



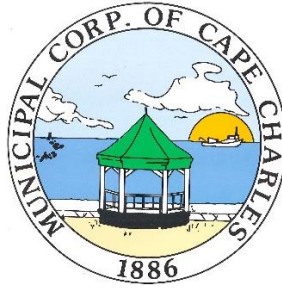
Town Council Work Session

November 20, 2025 at 7:30 PM

Cape Charles Civic Center - 500 Tazewell Avenue

Agenda

- 1. Call to Order**
 - A. Roll Call
- 2. Items for Discussion**
 - A. Community Strategic Planning Survey Questions
 - B. Review Town Manager Evaluation Questions
- 3. Adjournment**



Memo

To: Mayor & Town Council
From: Rick Keuroglan, Town Manager
CC:
Date: November 20, 2025
Re: Community Strategic Planning Survey Questions

Included in this packet are the 2024 survey and the proposed 2025 survey questions.

I met with the Historic District Civic League on November 12th and received their feedback related to the 2024 survey questions. Their input is as follows:

- Definite no on the Yes/No questions. Would prefer a ranking system (i.e., 1-5)
- Break the Town Departments into each separate line for ranking satisfaction from 1-5 and provide a comment line. Specifically ask if not a 5 (totally satisfied), then why.
- Opinions may vary for Town Services based on summer versus winter community.
- Comments are very important to understand the actual issues someone may have.
- Page size is a concern, but more than 2 pages would be acceptable.
- Some questions are based on topics rather than actual concerns. Can this be rephrased?
- Support for the delineation of community questions.
- Questions to support understanding of civic engagement.
- Consider a focus group to evaluate the survey results. Maybe this is how you utilize the non-profit forum strategic forum conversation.

I will be meeting with the Bay Creek community on November 19th to obtain their feedback.



Community Strategic Plan Citizen Survey - 2024

An [electronic version](http://www.capecharles.org) of this survey is also available on the Town's website (www.capecharles.org)

1. Please choose the closest one that applies to you:

- Full-time resident living within the corporate limits of Cape Charles
- Full-time resident within the town limits, who also owns additional property within the town limits
- Resides in Northampton County but outside the corporate limits of Cape Charles
- Owns property within the corporate limits of Cape Charles but maintains a primary residence outside of the town
- Resides outside Northampton County but a frequent visitor to Cape Charles

2. How long have you lived or owned property in Cape Charles? _____ N/A

3. Do you own a business in Cape Charles? Yes _____ No _____

4. Are you employed? Circle the closest one that applies:

Full time part time retired between jobs prefer not to answer

5. Is your employment based primarily from your home? Yes _____ No _____ N/A

6. What is your age? Please circle one: < 30 30-45 45-60 >60 prefer not to answer

7. Do you think Town public services are appropriate for a community of our size? (Police, Finance, Planning/Zoning, Public Works, Library, Harbor, Administration)

Yes _____ No _____ (Please feel free to attach comments)

8. Are you satisfied with the quality of Town public services? (Police, Finance, Planning/Zoning, Public Works, Library, Harbor, Administration)

Yes _____ No _____ (Please feel free to attach comments)

9. Do you feel the Town has maintained or improved its small-town character in recent years?

Yes _____ No _____ (Please feel free to attach comments)

10. The currently vacant railroad property north and east of the harbor has captured the imagination of residents for many years. The issues surrounding clear title to this property that have hampered development are now close to being resolved. As a result, formal planning to guide potential development in this area is ripe for discussion. Please rank the following

statements in order of importance from 1 to 5 (with 1 being the highest importance and 5 being the lowest).

- _____ Development of this area should strive to diversify our economy beyond tourism as much as possible (though it should not detract from existing tourism)
- _____ The character of the current historic district and Mason Avenue should be replicated into this area where appropriate
- _____ Open space, parks, or recreational areas should be included
- _____ Continuation of the historic district street pattern into the harbor area should be considered
- _____ Some percentage of affordable housing options should be factored into planning parameters

What other ideas or concepts should be considered in the development of this area:

11. In reference to our Comprehensive Plan, please indicate which objectives should be focused on in 2025 (mark your top three choices).

- Workforce Housing _____ Healthy Balance (residents & tourists) _____ Expand business _____
 Enhance Walkability _____ Address Parking Issues _____ Coastal Resiliency _____
 Recreational Facilities _____ Other _____ (describe below)

12. What tools do you use to stay in touch with town happenings? Number them in the order you use the most, with 1 being the most used:

- Facebook posts _____ Facebook meetings _____ Gazette _____ Nixle _____
 Town website _____ Weekly staff reports _____ Word of mouth _____ Newspapers _____
 E Notifications _____ CC Happenings _____ Mirror _____

What other method(s) should the Town use to reach out: _____

13. Your Name: _____

Street Address: _____

Email Address: _____

Note: anonymous surveys cannot be counted

May we contact you regarding this survey? Yes _____ No _____

Responses are due back to Town Hall no later than **2:00 pm, January 10, 2025**
 Surveys may be dropped off, mailed (2 Plum St), or scanned and emailed to Clerk@capecharles.org

Community Strategic Plan Citizen Survey 2025

The Town of Cape Charles values your input! This survey is designed to help the Town better understand resident and visitor perceptions about the community’s character, public spaces, services, and priorities. Your feedback will guide planning, policies, and improvements.

