The Iceberg Model of City Work

Vision for the City's Future:

Governing Body goals and priorities

Modernizing the Organization:

Staff initiatives for efficiency and innovation

Water Line

The Routine Work of the City:

80 percent of what a city does is "below the surface." The Governing Body usually does not need to make decisions about these routine City services and activities, except as part of approving the annual budget.

The relationship between above and below the surface

Successfully achieved goals and projects above the water line will eventually move to below the line and become part of the routine work of the City. They will become part of the general operating budget.

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