

## President's Message



by Chris Blackman  
WCC Board President  
Yolo Federal Credit Union

My theme this year "Embracing the past and working towards the future" speaks of the wonderful history of our community as well as the

changes the city has had over the years. Visitors often remark on our beautiful Victorian homes and the uniqueness we have of combining our history with agricultural. Although our past is something we can embrace we should also look at the future with optimism.

I know, the past couple of years have been a little tough. The market is sluggish, the mortgage market has dwindled and prices for gas and goods continue to rise. We are all looking for ways to increase our bottom line and prospects without spending more. Your Chamber offers a wide range of activities to network and help get your business in front of potential customers for little or no cost.

Each month on the third Thursday from 5-7 p.m., a Chamber business member hosts an after hours mixer. These events are free and provide an opportunity to meet new people and network your business. Flyers and email notifications are sent from the Chamber prior to the event with information on the location and host. You might even consider hosting one of your own with an opportunity to showcase your business. Although these do require some expense, you might be pleasantly surprised on your return on investment.

Business Connection luncheons are another opportunity for you to network. These are held each month on the second Thursday from 12-1:30 p.m. at the Heidrick Ag Museum. The cost is minimal at \$15.00 but will put you in a room with sixty or so potential customers. Don't forget your business cards!

*"President's Message: cont'd on page 6*

## City Hall Update: Vision, Values, Mission, & City/Community Goals

### New Organizational Initiatives for the City of Woodland

On December 11, 2007, the Woodland City Council met in a Study Session to review new organizational initiatives proposed by the City Manager and Senior Staff. Representatives of Woodland's employee associations were invited by the Mayor, City Council and City Manager to attend the meeting and all were represented. Other managers, supervisors and various employees at all levels of the organization and from all departments were also in attendance.

### City Council Support for New Initiatives

The City Council has expressed interest in supporting a transition that will move the City of Woodland to an outcome oriented, customer driven, efficient and effective local government organization. In order to accomplish this transition, comprehensive organizational change must be planned, implemented and sustained. It must be supported by all levels of the organization and led by people who are focused on implementing certain key initiatives that, when completed, will have lasting impact on the organization. As these key initiatives are completed, others will be initiated that build upon the success of the earlier efforts and the organization will be able to sustain positive change.

In order to begin this process, staff has outlined the **Policy, Leadership and Management Initiatives** that summarize the key elements required to transition Woodland to the organization described above. It is impossible to implement all of these initiatives at the same time; such an effort would not generate comprehensive change because employees do not have enough time to devote their efforts to everything at once. However, certain initiatives should be implemented in advance of others in order to lay the foundation for future success. Therefore, Senior Staff have developed a transition that focuses on the critical first steps that will facilitate comprehensive change and allow the City organization to create a foundation for future, long-term success.

### What are Policy, Leadership and Management Initiatives?

The Policy, Leadership and Management Initiatives provide a framework that will guide the City organization in conducting the public's business. There are several ways that these Initiatives will positively impact the operation of City programs and services. First, the Initiatives seek to align the City Council's **policy direction with the day-to-day activities of the organization**. Second, the Initiatives establish the **foundation for what staff seeks to achieve by conducting the business of the City**. Third, the Initiatives define the **organizational culture which guides how staff interacts with the City Council, the community and each other**. Fourth, the Initiatives provide the **leadership and management tools that will be used by all employees in order to conduct the public's business**. Finally, the Initiatives provide the means for the **City organization to evolve and change in a manner that meets the present and future needs of Woodland**.

