A Report From the Board President

On behalf of the Erie 2-Chautauqua-Cattaraugus Board of Cooperative Educational Services, I am pleased to present the 2018-19 Annual Report. E2CCB offers student programs, instructional support, business and management services and a wide range of behind-the-scenes support to schools, educators and students in our region.

This publication captures some of the highlights of the innovative ways we are serving and leading in the region. It is an exciting time at E2CCB – we are under construction. After years of planning, the $25 million capital project is fully underway. This project is possible due to the support and approval of all our 27 component school districts. These improvements to our educational spaces and building infrastructures are significant advancements for our students, our programs, our buildings and our organization. The Ormsby Educational Center, the Carrier Educational Center and the LoGuidice Educational Center renovations have been completed. The Hewes Educational Center project will be underway this summer.

This year, the component districts have overwhelmingly responded to needs for quality services and educational opportunities. Last year’s budget increased to over $100.3 million, reflecting the response BOCES has fielded to meet these needs. We have added staff, curriculum and services designed to help each and every student and school district in our area. We will continue to respond in the most cost-efficient and effective manner possible to provide for the continuing support of our region and its schools.

There are energizing and innovative initiatives happening in every division and program at E2CCB. Our services and programs are as distinct and unique as the students we serve. As I visit our centers and program sites, our students share their stories of gratitude for finding themselves in our programs. BOCES offers specialized learning environments and pathways for their futures. These stories are successes for all of us in partnership – and will help our region grow and prosper in the years ahead.

I am proud to share our accomplishments with you in this Annual Report and very grateful for the ongoing support of our 27 component school districts, our state education leaders, our elected representatives and our many business and community partners.

Sincerely,

Ronald D. Catalano, President
E2CCB Board of Education
E2CCB Board of Education

BOARD OF EDUCATION GOALS 2019-20

Adopted January 2, 2019

1. Sustain and deepen a process of continual improvement, using high quality standards across our campuses, programs and sites

2. Implement our internal and external brand and communication strategy across the organization to:
   • Promote a culture of high quality programs and shared purpose
   • Deepen E2CCB’s regional impact on human and economic development

3. Use evidence to make program decisions by:
   • Aligning definitions of quality across programs
   • Using quantitative and qualitative criteria, including student outcomes

4. Evaluate specific criteria to guide collaborations and partnerships through use of:
   • Habits
   • Shared purpose
   • Quality indicators

Our Mission...
We will ensure educational leadership and service through effective and innovative school and community partnerships which will provide a school system that yields a world-class education for all of our students.
E2CCB proudly partners with our 27 component school districts together with our region’s employers, community organizations and government officials and agencies to make opportunities for learners of all ages. Our improvement efforts have focused on service quality and evidence of the value of the services we provide to our schools and partners. Together, we have much to be proud of. With our partners, we are developing and empowering people in our Western New York Region. In this way, E2CCB contributes to economic and community development through human development.

In our annual report, you see examples of innovation throughout our services. In the past year, we’ve been developing services, such as new Career and Technical Education programs, highly specialized programming for children with Autism, and more electives in Alternative Education. In partnership with our northern districts, we also opened the Careers in Advanced Manufacturing P-TECH (Pathways to Early College High School) program. Acknowledging the importance of mental health services, we are expanding outreach service options for school districts under NYSED’s new Community Schools Co-Ser. We understand from conversations with districts that in order to reach all learners, support must extend to school communities and their families. We continue to invest time each year with our school districts’ leaders to discuss the quality of our instructional services. These face-to-face visits between key leaders of our programs and our component districts have deepened awareness of our partners’ needs. We are active listeners in these conversations, which are part of our ongoing practice of engaging with our component districts.

As we continue the 2018-19 school year, it is a good time to take stock of what we are accomplishing together. On behalf of our organization, thank you to all of our partners for your support. The work we do together continues to lift up and empower people in our region.

David O’Rourke, Ph.D.
E2CCB District Superintendent
How we impact students, programs and operations in each component district is unique. Scan these codes to learn how E2CCB is partnering with districts to build and strengthen programs for students and maximize operational efficiencies through shared services.

### Our Component Districts

**East Aurora**
Union Free School District
Brian Russ,
Superintendent

**Bemus Point**
Central School District
Michael Mansfield,
Superintendent

**Brocton**
Central School District
Jason Delcamp,
Superintendent

**Cassadaga Valley**
Central School District
Charles Leichner,
Superintendent

**Chautauqua Lake**
Central School District
Benjamin Spitzer,
Superintendent

**Clymer**
Central School District
Ed Bailey,
Superintendent

**Dunkirk**
City School District
James Tracy,
Superintendent

**Eden**
Central School District
Sandra Anzalone,
Superintendent

**Falcorner**
Central School District
Stephen Penhollow,
Superintendent

**Forestville**
Central School District
Renee Garrett,
Superintendent

**Fredonia**
Central School District
Jeffrey Sortisio,
Superintendent

**Frewsburg**
Central School District
Shelly O’Boyle,
Superintendent

**Gowanda**
Central School District
Robert Anderson,
Superintendent

“QR codes” can be read by smartphones and will load individual Educational Collaborations. These reports also appear on the E2CCB websites under the Component Services tab.
The E2CCB Business and Finance Office worries about the fine print every day. The job goes beyond numbers and transactions for this office. The Business and Finance Office supports the entire organization through budget development and collaboration and consultation with our component school districts, following quality control measures to ensure appropriate uses of resources of everything from nail polish to bulldozers. During the 2017-18 school year, almost 6,000 purchase orders were generated for the organization.

