

Hinesville - Liberty County 2026

Final Recommendations

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GeorgiaForward has been bringing together statewide thought leaders to talk about the future of Georgia since 2010.

From these conversations, the leadership-action program Young Gamechangers was born, and after twelve successful programs across the state, the work of Young Gamechangers has had over a \$35 million impact on the state of Georgia. We are proud to work with companies, governments, nonprofits, institutes of higher learning, and other business and civic leaders to grapple with their community’s most persistent challenges.

Since early 2026, 48 of Georgia’s best and brightest have been working in the City of Hinesville and Liberty County to develop big idea recommendations for community challenges. These young professionals, ages 25 to 40 and representing a variety of sectors across the state, were divided into working groups to address four challenge questions crafted by the local steering committee. Over the course of this eight-month program, they have worked for countless hours to learn, research, collaborate, and reflect on “game-changing” ideas. The recommendations that follow are the result of Georgia leaders thinking outside of the box to creatively solve problems for a community. This product would not be possible without the invitation to bring Young

Gamechangers to Liberty County by community leadership, the guidance of the local steering committee, the enthusiasm of the class, the willingness of local stakeholders to be open and honest, the engagement of our Young Gamechanger alumni, and the support of our sponsors.

Thank you to all who have played a part in making the 2026 Young Gamechangers program possible. GeorgiaForward and the Georgia Municipal Association are excited to see which recommendations most resonate with the community and which ones will be implemented first! We look forward to continuing our partnership as these ideas come to life over the next several years.

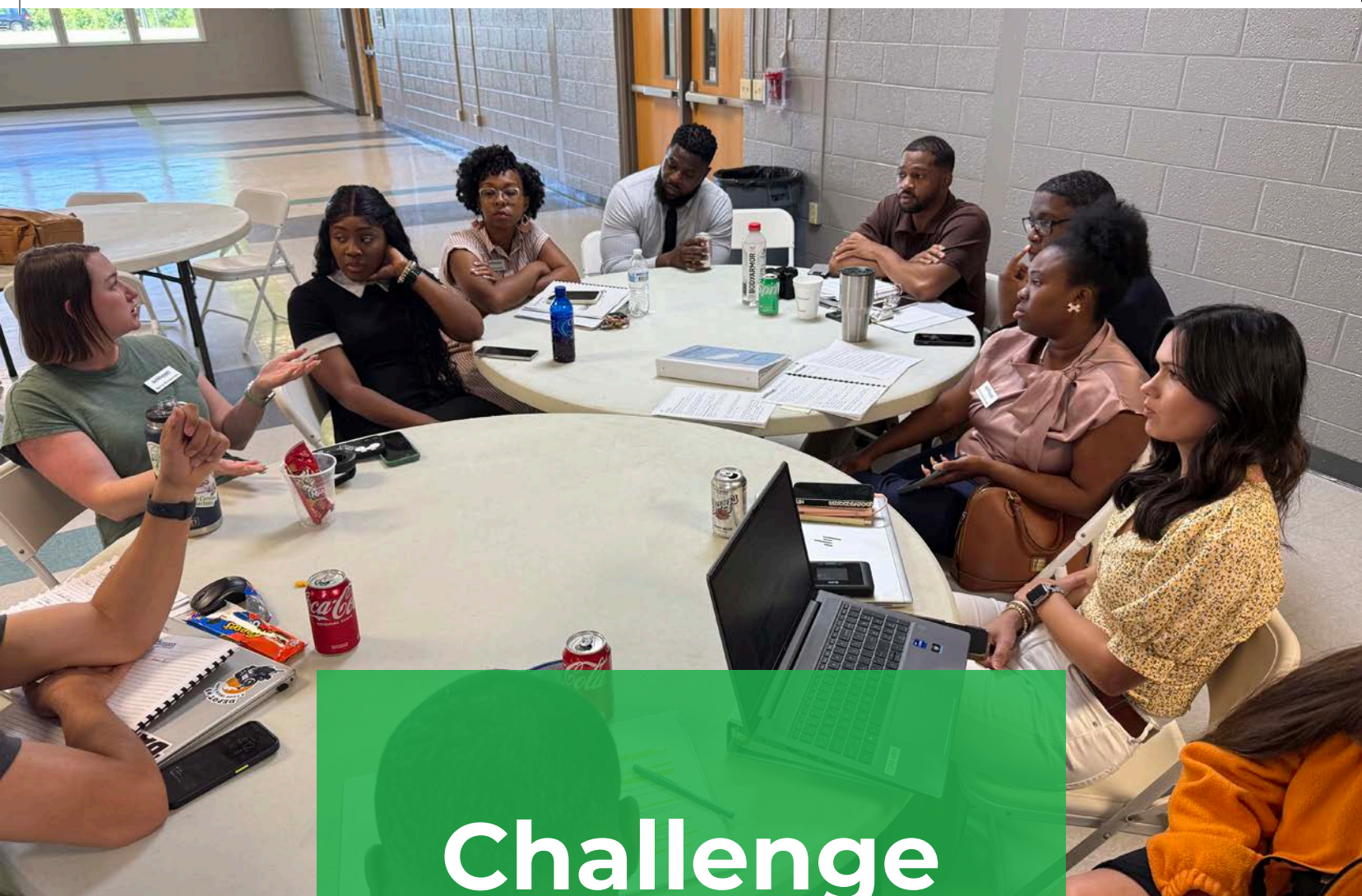

SADIE KRAWCZYK
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Challenge Questions

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How might Hinesville and Liberty County create community experiences and increase beautification efforts, including key gateways and public spaces, to create a compelling lifestyle that attracts and keeps young families?

SECTION 2 The Mad Hatters

How might Hinesville and Liberty County spark innovative solutions that remove barriers to economic advancement by increasing access to skills, resources, and pathways to financial stability, ultimately building a more equitable community where all residents can thrive?

SECTION 3 The Chalkboard Collective: A Liberty Education Collaborative

How might the broader Hinesville and Liberty County community work together inside and outside the classroom to improve educational outcomes for K-8 students?

SECTION 4 Launch Liberty

How might Hinesville and Liberty County leverage cultural and historical heritage, natural landscapes, and creative talent to expand entrepreneurial pathways and small business supports for current residents and future talent?



Section 1

Liberty Rising Collaborative

Challenge Question:
How might Hinesville and Liberty County create community experiences and increase beautification efforts, including key gateways and public spaces, to create a compelling lifestyle that attracts and keeps young families?

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Liberty Rising Collaborative

Introduction

Liberty County is rich with assets that contribute to its unique character, including its diverse communities, natural resources, local culture and history, and growing network of public spaces and destinations. While these assets provide a strong foundation, there is an opportunity to better connect them and the people who call Liberty County home. Through three complementary initiatives - **The Vibe Loop Initiative**, **Liberty Hydro Plan**, and **Liberty Voices** - Liberty County can build a more connected, vibrant, and welcoming community. Together, these initiatives respond directly to resident feedback

from the countywide Transit Development Plan by improving connectivity, enhancing public spaces, celebrating local culture and history, strengthening environmental resilience, and ensuring community voices remain at the center of future projects.

The Vibe Loop Initiative reimagines transportation as more than a means of getting from place to place. Built around the pillars of Move, Experience, and Care, the initiative enhances transit connections, pedestrian infrastructure, and access to destinations while transforming transit corridors into community



Team Members

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spaces through public art, local storytelling, recreation, beautification, and stewardship. By connecting residents to jobs, parks, businesses, culture, and one another, the initiative creates a stronger sense of place and community pride.

The **Liberty Hydro Plan** turns stormwater management into an opportunity for placemaking and community identity. Through a flagship Liberty Rain Common and a network of Micro Hydro Commons throughout the county, the plan creates attractive public gathering spaces that improve drainage, celebrate local history, showcase native landscapes, and provide educational and cultural experiences. These spaces strengthen community pride while supporting long-term environmental resilience and economic development.

The **Liberty Voices** initiative establishes a resident-led framework for community engagement and collaboration. Through district-based boards and a countywide advisory committee, residents will help shape beautification, placemaking, safety, and cultural projects while serving as a direct connection between local communities and decision-makers throughout the county. By capturing local knowledge and encouraging broad participation, Liberty Voices ensures that community priorities continue to guide future investment and growth.

Together, these initiatives create a shared vision for Liberty County where transportation, public spaces, environmental stewardship, culture, and community pride work together to improve quality of life, strengthen local identity, and build a more connected future.



Hinesville - Liberty County 2026: Liberty Rising Collaborative

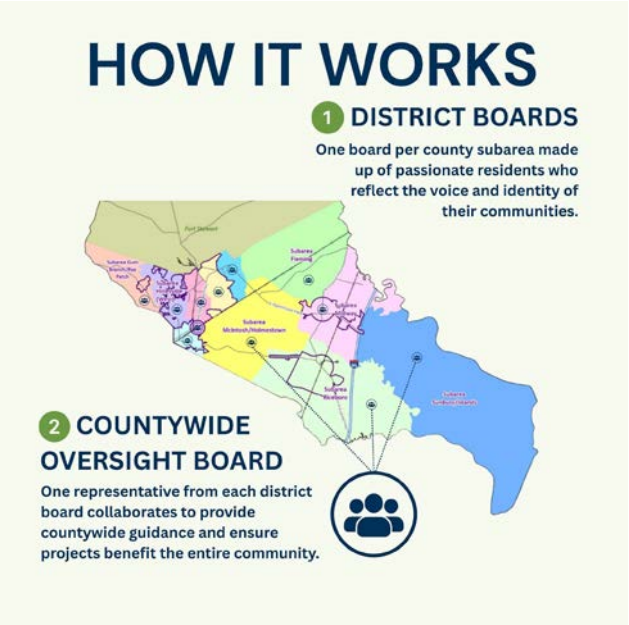
Big Idea #1: Liberty Voices

Description

Liberty County is home to many organizations, departments, boards, and initiatives working to improve the community, but resident voices can sometimes become disconnected from planning and implementation efforts. Liberty Voices creates a consistent framework for community participation, giving residents a stronger connection to local government while helping leaders better understand neighborhood priorities. Based on the Neighborhood Planning Unit model, the program establishes a community board for each county subarea, supported by a countywide advisory board made up of district representatives. Bylaws and a consistent structure will help ensure coordination among districts and local governments.

Rather than focusing on land use or development review, Liberty Voices centers on beautification, placemaking, community identity, public spaces, and other resident-driven priorities. Residents, historians, longtime community members, business owners, and youth will have opportunities to identify local needs, share their communities' stories,

and help guide future investments. By creating a direct connection between neighborhoods and local governments, Liberty Voices can encourage volunteerism, increase public participation, strengthen partnerships, and ensure community voices remain part of shaping Liberty County's future.