In order to illustrate how the Initiatives will be applied, the following elements are defined:

*Continued on page 4 & 5*



307 First Street, Woodland, CA 95695  
 Phone: 530.662.7327 Fax: 530.662.4086

## Officers

Chris Blackman, President\*  
 Yolo Federal Credit Union

Janet Carrere, 1st VP\*  
 First Northern Bank

Jim Hilliard, 2nd VP\*  
 State Farm Insurance

Sarah Robinson, Treasurer  
 River City Bank

Gary Wright, Immediate Past President  
 The UPS Stores

Kristy Wright, CEO\*  
 Corporate Secretary

## Directors

Barbara Butterfield  
 Rick Butterfield  
 Anne Del Castillo  
 Jillian Caunedo  
 Martie Dote  
 Pam Duey\*  
 Angela Fairchilds  
 Tom Galeazzi

Diova Gray  
 Bradley Gollober  
 Phil Hogan  
 Francisco Jimenez  
 Rick Johnston  
 Kelly Leibold  
 Duffy Minges  
 Kevin Vaziri

## Ambassadors\*

Al Aldrete  
 Patricia Arriaga  
 Annamarie Barros  
 Cyndi Blicke  
 Kevin Cowan  
 Shawn Dhillon  
 John Fenrich  
 B.J. Ford  
 Wayne Ginsburg  
 Jenna Hilliard Green  
 Karen Hulbert  
 Michael Jansen  
 Rich Jenness  
 Linda Konietzko

Michael Marchese  
 Dorothy Minges  
 Donna Neu  
 Jim Ocheltree  
 Katie Parker  
 Peg Parker  
 Larry Parker  
 Jim Rodgers  
 Aaron Schmoekel  
 Ann Schwartz  
 Barbara Shreve  
 Carl Stringfellow  
 Pamela Vargas

## Staff

**Kristy Wright**  
 Chief Executive Officer

**Cynthia Solorzano**  
 Administrative Assistant/Special Events Coordinator

**Veronica Cesena**  
 Administrative Assistant/Membership Associate

**Twyla Thompson**  
 Volunteer Office Manager

# January Winner - Oasis Club & Spa!

Congratulations to Oasis Club & Spa, the winner of the January \$100 gift certificate. The certificate is redeemable at any Chamber member in good standing of their choice and they selected The Buckhorn Restaurant!

Membership invoices are sent out one month in advance of the due date. Make your payment prior to the due date and you will be entered in a drawing to win a gift certificate and have a brief article about your company listed in the *Connections* newsletter.

Member Profile: Oasis Club & Spa is a full service fitness facility dedicated to helping women meet their fitness needs and goals. We have that small town feel with our close knit facility where we always try to know our members on a first name basis. We offer a wide variety of classes including Yoga, pilates, Boot camp, Step & weights and much, much more. We also have some of the most highly educated personal trainers in our area to help design custom workout programs. I as the owner enjoy reaching out to our community and thank the Woodland Chamber for helping me to do that!



Ribbon cutting for Psychological Support Group

## Ad Space Available

Openings available for several spots in the Woodland Chamber Newsletter. Act soon. Opportunities are limited. Please contact the Woodland Chamber Office for more details. (530) 662-7327



# Welcome!

## Anniversary Members February 2008

### New Woodland Chamber Members

#### Liberty Tax Service

Liberty Tax Service provides year round income tax preparation services for individuals and businesses as well as tax courses and tax seminars for groups and organizations. Our office is one of over 2,400 Liberty Tax Service offices, the third largest in national tax preparation service in the U.S.

Liberty Tax Service  
17 Purity Plaza  
Woodland, CA 95695  
(530) 662-3232

#### Pregnancy Support Group of Woodland

The Pregnancy Support Group is a non-profit, faith-based community service organization that provides girls and women of the Yolo County community with pregnancy tests, parenting curriculum & non-medical ultra sounds. We also offer a clothes/furniture closet filled with baby and maternity items that women can earn through our Earn While You Learn curriculum. Our clients are provided with counseling and help gaining services from other community organizations. All services are provided free of charge.

Pregnancy Support Group  
of Woodland  
324 Lincoln Avenue  
Woodland, CA 95695  
(530) 661-6333

#### SureWest Communications

In Woodland, we provide business services-telephone, internet and TV.

