



## Letter from the Chairman of the Board and President

There is an energy and resiliency about HRU that was quite evident this year as the agency worked through a recessionary economic climate, funding uncertainties and a direct hit from a tornado. Even after we were forced to evacuate our 20,000 SF ETS/Custom Packaging site at 1 Allen Street in Springfield, the staff and HRU network pulled together to relocate and have programs operational within 3 business days. It is this type of effort that exemplifies the persevering culture of HRU, its staff, members and volunteers, many of whom were publicly recognized for their accomplishments this year.

Changing Habits Transforming Lives, the theme of this annual report, began as a research and development project to determine how we could move our services and organization from good and very good to great. This year we committed ourselves to designing and testing ideas that not only improve our services but also have the potential to revolutionize the way that job readiness should be delivered, not only within our populations and communities, but way beyond. We challenged conventional thinking about job readiness, designed and operated two pilot programs that innovated both the educational components of what makes someone job ready and the method of delivery for learning. Based on the latest neuroscience findings that people retain and process information better after a sustained elevation of heart rate, our research pilots take a holistic view of what makes up a productive, healthy worker. This not only imparts knowledge and skills on its participants, but recognizes that changing existing habits and beliefs are necessary to make the transition from dependency to successful employment and independence. Our belief is that it is a financial, social and moral imperative that we find a new way to solve the community and individual costs of being chronically unemployed, and we are committed to addressing this imperative as we fulfill our mission.

*Henry Rigali, Chairman of the Board*

*Donald Kozera, President*

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*Maximizing individual development to create human, business, and community solutions*

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| <b>ETS Career Services</b>   | <b>ETS Offsite</b>  | <b>Forum House</b>   | <b>Lighthouse</b>  | <b>Pyramid</b>   | <b>Star Light Center</b>  | <b>Tradewinds</b>  | <b>Workforce Alternatives</b>  |
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| 120 Maple Street, Suite 400<br>Springfield, MA 01103<br>(413) 739-5666 Voice/TTY<br>(413) 746-3370 FAX | 1 Allen Street<br>Springfield, MA 01108<br>(413) 746-6801 Voice/TTY<br>(413) 746-6805 FAX | 55 Broad Street<br>Westfield, MA 01085<br>(413) 562-5293 Voice/TTY<br>(413) 562-9163 FAX | 1401 State Street<br>Springfield, MA 01109<br>(413) 736-8974 Voice/TTY<br>(413) 785-5030 FAX | 130 Maple Street, Suite 101<br>Springfield, MA 01103<br>(413) 736-6591 Voice/TTY<br>(413) 746-0280 FAX | 251 Nonotuck Street<br>Florence, MA 01060<br>(413) 586-8255 Voice/TTY<br>(413) 586-8311 FAX | 309 Main Street<br>Southbridge, MA 01550<br>(508) 765-9947 Voice/TTY<br>(508) 764-7208 FAX | 120 Maple Street, Suite 400<br>Springfield, MA 01103<br>(413) 781-5359 Voice/TTY<br>(413) 746-3370 FAX |