Scope of the Initiative

Liberty Voices is a long-term community engagement program that establishes resident advisory boards throughout Liberty County to strengthen communication between neighborhoods, municipalities, and county government. The program includes district-based community boards, a countywide advisory board

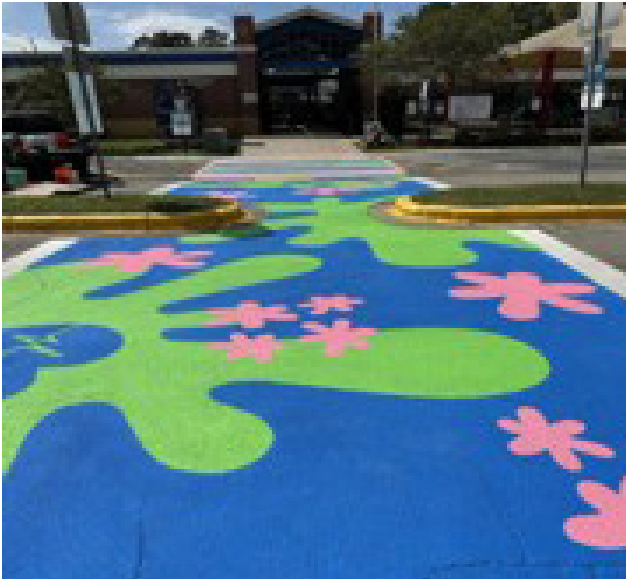
to oversee progress and administrative needs, and the policies and procedures necessary to support consistent operations.

Each district board will include seven appointed residents who conduct neighborhood assessments, gather community input, develop vision plans, and

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Big Idea #1: Liberty Voices

help identify projects and priorities. Together, these boards will create an ongoing connection between residents and local governments, ensuring that



Crosswalk at Hartsfield Elementary School, Tallahassee, FL

community perspectives remain part of the planning and implementation process



Action Steps & Timeline

Timeline	Goal	Action Steps
Short-term: Year 1	Creation of Boards	Create the Bylaws, operational procedures and have a legal review completed.
		Identify the districts.
		Conduct Community outreach and create an application for interested residents.
		Select board members and create community surveys.

Timeline	Goal	Action Steps
Medium-term: Year 2-3	Project Funding / Public Engagement	Districts conduct meetings regularly in accordance with Bylaws and determine first placemaking projects.
		County board leaders meet annually to ensure county wide progress and support.
		County to determine annual funding for placemaking projects.
		Districts to apply and spearhead projects throughout communities.
Long-term: Years 3+	Focusing on sustaining program	Creation of community priority and impact report.
		Integrate recommendations into county planning efforts.

Budget

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Program Coordinator (Part-Time)	\$20,000 - \$40,000	Annual	This program will need a central means of communicating goals, meeting times, projects/financial reporting. This position could be an additional position through the County, or a portion of existing staff time.
Operations and Marketing	\$3,000-\$5,000	Annual	Marketing: Creation of the logo, flyers, and surveys. Operations: Meeting supplies, printed materials, and meeting space rentals.
Legal Expenses	\$1,000-\$3,000	One time	Creation of ByLaws, operating procedures.
Liberty Voices Grant Program	\$30,000	Annual	Creation of a \$2,500 placemaking grant; these funds could be applied for by the boards, applications to be approved by the county, and funds distributed. These funds could be derived from the County's Hotel/Motel tax funds.

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Big Idea #1: Liberty Voices

Possible Funding Sources

Funding Source	Funding Type	Estimated Amount, if Known
Liberty County Hotel/Motel Tax Funds	Tax	\$30,000
T-Mobile Hometown Grant	Grant	\$50,000 max award
Keep America Beautiful Grants	Grant	\$5,000

Stakeholders, Partnerships & Resources

Stakeholder/Partner	Involvement Type
Liberty County Government	Implementation, Funding
Municipal Governments	Advisory
Neighborhood Associations	Partner
Chamber of Commerce	Advisory
Keep Liberty County Beautiful	Advisory, Partner
Arts Council	Advisory, Partner
Department of Community Affairs	Advisory, Funding
Coastal Regional Commision	Advisory, Funding

Expected Impact

Impact Area	Expected Impact
Twelve district Boards created	Serving residents in every part of the County
Seven to Twelve placemaking projects completed per year	Up to \$30,000 of public investment annually

Impact Area	Expected Impact
One potential part-time job created	\$20,000-\$40,000 annual expense with increased oversight, compliance and longevity.
Increased Public Trust	Public engagement with local government
Improved Resident participation	Increased volunteerism
Greater City and County pride	Community buy-in
Stronger Partnerships between local governments	Improved connection between municipalities

Measures of Success

Measure of Success	Metric Type	Target or Goal
Number of board participants	Quantitative	84 (7 members on each district board)
Liberty Voices Board	Quantitative	1 Representative per municipality to create a central board to report to County Commissioners
Attendance to meetings	Quantitative	75% attendance rate
Projects Completed	Quantitative	Seven to Twelve per year
Resident Surveys Completed	Quantitative	At least one survey every year
Community Satisfaction	Qualitative	Increased annually

Big Idea #2: The Vibe Loop Initiative



AI-generated design concept illustrating the proposed recommendation for the community gateway.

Description

Transportation, placemaking, and connectivity serve as the backbone of a thriving community. The Vibe Loop Initiative reimagines public transit and connectivity as more than transportation. It transforms bus stops, sidewalks, and transit corridors into community spaces that connect residents to jobs, parks, local businesses, culture, history, and one another. This initiative is built around three simple but powerful pillars: **Move**, **Experience**, and **Care**.

Together, these pillars build a framework for a more connected, vibrant, and inclusive Liberty County for residents, businesses, and visitors alike.

The first pillar, **Move**, focuses on creating a more connected transportation network by enhancing existing bus routes, exploring microtransit opportunities, improving regional connections, and investing in safer sidewalks and pedestrian

infrastructure. This pillar focuses on making access to life easier, regardless of where they live. The second pillar, **Experience**, reimagines transit corridors as destinations rather than simply pathways. Through local storytelling, local business experiences, and public recreation spaces, the Vibe Loop Initiative celebrates the unique identity of the Hinesville demographic while creating memorable spaces that residents and visitors can enjoy. The third pillar, **Care**, focuses on beautification, stewardship, and community pride. By investing in the appearance, safety, and maintenance of public spaces, the initiative helps create a cleaner, safer, and more

inviting environment for everyone. Together, the three pillars establish an approach to transportation and placemaking that extends beyond infrastructure improvements creating a lasting effect on residents and visitors of Hinesville and Liberty County. By investing in both the appearance and functionality of public spaces, in both appearance in and functionality of public spaces, the Vibe Loop Initiative seeks to transform transit corridors into vibrant communities assets that improve the quality of life for residents and enhance Hinesville's image as welcoming, connected, and embracing the past and a forward-looking community..



Street art at the intersection of Linden Avenue and Whitelock Street, Baltimore, MD

Scope of the Initiative

This initiative was developed in response to feedback from more than 1,000 residents surveyed by the City of Hinesville and Liberty County during the development of the 2024 Transit Development Plan (TDP). The data showed that more than half of transit riders rely on the system for everyday needs, including work-related trips (37%) and shopping

(19%), while 44% also use transit for recreational activities. Residents expressed a desire for improved transportation, enhanced beautification, and more opportunities to experience the community's unique culture and identity, while public stakeholders and peer agencies recognized the need for a coordinated regional transit network. Building on these priorities,

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Big Idea #2: The Vibe Loop Initiative

the initiative creates an opportunity for Hinesville and Liberty County to develop their own version of a “Renaissance Tour,” where transportation, public spaces, art, and community pride work together to better connect people and places.



Union Square at Exchange Street Bus Stop, Boston, MA

At its core, the initiative reimagines public transit as more than a means of transportation by improving both the rider experience and access to destinations throughout the county. Modernized services, including microtransit and express routes to key locations, would improve connections to employment centers, medical facilities, schools, parks, shopping areas, and other essential destinations while expanding equitable access to underserved and low-income neighborhoods. Existing transit infrastructure and sidewalks would be used to better connect destinations throughout Hinesville and encourage ridership from surrounding communities. These connections would be further enhanced through an Arts and Culture Multi-use Trail, transforming underused sidewalks into safer, better-lit, and more inviting spaces for both transportation and recreation. Local artists would help tell the story of Hinesville and Liberty County through murals,

sculptures, and public art at transit stops, shelters, sidewalks, and gathering spaces, while the region’s military heritage could be celebrated through creative displays incorporating repurposed and decommissioned military equipment. Beautification efforts—including landscaping, improved lighting, streetscaping, pedestrian signage, enhanced crosswalks, trash receptacles, and cigarette disposal stations—would further create cleaner, safer, and more welcoming transit corridors, parks, and public spaces through partnerships with organizations such as Keep Liberty Beautiful and Liberty Transit.



AI-generated design concept illustrating the proposed recommendation for the downtown Hinesville corner



Painted Floral Street mural, Downtown Foley, AL

Most importantly, the initiative establishes a framework for collaboration among local governments, nonprofits, businesses, artists, and community organizations around a shared vision for the future. Transit infrastructure can also serve as a platform for promoting local businesses, cultural destinations, City parks, programs, activities, and new developments, while advertising opportunities on buses, benches, and transit stops could generate revenue to help support infrastructure improvements. By increasing accessibility and pedestrian activity, the initiative can encourage greater participation

in local businesses and community events such as farmers markets, fundraising efforts, and Ricefest, while attracting new businesses and investment—particularly within downtown Hinesville. Like other successful connectivity and placemaking efforts, this coordinated approach has the potential to strengthen the local economy and tax base while creating a more connected, beautiful, accessible, and vibrant community for residents, visitors, families, businesses, and future investment.



AI-generated design concept illustrating the proposed recommendation for potential walk path with cyclist and runner.

Action Steps & Timeline

Timeline	Goal	Action Steps
Short-term: Year 1-3	Baseline development and residential need determination	Current ridership determination Residential surveys Catalog of deteriorating infrastructure and transit needs Design PR campaign media for Liberty County Parks and Rec. and City of Hinesville programs and events Begin reaching out to local influencers and businesses to increase advertising efforts for local events and programs

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Big Idea #2: The Vibe Loop Initiative

Timeline	Goal	Action Steps
Medium-term: Year 4-8	Funding procurement for infrastructure installation and beautification	Complete grant and loan applications Determine local business partnerships and advertisement interest Allocation of existing City/County funds which can be placed toward the infrastructure improvements Artist applications and determination Installation of minor transit improvements (ads, trash, art, ADA accommodations, local business ads, safety measures, lighting, landscaping, etc.) Streetscaping along existing corridors, crosswalk art, signage installation, lighting improvements Distribution of PR campaign media Intersection safety improvements
Long-term: Years 8+	Infrastructure Installation	Engineering procurement and design GDOT permitting Multi-use trail construction Transit system rerouting and shelter installation, crosswalk installation, sidewalk installation and improvements Continued streetscaping along improved corridors Mural and sculpture installations Conduct pop-up events to bring attention to completed construction projects and encourage residential use along beltline loop

Budget

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Sidewalk Improvements	\$200,000	One time engineering and construction cost	Cost is based upon approximately 6,700 LF of existing sidewalk which need improvements to establish safer pedestrian access along smaller roads to the beltline
Sidewalk Installation	\$300,000	One time engineering and construction cost	Cost is based upon approximately 7,500 LF of concrete sidewalk to connect residential areas to the existing sidewalk in downtown Hinesville. Recommended maps of beltlines to be provided for final report.
Multi-use Trail Installation	\$11,800,000	One time engineering and construction cost	Cost is based upon installation of approx. 78,400 LF multi-use trail along the following corridors: 15th Street, Elma G. Miles, Veterans Parkway, N. Main Street, E. General Stewart Way, and Oglethorpe Highway. We've also included a multi-use trail through the proposed Hack's Pasture development from Oakcrest to the intersection of Courtland Drive and Oglethorpe Hwy. Recommended maps of beltlines to be provided for final report.
Crosswalk Installations	\$120,000	One time engineering and construction cost	Cost is based upon 7 crosswalk installations across Elma G. Miles and Oglethorpe Hwy. Assumption that traffic studies will need to be conducted to add crosswalks across highways.
Crosswalk Art Installation	\$65,000	One time engineering and construction cost	Cost is based upon crosswalk art installations at the following intersections: MLK Jr Dr. and N. Main Street; N. Main Street and E. General Stewart Way; & E. General Stewart Way and E. Oglethorpe Hwy.
Crosswalk Art Refresh	\$15,000	Every 3 years	Cost assumes that the existing art will not be changed, but refreshed.
Pedestrian Lighting & Beacons	\$2,300,000	One time engineering and construction cost	