The oversight and controls have paid off in clean audits with no material findings from both internal and external auditors. Following General Municipal Law and our Board of Education policies, a small, highly specialized staff at the Carrier Educational Center processes all of the accounts payable transactions related to procurement. By maintaining relevant cooperative bidding protocols for our region, this team helps districts comply with laws and regulations and save time and taxpayer dollars.

The office has direct financial oversight of the E2CCB $25 million capital project, currently entering Phase III at the Hewes Educational Center, as well as all federal, state and local funding streams including aids, grants, awards and revenue from services purchased by component districts. School Food Service operations is also a function of this office with E2CCB qualifying for the Community Eligibility Provision this year, allowing the organization to provide free meals to all students.

Karen Drummond, former Assistant School Business Executive, has been appointed to lead the work of this office as the Executive Director of Finance and Jessica Legere serves as the Assistant School Business Executive.
Driving Force
During the 2017-18 school year, E2CCB employed more than 800 full-time employees throughout Cattaraugus, Chautauqua and Erie counties. Each spring, E2CCB plans summer programming for students in grades K-12 adding more than 500 employees to our payroll during the months of June, July and August.

Our Human Resources Department has placed an intense focus on recruiting qualified candidates to our organization for open positions. Through intensive engagement with local colleges and universities, as well as regional employment recruitment events, E2CCB is seeking to bring more of the best and the brightest to our organization. We have expanded our recruitment of employees to new areas and social media platforms. Ambassadors from across the organization meet and welcome new employees into the organization as they begin their careers with us. E2CCB is also sponsoring two administrative interns this year through the LIFTS Program at the University of Buffalo, building leadership from within our organization. This year, cultural competency training was extended to all employees in the organization.

E2CCB Employees

Human Resources has the resources to support our students and programs by supporting our employees in maintaining their whole selves. E2CCB is the largest fully funded school health plan in Western New York and is ranked fourth largest school of all accounts held by Independent Health. Our employees have access to an employee assistance program for additional support and participate in wellness challenges, campaigns and events throughout the year.
E2CCB provides a wide range of programs and services through an organizational structure of inter-district cooperation. E2CCB leverages the strength of our 27 component school districts to provide specialized regional programming and services for students and school districts. We educate individuals, regardless of their age or ability, and work with our districts and partners to enhance student opportunity, advancement and achievement. In order to provide effective classroom learning and educational support services, E2CCB relies on its community partners. By aligning with community organizations, we are able to deliver on critical educational services developed and created with our students and school communities in mind. In addition, our Career & Technical Education Programs have articulation agreements with 19 higher-education programs and offer internships with more than 300 organizations and businesses.

A Sampling of Our Partners

- Alfred State College of Technology
- Basil Ford
- Buffalo Niagara Manufacturing Alliance
- Cassadaga Job Corps
- Chautauqua-Cattaraugus Library System
- Chautauqua County Chamber of Commerce
- Chautauqua County Dept. of Health & Human Services
- Chautauqua County Education Coalition
- Chautauqua County Health Network
- Chautauqua Works
- Chautauqua Health Network
- Chautauqua Region Community Foundation
- Community Foundation for Greater Buffalo
- Community Helping Hands at the Gateway Center
- Cummins
- Dream It, Do It
- Dunkirk-Fredonia Rotary
- E2CCB Educational Foundation
- Erie County Industrial Development Agency
- Erie County SPCA
- Fredonia Technology Incubator
- Garman Family Foundation
- Greater East Aurora Chamber of Commerce
- Jamestown Community College
- Jamestown Rotary
- Lakeshore Humane Society
- Lakeside Precision
- Orchard Park Chamber of Commerce
- National Grid
- New Hope Educational Center
- Niagara Frontier Automotive Dealers Association
- Northern Chautauqua Community Foundation
- Manufacturers Assn. of the Southern Tier
- PCB Piezotronics
- Rand
- Seneca Nation of Indians
- State University of New York at Fredonia
- Towne Ford
At E2CCB, We Believe...

Learning is a continuous process of acquiring knowledge and skills through experience, application and reflection for growth.

