well as with federal officials in their local offices;

Standing committees sponsored meetings dealing with the following issues:

- \* School-college collaborations
- \* Data driven instruction
- \* Community involvement
- \* Electronic communications
- \* Languages other than English
- \* International business programs
- \* Impact of legislation on labor
- \* College preparation
- \* Response to Intervention
- \* Retirement incentives
- \* Negotiations issues update
- \* Health insurance update
- \* Cafeteria benefits plans.



Rome Celli

## 39<sup>th</sup> annual meeting

At MCSBA's 39th annual meeting, held May 28, 2008, members elected **Rome Celli** of the Brighton School Board to be their 2008-2009 President, and **Kathy Dillon** of Churchville-Chili as Vice President. In addition, members heard from Dr. Milton L. Cofield, Member of the NYS Board of Regents, who spoke about new Regents initiatives.

**New opportunities for collaboration with other levels of government and community leaders made this a barrier-breaking year for MCSBA.** School districts gained more visibility as an important force in the life of the community. Following the Appellate Court's decision regarding sales tax distribution, the schools and the County worked to build a better working relationship. County Executive Maggie Brooks attended a MCSBA Board President's meeting and suggested that MCSBA join the Council of Governments. MCSBA became a Community Coalition partner of the Rochester Business Alliance where we have participated in discussions of mandate relief issues.



LEFT: In January, Monroe County Executive Maggie Brooks attended a meeting of Monroe County School Board Presidents. Shown at the session are George Jarrett (WC), Laura Harder (Web), Julia VanOrman (Gre), Charles Perreaud (WI), Joyce Kostyk (Fpt), Robert Willison (HFL), MCSBA President Rome Celli (Bri), and County Executive Maggie Brooks.

## Other activities

Spearheaded by President Celli, the Association formed an ad hoc committee to consider ways to inform the community about education accomplishments and issues. By the end of the year, this ad hoc committee had been instituted as an advisory committee answering directly to the president and executive director.

MCSBA has long worked to build stronger relationships with both elected and appointed state leaders. During the election season in 2008 we offered briefings on education issues to all state and federal candidates. MCSBA arranged fall and spring trips to Albany for our members to meet with legislators, the Governor's office, the Comptroller's office, and the State Education Department. We also held local office meetings with both our state and federal representatives and their staff members. Several MCSBA members traveled to Washington, D.C., where they met with our elected federal representatives.

Standing committees held discussions about the following issues:

- Effects of NYS initiatives on labor
- New measures affecting tenure process
- Negotiations issues update,
- Health insurance update
- Effects of proposed property tax cap
- Training teachers to use data,
- Board norms,
- Transportation/fuel issues,
- Creating 21<sup>st</sup> C. schools,
- Greening up

BELOW: Shown during their April meeting in Rochester are Margaret Burns (WI), Jody Siegle (MCSBA), George Jarrett (WC), Joyce Kostyk (Fpt), Alan Shaffer (EI), Congresswoman Louise Slaughter, Frank Muscato (GC), Becky Daniels (Spe), Judy Wadsworth (MCSBA), and Julia VanOrman (Gre).





## 40<sup>th</sup> annual meeting

During the Association's 40<sup>th</sup> Annual Meeting, held May 27, 2009, members heard keynote speak David Kay Johnson, Pulitzer Prize winning investigative reporter; author of *Free Lunch: How the Wealthiest Americans Enrich Themselves at Government Expense and Stick You With the Bill*. Those attending also elected Kathy Dillon of Churchville-Chili as President and Richard Rasmussen of Honeoye Falls-Lima as Vice President.



Kathy Dillon

### Council of Local Governments

Near the end of the 2008-2009 school year, the Monroe County Council of Local Governments (COG) invited the presidents of MCSBA and the Monroe County Council of School Superintendents (MCCOSS) to join them as Council members. Kathy Dillon represented MCSBA and Susan Allen represented MCCOSS. In April 2010, COG passed a resolution seeking the end of unfunded and under-funded mandates from outside levels of government, in support of school districts after the governor cut state aid to schools in mid year.

**The Public Communications Advisory Committee (PCAC)**, which was established during the 2008-2009 school year, worked with the Monroe 2 – Orleans BOCES communications department to produce two public service announcements—to educate the general public about collaborative purchasing and reserve funds. These PSAs were uploaded on district and MCSBA websites and used on cable access television channels.

In addition, Association members carried on their normal range of activities:

The Legislative Committee prepared and updated positions on teacher quality, mandate relief, real property tax relief, charter schools, comptroller audits, and public education as a national priority.

MCSBA members attended meetings with NYS officials in Albany in December and March, over breakfast in February, and in their local offices, as well as with federal officials in their local offices;

Standing committees sponsored meetings dealing with the following issues:

- |  |   |
|--|---|
| * Shared administrative functions            | * Negotiations achievements update            |
| * Customer service for families              | * State initiatives affecting labor relations |
| * Social networking uses & issues            | * Update on regional negotiations             |
| * Value-added programs                       | * Labor relations in difficult economic times |
| * Systems approach to middle school guidance | * Salary costs related to productivity        |
| * Race to the Top ramifications              | * School board role in negotiations           |
|  | * PERB decisions and processes.               |

## Summary

MCSBA began as loose group mostly concerned with what could be learned from one another about dealing with newly organized employee groups. The Association has evolved into a far more cohesive group with more emphasis on what we can do together when united to deal with other levels of government who seek to influence public schools and their control by locally elected boards of education.

Along the way we have found that there is strength in numbers, that our group is respected by those developing new laws and regulations, and that persistence eventually results in positive outcomes.