## The Iceberg Model of Municipal Work

Vision for the Town's Future: Governing Body strategic priorities, policy direction, and budget adoption

Water Line

The Routine Work of the Town:

90% of what the Town does is "below the water line." The Governing Body does not usually need to make decisions about these routine municipal services and activities, except as part of approving the annual budget

The relationship between items
above and below the water line:
Successfully achieved strategic priorities above
the water line will eventually move to below
the line and become part of the routine
work of the Town. They will become
part of the general operating budget.

Adapted from Nalbandian Consulting and Training