STATE OF GEORGIA
COUNTY OF HENRY

The Henry County Board of Commissioners and Leadership Staff held a Strategic Planning Retreat on February 12 2026, at the Trilith Guesthouse located at 350 Trilith Parkway, Fayetteville, GA 30214 from 8:00 a.m. to 5:00 p.m.

Board Members Present:

Carlotta Harrell, Chair
Johnny Wilson, District 1 Commissioner
Neat Robinson, District 2 Commissioner
Dee W. Anglyn, III, Vice Chair/District 3 Commissioner
Michael Price, District 4 Commissioner
Kevin J. Lewis, District 5 Commissioner

Staff Present: Cheri Hobson-Matthews, County Manager; Kevin Johnson, Deputy County Manager; Rachael Mack, County Attorney; Stephanie Braun, County Clerk and Jasmin Head, Deputy County Clerk

Executive Directors: Shannon Sagnot, Hutch Purvis, Jonathon Penn, Toussaint Kirk, and Chief Mike Ireland.

Directors/Assistant Directors: Joy Robinson, Deputy Chief Finance Officer and Bernita Campbell, Budget Director.

Leadership Staff: Dr. Chalonda Smith, Chief of Staff to Chair Harrell; Ashley Larrow, Chief of Staff to the County Manager; Ivy Adams, Executive Liaison and Budget Strategist; Holly Lafontaine, Chief Strategic Officer; Kayla Correa, Executive Assistant to County Manager; David Bedford, Security; and Ronivek Martin, Communications.

Speaker: Guest Speaker, Mr. Oz Nesbitt, Sr., Chief Consultant, Speak Up Communications, LLC

February 12, 2026

8:00 a.m. – 9:00 a.m. - Breakfast

9:00 a.m. – 11:30 a.m.
(Presenter: Mr. Oz Nesbitt, Sr., Chief Consultant, Speak Up Communications, LLC*)*

Theme: Real, Raw and Relevant

Mr. Oz Nesbitt addressed the Board and staff on the importance of effective communication, accountability, leadership, and adherence to the County's established chain of command. He emphasized that effective communication requires clarity, confirmation of understanding, and appropriate timing and tone. He encouraged staff to extend grace while maintaining accountability and cautioned against assigning responsibilities to individuals without the proper capacity or resources. Mr. Nesbitt stressed the importance of teaching, coaching, and equipping employees for success, remaining within assigned roles, and distinguishing between personal and professional matters. He described accountability as the highest level of responsibility and outlined seven key questions—who, what, when, where, why, how, and cost that should guide any investigation before elevating matters up the chain of command.

Mr. Nesbitt discussed change management and leadership structure, noting that change must be implemented gradually and strategically. He reviewed the County's chain of command as outlined in the Charter and Enabling Act, stating that citizens are at the top, followed by the Board of Commissioners, which establishes the strategic plan. The County Manager refines and executes the plan with Executive Staff. He advised that concerns involving the Board should be directed to the Office of the Chair, who then provides direction to the County Manager. He also cautioned leadership to avoid unnecessary involvement in operational details and addressed what he termed the "Three Ugly E's" emotions, egos, and entitlement, encouraging professionalism, responsible use of authority, and mindfulness in all forms of communication.

In response to questions from Chair Harrell regarding implementation of the strategic plan and leadership sustainability, it was emphasized that plans must be actively executed to have value and that the retreat served to align goals, mission, and vision. The County Manager is responsible for implementation, with progress requiring time, consistent communication, and teamwork. Leaders were encouraged to practice delegation, avoid micromanagement, prioritize self-care, and remain focused on purpose. Mr. Nesbitt concluded with guidance on developing departmental mission statements aligned with the County's mission and shared the "3 A's"—attitude, approach, and appearance—as key components of professional leadership. Chair Harrell closed by thanking Mr. Nesbitt and staff, noting that effective leadership is defined not by titles, but by energy, clarity, and consistency.

11:40 a.m. – Team Henry Group Photo

12:00 p.m. – Lunch

12:20 p.m. – Strategic Plan Goals Presentation
A video presentation highlighting the Strategic Plan goals was shown to the Board of Commissioners.

At **12:25 p.m.**, the County Manager announced that a dedicated constituent services email account has been created to allow citizens to submit concerns and inquiries directly.

Financial Services Division Update
Joy Robinson, Deputy Chief Financial Officer, introduced herself as the newly appointed Deputy CFO. She provided a brief update, stating that the 2025 audit is expected to be completed by the end of the year. She also shared that the department has undergone restructuring and will be working collaboratively to ensure efficiency and effectiveness.

C-PACE (Commercial Property Assessed Clean Energy) Financing Tool
The Deputy County Manager presented information regarding the C-PACE program, stating that it will be brought before the Board for consideration and approval. C-PACE is a financing tool available to commercial, industrial, and agricultural property owners to fund energy-efficient upgrades, renewable energy projects, and water conservation improvements without upfront costs. The program provides long-term, fixed-rate financing, which is repaid through a property tax assessment over a period of 10 to 30 years.

2:00 p.m. Commissioner Wilson left the retreat.

Budget Presentations
Bernita Campbell, Budget Director, provided an overview of the proposed budget. The FY2026 General Fund and SSD proposed budget is $287,797,000 up from the FY2025 adopted budget of $259,700,000, which is $28.1M in expenses higher or a 10.8% YoY increase.

Following a brief overview of the proposed budget, the Executive Directors came forward individually to identify the departments under their respective oversight. Each Executive Director presented their department's budget requests, outlining proposed allocations related to personnel needs and operational expenses.

3:50 p.m. Chair Harrell left the retreat.

During the retreat, the Board members' individual top three strategic goals were not addressed verbally. Instead, each member's selections were displayed on the wall for attendees to review. The following goals were identified:

Chair Carlotta Harrell

1. Foster the well-being and safety for all.
2. Build reliable, modern, and sustainable infrastructure.
3. Deliver standardized, financially efficient, and responsive services.

District II Commissioner Neat Robinson

1. Foster the well-being and safety for all.
2. Strengthen public trust, awareness, and understanding across multiple generations.
3. Enhance intergovernmental and intra-governmental communication, collaboration, and coordination for continuous improvement.

District I Commissioner Johnny Wilson

1. Foster the well-being and safety for all.
2. Strengthen public trust, awareness, and understanding across multiple generations.
3. Build reliable, modern, and sustainable infrastructure.

District III Commissioner Dee W. Anglyn III

1. Position Henry County as the self-sustaining economic hub in the metro region.
2. Build reliable, modern, and sustainable infrastructure.
3. Deliver standardized, financially efficient, and responsive services.

District IV Commissioner Michael T. Price

1. Strengthen public trust, awareness, and understanding across multiple generations.
2. Enhance intergovernmental and intra-governmental communication, collaboration, and coordination for continuous improvement.
3. Build reliable, modern, and sustainable infrastructure.

District V Commissioner Kevin J. Lewis

1. Build reliable, modern, and sustainable infrastructure.
2. Position Henry County as the self-sustaining economic hub in the metro region.
3. Deliver standardized, financially efficient, and responsive services.

Retreat concluded with adjournment at 4:45 p.m.

Carlotta Harrell, Chair

Stephanie Braun, County Clerk