SureWest Communications  
8150 Industrial Avenue  
Roseville, CA 95678  
(916) 786-1710

#### Yolo County Children's Alliance

The YCCA is a non profit committed to improving the well being of children in Yolo County, it's programs include OERU-health , insurance enrollment assistance, children's health initiative, funding for health insurance premiums for low income children and the Child Abuse Prevention Council of Yolo County. Our toll free number is 1-888-607-4030

Yolo County Children's Alliance  
600 A Street, Suite Y  
Davis, CA 95616  
(530) 757-5558

OAK  
50+ YEARS

COTTONWOOD  
30-49 YEARS

ELM  
20-29 YEARS

WALNUT  
10-19 YEARS

PALM  
UNDER 10 YEARS

McNary's Chapel (77)  
Pacific Gas & Electric Company (77)  
The Daily Democrat (77)  
Wraith, Scarlett & Randolph Insurance Srvc, Inc. (77)  
Adam's Grain (58)  
Nakamura Bros. Furniture (58)  
V. Santoni Company (58)  
Frenchy's Liquor Store (56)  
Nugget Markets (53)  
Yolo County Housing Authority (53)  
Bank of the West (52)  
SeedTec-A Div. of California Oils (52)  
Wilkinson International (52)

Romey's Liquors (48)  
Perry, Bunch, Battaglia & Johnston, Inc. (37)

Cal-West Seeds (28)  
Steven W. Thomson, DDS (28)  
Animal Care Clinic (27)  
Schwarzgruber & Sons, Inc. (26)  
Edward Jones - Kevin Haarberg (21)  
Phillips Chiropractic (20)

Target Distribution Center (19)  
Woodland Christian School (18)  
Viking Propane, Inc. (17)  
Woodland Street Cruisers (14)  
Express Personnel Services (13)  
Community Housing Opportunities (11)  
Don's Diner (10)  
Joan Hutchison (10)

W.D. Technologies (9)  
Gregory Farms (7)  
Knaggs Management Company, LLC (7)  
River Garden Farms (7)  
Starbucks Coffee Company (7)  
Cache Creek Veterinary Service (6)  
K's Carwash (3)  
Express Bankcard Services (2)  
Law Offices of Frank J. Crum (2)  
Oasis Club & Spa (2)  
Pilot Properties, Inc. (2)

*Serving the residents & businesses of  
Yolo County since 1910.*



**FIRST NORTHERN BANK**

WOODLAND BRANCH

11 W. Court Street • 661-6000

[www.thatismybank.com](http://www.thatismybank.com)



Member FDIC

# City Hall Update - cont'd from page 1

**Vision, Values & Mission** establishes a new or renewed vision for the organization provides a list of organizational values that become the framework for conducting business and creates a common mission that is easily identified by all stakeholders, including the City Council, organizational leaders, employees, business/community partners and residents. The Vision, Values & Mission must be used, practiced and modeled constantly, especially by the organization's leaders, in order for it to become relevant.

**City/Community Goals** outline the most significant and desired outcomes for the City working together as a cohesive organization in collaboration with the community. The goals are intended to cross departmental lines and foster collaboration between work units and community stakeholders in order to be achieved. Periodic assessment of the progress toward meeting the City/Community Goals is critical to evaluating the organization's performance.

**Comprehensive General Plan** is a complete, long term and internally consistent set of goals and objectives that directs the environmental and land use development of the City. The General Plan must incorporate regional and state planning requirements and the realities associated with fiscal analysis for elements such as infrastructure, parks and housing. This document serves as the City's "constitution" for development and redevelopment.

**Departmental Strategic Plans** are more focused documents that need to translate the overall policy direction of the City into specific outcome focused strategies and actions implemented by departments. Strategic Plans must link to the high priority outcomes identified by the community (as identified by the City/Community Goals and other relevant policy documents) by listing specific strategies and actions, scheduling their implementation and evaluating progress. A Strategic Plan is a living document and a tool for establishing performance plans and charting progress.