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Big Idea #2: The Vibe Loop Initiative

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Intersection Improvements	\$90,000	One time engineering and construction cost	Three intersections are particularly dangerous for pedestrian access and will be improved with increased visibility, adjusted signal patterns, and visual warning art. Assumption that traffic studies will need to be conducted to make these improvements.
Transit Shelters	\$100,000	One time engineering and construction cost for each shelter (may be incurred if transit loops are adjusted)	Based upon installation at existing bus stops as well as proposed stops along micro-loops and the express route to Richmond Hill and Savannah
Main Street Signage	\$10,000	One time engineering and construction cost	Signs to direct pedestrians, visitors, and new residents to Main Street, parking, and public areas
Bus Shelter Beautification and Maintenance	\$25,000 - initial Cost ~\$10,000 - annually	One time engineering and construction cost and annual incurrence	Annual cost only includes labor to maintain clean shelters and buses, landscaping, and updates to media
Streetscaping	\$3,800,000	One time cost	Estimated street and landscaping along improved corridors and existing sidewalks which require visual separation from road
Public Art - Murals & Sculptures	\$1,000,000	One-time cost	Assumption that a local artist will be selected for sculptures and murals. Also assumed that the HDDA is already planning to install murals and art downtown, so this plan includes only public art installation along improved corridors

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Local Transit Advertisements	\$1,000 per ad in bus \$800 per bus shelter ad	Monthly Revenue	Cost should be incurred by Local businesses as ad revenue for the City - to be placed on the buses as well as at the transit shelters
Park, Transit, and Events PR Campaign	\$1,800	Biannual Updates as required for seasonal events	Assumptions that the Parks and Recreation budget may contribute to this item to promote their events and programs
Bus Maintenance	\$50,000	Annual cost	Estimated cost to maintain an additional 7 buses on top of the existing 3 bus fleet
Transit Personnel	\$500,000	Annual cost	Estimated cost to hire 8 new bus drivers for increased transit frequency and microloops
Bus Wrap Beautification	\$3,500-\$5,000	One Time	Estimated cost for one bus to be wrapped with a local artist's design.

Possible Funding Sources

Funding Source	Funding Type	Estimated Amount, if Known
Special Purpose Local Option Sales Tax	Local Government	1%-2% of Funds
State and Local transit funds	Taxes	Unknown
Local Business Partnerships/Advertising Income	Ad Revenue	\$500 per bus ad/\$800 per shelter ad
TIFIA Rural Project Initiative (RPI)	Loan Program	Will fund 49% of the total projects
Transit Trust Fund Program (TTFP)	Grant	Match
Vibrant Communities Grant - GA Council for the Arts	Grant	\$1,000-\$5,000 grants with 50% match
Transportation Alternatives Program (TAP) - GDOT	Grant	\$1,000,000 award with 20% match
Roadside Enhancement & Beautification Council (REBC) - GDOT	Grant	\$50,000 grant with no required match

Hinesville - Liberty County 2026: Liberty Rising Collaborative

Big Idea #2: The Vibe Loop Initiative

Funding Source	Funding Type	Estimated Amount, if Known
Recreational Trails Program (RTP) - GADNR	Grant	\$200,000 grant with 20% match
Georgia Outdoor Stewardship Grant (GOSP) - GADNR	Grant	\$500,000-\$3M grant with 25% match
Land & Water Conservation Funds (LWCF) - GADNR	Grant	\$25K-\$750K grant with 50% match

Stakeholders, Partnerships & Resources

Stakeholder/Partner	Involvement Type
Liberty County Board of Commissioners	Partner
City of Hinesville	Funding
Liberty Transit	Advisory / Funding
GDOT	Funding / Advisory
Keep Liberty Beautiful	Partner
Fort Stewart	Partner
Liberty County Chamber of Commerce	Partner

Expected Impact

Impact Area	Expected Impact
Transporation	Increase of ridership
Public Art Installation	Create micro art trail with murals and sculptures
Local Business Marketing	Able to highlight 30 local business annually, higher exposure to business that went through the incubator

Impact Area	Expected Impact
Rider Satisfications	Satisfying 50% of the survey results needs and wants
Tourism	Higher visitor traffic in the downtown corridor

Measures of Success

Measure of Success	Metric Type	Target or Goal
Ridership Data	Quantitative	30% increase in ridership - 6% annually
Decreasing Litter	Qualitative	By increasing public access to waste bins/ strengthening wait times, residents will litter at bus stops less
Route Frequency	Quantitative	30 minute frequency or less
Resident Satisfaction	Qualitative	Increased satisfaction with public transit access and pedestrian safety, accessibility, and beautification.
Increased Public Art	Quantitative	Increase public art along trail/bus routes by 30%
Decrease car dependency when attending events	Qualitative	Strengthening bus routes/trail connections throughout the county will decrease the need for single rider car use
Decreased Pedestrian Accidents along Sidewalks / Roadways	Quantitative	Reduce pedestrian accidents caused by unsafe/ADA- noncompliant infrastructure along public sidewalks/roads by 10%

Big Idea #3: Liberty Hydro Plan

Description

Coastal areas are experiencing an increase of flooding and stormwater drainage issues as the climate changes and becomes more turbulent. The Liberty Hydro Plan will focus on combining the need for stormwater management with beautiful artwork and design. During rain events, identified spaces will become more dynamic, with water and sound features that subtly reflect community voices and stories as part of the environment.



Historic Fourth Ward Park, Atlanta, GA

The Liberty Hydro Plan creates a flagship Liberty Rain Common in downtown Hinesville and a network of “Micro Hydro Commons” throughout communities such as Riceboro, Midway, Flemington, Walthourville, and Allenhurst. Each space will reflect the unique history and character of its community while contributing to a unified Liberty County experience. Using tools such as GIS, LiDAR, and

FEMA flood mapping, the county can identify low-lying and flood-prone areas—including locations impacted by the 2024 storms—and prioritize improvements before future flooding occurs. Inspired by successful spaces such as Bryant Commons Park and Historic Fourth Ward Park in Atlanta, these commons can transform underused or flood-prone areas into attractive green spaces that collect and manage stormwater runoff, including runoff from developments that were designed independently of the county’s larger stormwater system. In addition to reducing potential damage to roads and property, the spaces will provide areas for recreation, families, and community events while improving beautification, strengthening community pride, supporting economic development, attracting families, and creating a distinctive sense of place across Liberty County.



“RiverScape” by Joshua Wiener, Ann Arbor, MI

Scope of the Initiative

The Liberty Hydro Plan is a countywide initiative in Liberty County that turns rainfall and stormwater from an overlooked challenge into a community asset that improves public spaces and strengthens local identity. Beginning with the current Hinesville splash pad’s improvements, to a scalable countywide project, this plan will outline key features for future locations, safety needs and how to incorporate local history and art to create unique greenspaces that are still connected through purpose.

The plan will identify potential locations for future Micro Hydro Commons based on flood zones, available green space, and opportunities to improve stormwater management and erosion control through native landscaping. It will also highlight Liberty County’s natural landscapes and explore improvements to the existing Hinesville splash pad, including added safety features such as physical barriers, painted vertical bollards, native plantings, shade, and artwork that celebrates the city’s history. Designed for year-round use, the Hydro Commons will provide opportunities for recreation, education, and community engagement. Through the “Stories of Liberty” program, residents—including Gullah Geechee storytellers, veterans, fishermen, and longtime community members—can share oral

histories that are preserved through listening stations within each Common. Native plants and ecosystem identification, supported by interpretive signage and partnerships with organizations such as Keep Liberty Beautiful, will further educate visitors about Liberty County’s waterways and ecosystems while encouraging conservation, community stewardship, and local pride.



Nashville Centennial Park Tour, Nashville, TN

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Big Idea #3: Liberty Hydro Plan

Action Steps & Timeline

Timeline	Goal	Action Steps
Short-term: Year 1	Planning and Design	Site selections throughout the county Planning and design for each site Community surveys
Medium-term: Year 2-3	Construction of Flagship Location	Create bid documents and post listing to ensure fair competition Construction of the flagship location
Long-term: Years 3+	Construction of County-wide Locations	Select each additional site as work nears completion at the previous site Continually apply for grant funding to supplement project costs Conduct impact surveys on water management successes and community satisfaction

Budget

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Planning and Design	\$180,000-\$300,000	One time	Designing all of the locations at once will help reduce design and preliminary engineering costs
Flagship Location Build	\$850,000-\$1,350,000	One time	Construction of a larger flagship location to showcase a united Liberty County vision
County-wide Projects	\$1,000,000-\$1,500,000	One time	Construction of the smaller county-wide locations
Maintenance	\$120,000-\$200,000	Annually	Maintenance and upkeep of all locations, size and design of each location would increase variability of costs per location

Possible Funding Sources

Funding Source	Funding Type	Estimated Amount, if Known
Special Purpose Local Option Sales Tax	Local Government Budget	1%-2% of Funds
Hotel/Motel Tax	Local Government Budget	2% of funds
GA Outdoor Stewardship Program- GA DNR	Grant	\$500,000-\$3,000,000 award, with 25% match
Land Water Conservation Fund- GA DNR	Grant	\$25,000-\$750,000 award with 50% match

Stakeholders, Partnerships & Resources

Stakeholder/Partner	Involvement Type
Liberty County Board of Commissioners	Advisory
County Parks and Recreation	Implementation
County Stormwater and Public Services	Implementation
Ga Department of Natural Resources	Funding / Advisory
Municipal Leadership	Advisory / Implementation
Arts Council	Advisory / Partner
Local Historians/ Community Elders	Partner

Expected Impact

Impact Area	Expected Impact
Parks and Recreation	Increased acreage of greenspace available to residents
Public Health	Increased outdoor recreation with both passive/active elements at each location
Sustainability	Reduced runoff and erosion county wide; Increased biodiversity and ecosystem health through native plant coverage

Hinesville - Liberty County 2026: Liberty Rising Collaborative

Big Idea #3: Liberty Hydro Plan

Measures of Success

Measure of Success	Metric Type	Target or Goal
Runoff Mitigation Surveying	Quantitative	35% flash flooding in floodzones decreased
Community Satisfaction Surveys	Qualitative	Increased satisfaction in parks / recreation availability and local storytelling
Soil Stabilization Surveying	Quantitative	Achieve 100% reduction in soil displacement and visible erosion along parks pathways