We are committed to providing quality education to all of our learners. Amid our third-year implementation of personalized learning, our instructional staff remains deeply engaged in professional development and classroom practices that ensure students are more actively engaged and invested in their learning. This model, combined with a strengths-based approach, allows each student the opportunity to focus on his or her innate talents while learning critical thinking and problem-solving skills. Teachers are supporting their students by helping them become more self-aware of their talents and abilities, helping to establish positive relationships.

Assistant Superintendent for Curriculum & Instructional Services Danielle O’Connor has been leading the integration of personalized learning into our programs to enrich the student learning experience. During the 2018-19 school year, teachers of Alternative Education, Career & Technical Education, P-TECH and Special Education piloted Clifton StrengthsFinders curriculum to assist students with identifying areas of strength and competencies. This work has been designed to support students in becoming more comfortable working toward their strengths and understanding the dynamics of teamwork and collaboration. E2CCB will be fully implementing this curriculum in a scaled approach across the programs of the organization, including our workforce.

- Developed 27 Educational Collaborations reports highlighting the power of partnerships with our component districts and the impact on our students.
- Focusing on continual growth and improvement, leaders from throughout the organization meet five times annually for organizational development.
- Beta tested StrengthsFinder Curriculum in classrooms across our programs and locations during the 2018-19 school year.
- Additional classrooms and programs will be adopting the curriculum during the 2019-20 school year.
- Committed 7 organization-wide professional development days over the past three years to expand the depth and reach of personalized learning.
- Mentoring 48 new teachers through a program designed to support professional development and growth within the first four years of their career at E2CCB.
Personalized Learning
We are seeing students excel in educational environments that value and support student engagement with Personalized Learning that emphasizes students driving and owning their learning. The Core Four of Personalized Learning is a process where students use digital content to gain knowledge and understanding of concepts, meet with a teacher to help them apply new knowledge and skills, and then work in groups to analyze and evaluate concepts. Students reflect on their learning and experiences to help them gain a better understanding of themselves and the world around them.

Professional development has been central to supporting our faculty and staff as we make programmatic changes across all instructional programs. It’s the efficacy and fidelity of these initiatives that will have an impact on our students’ school experiences. Our model for continuous school improvement not only looks at graduation rates and the credentials that our students attain but also the types of jobs and wages our students acquire after their experiences at E2CCB. We’re dependent upon relationships and input from our partners in business and education so that we are preparing students for the job opportunities available in the region.

**THE CORE FOUR ELEMENTS OF PERSONALIZED LEARNING**

- **Flexible Content and Tools**: Instructional materials allow for differentiated path, pace, and performance tasks.
- **Targeted Instruction**: Instruction aligns to specific student needs and learning goals.
- **Student Reflection and Ownership**: Ongoing student reflection promotes ownership of learning.
- **Data Driven Decisions**: Frequent data collection informs instructional decisions and groupings.
Workforce Development: Adult Education
In 2018, our Licensed Practical Nursing program celebrated its 70-year anniversary of operation. For seven decades, the LPN program has served as a pillar for premium health care training in the Greater Chautauqua Area. Since its inception in 1948 as the Jamestown School of Practical Nursing, the E2CCB LPN program has seen continued growth. In June, all three of our program sites graduated the largest classes ever.

This year, the LPN program will expand its footprint in the region by breaking ground on a multi-faceted Health Careers Academy and Training Center. In tandem with the E2CCB Educational Foundation Inc. and health care industry leaders, the Workforce Development Division secured a $504,887 Empire State Development grant to create new learning opportunities for Career and Technical Education students enrolled in the Health Careers program at the LoGuidice Educational Center as well as adult learners with aspirations of working in a healthcare-related field.

The Workforce Development: Adult Education Division continues to enhance and strengthen its current program offerings. New promotional materials and the launch of a dedicated social media marketing campaign to respond to industry and workforce needs in the region are gaining traction. Due to a nationwide shortage of commercial truck drivers, the Commercial Driving License course is primed for growth. Adult Education staples such as High School Equivalency exams, stick and MIG welding courses and water aerobics classes continue to serve targeted audiences.
Workforce Development: Career & Technical Education
Career and Technical Education (CTE) prepares students for high-demand careers by furthering their education in skilled trades with an emphasis on professionalism, independence, achievement and expertise. Students complete two-year programs with the knowledge, skills and credentials to directly enter the workforce, military or two- or four-year college programs.

Opportunities to earn college credits that transfer upon graduation expanded in 2018 with the implementation of JCC College Connections. College-level course offerings are available in Criminal Justice/Crime Scene Investigation-Forensics and Health Careers by JCC approved CTE teachers.

Two programs, Welding/Metal Fabrication at the Ormsby Educational Center and Sports Conditioning/Exercise Science at the LoGuidice Educational Center, launched in fall 2018.

New industry partnerships are the lifeline for secondary educational opportunities. This fall, E2CCB will launch its first New Visions program in partnership with PCB Piezotronics.