**10 Year Financial Plans** are a fiscal management approach to linking the community's high priority outcomes to the long term allocation of resources. These plans are created by developing long range revenue and expenditure projections that reflect the prioritization of service levels, capital projects and related fiscal activities. The 10 Year planning window is intended to facilitate long term thinking in the evaluation of priorities and to identify potential resource issues that will occur over time. **Every** fund should have a 10 Year Plan, including enterprise, internal service, special district and capital improvement funds.

**Outcome/Performance Management** is an approach that focuses on the outcomes desired for a program and service and the principle that managers will be held accountable for achieving the outcomes. Stated simply, outcome management asks the question: "What are the **results** we are trying to achieve?" These results need to be stated in measurable terms and if implemented correctly will transmit to all stakeholders that their City government is making progress toward meeting the City/Community Goals. Performance Management links the outcomes to a specific manager through a system that establishes an annual performance plan, tracks progress

toward meeting the outcomes, allows for evaluation and adjustment and requires a final Year-end Report that summarizes the results in measurable terms.

**Performance Based Budget** links the annual allocation of resources to the achievement of results that correspond to service levels and defined in measurable terms. A Performance Based Budget (PBB) provides data that allows program managers to shift resources in order to achieve the results that are expressed in both qualitative and quantitative measures. In summary, ***PBB is the foundation for building a data driven, results oriented, customer focused and responsive local government organization.***

## **How Will These Initiatives Be Implemented?**

The following information summarizes how the **Policy, Leadership and Management Initiatives** will be implemented:

**Communicate with Employees.** The very first step will be to discuss the program with staff throughout the organization. Meetings will be requested with the leadership of every employee association and the required time spent to explain the process. The City Manager and Senior Staff will also meet with employees at work locations, during departmental meetings and similar venues. Meetings will also be scheduled on an informal basis such as "brown bag" lunches where employees can drop in to discuss the program and/or issues. It is critical for the Initiatives be presented as a positive step and for the City Manager to learn through the dialogue what some of the potential obstacles may be that could require a course correction either at the beginning or at some point in the future.

**Vision, Values and Mission.** Recognizing the need to establish a firm foundation for this process, it is critical to define the City's Vision, Values and Mission. With the understanding that broad involvement is needed for this element, Senior Staff has committed to appointing a Task Force composed of 1-2 representatives from each department. These employees will appoint a chair who will facilitate the process under the guidance of the City Manager. The work of this Task Force needs to hold a high priority and be completed within a fairly short timeframe of approximately 4-5 months. Therefore, the Vision, Values and Mission Task Force will meet regularly, at least 2-4 times per month, in order to develop this very important document. Regular progress reports will be provided by Task Force members to their respective departments and work units. Progress will also be monitored by Senior Staff and status reports will also be available to the City Council. If desired by the Council, the Task Force could provide a status report during a regular Council meeting or as part of a Study Session. Woodland's Vision, Values and Mission must be approved by the City Council before it is implemented because it will be integrated into the organization's day to day business.

Once approved, the Vision, Values and Mission will be used to guide recruitment and training, support policy actions that may be considered by the City Council and define various aspects of employee performance. This document must be used, practiced and modeled by all employees, especially Senior Staff and other managers.

It is important to note that the City already has a Strategic Plan and a Vision, Values and Mission statement. This document will serve as the starting point for the process. Other Vision, Values and Mission statements for high performing organizations will be reviewed as well. The challenge of the Task Force will be to develop a statement that is unique to Woodland; a carbon copy of a statement used somewhere else will not be acceptable to the entire organization.