Acknowledgements

Name/Organization	Role or Affiliation	Contribution
Dr. Karen Bell	Keep Liberty County Beautiful	Interview
Residents of Hinesville / Liberty County	Community members and survey participants	Provided community input through surveys and engagement activities that identified transportation, beautification, connectivity, safety, and quality-of-life priorities.
Leah Poole	Liberty County Chamber of Commerce / Arts Council Chair	Interview
City of Hinesville	Local government	Shared local context, community plans, transportation information, and insight into existing transit services, public spaces, and infrastructure needs.
Mayor Karl Riles	Hinesville Mayor / Local Mentor	Interview/Guidance/Site Visit
Liberty Transit	Public transportation provider	Helped the team understand the existing transit network, rider experience, service coverage, bus stops, and potential opportunities for route enhancement, microtransit, and express service.
Joseph Mosley	Liberty County Government	Interview

Citations

Art of Rain, Water Wheel <https://artofrain.com/product/water-wheel-artspout-1/>

Atlanta Beltline <https://beltline.org/learn/progress-planning/>

Benefits of Green Infrastructure, U.S. Environmental Protection Agency Website, 12/2025 <https://www.epa.gov/green-infrastructure/benefits-green-infrastructure>

Centennial Park Conservancy, Walking Audio Tour Map <https://www.conservancyonline.com/walking-audio-tour>

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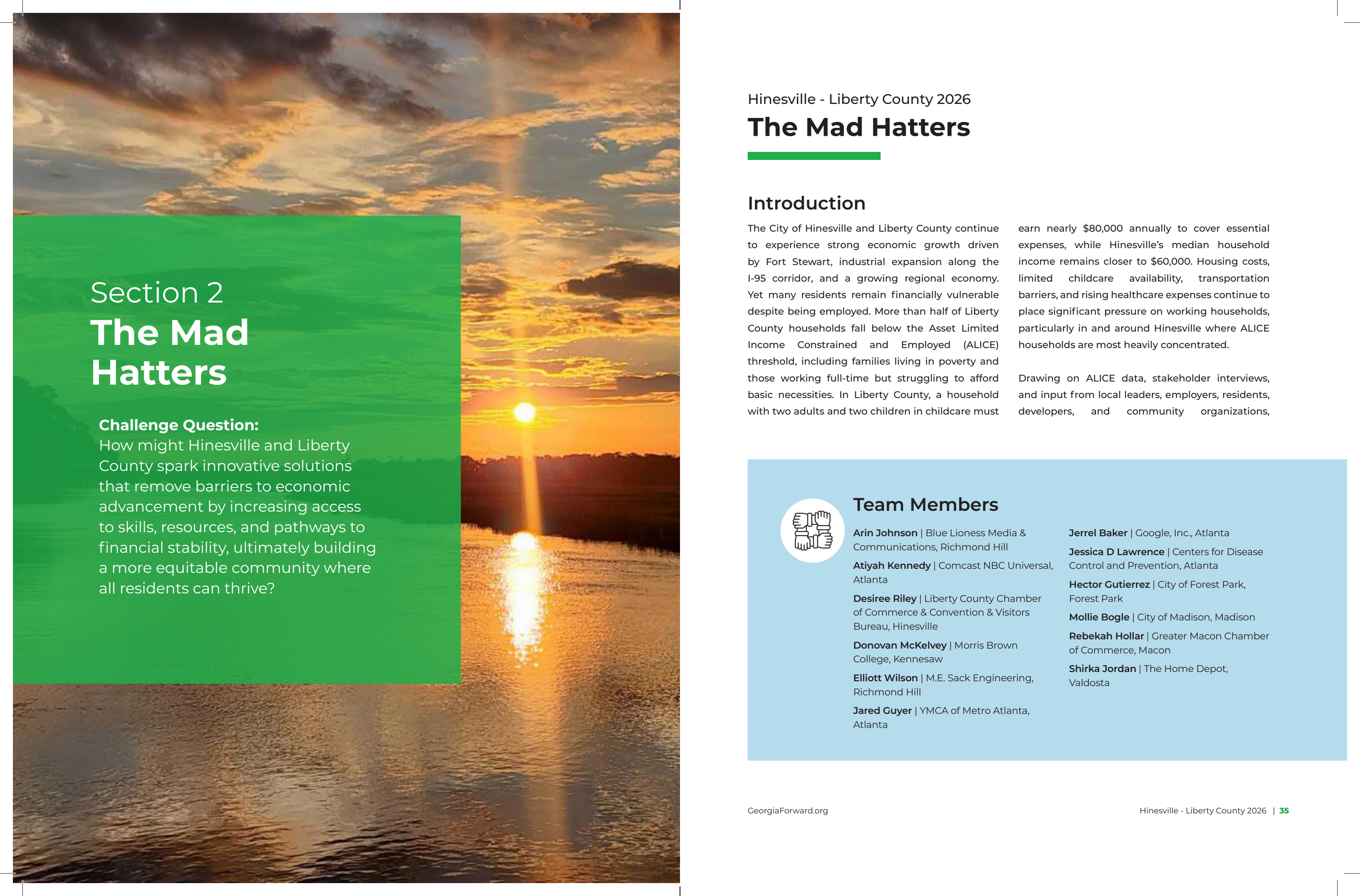
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Section 2

The Mad Hatters

Challenge Question:
How might Hinesville and Liberty County spark innovative solutions that remove barriers to economic advancement by increasing access to skills, resources, and pathways to financial stability, ultimately building a more equitable community where all residents can thrive?

Hinesville - Liberty County 2026

The Mad Hatters

Introduction

The City of Hinesville and Liberty County continue to experience strong economic growth driven by Fort Stewart, industrial expansion along the I-95 corridor, and a growing regional economy. Yet many residents remain financially vulnerable despite being employed. More than half of Liberty County households fall below the Asset Limited Income Constrained and Employed (ALICE) threshold, including families living in poverty and those working full-time but struggling to afford basic necessities. In Liberty County, a household with two adults and two children in childcare must

earn nearly \$80,000 annually to cover essential expenses, while Hinesville’s median household income remains closer to \$60,000. Housing costs, limited childcare availability, transportation barriers, and rising healthcare expenses continue to place significant pressure on working households, particularly in and around Hinesville where ALICE households are most heavily concentrated.

Drawing on ALICE data, stakeholder interviews, and input from local leaders, employers, residents, developers, and community organizations,



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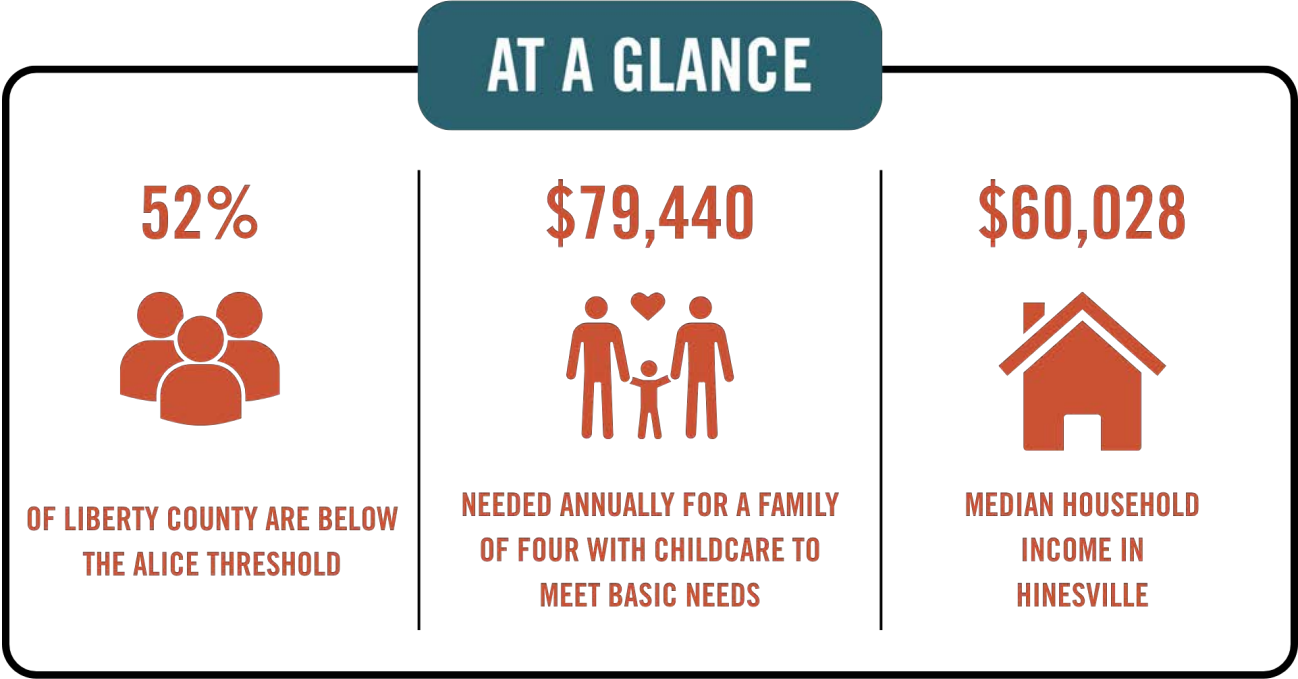
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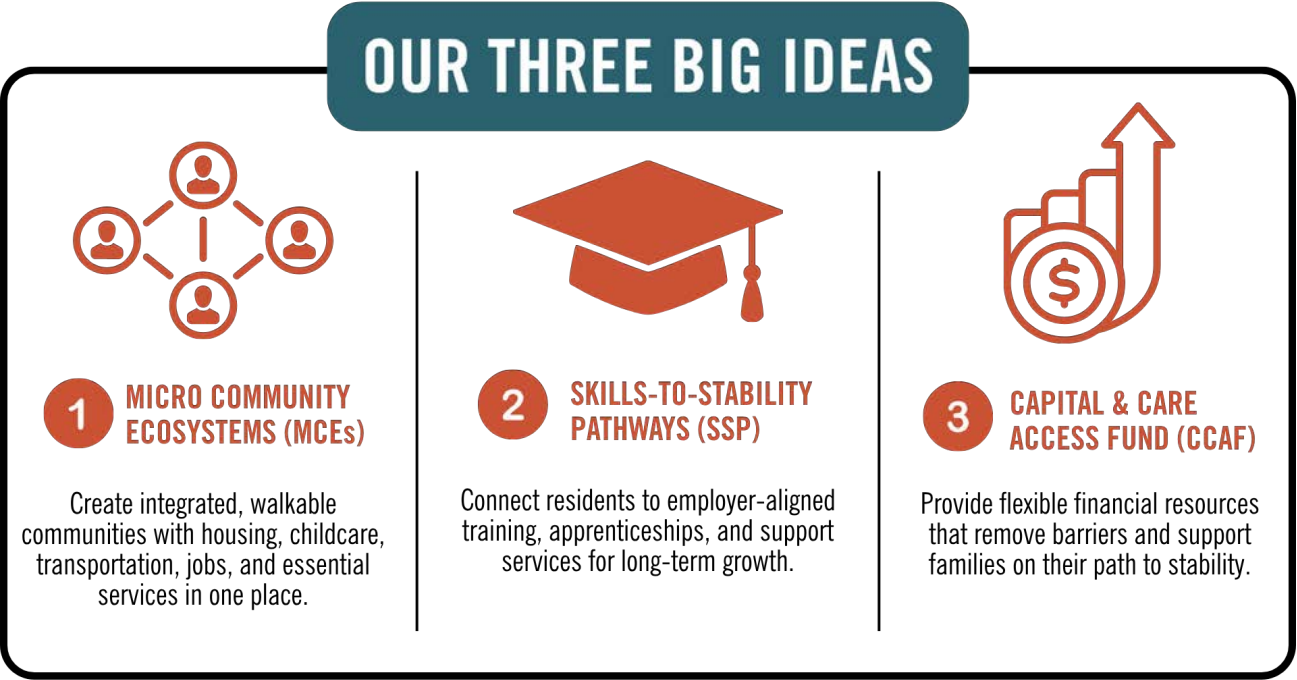
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three complementary strategies emerged to address these interconnected challenges. Micro-Community Ecosystems (MCEs) would create mixed-income, neighborhood-scale developments that integrate housing, childcare, workforce access, transportation connections, and essential services. Skills-to-Stability Pathways (SSPs) would leverage existing assets such as Georgia Southern University, Liberty College & Career Academy, WorkSource Georgia, and major employers to connect residents to apprenticeships, training, and family-supporting

careers. Capital & Care Access Fund (CCAF) would provide flexible, gap-filling financial assistance to ALICE households facing childcare, housing, transportation, or other financial barriers. Together, these integrated approaches are designed to connect residents to opportunity, increase household resilience, and create a stronger foundation for long-term economic success across Liberty County.