Principals and counselors continue to find new and innovative ways to introduce CTE to students of all ages. Community and sophomore open houses, Taste of Tech events for middle school students and visits to kindergarten classrooms by CTE students all work to shine a positive light on the opportunities available.
Workforce Development: P-TECH
E2CCB recognizes the value of Pathways in Technology Early College High School (P-TECH) that allow students to pursue a New York State Regents Diploma and career-related associates degree simultaneously in an up-to-six-year program. E2CCB has two P-TECH programs designed to prepare students to enter the workforce in high-demand fields.

WNY P-TECH STEM College & Career Academy students are now entering the cornerstone courses in one of two educational pathways on their way toward earning an associates degree in welding technology or mechanical technology.

The 2018-19 school year marked the first full academic year students spent in the renovated facility in Dunkirk. In the fall, students voted to create their first-ever mascot, the P-TECH Atomics. The first cohort or students will participate in a senior advancement ceremony this June to recognize their transition to full-time college students.

Careers in Advanced Manufacturing P-TECH Academy (CAM P-TECH) opened in the fall of 2018 in Springville-Griffith Institute High School. The inaugural class is comprised of students from the districts of Eden, Gowanda, Holland, Iroquois, Orchard Park and Springville. E2CCB is partnering with Alfred State to offer associate degrees in computer information systems and electrical construction/maintenance electrician.

Paula Ferneza has assumed the role of CAM P-TECH Supervisor of Instructional Programs. In 2020, students will enter a newly-renovated, free-standing facility in the Springville School District.
Alternative Education
The E2CCB Alternative Education Division incorporates project-based learning and community integration opportunities into the alternative education sites at the Baker Road Educational Center and The Academy at Maple Avenue. With veteran leadership, there is the integration of career and technology exploration and supports for academic student success.

While separated by miles, the two alternative education campuses are guided by the same commitment to personalized learning, enriched and diverse electives for student engagement and major investment in arts and technology education. Each location offers a Career Development and Occupational Studies (CDOS) class for students. The Academy has adopted the Positive Behavioral Interventions and Support program and each site has on-site student support services and agency collaboration as well as business partnerships both for work experience and community service.

Project-based learning activities encompass an array of disciplines. Thanks to grants received from both Northern Chautauqua Community Foundation and the Garman Family Foundation, a greenhouse is being installed at The Academy at Maple Avenue. This addition will be incorporated into the Living Environment course and be used as part of the curriculum for students growing and nurturing their own food while providing a hands-on learning environment. The Baker Road Educational Center has a video and audio production class that is in its second year of operation. Students use drones and professional equipment to record and edit digital media; they also build their own video games.

In addition, there are many community service endeavors that both programs are involved in including, but not limited to, Community Helping Hands, Habitat for Humanity, Partners in Kind Chautauqua County, Teacher’s Desk, St. Luke’s Mission of Mercy and Cassadaga Job Corps.

Unlocking Potential

**CDOS Credential**
High school students can take part in Career Development & Occupational Studies (CDOS) with 33 students obtaining the credential this year.

**Elective Choices**
Alternative Education students have the option of taking 24 optional courses of study between both locations.

**Access to Opportunity**
25 students are enrolled in Career & Technical Education (CTE) programs.

**Graduation Rates**
Student success at both centers is carefully monitored and has seen continual growth in attendance and graduation rates.
The Special Education division offers high-quality, specially-designed instruction for students with moderate to severe disabilities. An area of focus at E2CCB is to ensure students have individualized programming that addresses students’ behavioral and emotional needs in the least restrictive environment. In September of 2018, E2CCB opened two new satellite locations in Brocton and Holland. E2CCB offers a myriad of services to support the individual needs of each of our students.

Our staff receives in-depth professional development around evidence-based instructional practices to ensure student learning. The work experience program provides a wide variety of opportunities for students to partner with local agencies and businesses. Students learn and practice job-related skills in authentic settings.

Our students are part of a bigger learning community on our campuses and at program sites and have access to support services designed to meet their unique learning needs. Experienced and dedicated educational teams composed of teachers, support staff, specialists and administrators work together to provide programming and opportunities for our students.

E2CCB also advocates and participates in events supporting awareness, inclusion and acceptance including World Down Syndrome Day, Autism Awareness Month and Special Olympics. Students in our programs participate in art education, K-12, and have many learning experiences through partnership and collaboration. Students benefit from Positive Behavioral Interventions and Supports (PBIS), additional support staff, work experience and small class sizes.

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**New Regional Sites**
Sites opened at Brocton Central School and Holland Middle School, offering additional classrooms in component school environments.

**Special Olympics**
250 student-athletes from across E2CCB took part in the 2018 Special Olympics.

**Work-based Learning**
More students are pursuing the Career Development & Occupational Studies (CDOS) credential or work-based learning hours.