**City/Community Goals.** Concurrent with Vision, Values and Mission, Senior Staff believes that the organization needs to define City/Community Goals. This belief is based on the need to understand the Woodland community's highest priority outcomes which is the first step in aligning the day to day business of the City and the allocation of resources in order to address the needs and expectations of Woodland residents, businesses, citizens and customers. While it may be argued that staff should already have a solid understanding of these goals, the lack of a document with clearly stated outcomes strongly suggests that the opposite is true. Implementation of an organized process to define City/Community goals as outcome statements will lay the foundation for the other initiatives described previously.

The City Manager and Senior Staff will work closely with the City Council in order to define the first draft the City/Community Goals. Staff and Council may also seek guidance in this process by working with local government support organizations such as the League of California Cities. This process will develop a set of 12-15 goal/outcome statements for discussion with the City Council. By working closely together, the City Council, City Manager and Senior Staff will apply their collective knowledge of the community, familiarity with the organization and understanding of priorities in order to develop the 12-15 draft goal statements.

Finalizing the 12-15 draft goal statements into a smaller number that represents the highest priorities will need the participation of Woodland citizens. Discussion of the City/Community goals will be scheduled for regular City Council meetings or Study Sessions.

**Economic Development and Development Services.** Improvement in these areas is critical to the City's future development. The reorganization that was implemented last month needs to receive top priority from the City Manager and Assistant City Manager in order to achieve the level of success necessary for Woodland to be recognized as an excellent place to do business. This definition needs to apply to commercial developers, residential builders, national corporations, small businesses, local and regional trade and business organizations and homeowners seeking permits to improve their properties.

**Downtown Specific Plan Update.** Council and staff have discussed the need to update the City's Comprehensive General Plan. However, the interest in downtown development associated with projects such as City Center Lofts and the Courts modernization and expansion suggests that it may be more appropriate at this time to focus on updating the Downtown Specific Plan. The focus on economic development and redevelopment requires staff and the Council to understand the infrastructure needs of the downtown area and

the resources required to address any deficiencies. If Council is supportive, resources are available to begin the update in early 2008. Completion of an updated Downtown Specific Plan will support the future update to the Comprehensive General Plan. Staff will provide more information regarding this issue at a Study Session planned for January.

**10 Year Planning.** Senior Staff has already committed to developing 10 Year Financial Plans for all major funds. These plans will be based on long range expenditure and revenue assumptions and will likely require refinement as Council and staff review the documents as part of the FY 2008-09 budget process. The Finance Department has already developed 10-year assumptions and will continue to refine revenues and expenditures as part of the FY 2009 budget process.

**Senior Staff Management Achievement Plans.** One of the first steps in demonstrating a commitment to Outcome/Performance Management is implementing Management Achievement Plans. Senior Staff recognizes this fact and has committed to implementing Management Achievement Plans in mid-January. These Plans will guide the City Manager's assessment of each Senior Staff member's performance and may be the first step in engaging all managers to make a similar commitment when appropriate.

**Performance Based Budget.** An effective implementation plan for organizational change needs to recognize the significant challenges associated with the organization's current priorities. As the Council is aware, Woodland faces significant challenges in developing the FY 2008-09 budget. While development of a Performance Based Budget (PBB) is critical, Senior Staff acknowledges that the City employees who will lead this process will be engaged in developing a very challenging budget. In addition, development of a PBB will require the appointment of a task force similar to the group that will define Woodland's Vision, Values and Mission. Therefore, PBB will be one of the top priorities of the Policy, Leadership and Management Initiatives that will be scheduled for implementation during FY 2008-09. Full implementation of PBB may take up to three years.

**Restructure/Revising Service Delivery.** Similar to the timing associated with PBB, the facilitation of broad employee involvement on restructuring and revising service delivery will be scheduled as a future element. Depending on progress made in other areas, this element may be scheduled in the second half of FY 2008-09.

