

Table 1 Supplement: Participant Responses to “Doing the Job”

Doing the Job	Participant Responses
Serving as Facilitators and Networkers	<p>Blake: Most of my function is as ex-officio, but I would say I am probably more aggressive in that role because I think it’s the city manager’s job to be a hub to many spokes within the community. It’s important that I be a vocal participant in those conversations to bring the more global view of what’s going on in the community.</p>
Fulfilling Complementary Administrative-Political Roles	<p>Dana: One of the key things I do on the day of a council meeting, I call each one of them [city council members] just to talk about the agenda and see if they have any questions ... That’s when I try to calm any disputes and know what information I need to get to them to intentionally make a smoother conversation at a council meeting.</p> <p>Carson: You want to have a good read of who they are as individuals, so that when something comes across your desk you just sort automatically know how they would receive it and how to proceed. That more than anything, is what enables a city manager to do their job, I believe.</p>
Making Decisions	<p>Alex: I want a decision window as wide as possible for as long as possible because your decision is improved as you have more data to make that decision with and the data you need doesn’t just fall into your lap.</p> <p>Dana: I usually figure out what the controlling guidance there is around any decision... Is there something – in [state] code, our own code – is there something that should be guiding how a decision should be made? Then, are there any incompatibilities with that? So, I start with where my resources are and with all available background knowledge.</p>