**Appropriate Settings**
The number of component district classrooms has grown to 37, with specialized programming also offered at our educational centers.
By incorporating innovative practices in the field, the Staff and Curriculum Division continues to provide practical educational opportunities for educators in each of our 27 component school districts. Participant data collected and analyzed year-over-year, in alignment with New York State Education Department initiatives, is used to identify E2CCB instructional programming opportunities that best benefit districts moving forward.

To guide the development of instructional and organizational support, the Staff and Curriculum Development Division adheres to the Every Student Succeeds Act (ESSA) which focuses on equity and requires that all students be taught to high academic standards that will prepare them to succeed in college and careers. In addition, areas of focus including Universal Design for Learning, Multi-Tiered Systems of Support (MTSS) and Personalized Learning help develop additional staff and curriculum opportunities.

The catalog of professional development learning opportunities has expanded in 2018-19 to reflect and support New York State Learning Standards. Professional Learning Opportunities have included face-to-face workshops at E2CCB sites or in component districts, blended learning, webinars and by way of online learning systems.

Through the Staff and Curriculum Development Data Co-Ser, 16 districts have received more than 139 hours of support over the first half of the 2018-19 school year and more than 72 hours of professional development opportunities for teachers in various BOCES programs were offered.
Management Services professionals provide a range of business, management and administrative services focused and designed to improve the efficiency of school districts and support the internal operations of E2CCB. Division staff members are attuned to the emerging needs of our component school districts; they are also knowledgeable about current laws, policies, regulations and practices.

The Management Services Team is dedicated to providing quality products and services throughout our component school districts as well as our organization. The resources districts save by collaborating and sharing with each other and BOCES can be used to enhance learning opportunities for students.

In addition to the services provided by Assistant Superintendent of Management Services John O’Connor, Ed.D., to component school districts, the office has several functions within Management Services to component districts including Finance, Technology, Labor Relations Services, Instructional Support Services, Human Resources, Communication & Development, Health/Safety/Energy, Central Business Office and Operations & Maintenance.

Management Services oversees the rental agreements for all of our leased program spaces throughout the region and provides direct oversight over all of the E2CCB Educational Centers. Through our work with component districts, we align needs and develop services or programs that can be shared with districts, maximizing resources.
Instructional Support Services enhances classroom learning by providing educational resources, professional development and coaching, and health services support.

ISS operations compose one-tenth of the total E2CCB operational budget and oversees the following services: Technology Services, Community Schools, Arts in Education, Bullying Prevention Program, Child Abuse Identification/Reporting Training, Comprehensive Health and Wellness, Cooperative Equipment Program, Delivery Services, Professional Development, Distance Learning, Environmental Education, Instructional Media Services, Interscholastic Coaching, Project KNOW, RSE-TASC, SAVE Legislation Training, School Library System, Science Resources and Technical Repair Services.

Widespread support for districts and teachers is of the utmost importance. A prime example of what ISS is capable of was on display during a two-day-long ICE 8 mini-conference held at Jamestown Community College in December 2018. Representatives from component districts and community partners gathered to discuss relevant health and wellness practices, including social–emotional learning and restorative practices which serve and benefit students in their everyday lives.

Departments within ISS and component districts will benefit from recent grant awards. A $250,000 grant awarded through the Bureau of Justice Assistance will enable E2CCB to assist school districts in identifying necessary training opportunities that focus on individual and targeted social skills, crisis counseling, mental health screening and positive behavioral interventions. A $40,000 Child Abduction Prevention Education grant will be used to develop resources, curriculum and online course material to benefit component districts. Distance Learning is utilizing a $527,011 grant to connect students in the Pine Valley, Jamestown, Gowanda, Cassadaga and Forestville school districts with students in Namibia, Africa.

### Providing Resources

- **All 27 component districts** participated in the Tech Consortium; 13 districts had more than 100 devices repaired through the AV Repair Co-Ser.
- **3,840 students** across the region joined parents in learning about the changes that happen during puberty.
- **80 students** received 1:1 Shared Athletic Trainer Services with physician referrals for head, knee, ankle and other injuries.
- **50 video/blended/online courses**, including Advanced Placement (AP) and college courses, were shared between 23 participating districts.
- **3,494 science kits** that align with the new science standards were shipped to component school districts.
- **School Library System** coordinated the shipping of **15,941 Next Generation Learning Standards books** to districts.
Empowering Leaders

Labor Relations Services provides a wide variety of services to districts in addition to negotiations and student disciplinary hearings. Labor Relations Services staff are available for and responsive to districts that need assistance with any number of labor, employment, and student issues. Our depth of experience supports critical needs, gap and emerging trends in the complicated overlaps of labor, employment and education. Labor Relations Services focuses on equipping school districts and their administrative teams with the tools and knowledge to empower these leaders to confront challenges in a proactive and deliberate manner.

