

Effective Legal Representation: Demonstrates accuracy and thoroughness of legal advice, knowledge of Agency plans and regulations, and understanding of relevant case law. Ensures the best legal outcomes for the Agency, represents the Agency in a professional and ethical manner, effectively manages legal resources, is timely in meeting legal deadlines, and proactively identifies potential legal issues.

69% ranked Mr. Marshall as Exceptional, 24% as Fully Effective/Achieved, 3% Effective/Achieved, and 3% Partially Effective/Achieved.

Open Ended Questions:

Themes from the optional "Comments" based on the rankings of the core competencies can be summarized as follows: "I appreciate that John is now providing specific office hours for Agency staff; appreciate direct communication with counsel on emergent issues; good at working with staff to bring the code and rules of procedure to life and how to understand it; deft handling of legal issues and guidance of staff and decision makers; provides exceptional service as legal counsel; surely knows the law and TRPA; even handed approach to challenging complex issues." And one commenter mentioned they were concerned about the information being provided to the governing board.

When asked to comment on which results stand out from the year, themes were positive crediting him with being available to staff and board members alike for review and guidance, providing unwavering support of staff in complicated code interpretations and at public meetings, drawing the board into the "right" conversations based on facts and on the law.

When asked to make suggestions for the next one to two years, responses ranged from "keep up the good work, add additional legal staff, impart knowledge to others, increase focus on enforcement".