COUNTY ADMINISTRATOR

CAROLINE COUNTY, VA

"Rural Roots. Strategic Growth"

Caroline County, Virginia is seeking an experienced local government professional to serve as County Administrator. Appointed by and serving at the pleasure of the Board of Supervisors, the County Administrator serves as the County's chief administrative officer, providing leadership to the organization, overseeing the day-to-day operations of County government, and implementing the policies and priorities established by the Board.

This is an important executive leadership opportunity within a growing Virginia locality that values its rural character, agricultural heritage, and strong sense of community while embracing opportunities for thoughtful growth and economic development. The successful candidate will serve as a trusted advisor to the Board of Supervisors and work closely with County leadership, employees, Constitutional Officers, Caroline County Public Schools, regional and state partners, businesses, and the community. The position requires sound judgment, integrity, strong leadership and communication skills, fiscal stewardship, and the ability to navigate complex issues while translating the Board's priorities into action.

This recruitment profile provides an overview of Caroline County, its governmental structure, and the community it serves. It also outlines the qualifications, experience, leadership attributes, and professional characteristics identified as necessary and desirable for successful performance as County Administrator.

Qualified candidates are encouraged to submit a cover letter, resume, and professional references to Berkley Group via email to doug.walker@bgllc.net. First review of candidates will occur by November 23, 2026. Inquiries related to the County Administrator position may be directed to:

Doug Walker

Executive Manager

Berkley Group

P.O. Box 181

Bridgewater, VA 22812

Mobile: (540) 325-0684

Email: doug.walker@bgllc.net

THE COMMUNITY

Caroline County, Virginia (population 34,413 as of July 1, 2025) offers a distinctive combination of rural character, historic communities, strategic location, and emerging growth. Established in 1728, the County encompasses approximately 530 square miles and includes the incorporated Towns of Bowling Green, the County seat, and Port Royal, as well as the communities of Ladysmith, Ruther Glen, Carmel Church, Woodford, and others. Caroline County's population has grown approximately 11.4% since 2020, reflecting increasing interest in the County as a place to live, work, and invest.

Caroline County's identity is deeply connected to its history and rural heritage. The County was formed from portions of Essex, King and Queen, and King William counties and was named for Queen Caroline, wife of King George II. Its history is reflected in the Town of Port Royal along the Rappahannock River, the historic County seat of Bowling Green, agricultural landscapes, historic homes, churches, and other sites throughout the County. Caroline County is also the birthplace of Secretariat, the legendary 1973 Triple Crown winner, born at The Meadow, now part of Meadow Event Park. Generations of residents have maintained strong connections to the land and to their communities, contributing to a character that values history, relationships, and the County's rural traditions.

Caroline County enjoys a strategic location along the Interstate 95 corridor between the Richmond and Fredericksburg metropolitan areas. Bowling Green is approximately 35 miles north of Richmond and 20 miles south of Fredericksburg, providing residents and businesses with access to major employment centers, health care, higher education, shopping, entertainment, and cultural amenities. Interstate 95, U.S. Route 1, U.S. Route 301, and U.S. Route 17 provide important regional connections, while Richmond International Airport is approximately 30 miles from the County. Caroline County's location also provides convenient access to Northern Virginia and Washington, D.C., positioning the County along one of the East Coast's most important transportation corridors.

The County's economy reflects both its traditional rural base and its evolving position along the I-95 corridor. Agriculture and forestry remain important components of Caroline County's landscape and economy, while distribution and logistics, manufacturing, business services, retail, tourism, and commercial development contribute to an increasingly diverse economic base. Major businesses and economic assets include M.C. Dean, McKesson Corporation, World Class Distribution (Trader Joe's), Meadow Event Park and the State Fair of Virginia, along with expanding commercial and industrial activity near the County's interstate interchanges.

Caroline County offers a quality of life characterized by open space, rural landscapes, established communities, outdoor recreation, and access to the amenities of both the Richmond and Fredericksburg regions. Residents have a range of housing options, from established residential communities such as Lake Caroline and Lake Land'Or to newer developments, traditional neighborhoods, farms, and rural properties. The County's rivers, forests, parks, historic resources, community events, and proximity to regional attractions provide opportunities for recreation and leisure while maintaining the quieter pace and sense of place associated with rural Virginia.

Perhaps most distinctive is Caroline County's position at the intersection of tradition and growth. Longtime residents value the County's rural character, history, natural resources, and close-knit communities, while its location along Interstate 95 continues to generate new residential and economic development opportunities.