We provide frequent professional development opportunities on a variety of topics for school districts’ administrative team members and business office and human resources staff, including strategies for combating excessive absenteeism, drafting effective counseling memoranda, progressive discipline, civil rights compliance, conducting investigations, avoiding harassment complaints and student discipline.

In addition, we assist school districts in complying with increasing state and federal mandates. Labor Relations Services provides frequent updates addressing the interpretation and implementation of such matters as ADA Website Compliance, Family Medical Leave Act, Fair Labor Standards Act, the Affordable Care Act and Dignity for All Students Act. We are also available to conduct professional development for districts’ entire staff on opening day and superintendent conference days where Labor Relations Staff will review a district’s critical policies with staff.

| 909 | The number of student discipline hearings conducted by Labor Relations Services since the 2011-12 school year |
| 54  | The number of collective bargaining agreements that have been successfully negotiated for component school districts since 2013-14 |
| 600%| The increase of professional development opportunities presented, growing from an average of two per year before 2012-13 to 14 per year as of 2018-19 |
| 30% | The increase of component school districts (eight districts) subscribing to Labor Relations Services since the 2011-12 school year |
| 89% | The percentage of component school districts (24 out of 27) subscribing to Labor Relations Services during the 2018-19 school year |
Our Culture
We're Accountable

We take full ownership of our work and contributions. We hold ourselves, and one another, to transparent standards of accountability. We don't make excuses, pass the buck, procrastinate or fear failure. We reset expectations and contribute generously to amazing work. Investing in a culture of personal responsibility respects one another's time, integrity and energy.

Big ideas happen when sincere professionals are loyal to high expectations and accountable to worthy missions.

We're Collaborative

Cooperation, interdependence and shared decision making are key to our collective strength and mutual success. Tapping the unique expertise of our internal teams as well as the brain trust of our partners advantages measurable outcomes. Meaningful involvement, best practices and diverse insights inform our decision making, elevate our awareness and deepen our value.

We aren't afraid to put our knowledge on the line, voice new ideas and prove our worth.

We're Leaders

We're not preoccupied with rank or titles; we're all leaders. We are invested, visible and prepared. We're persistent, resilient and courageous experts who work to our strengths for the greater good. We're focused on outcomes, progress and excellence. Collectively, we have all the motivation, experience and competency needed to transform our world. The potential exists. We intend to lead it.

The high call of our leadership is to unlock the potential of others.

We’re Active Listeners

Acting with integrity begins with devoting our full attention to hearing one another. By quieting our own minds, limiting distractions and assuming the best of one another we cultivate trust and acceptance. Because true communication cannot be rushed, we patiently work through disagreements and skillfully manage difficult situations. We express our views directly and authentically.

Doing the right thing begins with listening.

We're Experts

We are humble experts and specialists. We are open, confident, curious and invested. We connect ideas. Our ability to think, rethink, learn and unlearn prepares us to confront challenges that defy simple solutions for a living. Our depth of know-how uniquely qualifies us to identify critical needs, gaps and emerging trends in education.

We bring our expertise to every student, every partner and every colleague, every day.

We’re Opportunity Makers

When you meet us, you are meeting the right people in the right place at the right time. We’re the first to raise our hands, step forward and challenge the possibilities. Where others see limitations, we see potential. We give ourselves permission to stretch beyond good enough solutions, easy answers, and quick fixes that fail. We invest personally, believe more, think deeper, try harder, and persist longer. We measure challenges and success by what we can do, not by the barriers that stand in our way. We aim high, give big, and pivot fast. We are different. We think and act beyond the ordinary.

We choose to do amazing work. We change lives.

Three years ago, E2CCB asked employees what habits they most desired in a work environment and what they would like to see most in our organization. Our employees shared their thoughts and visions for our organization and then voted on which habits we would adopt. These habits help us shape our work and define our culture; they help us to reach further and bring our best selves to our work every day.
Highlights

70 Years of Licensed Practical Nursing

The E2CCB Workforce Development Licensed Practical Nursing program celebrated 70 years in 2018. The program, which dates back to 1948, began as the Jamestown School of Practical Nursing. In 1986, the Jamestown program and the Chautauqua County BOCES LPN program merged and began offering instruction at the Hewes Educational Center in Ashville and LoGuidice Educational Center in Fredonia. Today, the program has expanded with locations at New Hope Educational Center in Buffalo and Job Corps in Cassadaga. In June 2018, E2CCB graduated the largest LPN classes to date from all three sites.

Health Careers Academy & Training Center

In the summer of 2019, the LoGuidice Educational Center will become the site of the new Health Careers Academy & Training Center. To meet a regional need, the E2CCB Educational Foundation and Workforce Development Division partnered with health care industry leaders to secure a $504,887 Empire State Development Grant for the creation of the academy. High school and adult students will benefit from new technologies and training opportunities provided through the grant, including Human Patient Simulators, virtual reality learning stations and ECG certification preparation equipment.

