



CITY • OF  
**MONTGOMERY**

**Taking  
Responsibility  
Together  
to Provide  
Superior  
Services**

# Our Vision

## *Montgomery is...*

a premier residential community of citizens, businesses, organizations and institutions who are committed partners with their local government in the care and support of our vibrant City. While respecting tradition, we are forward thinking, embrace change, and continuously seek opportunities for improvement. Parks, landmarks, pedestrian walkways, distinctive landscaping and fountains contribute to the unique character and ambiance of our "Tree City." Our neighborhoods are well maintained, reflect a diverse population, and, architecturally, are a pleasing blend of old and new. Our business community is varied and well balanced and our historic Heritage District is the signature of the community. The City is fiscally sound and delivers high quality programs and services to our customers.

# **Our Mission**

**Taking  
Responsibility  
Together  
to Provide  
Superior  
Services**

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# Our Values

## *We Value...*

- Our customers — the residents, business owners, visitors, and other stakeholders of our City, who make Montgomery a unique and special place to live, work, and conduct business.
- Governance built on honesty, integrity, respect, initiative and involvement.
- Commitment to responsive, high-quality service delivery and employees who are leaders and have a sense of ownership in the community and the services we provide.
- Decision making based on creative problem solving through open and honest communication, collaboration and commitment to excellence.
- An organization that promotes continuous improvement through the professional and personal development of our personnel.
- Our employees, who are stewards of the whole, and not simply owners of their small piece of our organization.

# Our Leadership Philosophy

## *We, the employees of Montgomery...*

- Believe all staff members want to do an excellent job and are motivated by meaningful work that is challenging and provides opportunity for personal and professional growth and contribution, as well as recognition through the success of our organization.
- Recognize that knowledge, ability and creativity are widely dispersed throughout our organization.
- Insist that consultative and participative decision making, teamwork and open communication occur at all levels of the organization, with the community's interest paramount.
- Commit to consistently hold one another accountable to our mission, vision, values, expectations and leadership philosophy.
- Relentlessly seek continuous improvement and rigorously pursue innovation, training and learning in service to our internal and external customers.
- Consistently demonstrate stewardship for our organization and our community in all of our decisions and actions.

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# Employee Expectations

## *As a Montgomery Employee, I will...*

- Live our city's mission, vision and values... everyday!
- Demonstrate the highest level of integrity, trust, ethics, and civil and fair treatment of others. Mom was right — *always practice the Golden Rule!*
- Create a culture of success by setting clear expectations and priorities for myself as well as the work teams, whether internal or external, of which I am a member.
- Praise, coach and provide constant feedback. Recognize and reward accomplishments. Solicit and use feedback from others.
- Hold myself and others accountable for our actions through feedback, conflict resolution and mentoring. Lead by example and others will follow.
- Actively collaborate in accurate, timely and constructive employee appraisals, to create a customized achievement plan that produces growth and development.
- Communicate up, down and across the organization. And, practice quality communications with external customers, too!
- Protect the city's assets for current and future generations and encourage other staff members to do the same!


- Plan, Do, Check, Act — Plan my work, Do my work, Check to see that what I am doing adds value to the work of our organization, Act to adjust my work to better meet the needs of our customers and our organization.
- Link department, team and individual goals to the City's mission and strategic plan. We all need to be pulling in the same direction to get where we need to go!
- Understand our customers' needs and wants and deliver a Montgomery response.
- Continuously challenge myself and inspire others to improve the services we deliver. I will think about new service opportunities, too!
- Speak positively about our organization; dispel negative attitudes in myself and others by being curious first and critical second.
- Respect the value of teamwork and my fellow team members by being prepared and on time. I will participate actively and follow through on my commitments.
- Put the needs of the organization above my own while at work. I will always remind others to do the same.
- Do my job so well that I — and others — may justifiably take pride in the results.
- Step up and continuously seek out training opportunities for personal and professional growth that are consistent with our mission, vision and values.

# Managers Expectations

## *As a Manager, I will...*

- Live our city's mission, vision and values... everyday!
- Demonstrate the highest level of integrity, trust, ethics, and civil and fair treatment of others. Mom was right — *always practice the Golden Rule!*
- Create a culture of success by setting clear expectations and priorities for employees who report to me, as well as the teams, whether internal or external, of which I am a member.
- Praise, coach and provide constant feedback. Recognize and reward accomplishments. Solicit and use feedback from others.
- Hold employees accountable for their actions through feedback and behavioral coaching, as well as disciplinary measures, when necessary.
- Conduct accurate, timely and constructive employee appraisals, through collaboration, to produce customized individual achievement plans that produce growth and development.
- Communicate up, down and across the organization. Practice quality communications with external customers, too!
- Protect the city's assets for current and future generations. Encourage—no, require—other staff members to do the same.

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- The logo for the City of Montgomery is positioned vertically on the left side of the page. It features the words "CITY OF" in a smaller, light-colored font above the word "MONTGOMERY" in a large, bold, dark green font. The background of the logo area is a vertical gradient from yellow at the top to dark green at the bottom, with abstract light patterns.
- Plan, Do, Check, Act: Plan my work, Do my work, Check to see that what I am doing adds value to the work of our organization, Act to adjust my work to better meet the needs of our customers and our organization.
  - Link department, team and individual goals to the City's mission and strategic plan. We all need to be pulling in the same direction to get where we need to go!
  - Understand our customers' needs and wants and deliver a Montgomery response.
  - Continuously challenge myself and inspire others to improve the services we deliver. I will think about new service opportunities, too!
  - Speak positively about our organization; dispel negative attitudes in myself and others.
  - Respect the value of teamwork and my fellow team members by being prepared and on time. I will participate actively and follow through on my commitments.
  - Put the needs of the organization above my own while at work. I will always remind others to do the same.
  - Do my job so well that I — and others — may justifiably take pride in the results.
  - Continuously seek out training opportunities for personal and professional growth that are consistent with our mission, vision, and values.

# Five Questions

*Challenge yourself  
with each decision  
and every action...*

- 1** Is it right for the Community?
- 2** Is it right for the City?
- 3** Is it ethical and legal?
- 4** Is it consistent with our values and policies?
- 5** Is it something for which I'm willing to be accountable?