An electronic version of this survey is also available on the Town’s website (www.capecharles.org)

Your Name: _____

Street Address: _____

Email Address: _____

Note: anonymous surveys cannot be counted

May we contact you regarding this survey? Yes ___ No ___

Survey Instructions:

- Most questions use a rating scale (1-5 ... 1 = Not at all, 5 = Very Strong).
- Some questions are multiple choice; others are open-ended.
- All responses are published anonymously.

Demographics:

1. Please choose the closest one that applies to you:

- ___ Full-time resident living within the corporate limits of Cape Charles
- ___ Full-time resident within the town limits, who also owns additional property within the town limits
- ___ Resides in Northampton County but outside the corporate limits of Cape Charles
- ___ Owns property within the corporate limits of Cape Charles but maintains a primary residence outside of the town
- ___ Resides outside Northampton County but a frequent visitor to Cape Charles

2. How long have you lived or owned property in Cape Charles? _____N/A

3. Do you own a business in Cape Charles? Yes ___ No ___

4. Are you employed? Circle the closest one that applies:
Full time part time retired between jobs prefer not to answer

5. Is your employment based primarily from your home? Yes ___ No ___ N/A

6. What is your age? Circle one: < 30 30-45 45-60 >60 prefer not to answer

Retaining Cape Charles' Small-Town Character (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

7. How strongly do you feel Cape Charles is retaining its small-town character? (1-5)

- Historic architecture ____
- Walkability ____
- Local businesses ____
- Sense of community / neighborliness ____
- Natural environment ____
- Other: _____

8. What is one way the Town could enhance its small-town feel to you?

Protecting and Maintaining the Beachfront (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

9. How satisfied are you with the overall condition of the beachfront? (1-5) ____

10. Rate the condition of the following (1-5):

- Beach dunes ____
- Shoreline ____
- Fishing pier ____
- Tazewell Overlook ____
- Beach restrooms ____
- Sand on Bay Avenue ____
- Parking on Bay Avenue ____
- Food Trucks on Bay Avenue ____

Protecting and Maintaining the Harbor (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

11. How satisfied are you with the condition and appearance of the harbor? (1-5) ____

12. What improvements are most needed at the harbor?

Protecting, Supporting & Maintaining Central Park (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

13. How satisfied are you with Central Park's maintenance and appearance? (1-5) ____

14. How frequently do you visit Central Park?

- Daily
- Weekly
- Monthly
- Rarely

15. What improvements or amenities would you like to see added to Central Park?

Promoting Environmental Stewardship (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

16. How important is environmental stewardship in Cape Charles? (1-5) ____

17. Rate the Town's efforts (1-5):

- Shoreline protection ____
- Tree and green-space preservation ____
- Recycling and waste management ____
- Flood mitigation ____

18. What environmental priorities should the Town focus on?

Retaining & Expanding Businesses (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

19. Rate the overall business environment in Cape Charles (1-5) ____

20. What types of businesses would you like more of?

- Restaurants / Food
- Retail shops
- Marine-related businesses
- Professional services
- Daily needs
- Other: _____

Enhancing the Visitor Experience (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

21. Rate the visitor experience in Cape Charles (1-5) ____

22. Which factors contribute most to positive visitor experiences?

23. What improvements would enhance visits?

Advancing Housing Options (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

24. How satisfied are you with the variety of housing options in Cape Charles? (1-5) ____

25. Does housing availability impact the Town's workforce?

26. Which types of housing do we need more of? (Select up to 3)

- Custom Single family
- Modular Single family
- Duplexes / Triplexes
- Townhomes / Rowhouses
- Condominiums
- Small Apartments
- Medium Apartments
- Large Apartments
- Senior Living Housing
- Affordable Housing (for Work Force)
- Subsidized affordable housing (Section-8)

Meeting Residents' Expectations for Town Services (rating scale 1-5 ... 1 = Not at all, 5 = Very Strong).

27. Overall, how satisfied are you with Town services? (1-5) ____

28. What services need most improvement and why? (Police, Finance, Planning/Zoning, Public Works, Library, Harbor, Administration)

Responses are due back to Town Hall no later than 4:00 pm, January 9, 2025

Surveys may be dropped off (412 Tazewell), mailed (P.O. Box 191, Cape Charles), or scanned and emailed to clerk@capecharles.org

**TOWN OF CAPE CHARLES
TOWN MANAGER PERFORMANCE EVALUATION**

PERFORMANCE EVALUATION CONFERENCE

EVALUATION PERIOD: March 2020 TO March 2021

JOHN HOZEY

	TC1	TC2	TC3	TC4	TC5	TC6	TC7	Town Ave	TM Self
Individual Characteristics									
Professional Skills and Status									
Relations w/ Elected Members of Governing Body									
Policy Execution									
Reporting									
Citizen Relations									
Staffing									
Supervision									
Fiscal Management									
Community									
Only Overall Grade Provided									

Town Manager scores and comments are italicized.