**Other Policy, Leadership and Management Initiatives.** As always, there is nearly an unlimited range of priorities that the City Council, citizens and staff believe our employees could and should be working on. The implementation of the activities described herein represents the highest priorities. **This is especially relevant when considering that elements such as Vision, Values and Mission and City/Community Goals will be the very foundation of the City organization's current and future commitment to long term organizational change with the objective of achieving service delivery excellence.**

# CEO Wright Writes!

I ran across an interesting statistic the other day in the Metro Chamber Business publication. A recent study of consumers shows that when customers know a business belongs to a Chamber of Commerce, it means – more business – in some cases 63 % more. There is value just being a member!

According to the Schapiro Group, who performed the study of 2,000 adults across the country, consumers say they perceive a more “favorable” impression of a business, its products and services when they know the business is a Chamber of Commerce member! The survey showed that a Chamber membership is effective in communicating to consumers that a company uses good business practices. Also, that the company is reputable.

Once in awhile we receive a call from a member and they indicate they will not be renewing because they don't have time to participate. As the survey shows, “you don't have to participate for your annual dues to be a return on your investment!” Oh by the way, to make it even better yet, another study shows that the Woodland Chamber's membership investments are less that the average across the country for a city of our size.

Membership in the largest business organization in the city shows a company is supportive of the well being of the community. The business realizes the Chamber is working to provide a unique quality of life for the citizens that live and work in Woodland.

Chambers host community events to bring visitors to the community which increase sales tax dollars that are invested in the community. Your Chamber puts on two a year the Dynamite Chili Cook-off and the Holiday Parade. We also support the myriad of events hosted by other organizations and groups in the city throughout the year, the Scottish Games, the Yolo County Fair, the Stroll Through History etc.

As your annual investment statement arrives, I have included a page of benefits a member receives. Please take a moment to look it over. In questionable economic times; your small contribution will make a difference. And remember, the Woodland Chamber is the only one in the State that offers discounted group rates on health insurance! The Woodland Chamber is ALWAYS working for YOU!



Woodland Chamber of  
Commerce CEO, Kristy Wright

## SBDC

Free Internet Counseling Available Thursdays  
(by appointment only)

Free one-on-one business counseling available Weekdays between  
9-4 p.m. (by appointment only)

Pre-Business Workshop (\$30.00) 1 - 4 p.m.  
Not currently scheduled (for first time business owners, pre-  
requisite to free counseling) (Must be pre-registered)

Introduction to Quick Books Seminar (\$30.00)  
6-10 p.m. February 21st

14-week Entrepreneurial Training Class  
February 13, 20, 27 Wednesday nights from 6-9 p.m.

To sign-up for a class or counseling, or for further information  
call 822-0140. New phone number. Please make a note of it!

## President's Message - continued from Page 1

Committees such as the Business Education & Business Issues: Governmental Affairs/Economic Development are a couple examples of ways to make an impact on your community. Each Chamber committee focuses on ways to create a positive impact.

Your Business Education committee partners with our local school district to create programs for students that will help prepare them for careers upon graduation. Your future workforce!

The Business Issues/Governmental Affairs Committee works closely with our city to provide an educational forum for members on issues such as economic development, business issues and city and other proposals. I encourage you to take some time to get to know what these committees are all about. I'm sure you'll find one that you can be passionate about.

**Tom Galeazzi**  
Financial Advisor

**Edward Jones**  
MAKING SENSE OF INVESTING



173 Court Street  
Woodland, CA 95695  
Bus. 530-662-7390 Fax 888-831-6369  
Cell 916-747-1885  
www.edwardjones.com  
California Insurance License Number 0C24308

**State Farm**  
Providing Insurance and Financial Services



Home Office: Bloomington, Illinois 61710

**Jim Hilliard, Agent**  
Insurance Lic. #: 0598027  
451 First Street  
Bus: 530-661-6668  
jim.hilliard.b8gr@statefarm.com