Big Idea #1: Micro-Community Ecosystems



Description

Micro-Community Ecosystems (MCE) is a place-based economic mobility strategy that brings housing, childcare, workforce opportunities, transportation access, and essential services together within walkable, mixed-income neighborhoods. The concept responds directly to conditions in Liberty County, where 52% of households live below the ALICE threshold and many working families face interconnected barriers that cannot be solved through a single program or service. Stakeholder

conversations with local government leaders, residents, developers, and economic development partners consistently identified housing affordability, childcare access, transportation challenges, and workforce connectivity as among the most significant obstacles to long-term financial stability. By bringing these resources closer together, the model reduces both the cost and complexity of accessing opportunity.

Designed primarily for ALICE households, working families, military-connected residents, young adults entering the workforce, and older adults on fixed incomes, the initiative seeks to help households move from financial survival toward long-term stability. The need is particularly acute among younger and older residents, with 71% of households led by individuals under 25 and 57% of those led by individuals age 65 and older falling below the ALICE threshold. Rather than serving as a traditional

affordable housing development, MCE is envisioned as a long-term community investment that leverages partnerships, existing assets, and future development opportunities to create measurable improvements in economic mobility. Beginning with a pilot project, the approach offers Liberty County an opportunity to build a legacy investment focused not simply on housing, but on creating a community designed around economic opportunity and household resilience.



Scope of the Initiative

Micro-Community Ecosystems (MCE) would begin with a pilot community in or near Hinesville, intentionally located near employment centers, schools, healthcare services, transportation networks, and other daily destinations. Designed to support ALICE households and working families facing multiple barriers to economic mobility, the pilot would focus on reducing the costs and challenges associated with housing, childcare, transportation, and access to opportunity. Potential locations identified for further evaluation include

the historic Hineshaw School property, a 1.85-acre site in downtown Hinesville currently undergoing stabilization and preservation efforts; portions of the proposed Hack's Pasture development area, where nearly 2,000 acres are planned for phased residential growth and community amenities; and development-ready property marketed through the Liberty County Development Authority. These locations offer varying advantages, from downtown connectivity and cultural significance to larger-scale development opportunities that can demonstrate

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Big Idea #1: Micro-Community Ecosystems

how housing, services, and economic opportunity can be integrated while preserving community assets and quality of life.

Rather than functioning as a traditional affordable housing development, the pilot would combine a mix of affordable, workforce, and market-rate housing with accessible childcare, workforce training and employment connections, healthy food access, community gathering spaces, and resource navigation services. The concept emerged directly from conversations with Liberty County residents, local leaders, economic development partners, and developers who consistently identified these issues as interconnected challenges. The approach also draws lessons from successful models such as Atlanta’s East Lake and other Purpose Built Communities initiatives, adapting relevant practices while creating a solution tailored specifically to Liberty County’s needs, assets, and identity. Depending on the selected site, implementation could incorporate preservation and adaptive reuse strategies at Hineshaw School that leverage its historic and cultural significance, while development at Hack’s Pasture or LCDA-owned property could demonstrate smart-growth approaches such as conservation design, clustered development patterns, integrated greenspace networks, and the permanent protection of environmentally sensitive areas to balance growth, environmental stewardship, and long-term community value.

Implementation would require a coordinated public-private partnership involving Liberty County, the City of Hinesville, the Liberty County Development Authority, the Hinesville Downtown Development Authority, employers, developers, educational and childcare providers, healthcare organizations, Fort Stewart, and community-based organizations. While the initiative begins with a single pilot to demonstrate impact and refine the model, it is intended as a scalable strategy that could be replicated in other parts of Hinesville and throughout Liberty County over time. Success would be reflected in improved housing stability, greater access to childcare and employment, reduced transportation burdens, and stronger household financial resilience. Together, these integrated approaches are designed to connect residents to opportunity, increase household resilience, and create a stronger foundation for long-term economic mobility. Most importantly, MCE represents a legacy investment focused not simply on building housing, but on creating a community designed around long-term economic mobility and future growth, with lessons from the pilot informing future expansion opportunities across Liberty County.



A thoughtfully designed community where modern living meets green spaces, recreation, and connectivity.

Action Steps & Timeline

Timeline	Goal	Action Steps
Short-Term: 0-3 months	Establish project leadership	Form a Micro-Community Steering Committee and designate a lead public entity and project manager. Include city, county, development, housing, resident, employer, childcare, and service-provider representation.
Short-Term: 0-6 months	Confirm community priorities and build support	Conduct resident listening sessions, an ALICE-focused survey, and targeted interviews with employers and service providers. Publish a short findings summary and show how community input changes the concept. Modify zoning and permitting processes to incentivize MCE development (e.g., reduced fees, density bonuses, etc.).

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Big Idea #1: Micro-Community Ecosystems

Timeline	Goal	Action Steps
Short-Term: 0-6 months	Identify and screen possible sites	Create site-selection criteria and evaluate publicly and privately owned sites for zoning, utilities, flood risk, environmental conditions, transit and walkability, proximity to jobs and services, and acquisition feasibility. Select a preferred site and at least one alternate.
Short-Term: 4-12 months	Define a feasible development model	Complete a market and feasibility study that determines the appropriate mix of rental and ownership opportunity, affordability levels, unit count, childcare and community space, transportation connections, and operating model. Prepare a preliminary site plan and development budget.
Short-Term: 6-12 months	Secure an implementation partner	Issue a Request for Qualifications or Request for Proposals for a mission-aligned developer or development team with affordable/workforce housing and mixed-use experience. Establish affordability, community engagement, and performance requirements in the solicitation.
Medium-Term: Year 1-2	Secure site control and predevelopment resources	Negotiate a purchase, donation, long-term ground lease, or development agreement. Complete surveys, appraisal, environmental review, geotechnical work, utility analysis, and preliminary engineering.

Timeline	Goal	Action Steps
Medium-Term: Year 1-3	Assemble the capital stack	Submit applications for eligible infrastructure, housing, recreation, and community-facility funding. Secure local match, employer/private commitments, and any tax-credit or loan financing.
Medium-Term: Year 2-3	Complete approvals and final design	Finalize site design, affordability plan, service partnerships, operating agreements, zoning or land-use approvals, infrastructure agreements, and construction documents. Complete permitting and close on financing.
Long-Term: Year 3+	Construct and lease the first phase	Build infrastructure and the first housing phase, incorporating safe walking connections, greenspace, childcare/community space, and access to transportation and services as feasible. Begin resident outreach and an equitable leasing or homebuyer process before completion.
Long-Term: Year 3+	Operate, evaluate, and expand	Launch coordinated resident services and resource navigation. Track housing stability, affordability, childcare access, employment connection, resident experience, and property performance. Use results to improve the model and determine whether to add phases or replicate it elsewhere.

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Big Idea #1: Micro-Community Ecosystems

Budget

Note: These planning ranges are scalable and should be refined after a site, unit count, tenure mix, and amenities are selected.

Budget Item	Estimated Cost or Range	Frequency
Project coordination and community engagement	\$15,000-\$30,000	One-time, during planning
Site assessment, feasibility study, and concept plan	\$50,000-\$100,000	One-time
Property acquisition or site control	\$0-\$1,500,000	One-time
Full predevelopment, design, engineering, and permitting	Approximately 8%-15% of hard construction costs	One-time
Site infrastructure	\$750,000-\$3,000,000	One-time
Housing development	\$10,000,000-\$25,000,000	One-time
Childcare/community facility	\$1,000,000-\$4,000,000	One-time
Greenspace, play areas, trails, and gathering space	\$250,000-\$1,500,000	One-time
Furnishings, equipment, technology, and opening costs	\$100,000-\$500,000	One-time
Community coordination, resource navigation, and evaluation	\$150,000-\$350,000	One-time
Property operations, maintenance, insurance, and reserves	\$250,000-\$750,000	Annual/Recurring
Contingency and escalation	10%-20% of applicable project costs	One-time

Estimated Total Pilot Project Cost

Low Range: \$13 million to \$16 million

High Range: \$35 million to \$40 million

A realistic Liberty County pilot with 50-75 units, childcare space, and shared community facilities would likely fall in the \$18 million to \$28 million range before financing.

Possible Funding Sources

Funding Source	Funding Type	Estimated Amount, if Known
Community Development Block Grant (CDBG)	Public grant, HUD funds administered by Georgia DCA	To be determined by funding cycle
OneGeorgia Rural Workforce Housing Initiative (RWHI) Infrastructure	State grant	Up to \$2,500,000 under recent program terms
OneGeorgia Rural Workforce Housing Initiative (RWHI) Construction Loans	State revolving construction loan	Up to \$1,000,000 under recent program terms
Low-Income Housing Tax Credit (LIHTC) Program	Federal and state tax-credit equity administered by Georgia DCA	Based on competitive application and eligible costs
HOME Investment Partnerships Program (HOME) / Community HOME Investment Program (CHIP)	HUD-funded grant or loan administered through DCA/local partners	To be determined
National Housing Trust Fund (NHTF)	HUD formula funding administered by Georgia DCA	To be determined
USDA Rural Development Multi-Family Housing Programs	Federal loans, grants, rental assistance, or guarantees	To be determined
USDA Rural Development Single Family Housing Programs	Federal loans, guarantees, and limited grants	Household/project dependent
USDA Rural Business Development Grants (RBDG)	Federal grant	Typically project-specific; smaller requests may receive priority
Georgia Outdoor Stewardship Program (GOSP)	State grant or loan	To be determined by cycle

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Big Idea #1: Micro-Community Ecosystems

Funding Source	Funding Type	Estimated Amount, if Known
Outdoor Recreation Legacy Partnership Program	Federal grant through NPS/state process	\$300,000-\$15,000,000 under current published guidance; 1:1 non-federal match
Employer contributions	Private partner funding or in-kind support	TBD
Public land contribution or long-term ground lease	Local government/in-kind	Appraised land value
Foundations and financial institutions	Foundation grants, sponsorships, or program-related investments	TBD
Developer equity, permanent debt, and project revenue	Private capital and earned revenue	Based on underwriting

Stakeholders, Partnerships & Resources

Stakeholder/Partner	Involvement Type
City of Hinesville	Lead, planning, approvals, funding, implementation
Liberty County	Lead/partner, funding, infrastructure, services
Liberty County Development Authority (LCDA)	Partner, employer connection, site and infrastructure support
Hinesville Downtown Development Authority (HDDA)	Advisory, site and economic-development partner
ALICE residents and prospective residents	Advisory, co-design, evaluation
Mission-aligned housing developer/development team	Implementation, finance, construction, operations
Property owner(s)	Site partner

Stakeholder/Partner	Involvement Type
Georgia Department of Community Affairs	Technical assistance, funding, compliance
Major local employers and Fort Stewart	Partner, funding, workforce data, employee referrals
Childcare provider/operator	Design, implementation, operations
Community service and resource-navigation organizations	Implementation, referrals, resident support
Water, sewer, electric, broadband, and transportation providers	Infrastructure planning and implementation
Liberty County School System and postsecondary partners	Advisory, data, family support, evaluation
Financial institutions, CDFIs, and housing counselors	Financing, homebuyer preparation, financial coaching
Public health and healthcare partners, including Liberty Regional Medical Center	Advisory, services, data

Expected Impact

Note: Because the site and number of homes have not been selected, the most defensible impacts are expressed as anticipated outcomes rather than unsupported numerical promises.