CAM P-TECH

Careers in Advanced Manufacturing P-TECH Academy opened its doors in the fall of 2018 and welcomed students from the Eden, Gowanda, Holland, Iroquois, Orchard Park and Springville school districts. CAM P-TECH, an up-to-six year educational opportunity for students interested in a career in computer information systems or electrical construction/maintenance electrician, is temporarily housed at the Springville-Griffith Institute High School. District residents overwhelmingly supported a capital project to convert an existing district office building into a state-of-the-art P-TECH Academy. Work is expected to be completed in 2020.
Capital Project

A three-year, $25 million E2CCB capital project is nearing completion. In 2018-19, improvements were made to the Ormsby, LoGuidice and Carrier Educational centers. Infrastructure items such as ventilation, electrical, HVAC, security, boiler and drainage systems headlined the list of necessary repairs identified in the Building Conditions Survey. Phase III of the project will begin in June 2019 and will focus on the Hewes Educational Center. Outside of this project, updates were also completed at the Baker Road Educational Center and The Academy at Maple Avenue this past summer.

ICE 8 Mini-conference

Representatives from component school districts gathered in the fall of 2018 for a two-day-long ICE 8 mini-conference to focus on the health and well-being of students from a physical, social, intellectual and mental health standpoint. Under the direction of the E2CCB Instructional Support Services, educators worked through real-life examples and solutions by following the Whole School, Whole Community, Whole Child Model. In 2019, E2CCB will begin to roll out Restorative Practice workshops to continue its mission of serving the needs of every student.

Distance Learning Grant

Students in the Cassadaga Valley, Forestville, Gowanda, Jamestown and Pine Valley school districts are developing friendships with peers 7,000 miles away. A $527,011 Building Cultural Bridges grant, awarded to the E2CCB Instructional Support Services Distance Learning division, is bringing Western New York and Namibian students from Africa together via video technology equipment. Students are exchanging tangible letters, speaking face-to-face through video technology mediums and broadening their depth and knowledge of the world as a whole.
Safety Grant

Two, $250,000 School Safety and Prevention grants awarded through the Bureau of Justice Assistance are being implemented. The grants, Safety Assessment and Intervention Program and the School Violence Prevention and Mental Health Training Program, work in tandem to develop and deploy targeted staff instruction opportunities with school safety in mind. Resources and training emphasize threat assessment and intervention techniques as well as individual and targeted social skills, crisis counseling, mental health screening and positive behavioral interventions. School safety plans, reviews and safety assessments will also occur.

Maker Faire

The Third Annual Fredonia Mini Maker Faire attracted thousands of curious makers to its circus of creativity in October 2018 on the campus of the State University of New York at Fredonia. Dozens of E2CCB staff and students from across all divisions volunteered to help at this daylong celebration of innovation and imagination highlighting STEM and the arts in the region. The event, a collaboration of E2CCB, Fredonia State and the E2CCB Educational Foundation, featured more than 90 makers and performances by Mario “the Maker” Magician. The fourth annual FMMF is planned for Saturday, Oct. 19, 2019, from 10 a.m. to 4 p.m.

Greenhouse

The Academy at Maple Avenue and surrounding areas throughout Cassadaga will be in full bloom thanks to two grants secured by the Erie 2-Chautauqua-Cattaraugus BOCES Educational Foundation from the Northern Chautauqua Community Foundation ($14,000) as well as the Garman Family Foundation ($20,000). These grants will help offset the purchase and installation of a greenhouse for student use. The 14’ x 32’ greenhouse will be incorporated into the Living Environment course and act as a gateway between students and the community. Extensive community service projects are already being planned.
Delivery Services

One arm of the Instructional Support Services Division of E2CCB serves as the connectivity for our organization and our component districts offering mail delivery. The three drivers log more than 100,000 miles annually, making a combined 138 stops daily, delivering more than 5,800 items per week. Our delivery service includes technology, physical education equipment, school library books, correspondence and packages of all shapes and sizes.

Ambassadors

The E2CCB Ambassador Program continues to grow. It supports the organizational and campus/site culture change initiatives while developing institutional knowledge and building trust as key communicators throughout the organization. The Ambassadors are influencers and serve as change agents at their locations and across the organization. The program has been designed to increase engagement and impact across E2CCB as a whole.

