



# Golder Ranch Fire District

## Administrative Directive 18-000

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Date: November 13, 2025

To: All Golder Ranch Fire District Employees

From: Tom Brandhuber, Fire Chief

Subject: Leader's Intent – Defining Our Family-Oriented Culture

As part of Strategic Result 1 in our Strategic Business Plan, one of our key objectives is to clearly define the family-oriented culture we aspire to sustain at Golder Ranch Fire District. The following represents my Leader's Intent for that culture. It reflects who we are at our core—an organization built on trust, respect, and a shared commitment to one another. This intent is not merely a description of how we work but a promise of how we will continue to care for, support, and hold each other accountable as a family dedicated to serving our community.

At Golder Ranch Fire District, the Leader's Intent is more than just a statement; it is a shared understanding of purpose and direction that unites us. It serves as a compass, empowering every member to act with confidence and integrity, guided by our Mission, Vision, and Values. This Leader's Intent captures the culture we strive to strengthen each day: one grounded in trust, respect, and an unwavering commitment to one another and the community we serve.

### **\*\*Leader's Intent\*\***

The public demands responsiveness and decisive action in the face of fire and medical emergencies. As with all fire departments, our standard for suppression personnel is to save lives, protect property, and take calculated risks. However, our culture is unique and sets us apart from other fire departments. As Peter Drucker famously stated, "Culture eats strategy for breakfast."

Golder Ranch Fire District has always been built upon our culture. Culture, which encompasses our shared values, beliefs, and behaviors, directly drives our ability to fulfill our Mission: to provide community stability through compassionate service. Our values—Professionalism, Respect, Integrity, Dependability, and Excellence—reflect who we are and how we serve. Our Vision is to be progressive and innovative leaders in public safety. Our Mission, Vision, and Values are founded on integrity, service, sacrifice, professionalism, and family—principles that are non-negotiable.

We will stand by you throughout your career and beyond, and we expect the same commitment from you in return. Just like any family, we share values and norms. A Family Culture does not imply a lack of structure, expectations, or consequences. In fact, it means we hold each other to the highest standards of commitment. We take pride in delivering



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exceptional service—both within our organization and to the community we serve. Our goal is not only to meet but to exceed the expectations of our residents and set the highest standard for Fire Departments.

Without the support of our community, we cannot exist, and that support is built on trust. Building and maintaining this trust is an ongoing commitment that empowers us to grow and lead in our profession. We model the concept of silent professionalism, which entails technical excellence, adherence to our internal standards, discretion, and placing the Mission above personal or organizational recognition.

Every member of our district contributes to our Mission, and no single role is more important than another. Our suppression personnel deliver critical emergency services to the community; Fleet professionals ensure our apparatus is safe and reliable; IT facilitates effective communication and data flow; Finance secures the resources we need to operate; Facilities maintain our stations and infrastructure; HR supports every employee from onboarding through retirement; and our administrative staff coordinates and sustains our operations. Together, we are One Team—One Mission, achieved through unity and collaboration. Our motto, "Community First," is fulfilled by being the best at your job while treating everyone you encounter as you would a family member—because every person is someone's family.

### **\*\*Our Promise to You\*\***

- Your leaders will model what they expect from you.
- You will always be told "the why."
- You will never be asked to do anything illegal, unethical, or immoral.
- We will treat everyone with dignity and respect.
- Anyone who lies, cheats, steals, or treats others in a manner inconsistent with our District values will no longer be part of this family.