As Caroline County grows, balancing development with infrastructure needs, public services, fiscal stewardship, and preservation of the qualities that define the County will remain important. That balance presents an opportunity for thoughtful leadership that respects Caroline County's heritage while helping position the County for its next chapter.

ABOUT CAROLINE COUNTY GOVERNMENT

Caroline County operates under the traditional Board of Supervisors/County Administrator form of government. The six-member Board of Supervisors serves as the governing body of the County, with each member representing one of six election districts. The Board establishes policy, adopts the annual budget, sets tax rates, enacts ordinances, and makes decisions on land use and other matters affecting the community. The Board appoints the County Administrator, who serves as the chief administrative officer and is responsible for implementing Board policies and overseeing the day-to-day operations of County government.

Caroline County government serves a growing community that values responsive public service, sound fiscal stewardship, thoughtful planning, and preservation of the qualities that make the County distinctive. The Board of Supervisors, County Administrator, Constitutional Officers, and County staff work together to provide essential services, support economic development, invest in the community, and position Caroline County for continued success.

Vision Statement: It is the vision of the government of Caroline County to recognize the need for an enriched community while respecting our history and embracing our future.

Mission Statement: The government of Caroline County exists to serve the people of Caroline County in a professional, progressive and cost effective manner so all our citizens may enjoy a protected quality of life and appreciate our diversity through openness and citizen participation.

Core Values: Caroline County government is dedicated to excellence in public service. Its public servants shall be known for their professionalism, knowledge, dedication and willingness to go the extra mile to help people.

Commitment: Committed to responsive, quality service, delivered with timeliness, courtesy and fairness.

Accountability: Individually and in teams, always accepting responsibility for our behaviors, actions and results.

Respect: Treat others with respect, be tolerant of differences, use good manners, be considerate of the feelings of others.

Optimistic: Maintain a positive attitude in all we say and do.

Loyalty: In word and deed to each other and to our community.

Integrity: Act with honesty and fairness and always strive to do the right thing.

Neighborly: Be good neighbors to our community, maintaining an environment of friendliness, helpfulness and hospitality.

Excellence: To be the best in everything we do. Provide efficient and effective services for county residents and businesses.

For Fiscal Year 2027, Caroline County operates with an adopted budget of approximately $190 million across all funds. The budget reflects significant investments in education, public safety, infrastructure, utilities, capital improvements, and other services that support the County's residents and its continued growth. Through its operating and capital planning, the County is making strategic investments designed to strengthen service delivery and support Caroline County's long-term future.

Caroline County is at an exciting point in its evolution. Its strategic location along the Interstate 95 corridor, growing population, available land, economic development potential, and strong rural identity provide a foundation for continued opportunity. County leaders are focused on managing growth thoughtfully and responsibly, strengthening infrastructure and services, supporting a high-performing workforce, and maintaining the community character and quality of life residents value. For the next County Administrator, Caroline County offers the opportunity to work with elected officials, staff, community partners, and residents to build on the County's strengths and help shape its next chapter.

CAROLINE COUNTY PUBLIC SCHOOLS

Caroline County Public Schools (CCPS) provides educational opportunities designed to prepare students for success in college, careers, military service, and life beyond the classroom. The division serves students from preschool through grade 12 and is committed to creating an inclusive culture where teaching and learning inspire students to become contributing citizens. Its vision focuses on preparing students to be "3E Ready" upon graduation: Enrolled, Enlisted, and/or Employed.

CCPS offers a range of academic, extracurricular, career and technical education, advanced learning, and college preparation opportunities designed to meet the diverse interests and needs of its students. The division's approach reflects a commitment to continuous improvement and to providing students with the knowledge, skills, and experiences needed for their chosen postsecondary pathway.

THE POSITION

The County Administrator is appointed by and serves at the pleasure of the Caroline County Board of Supervisors and serves as the chief administrative officer of County government. The County Administrator is responsible for implementing the policies and priorities established by the Board, directing the day-to-day operations of the County, and providing professional leadership to the organization. The County Administrator works closely with the Board of Supervisors, County staff, Constitutional Officers, the School Board and school administration, regional and state partners, businesses, community organizations, and residents to advance the County's priorities and provide responsive and effective public services.