Impact Area	Expected Impact
City of Hinesville	Adds a visible, implementation-focused model for mixed-income/workforce housing connected to services, childcare, jobs, and community amenities. The project could strengthen neighborhood investment and demonstrate a replicable approach to reducing barriers for working households.
Liberty County	Improves coordination among housing, workforce, childcare, transportation, and service systems while supporting employer recruitment and retention. The project could become a countywide legacy investment and a model for future sites.
Housing access and stability	Creates a defined number of quality rental and/or ownership homes affordable to the income groups identified through feasibility analysis, with long-term affordability protections where public subsidy is used.

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Big Idea #1: Micro-Community Ecosystems

Impact Area	Expected Impact
Household economic stability	Reduces the combined burden of housing, childcare, transportation, and fragmented service access so that employment is more likely to translate into lasting financial stability.
Childcare and family well-being	Expands access to reliable childcare or coordinated childcare assistance, making it easier for parents and caregivers to work, train, and remain employed.
Access and quality of life	Improves safe access to daily needs through walkable connections, transportation options, greenspace, gathering areas, and coordinated services.
Community trust and belonging	Gives residents an ongoing role in planning, oversight, and evaluation and creates a community designed around resident's lived experience.
Partnerships and investment	Establishes a public-private partnership capable of combining land, grants, loans, tax-credit equity, private investment, and in-kind support around a shared community outcome.

Measures of Success

Measure of Success	Metric Type	Target or Goal
Project governance established	Quantitative/process	Steering committee formed, lead entity and project manager designated, and written charter/work plan adopted
Resident participation and influence	Mixed	Engagement reaches a representative cross-section of affected residents; findings are published; project team documents specific changes made because of resident input
Site readiness	Quantitative/process	At least two sites evaluated using consistent criteria; preferred site and alternate identified; fatal-flaw review completed
Qualified implementation partner	Quantitative/process	Competitive solicitation completed and qualified development team selected
Qualified implementation partner	Quantitative/process	Competitive solicitation completed and qualified development team selected

Measure of Success	Metric Type	Target or Goal
Site control and due diligence	Quantitative/process	Site control secured and appraisal, survey, environmental, geotechnical, utility, and title reviews completed or scheduled
Funding leveraged	Quantitative	Track public and private dollars committed and the ratio of outside investment to local cash contribution;
Approvals and project readiness	Quantitative/process	Required land-use approvals, permits, service agreements, final design, and financing commitments completed
Affordable/workforce housing delivered	Quantitative	Number of units completed, occupied, and affordable by income band meets the final development agreement
Housing cost burden	Quantitative	Track percentage of participating households spending no more than the applicable affordability standard on housing costs; target established by financing program and resident income mix
Childcare access	Quantitative	Track childcare slots created or secured, resident households using assistance, waitlist, and continuity of care
Employment and household stability	Mixed	Track employment retention, training participation, housing stability, and resident-reported ability to manage essential expenses; baseline at move-in and targets set after Year 1
Access to services and transportation	Mixed	Track referrals completed, services accessed, transportation use, and resident-reported ease of reaching jobs and essential services
Resident experience and belonging	Qualitative	Annual resident survey establishes a baseline and shows improvement or sustained positive results in safety, belonging, responsiveness, and quality of life
Property and program sustainability	Quantitative	Meet occupancy, collection, maintenance-response, reserve, affordability-compliance, and partner-service benchmarks established in the operating plan
Replication decision	Mixed	Publish a two-year evaluation with lessons, costs, resident outcomes, and a recommendation to expand, revise, or replicate

Big Idea #2: Skills-to-Stability Pathways (SSP)



Description

Skills-to-Stability Pathways (SSP) is a workforce development strategy designed to help Liberty County residents move from employment to long-term financial stability. The initiative combines employer-driven training, apprenticeships, and career pathways with supports such as childcare, transportation assistance, and employee-assisted housing. The need is significant - nearly 52% of Liberty County households fall at or below the ALICE threshold, and many working families earn too much to qualify for assistance but too little to achieve financial security. SSP is intended to close that gap by connecting residents to in-demand careers that provide family-supporting wages while addressing the barriers that often prevent workforce advancement.

The initiative is built around Liberty County’s existing assets, including Georgia Southern University, Savannah Technical College, Worksource Georgia

and major employers. Stakeholder input consistently highlighted the importance of developing local talent and creating clearer pathways from education and training to long-term careers. The model also draws from proven regional efforts such as Step Up Savannah’s Chatham Apprentice Program, which combines workforce development with childcare and transportation supports to improve participant success. By leveraging existing resources, employer partnerships, and available workforce funding, SSP offers a practical and scalable approach to strengthening Liberty County’s workforce, increasing employee retention, and positioning the community as a premier destination for both talent development and economic opportunity.



Scope of the Initiative

Skills-to-Stability Pathways (SSP) is focused on Liberty County but anchored in Hinesville and the county’s industrial corridor. The initiative targets working-age ALICE residents who are employed or underemployed yet still unable to meet the local cost of living. By concentrating on this population, SSP seeks to strengthen the segment of the workforce most likely to remain in the community when provided with clear pathways to higher wages, career advancement, and long-term stability.

The model combines registered apprenticeships, employer-aligned certificate and degree pathways,

employee-assisted housing referrals, and employer-supported childcare with coordinated career navigation and support services. A key feature of SSP is its emphasis on connecting and expanding existing assets rather than creating new programs or facilities. Participants would be connected to resources already available through organizations such as Georgia Southern University, Savannah Technical College, Liberty College & Career Academy, and community housing initiatives, while leveraging models such as Georgia Southern’s Ready Day 1 Career Plan to align workforce training with longer-term educational and career goals. The approach

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Big Idea #2: Skills-to-Stability Pathways (SSP)

intentionally avoids duplicating services already provided within the community.

Implementation would rely on a coordinated network of workforce, education, employer, and family-support partners, including the Liberty County Development Authority, WorkSource Coastal, Georgia Southern, Savannah Technical College, major employers, Fort Stewart, Liberty Regional Medical Center, Parent University, and local childcare providers. Supported by existing

funding opportunities such as apprenticeship grants, workforce reimbursements, and childcare incentives, SSP is designed as a long-term partnership-driven initiative that begins with a focused pilot cohort and scales over time. Modeled in part on Step Up Savannah's successful Chatham Apprentice Program, the initiative would measure success through wage growth, employee retention, and reductions in housing and childcare burdens, creating benefits for residents, employers, and the broader Liberty County economy alike.



Action Steps & Timeline

Timeline	Goal	Action Steps
Short-term: Month 0-3	Identify and confirm community needs and capacity	Conduct a countywide workforce needs and capacity assessment.
Short-term: Month 0-3	Identify and confirm essential partnerships and governing body for SSP	Create the SSP Steering Committee and define its role.
Short-term: Month 3-6	Identify the nonprofit to serve as the backbone (fiduciary) organization	Evaluate existing nonprofits and designate the backbone/fiduciary organization.
Short-term: Month 6-9	Confirm the SSP pilot pathways align with community needs and capacity	Design the SSP model and secure commitments from 2-3 employer partners.
Short-term: Month 9-12	Identify sustainable funding opportunities for SSP (via sponsorships, private investors, etc.)	Secure Year 1 funding.
Medium-term: Year 2 (month 12-15)	Prepare to launch SSP	Finalize marketing and branding materials; create applications for employers and participants; distribute materials.
Medium-term: Year 2 (month 15-18)	Recruit participants and employers	Recruit and enroll 5-10 participants; confirm 2-3 employers.
Medium-term: Year 2 (month 18-24)	Launch SSP and provide wraparound services (childcare, transportation, employer-assisted housing)	Begin apprenticeships, monitor participants and achieve 70-90% graduation.
Long-term: Year 3	Evaluate and refine SSP to prove the feasibility and success	Obtain feedback from cohort and employers; monitor or track graduates to see if results align with community needs; revise program as needed.
Long-term: Year 3+	Evaluate and Revise SSP	Track employee retention and employer satisfaction; publish an annual impact report.

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Big Idea #2: Skills-to-Stability Pathways (SSP)

Timeline	Goal	Action Steps
Year 3+	Increase employers and cohort size each year	Increase employers to at least 5; grow cohort to 20-30 participants; create new and diverse apprenticeship opportunities based on community needs.
Year 3+	Expand access to services countywide (Hinesville, Midway, Riceboro)	Secure participants from every municipality; increase partnerships with local employers; increase access to wraparound services.
Year 3+	Make SSP a permanent program in Liberty County	Create and maintain a sustainability plan (5, 10, and 15-year).