Communications Awards

The work of the Communications & Development Team was honored with four National School Public Relations Association Awards in the spring of 2018. The work selected for these awards, included the WNY P-TECH video, the 2017-18 school calendar, E2CCB student recognition kits and #OpportunityMakers social media campaign featuring Career & Technical Education alumni. The Team also received 16 New York State School Public Relations Awards in the fall of 2018 including four Awards of Excellence, seven Awards of Honor and five Awards of Merit. E2CCB publications, including the 2017-18 calendar and the 2017-18 Annual Report, received recognition in addition to social media campaigns, writing, video production and photography (including the photo at right).
Administrative Staff

- District Superintendent -
  David O’Rourke, Ph.D., Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4029

- Office of Instruction -
  Danielle O’Connor, Assistant Superintendent for Curriculum & Instruction, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4034

- Staff & Curriculum Development -
  Erica Case, Director, Wheelock Educational Center, 75 Chestnut Street, Suite 210, Fredonia, NY 14063, 672-4371 ext. 2041

- Workforce Development -
  Janeil Rey, Ph.D., Director, Technology Incubator, 214 Central Avenue, Dunkirk, NY 14048, 805-3126 or 549-4454 ext. 4026
  Leo Fial, Associate Director of CTE, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4007
  Thomas Huebert, Principal, Ormsby Educational Center, 1010 Center Street, East Aurora, NY 14052, 652-8250 ext. 5227
  Robert Merkle, Principal, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4102
  Paul Mihalko, Principal, Hewes Educational Center, 2615 North Maple Avenue, Ashville, NY 14410, 763-1801 ext. 3005
  José Pagan, Principal, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2002
  Stephen Rusczky, Principal, WNY P-TECH STEM College & Career Academy, 55 East Benton Street, Dunkirk, NY 14048, 672-3144
  Paula Ferneza, Supervisor, WNY CAM P-TECH Academy, Springville-Griffith Institute High School, 307 Newman Street, Springville, NY 14141, 592-3235

- Alternative Education & Special Education -
  Jennifer Saboda, Director, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4036
  Jessica Emmerling, Associate Director, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2080
  Kevin Bourgonje, Principal, The Academy at Maple Avenue, 175 Maple Avenue, Cassadaga, NY 14718, 672-3222 ext. 2090
  Deborah Cleary, Supervisor, Northern Region, Holland Middle School, 11720 Partridge Road, Holland, NY 14080, 652-8250 ext. 5301
  Kristin Kollea, Supervisor, North Collins Elementary, 10469 Bantle Road, North Collins, NY 14111, 337-2015
  Kirstin Harris, Supervisor, Chautauqua Lake Central School District, 100 North Erie Street, Mayville, NY 14757, 753-5868
  Timothy Lasky, Principal, Baker Road Educational Center, 3340 Baker Road, Orchard Park, NY 14127, 662-0135 ext. 6003
  Matthew Moore, Supervisor, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2901
  Kim Oakes, Supervisor, Brocton Central School, 138 West Main Street, Brocton, NY 14716, 672-4371 ext. 2401 or 792-2175
  Adam Padd, Supervisor, Hewes Educational Center, 2615 North Maple Avenue, Ashville, NY 14410, 763-1801 ext. 3023
  Una Raimondo, Itinerant Supervisor of Instructional Programs, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2043

- Office of Management Services -
  John O’Connor, Ed.D., Assistant Superintendent for Management Services, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4033

- Business & Financial Services -
  Karen Drummond, Executive Director, Carrier Educational Center, 8685 Erie Road, Fredonia, NY 14060, 549-4454 ext. 4058
  Jessica Legere, Assistant School Business Executive, Carrier Educational Center, 8685 Erie Road, Fredonia, NY 14060, 549-4454 ext. 4019

- Human Resources -
  Laurie Burger, Executive Director, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4006
  Nancy Burns, Personnel Relations Assistant & Teacher Certification Officer, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4049
  Jeffrey Zarpentine, Personnel Relations Assistant, Carrier Educational Center, 8685 Erie Road, Angola, NY 14060, 549-4454 ext. 4042
  Mark Frazier, Shared Itinerant Supervisor of Instructional Programs, Hoag Educational Center, 42 Sunset Boulevard, Angola, NY 14060, 549-4454 ext. 4076
  Melissa Laun, Itinerant Supervisor of Instructional Programs, Hoag Educational Center, 42 Sunset Boulevard, Angola, NY 14060, 549-4454 ext. 4076

- Labor Relations Services -
  Brian Liebenow, General Counsel & Executive Director, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2050

- Communications & Development -
  Jen Osborne-Coy, Public Information Officer & Grants Administrator, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2135

- Instructional Support Services -
  Robin Brown, Director, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2012
  Linda Finn, Associate Director of Community & Whole Child Support Services, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2061
  Robert Spino, Associate Director of Technology & Instructional Technology Resources, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2031

- Human Resources -
  Susan Bartle, School Library System Coordinator, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2022
  Denver Drennen, Science Resource Coordinator, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2598
  Bryan Olson, Distance Learning Coordinator, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2033
  Michael Bayba, Distance Learning Specialist, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2061

- Operations & Maintenance -
  Kevin Deering, Superintendent of Buildings & Grounds, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2065
  Anthony Polito, Coordinator of Health, Safety & Energy, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2011

- Central Business Office -
  Tracy Smith-Dengler, Manager, LoGuidice Educational Center, 9520 Fredonia-Stockton Road, Fredonia, NY 14063, 672-4371 ext. 2200