Key responsibilities include:

- Serving as chief administrative officer of the County and implementing the policies, ordinances, priorities, and directives established by the Board of Supervisors.
- Advising the Board of Supervisors on matters affecting County operations, finances, growth, economic development, infrastructure, and the long-term interests of the community.
- Developing and recommending the annual operating and capital budgets and providing effective oversight of County finances, expenditures, revenues, and long-range financial planning.
- Providing leadership and direction to County departments and staff, establishing organizational priorities, promoting accountability, and fostering a high-performing and service-oriented organizational culture.
- Recruiting, developing, and retaining a talented County workforce and ensuring the organization has the leadership capacity necessary to meet current and future service needs.
- Working collaboratively with Constitutional Officers, school leadership, and other elected and appointed officials while respecting their respective statutory responsibilities and authority.
- Guiding the County's approach to planned, responsible growth and development, including land use, infrastructure, utilities, housing, transportation, economic development, and capital investment.
- Supporting economic development initiatives that strengthen the County's tax base, expand employment opportunities, encourage appropriate investment, and advance the County's long-term economic vitality.
- Building and maintaining productive relationships with residents, businesses, community organizations, neighboring localities, regional organizations, and state and federal partners.
- Representing Caroline County before governmental agencies, regional organizations, community groups, businesses, and other stakeholders and advocating for the County's interests.
- Keeping the Board informed of significant organizational and community matters and providing timely, objective, and well-supported recommendations to assist the Board in its decision-making.
- Ensuring County operations are conducted efficiently, effectively, transparently, and in accordance with applicable laws, policies, and sound public administration practices.
- Leading the organization through change and emerging opportunities while maintaining continuity of essential services and preserving the community character and quality of life valued by Caroline County residents.
- Serving as Clerk to the Board of Supervisors.
- Serving as Director of Social Services and attending Department of Social Services Advisory Board meetings.
- Serving as Director of Emergency Management, with strong support from the Fire-EMS Chief, and providing leadership and coordination during emergencies and other significant events affecting the County.
- Serving on the Peumansend Creek Regional Jail Authority.

The next County Administrator will join Caroline County at an important point in its continued growth and development. The position offers an experienced local government professional the opportunity to work with the Board of Supervisors and a dedicated County team to build upon Caroline County's strengths, strengthen organizational capacity, advance strategic investments, and help guide the County's future while maintaining the character and sense of community that make Caroline County distinctive.

OPPORTUNITIES AND PRIORITIES FOR THE NEXT COUNTY ADMINISTRATOR

Caroline County is entering an important period of opportunity. Its strategic location along Interstate 95, continued residential and commercial growth, expanding economic development activity, and emerging revenues provide the County with opportunities to strengthen services, invest in infrastructure, and position the organization and community for the future. At the same time, residents place significant value on Caroline County's rural character, agricultural heritage, open spaces, and sense of community. The next County Administrator will have an important role in helping the Board of Supervisors advance these opportunities thoughtfully and strategically.

- ***Managing Growth While Preserving Caroline County's Rural Character***. The County's location and available land continue to generate interest in residential, commercial, industrial, and data center development. The County seeks to capture the economic benefits of appropriate growth while protecting the rural landscapes, agricultural heritage, natural resources, and community character that distinguish Caroline County. The next Administrator will work with the Board, staff, residents, and development community to ensure growth occurs in appropriate areas and is supported by sound land-use planning, infrastructure, and public services. The opportunity to focis on the growing needs of an aging population is evident.
- ***Advancing the County's Role as Steward of Financial Resources***. Relatively new leadership with the County's Department of Finance will continue to benefit from active support and guidance of the new County Administrator. Superior financial planning, management and administration is essential to the County's on-going success.
- ***Capitalizing on Economic Development and Emerging Revenue Opportunities***. Caroline County is positioned to expand and diversify its economic base. Data center development, commercial investment, and opportunities for additional retail and business growth have the potential to generate new revenues

and strengthen the County's tax base. The next Administrator will help the Board evaluate how these resources can be strategically leveraged to address County priorities, strengthen infrastructure and services, support education and capital needs, and maintain long-term fiscal sustainability.

- ***Strengthening the County's Partnership with Caroline County Public Schools***. Education represents one of the Caroline County's most significant public investments and an important component of the County's future. A productive relationship with the school division focused on long-term planning, fiscal stewardship, and shared community priorities will be essential.
- ***Expanding Communication, Transparency, and Community Engagement***. Caroline County's geography and changing communications environment require the County to be intentional about how it reaches residents. With limited traditional local media, the County has an opportunity to strengthen its use of digital communications, social media, community outreach, and other platforms to provide timely information and increase public understanding of County initiatives and decisions. The next County Administrator will be expected to support proactive communication, transparency, responsiveness, and meaningful engagement with residents throughout the County.
- ***Modernizing Organizational Systems and Strengthening Service Delivery***. As Caroline County grows and public expectations evolve, the County has opportunities to strengthen internal processes, technology, records management, and organizational capacity. This includes evaluating tools and processes for managing Freedom of Information Act requests and other increasingly complex administrative responsibilities. The next County Administrator will be expected to assess organizational needs, support employees, improve efficiency and accountability, and ensure County government has the systems and capacity necessary to provide responsive, high-quality public service.
- ***Advancing Infrastructure and Long-Term Capital Planning***. As Caroline County grows, strategic investment in infrastructure, facilities, utilities, public safety, and other capital needs will be critical to maintaining service quality and supporting future development. The next County Administrator will work with the Board to establish priorities, evaluate funding strategies, and align the County's Capital Improvement Program with anticipated growth and long-term community needs. Effective capital planning will also require coordination among County departments, Caroline County Public Schools, regional and state partners, and the development community to ensure investments are timely, financially sustainable, and positioned to support the County's future.