Budget

Budget Item	Estimated Cost or Range	Frequency
Workforce needs and provider capacity assessment	\$15,000 - \$30,000	One-time
Steering Committee facilitation, model design, and start-up administration	\$5,000 - \$10,000	One-time
Backbone staffing: SSP Program Coordinator (1.0 FTE)	\$55,000 - \$85,000	Annual
Participant navigation and case management (0.5 FTE)	\$28,000 - \$70,000	Annual (scales with cohort size)
Branding, marketing, recruitment materials, and employer education	\$10,000 - \$20,000 (Year 1); \$3,000 - \$8,000 thereafter	One-time, then recurring
Employer apprenticeship incentive / wage subsidy	\$5,000-\$10,000 per apprentice (up to \$50,000 per year)	Recurring
Tuition, credentialing, and exam fees	\$1,500 - \$5,000 per participant	Recurring
Childcare assistance for participants	\$6,000 - \$12,000 per child, per year	Recurring

Budget Item	Estimated Cost or Range	Frequency
Transportation support (fuel cards, vehicle repair, transit)	\$1,000 - \$2,500 per participant, per year	Recurring
Employer-assisted housing (EAH) pilot	\$50,000-\$250,000	Annual
Data collection, evaluation, and reporting	\$10,000 - \$20,000	Annual

Estimated Total Cost

Pilot Phase (Years 1-2): \$250,000-\$500,000 annually

Full Implementation (Years 3-5): \$750,000-\$1.5 million annually

Possible Funding Sources

Funding Source	Funding Type	Estimated Amount, if Known
TCSG Public Service Apprenticeship Program (PSAP)	Public Grant (State)	Up to \$50,000 (\$5,000 per apprentice, max 10)
WorkSource Coastal (WIOA Title I)	Public Grant (Federal pass-through)	To be determined
Liberty County Board of Commissioners (general fund and/or SPLOST)	Local Government Budget	To be determined

Stakeholders, Partnerships & Resources

Stakeholder/Partner	Involvement Type
Liberty County Development Authority	Funding, advisory, partner
Liberty County Board of Commissioners	Funding, advisory, partner
Local Municipalities (City of Hinesville, Midway, and Riceboro)	Advisory, partner
United Way of the Coastal Empire - Liberty & Long County	Implementation, funding
Georgia Southern University	Funding, advisory, partner
Savannah Technical College	Advisory, partner

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Big Idea #2: Skills-to-Stability Pathways (SSP)

Stakeholder/Partner	Involvement Type
Liberty County Board of Education (specifically the Liberty College & Career Academy)	Advisory, partner
Hinesville Housing Authority	Funding, partner
Industries and Large Employers (Target, SNF, LCSS, LRMC, Sheriff's Office, etc.)	Partner
Liberty County Chamber of Commerce	Community partner

Expected Impact

Impact Area	Expected Impact
Residents served	Quantitative: 5-10 participants in the pilot cohort, growing to 20-30 per year at full scale, for a cumulative 100+ Liberty County residents served within five years.
Jobs supported and wage gains	Quantitative: Participants move toward the ALICE survival wage of \$16.94 per hour for a single adult and a combined \$39.40 per hour for a family of four, with a program target of \$20 or more per hour at placement. Each apprenticeship is a guaranteed pathway to full-time or gainful part-time employment.
Households moved toward stability	Quantitative: Measurable reduction in 10,800 Liberty County households (at or below the ALICE threshold, moving families from the \$77,600 survival budget toward the \$121,000 stability budget for a family of four.
Businesses and employers supported	Quantitative: 2-3 employer partners in the pilot, growing to 5, with reduced vacancy and turnover costs in the county's largest industries. Employers gain a predictable local talent pipeline rather than competing for imported labor.
Barriers removed	Quantitative: Number of participants receiving childcare assistance, transportation support, and employer-assisted housing. These are the barriers most likely to end a participant's progress, so removing them is what separates SSP from a standard training program.

Impact Area	Expected Impact
Better access to services and reduced duplication	Qualitative: Many organizations in Liberty County are already working toward similar goals. SSP coordinates existing resources, reduces duplication, and gives residents a single navigable pathway rather than a scattered set of programs.
Local talent retention	Qualitative and Quantitative: Roughly 75% of Georgia Southern's student population comes from Liberty and Long counties. Building local pathways keeps that talent, and its earnings, in the county.
Stronger local partnerships and community trust	Qualitative: A standing Steering Committee bringing together county government, municipalities, employers, education partners, and nonprofits creates durable working relationships that outlast any single grant cycle.
Community pride and employee destination status	Qualitative: Positions Liberty County as an undeniable employee destination in a fast-growing Southeast corridor, and gives residents a visible, locally owned route from working to thriving.

Measures of Success

Measure of Success	Metric Type	Target or Goal
SSP Steering Committee seated and fiduciary designated	Qualitative	Committee seated and backbone organization formally designated. Baseline: none exists.
Employer partners committed	Quantitative	2-3 employers in the pilot, 5 at full scale. Baseline: 0. Source: signed employer agreements.
Participants enrolled	Quantitative	5-10 in the first cohort; 20-30 per year by Year 3+. Baseline: 0. Source: SSP intake records.
Completion rate	Quantitative	80% or more of enrolled participants complete the apprenticeship or credential. Source: training partner records.
Placement into employment	Quantitative	85% or more placed in full-time or gainful part-time work within 90 days of completion. Source: employer confirmation and participant follow-up.

Hinesville - Liberty County 2026: The Mad Hatters

Big Idea #2: Skills-to-Stability Pathways (SSP)

Measure of Success	Metric Type	Target or Goal
Average wage at placement	Quantitative	\$20 or more per hour, measured against the ALICE survival wage of \$16.94 per hour for a single adult. Source: employer payroll confirmation and participant self-report.
Job retention at 12 months	Quantitative	75% or more of placed participants are still employed one year later. Source: employer records and follow-up survey.
Participants receiving barrier-removal supports	Quantitative	Number and percentage receiving childcare, transportation or housing assistance, with cost-burden reduction tracked per household. Source: SSP case management records.
Households at or below the ALICE threshold	Quantitative	Measurable decline from the 2022 baseline of roughly 45% of Liberty County households (about 10,800 of 24,023). Source: United for ALICE and United Way of the Coastal Empire.
Employer satisfaction and turnover	Qualitative and Quantitative	Employers report improved retention and would hire from SSP again. Baseline established at employer needs meetings. Source: annual employer survey.
Participant experience	Qualitative	Participants report that the pathway was navigable and that supports arrived in time to matter. Source: exit interviews and focus groups.
Countywide reach and reduced duplication	Qualitative and Quantitative	Participants enrolled from Hinesville, Midway, Riceboro and unincorporated Liberty County, and documented referral agreements among partners in place of parallel programs. Source: SSP intake data and Steering Committee review.

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Big Idea #3: Capital & Care Access Fund (CCAF)

Description

The Capital & Care Access Fund (CCAF) is a financial mobility strategy designed to provide ALICE households with access to flexible capital without relying on traditional loans or high-cost financial products. Supported through a combination of public and private investment, the fund would provide assistance to eligible households, often without requiring repayment, helping bridge the gap between income and the true cost of living in Liberty County. The need is significant - a single adult in Liberty County requires nearly \$35,000 annually to meet basic needs, while a family of four requires more than \$69,000, leaving many working households vulnerable to financial shocks despite being employed. The fund would help residents address immediate needs such as housing, utilities, childcare, transportation, professional development,

or other expenses that can either threaten stability or create opportunities for advancement.

Rather than functioning as a traditional lending program, CCAF would serve as a flexible tool for addressing the underlying barriers that often prevent economic mobility. By providing targeted assistance and coordinating with existing community organizations, service providers, and public resources, the fund can help households stabilize finances, avoid disruptive setbacks, and invest in opportunities that support long-term self-sufficiency. In doing so, CCAF complements the housing and workforce strategies outlined in this plan by helping residents overcome the short-term financial challenges that often stand between them and long-term economic success.



Hinesville - Liberty County 2026: The Mad Hatters

Big Idea #3: Capital & Care Access Fund (CCAF)

Scope of the Initiative

The Capital & Care Access Fund (CCAF) would begin with a targeted pilot in the City of Hinesville, focusing on ALICE households led by a single parent with at least one child under age five. This approach reflects local conditions, as the largest concentration of ALICE households in Liberty County is located in Hinesville, and childcare remains a significant barrier to economic mobility. With limited publicly available Head Start and Pre-K capacity, many working families struggle to secure affordable childcare, creating challenges that directly affect workforce participation and financial stability.

During the pilot phase, funding would be prioritized for the needs most frequently identified through stakeholder engagement and resident input: rent or mortgage assistance, utility assistance, and childcare expenses. The fund would be administered through a nonprofit organization overseen by a local advisory structure, with assistance paid directly to landlords, utility providers, and childcare providers whenever possible. To maximize impact and awareness, the model would also incorporate

financial literacy programming and a network of local “Opportunity Ambassadors” who help residents navigate resources, access assistance, and connect to additional support services.

CCAF is designed to complement and strengthen existing community resources rather than duplicate them. Partnerships with organizations such as United Way of Coastal Georgia, the City of Hinesville Community Development Department, and other local service providers would help coordinate assistance and extend the fund's reach. Additional collaborations with childcare providers, transportation partners, and food-access initiatives could further support participating households. Following a successful proof-of-concept in Hinesville, the fund could be expanded to additional municipalities and ultimately countywide, with eligibility and funding strategies tailored to local demographics and needs. This phased approach allows Liberty County to test the model, demonstrate results, and build a sustainable resource that supports long-term economic mobility.



Action Steps & Timeline

Timeline	Goal	Action Steps
Short-term: 1-2 Months	Establish an advisory board	Create a CCAF Advisory Board to align on the fund's mandate and facilitate fund manager identification or creation.
Short-term: 2-3 months	Designate or create a non-profit to serve as fund manager	Evaluate existing non-profit partners and petition for administration; alternatively, formally incorporate a net-new 501(c)(3) non-profit entity.
Short-term: 3 months	Establish household eligibility requirements and grant limits	Identify the highest-need population and establish income verification criteria.
Short-term: 3-4 months	Capitalize the first round of funding with public and private dollars	Create a capital campaign to raise funds from public and private entities. Apply for public grants.
Short-term: 3-5 months	Form direct-pay vendor networks	Secure contracts with vendors that help facilitate direct payments to receiving entities (e.g. utility systems, landlords).

Hinesville - Liberty County 2026: The Mad Hatters

Big Idea #3: Capital & Care Access Fund (CCAF)

Timeline	Goal	Action Steps
Short-term: 4-5 months	Build grassroots capacity and trust	Launch Opportunity Ambassador program. Recruit and train community members and/or non-profit staff to assist families with applying for financial assistance. Identify community partners to provide additional resources for unapproved applicants.
Short-term: 5-6 months	Ensure low-barrier access for all eligible residents	Create an accessible application portal to intake applications for financial assistance.
Short-term: 6-10 months	Initiate pilot grant intake and first disbursement cycle	Confirm recipient households and disburse funds via approved vendors to receiving entities.
Short-term: 9-12 months	Optimize operations	Identify process bottlenecks and potential process improvements.
Short-term: 1 Year	Validate program impact	Prepare and publish a 1 year pilot impact report. Present findings to CCAF Advisory Board and county officials.
Medium-term: Year 2	Increase scale and scope of funding opportunities	Expand eligibility criteria and identify additional target populations across municipalities.
Medium-term: Year 2	Foster long-term wealth building and career mobility.	Develop learning tracks related to financial literacy and skills/professional development.
Long-term: Year 3+	Monitoring, evaluation, and economic mobility tracking.	Conduct a participant tracking exercise. Measure sustained wage growth, credit score improvements, homeownership rates, and reduction in public assistance dependence.