805150 4/24

# February 2008 Chamber Calendar

Save  
the  
Date



*The Women's Luncheon is coming up March 13 at the Yolo Fliers Club. Mark your Calendars now! Sponsorships are available. Contact the Chamber office.*

| Sunday  | Monday   | Tuesday  | Wednesday | Thursday  | Friday  | Saturday   |
|---|--|--|-----------|---|---|--|
| <p>Calendar Sponsored by:</p> <h1>PG&amp;E</h1> |  |  |           |   | 1   | 2  |
| 3   | 4  | 5<br>Business Education Committee – 3:30 p.m.<br>Pioneer High School     | 6         | 7<br>Ambassadors Meeting – Noon – American Red Cross  | 8   | 9  |
| 10  | 11   | 12   | 13        | 14<br>Business Connection Luncheon – Costco Wholesale Woodland Noon   | 15  | 16   |
| 17  | 18<br>President's Day Holiday – Chamber office closed. | 19<br>Business Issues: Econ. Dev./Govt. Affairs 3:30 p.m.<br>Holiday Inn | 20        | 21  | 22<br>Grand Opening Costco Wholesale Woodland 7:30 a.m. | 23   |
| 24  | 25   | 26<br>Water Committee – 7:30 a.m. Yolo Co. Farm Bureau Office            | 27        | 28<br>Coffee With Kristy – 9 – 10 a.m. Chamber Conf. Rm.<br><br>Board of Directors Meeting – 3:30 p.m. American Red Cross | 29<br>Woodland Healthcare Annual Dinner                 | <i>*Meeting/Time/Date all subject to change.</i> |



**WILD WEST**

Simplify your business.  
Call us!

524 Main St., #202  
WOODLAND, CA 95695  
530-661-3779

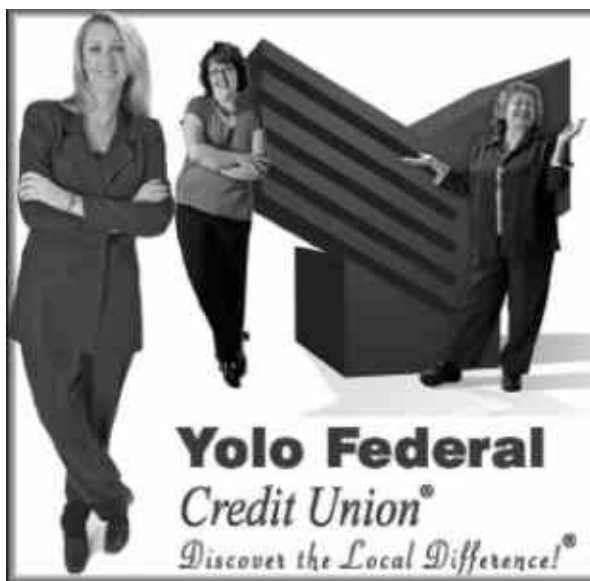
**PAYROLL SERVICE**



307 First Street  
Woodland, CA 95695

Phone: 530.662.7327  
Fax: 530.662.4086  
[www.WoodlandChamber.org](http://www.WoodlandChamber.org)

PRSRT STD  
U.S. Postage  
PAID  
Permit No. 33  
Woodland, CA



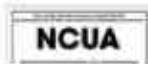
**What is deposited in Yolo FCU stays  
in Yolo County - period.**

**No one else can say that!**

**Five convenient locations to serve you!**

*Come discover the LOCAL Difference!*

[www.yolofcu.org](http://www.yolofcu.org)



**BECAUSE** there is a difference.

At Woodland Healthcare, we make sure the healthcare you want is the healthcare you get. No compromises. No excuses. No worries. We're here for you and your family with healthcare that's part of our community – expert doctors and nearby locations in Woodland and Davis. Woodland Healthcare is your connection to a higher standard of care, wherever and whenever you need us. For more information, call 530.668.2691.

[woodlandhealthcare.org](http://woodlandhealthcare.org)

Daily Excellence  Woodland Healthcare  
CHW