Caroline County offers the next County Administrator the opportunity to lead during a period when the County has both a strong sense of identity and significant potential for its future. Success will require a leader who can balance progress with preservation, translate emerging opportunities into long-term community benefit, communicate effectively with residents, and work collaboratively with the Board of Supervisors and County team to move strategic priorities forward.

DESIRED PERSONALITY TRAITS & CHARACTERISTICS

Caroline County seeks a County Administrator who is an experienced, approachable, and collaborative leader with the judgment and interpersonal skills necessary to work effectively with the Board of Supervisors, employees, community partners, and residents. The successful candidate will understand the dynamics of local government, respect the County's history and rural character, and bring the leadership and strategic perspective necessary to help Caroline County capitalize on the opportunities ahead.

The ideal candidate will demonstrate the following characteristics:

Leadership Style. Brings a collaborative and situational approach to leadership, adapting to the needs of the organization, the circumstances, and the people involved. Leads with a servant leadership mindset by listening, building trust, supporting employees, and creating the conditions for others to succeed. The successful candidate will be comfortable providing clear direction when needed while also empowering staff, encouraging collaboration, and recognizing the expertise of others.

Integrity and Sound Judgment. Leads with honesty, transparency, professionalism, and a strong commitment to ethical public service. Builds trust by being consistent in words and actions, maintaining confidentiality when appropriate, and following through on commitments. Demonstrates the courage to provide the Board with candid, objective professional advice, even when the message may be difficult, while respecting the Board's authority and supporting its decisions once made.

Collaborative Leader. Builds and maintains productive relationships with the Board of Supervisors, staff, Constitutional Officers, and the school administration, community partners, and other stakeholders. Values different perspectives and works effectively across organizational and community interests.

Strategic and Forward-Thinking. Looks beyond immediate issues to anticipate future needs and opportunities. Connects growth, infrastructure, economic development, financial planning, and service delivery to a clear long-term vision for the County.

Approachable and Engaged. Maintains a visible presence throughout the organization and community. Listens to employees and residents, communicates openly, and develops relationships based on accessibility, responsiveness, and mutual respect.

Politically Astute. Understands the appropriate relationship between professional administration and elected leadership. Provides objective information and candid professional advice, respects the policymaking role of the Board, and effectively implements the direction established by the governing body.

Sound Judgment and Integrity. Demonstrates professionalism, consistency, discretion, and strong ethical judgment. Makes thoughtful decisions based on facts, sound analysis, and the best interests of the County.

Effective Communicator. Communicates complex information clearly and directly to elected officials, employees, residents, businesses, and community partners. Keeps the Board well informed and creates an environment in which expectations, priorities, and decisions are clearly understood.

Fiscally Responsible. Understands the importance of responsible stewardship of public resources. Balances service needs, capital investments, organizational priorities, and long-term financial sustainability while maintaining accountability to taxpayers.

Organizational Leader. Builds strong teams, develops employees, establishes clear expectations, and holds people accountable. Creates an environment where employees understand how their work contributes to the County's priorities and are empowered to deliver excellent public service.

Balanced and Pragmatic. Recognizes the importance of progress while respecting the qualities residents value about Caroline County. Approaches growth and change thoughtfully and seeks practical solutions that balance competing priorities and long-term community interests.

Resilient and Solutions-Oriented. Remains composed and effective when addressing complex or sensitive issues. Approaches challenges with persistence, adaptability, and a focus on finding workable solutions rather than allowing obstacles to stall progress.

Above all, Caroline County seeks a leader who will become invested in the community, earn the confidence of the Board and organization, and lead with integrity, professionalism, and a genuine commitment to the County and the people it serves.

PERFORMANCE EXPECTATIONS

The next County Administrator will be expected to establish credibility quickly and provide strong professional leadership to the Board of Supervisors, County organization, and community. Success will be measured not only by the effective management of County operations, but also by the Administrator's judgment, integrity, responsiveness, leadership, fiscal stewardship, and ability to translate the Board's priorities into action.