TOWN MANAGER'S COMMENTS:

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

Signature of Town Manager

Date

Signature of Mayor

Date

Format

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior stand in that category. For each statement, the following scale to indicate rating of the Town Manager's performance was used.

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (generally meets the performance standard)
- 2 = Below average** (usually does not meet the performance standard)
- 1 = Poor** (rarely meets the performance standard)
- N/A = Not Applicable** (indicates that there is insufficient information or knowledge to rate)

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERICS

- _____ Diligent and thorough in the discharge of duties, "self-starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and willingness to adapt
- _____ Mental and physical stamina appropriate for the position
- _____ Exhibits composure, appearance and attitude appropriate for executive position

Comments (required for scores of 1,2,4, and 5):

TC Comments: <hr/> <i>TM comments.</i>

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Comments (required for scores of 1,2,4, and 5):

Town Council comments: <hr/> <i>TM Comments:.</i>
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3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

- Disseminates complete and accurate information equally to all members in a timely manner
- Assists by facilitating decision making without usurping authority
- Responds well to requests, advice, and constructive criticism

Comments (required for scores of 1,2,4, and 5):

TC Comments: <hr/> <i>TM Comments:</i>

4. POLICY EXECUTION

- Implements governing body actions in accordance with the intent of council
- Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- Understands, supports, and enforces local government's laws, policies, and ordinances
- Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Comments (required for scores of 1,2,4, and 5):

TC comments: <hr/> <i>TM comments.</i>

5. REPORTING

- Provides regular information and reports to the governing body concerning matters of importance to the local government, using the town charter as guide
- Responds in a timely manner to requests from the governing body for special reports
- Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

___ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Comments (required for scores of 1,2,4, and 5):

TC comments:
TM comments:

6. CITIZEN RELATIONS

___ Responsive to requests from citizens

___ Demonstrates a dedication to service to the community and its citizens

___ Maintains a nonpartisan approach in dealing with the news media

___ Meets with and listens to members of the community to discuss their concerns strives to understand their interests

___ Gives and appropriate effort to maintain citizen satisfaction with town services

Comments (required for scores of 1,2,4, and 5):

TC comments:
TM comments:

7. STAFFING

___ Recruits and retains competent personnel for staff positions

___ Applies an appropriate level of supervision to improve any areas of substandard performance

___ Stays accurately informed and appropriately concerned about employee relations

___ Professionally manages the compensation and benefits plan

___ Promotes training and development opportunities for employees at all levels of the organization

Comments (required for scores of 1,2,4, and 5):

TC comments:
TM comments:

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

8. SUPERVISION

- Encourages heads of departments to make decisions within their jurisdictions with minimal town manager involvement, yet maintains general control of operations by providing the right amount of communications to the staff
- Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the town manager's office
- Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- Encourages teamwork, innovation, and effective problem-solving among the staff members

Comments (required for scores of 1,2,4, and 5):

<p>TC comments:</p> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <p>TM comments:</p>
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9. FISCAL MANAGEMENT

- Prepares a balanced budget to provide services at a level directed by council
- Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- Prepares a budget and budgetary recommendations in an intelligent and accessible format
- Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- Appropriately monitors and manages fiscal activities of the organization

Comments (required for scores of 1,2,4, and 5):

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

TC comments: _____
<i>TM comments:</i>

10. COMMUNITY

- ____ Shares responsibility for addressing the difficult issues facing the town
- ____ Avoids unnecessary controversy
- ____ Cooperates with neighboring communities
- ____ Helps the council address future needs and develop adequate plans to address long term trends
- ____ Cooperates with other regional, state and federal government agencies

Comments (required for scores of 1,2,4, and 5):

TC comments: _____
<i>TM comments:</i>

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

Goals for this Evaluation Period	
1. Goal One:	
Result:	
2. Goal Two:	
Result:	
3. Goal Three:	
Result:	

TOWN OF CAPE CHARLES TOWN MANAGER PERFORMANCE EVALUATION

Items of Note

1. What are the manager's most significant accomplishments during the past year?

2. Based upon your overall evaluation of the Town Manager, what areas would you list as her/his strong points as a manager?

3. What areas does the Town Manager need to improve in? Recommendations.

**TOWN OF CAPE CHARLES
TOWN MANAGER PERFORMANCE EVALUATION**

4. Two things the Town Manager does that you would like him to continue.

5. Two things the Town Manager does that you would like him to discontinue.

6. Two things the Town Manager does not do you would like him to start.

7. Note any areas performance calling for praise/commendation