During the first 12 months, the successful candidate will be expected to:

- Establish trusted relationships with the Board of Supervisors and County leadership, demonstrating integrity, sound judgment, candor, responsiveness, and an understanding of the County's governance structure, organizational culture, communities, and priorities.
- Develop a comprehensive understanding of the County's financial position and emerging revenue opportunities, including revenues associated with data centers and commercial growth, and provide strategic recommendations that support long-term fiscal sustainability, enhanced bond ratings, investments in infratstucture, captial needs and other Board priorities.
- Advance economic development and manage growth thoughtfully, working with the Board, staff, businesses, developers, and community partners to capitalize on opportunities for commercial, industrial, retail, and other investment while preserving Caroline County's rural character, agricultural heritage, and quality of life.
- Evaluate the organization and capacity of County government, including leadership, staffing, organizational structure, technology, internal processes, and service delivery, and identify opportunities to strengthen efficiency, accountability, collaboration, and organizational performance.
- Advance infrastructure and long-term capital planning, ensuring that the County's Capital Improvement Program, facilities, utilities, public safety, and other infrastructure investments are aligned with anticipated growth, community needs, financial capacity, and the County's long-term priorities.
- Support effective communication with Caroline County Public Schools, building and sustaining a productive working relationship with school leadership.
- Enhance communication, transparency, and community engagement, developing a more proactive approach to keeping residents informed and expanding the effective use of the County's website, social media, digital communications, and other outreach methods to strengthen public awareness and engagement.
- Strengthen administrative systems and processes, and the appropriate use of technology, including evaluating the County's approach to records management and Freedom of Information Act requests and identifying technology, processes, and resources to improve responsiveness, efficiency, transparency, and compliance.
- Establish clear organizational priorities and accountability for results, ensuring that Board initiatives are effectively communicated, assigned, monitored, and advanced from discussion through implementation, with regular updates provided to the Board on progress and outcomes.

EDUCATION & EXPERIENCE

- Caroline County seeks an experienced local government professional with progressively responsible leadership and management experience and a demonstrated understanding of the operations, responsibilities, and complexities of local government.
- A bachelor's degree from an accredited college or university in public administration, business administration, finance, planning, political science, or a related field is required.
- Candidates should have a minimum of five years of progressively responsible local government or other governmental experience, including experience in a leadership or management capacity. Experience with a Virginia local government is strongly preferred. Prior service as a County Administrator, Deputy County Administrator, City or Town Manager, or Assistant Manager/Administrator is highly desirable but not required. The Board welcomes candidates whose career progression and breadth of experience demonstrate their readiness to assume the responsibilities of County Administrator.
- The successful candidate should have demonstrated experience across a broad range of local government functions and issues, which may include budgeting and financial management, land use and zoning, economic development, capital planning and infrastructure, personnel and organizational management, public safety, utilities, contracts and agreements, intergovernmental relations, and community engagement. Candidates should demonstrate the ability to work effectively with an elected governing body and to lead and coordinate the work of a multifaceted public organization.
- Candidates should possess a thorough working knowledge of the statutory and regulatory framework governing local government in the Commonwealth of Virginia, including the respective roles and responsibilities of governing bodies, Constitutional Officers, school divisions, and other governmental entities.
- A demonstrated commitment to ongoing professional development and the local government management profession is highly valued. Credentialing through the International City/County Management Association as an ICMA Credentialed Manager (ICMA-CM) is preferred but not required. Active participation in professional organizations and continuing education related to local government leadership and management is also desirable.
- An equivalent combination of education, training, and experience that demonstrates the knowledge, skills, and leadership capabilities necessary to successfully serve as Caroline County Administrator.

COMPENSATION & BENEFITS

Caroline County offers a competitive salary commensurate with qualifications and experience within a salary range of $190,000 to $250,000.

In addition to a competitive salary, the County Administrator receives a comprehensive benefits package that includes health, dental, and vision insurance; participation in the Virginia Retirement System (VRS); a 457(b) deferred compensation plan; group and optional life insurance; Flexible Spending Accounts; an Employee Assistance Program; and paid leave and holidays.

Residency in Caroline County is required.

APPLICATION PROCESS

Applications received by **November 23, 2026**, will receive full consideration. To be considered, please submit a cover letter, résumé, and professional references to:

Doug Walker, Executive Manager

Berkley Group, LLC

P.O. Box 181

Bridgewater, Virginia 22812

Email: doug.walker@bgllc.net

Mobile: (540)-325-0684

For Additional Information, visit: https://co.caroline.va.us/

Caroline County is an Equal Opportunity Employer.