Budget

Budget Item	Estimated Cost or Range	Frequency
CCAF Advisory Board formation	\$3,000-\$5,000	One-time
Fund manager entity set-up	\$10,000-\$50,000	One-time
First-round capitalization	\$250,000-\$2,000,000	One-time
Fundraising campaign	\$6,000-\$12,000	Annual
Vendor-licensing agreements	\$5,000-\$15,000	Annual
Opportunity Ambassador Program	\$5,000-\$20,000	Annual
Application-intake portal	\$10,000-\$40,000 startup; \$3,000-\$10,000 annual maintenance	One-time set up & annual ongoing maintenance
Process audits	\$7,000-\$12,000	Annual
Impact report (Year 1)	\$6,000-\$10,000	Annual
Scope expansion	\$10,000-\$50,000	As needed
Related wealth-building initiatives	\$25,000-\$150,000	As needed
Longitudinal impact study	\$15,000-\$30,000	Annual or Periodic

Estimated Total Cost

Pilot Phase (Years 1-2): \$500,000-\$1 million

Countywide Expansion (Years 3-5): \$1 million-\$2.5 million

Possible Funding Sources

Funding Source	Funding Type	Estimated Amount, if Known
Appropriations (e.g. General Fund) from Liberty County and participating municipalities (e.g., City of Hinesville)	Local government	To be determined
Georgia Department of Community Affairs (DCA)	State government	To be determined
Private entities	Private (including individuals)	To be determined

Hinesville - Liberty County 2026: The Mad Hatters

Big Idea #3: Capital & Care Access Fund (CCAF)

Funding Source	Funding Type	Estimated Amount, if Known
Community Development Block Grant CDBG)	Federal grant	To be determined
Georgia Power Foundation / Local Utility Community Grants	Private	\$6,000 – \$12,000
United Way of Coastal Empire	Non-profit (regional organization)	\$5,000 – \$8,000
American Rescue Plan Act (ARPA) Grants	Federal grants	To be determined
Workforce Innovation and Opportunity Act (WIOA)	Federal funds	To be determined
Georgia Southern University, Savannah Technical College	Higher education institutions	To be determined
Kresge Foundation	Non-profit	To be determined

Stakeholders, Partnerships & Resources

Stakeholder/Partner	Involvement Type
Fund Manager (TBD)	Advisory, partner, implementation
United Way of the Coastal Empire	Advisory, partner
Liberty County Development Authority	Advisory, partner, funding
Liberty County Board of Commissioners & Municipal Leadership (Hinesville, Midway, Riceboro)	Advisory, partner, funding
Liberty County Legal Counsel	Implementation
Georgia Power and regional utility providers	Private, funding
Resident volunteers	Advisory, implementation
Georgia Southern University	Advisory, funding, implementation
Savannah Technical College	Advisory, funding, implementation
Regional financial institutions	Advisory

Expected Impact

Impact Area	Expected Impact
Governance and improved community trust	Qualitative: Fosters public trust and inter-jurisdictional alignment across Liberty County's municipalities. Establishing an independent advisory board and a dedicated non-profit fund manager guarantees transparent stewardship and objective oversight.
Resident served	Quantitative: Directly stabilizes 50–100 ALICE households during Year 1. Qualitative: Preserves dignity and reduces trauma for single parents facing sudden financial shocks. Direct-to-vendor payment workflows eliminate cash misuse concerns while keeping families safely housed with reliable childcare.
Improved quality of life	Quantitative: Tracks 36-to-60-month participant cohorts to measure target outcomes: 15–20% median wage growth, improved personal credit scores, and reduced reliance on public safety-net programs.
Programs and services created	Quantitative: At least 5 certified Opportunity Ambassadors deployed as resident success managers; ambassadors assist in completing 80%+ of application filings for participating families.
Programs and services created and stronger local partnerships	Quantitative: # of residents that complete or participate higher-ed sponsored and/or higher-ed administered programs

Measures of Success

Measure of Success	Metric Type	Target or Goal
# of Board seats filled	Quantitative	100% of allocated Board Seats (advisory board and fund management board) Baseline: 0
# of MOU agreements signed	Quantitative	≥ 1 MOU signed by a municipality to participate in advisory board
Fund manager identified or established	Qualitative	Designate a fund manager

Hinesville - Liberty County 2026: The Mad Hatters

Big Idea #3: Capital & Care Access Fund (CCAF)

Measure of Success	Metric Type	Target or Goal
# of dollars raised	Quantitative	To be determined
		Note: specific targets can be set based on funding classification (e.g. public, private, grants)
		Baseline: 0
# of MOU agreements signed	Quantitative	≥ 1 MOU signed by a vendor to facilitate direct payments to receiving entities
		Baseline: 0
# of Opportunity Ambassadors recruited and certified	Quantitative	≥5 Opportunity Ambassadors Recruited and Certified
		Baseline: 0
# of households received financial assistance	Quantitative	≥ 50 Households receive financial assistance
Customer satisfaction (CSAT)	Quantitative	75% survey completion
		60% participants positive sentiment
Presentation of Impact Report	Qualitative	Publish Impact Report

Acknowledgements

Name/Organization	Role or Affiliation
Leia Didic / United Way of the Coastal Empire	Chief Impact Officer
Joe Ford / Hinesville Housing Authority Board of Commissioners	Board Chair
Brynn Grant / Liberty County Development Authority	President and CEO
Donald Lovette / Liberty County Board of Commissioners	Chairman
Malissa MacKay / Liberty County Development Authority	Vice President
Leah Poole / Liberty County Chamber of Commerce	President & CEO
Jeff Ricketson / Liberty Consolidated Planning Commission	Executive Director
Karl Riles / City of Hinesville	Mayor
Rep. Al Williams / Georgia House of Representatives	Representative (also Chairman of the Liberty County Development Authority)
Ena Wilson-Armstrong / MedBank Foundation	Operations Manager
Hinesville Downtown Development Authority	
Hinesville and Liberty County Residents, Employers, and Community Members	
Local developers and property-development professionals	Private-sector subject matter experts
Georgia Municipal Association, GeorgiaForward, and Young Gamechangers Program Staff	

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Section 3

The Chalkboard Collective: A Liberty Education Collaborative

Challenge Question:
How might the broader Hinesville and Liberty County community work together inside and outside the classroom to improve educational outcomes for K-8 students?

Hinesville - Liberty County 2026

The Chalkboard Collective: A Liberty Education Collaborative

Introduction

Project E.L.E.V.A.T.E.
Empowering Learners through Education, Village Alignment, and Transformative Ecosystems
Liberty County has a committed school district, community leaders who care about children, and organizations already helping families. In interviews and community research, the Chalkboard Collective also heard about persistent challenges with literacy, chronic absenteeism, early childhood readiness, and family engagement. Parents can struggle to find help even when services are available, and organizations often work independently. The

people we spoke with wanted closer relationships among schools, families, businesses, nonprofits, faith communities, and local government. They described a need for support that begins before kindergarten and continues outside the classroom.

Project E.L.E.V.A.T.E. connects that work through three proposals. Liberty Early Connections would help families afford quality childcare and prepare young children for school. The Liberty Parent Alliance would give caregivers practical learning opportunities, trusted peers, and a stronger voice



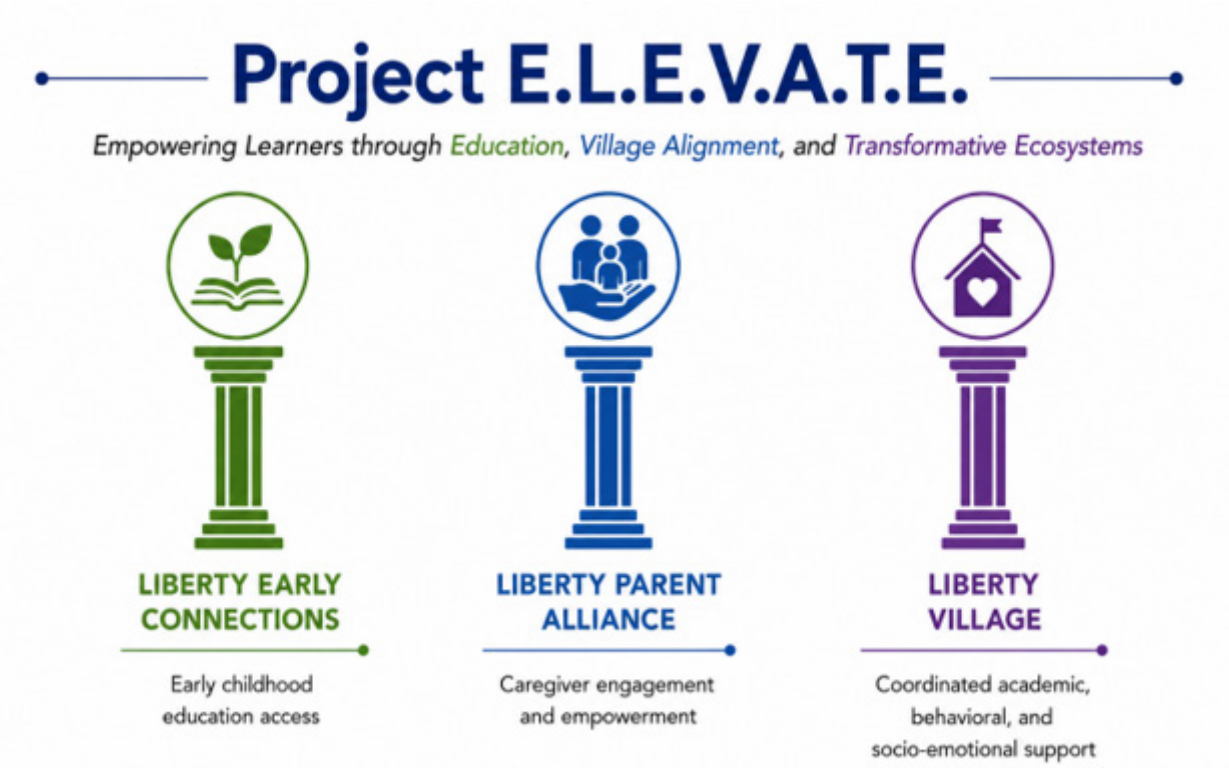
Team Members

- Tyler Brewton** | Osteen Law Group, Hinesville
- Jared Brown** | City of Union City, Atlanta
- Samantha Grant** | Diversity Health Center, Hinesville
- Shauntay Harris** | City of Hinesville, Hinesville
- Kendra Ivy** | City of Hinesville, Hinesville
- Bruce James II** | Healthcare & Emergency Solutions, Atlanta
- Anijah Jones** | City of Canton, Cartersville

- Amanda McManus** | Georgia Municipal Association, Atlanta
- Candice Millsap-Eaton** | Code for America, Columbus
- Chad Nash** | Partnership for Innovation at Georgia Tech, Atlanta

in their children's education. Liberty Village would bring academic, behavioral, health, and family services together through a community schools model. Each proposal builds on local resources and relationships, with families helping shape the work. Together, they offer a way for Hinesville and Liberty County to make existing support easier to reach and improve educational outcomes for K-8 students.

Three Big Ideas



Hinesville - Liberty County 2026: The Chalkboard Collective:
A Liberty Education Collaborative

Big Idea #1: Liberty Early Connections

Description

Liberty Early Connections would help Liberty County families afford quality childcare and give young children a stronger start in school. Parents who cannot find reliable care may struggle to take a job or stay employed. Scholarship assistance would connect eligible families with existing early learning providers, paired with developmental screenings, literacy resources, and family support. As the Education pillar of Project E.L.E.V.A.T.E., the initiative would invest in children’s earliest years while helping caregivers build greater financial stability.

socioeconomic backgrounds. Inclusive early learning settings can create opportunities for children and families to build those relationships. The program would measure whether its placements help families make stronger connections. [1, 2] Over time, partners could explore an Early Childhood & Family Resource Hub at the historic Hineshaw School, a former Rosenwald school. Any reuse would depend on community needs, ownership, operating costs, and long-term funding. That possibility would connect Liberty County’s educational history with the needs of its youngest learners.

The proposal also draws on Dr. Raj Chetty’s research on economic connectedness, or relationships across



Concept illustration of an early learning space. A future Hineshaw School hub would require a feasibility study and separate development funding. AI-generated design concept illustrating the proposed recommendation.

Big Idea #1: Liberty Early Connections

Scope of the Initiative

Liberty Early Connections would serve children from birth through pre-K, with priority for families facing financial barriers to quality care. Scholarships would support enrollment with participating Quality Rated providers. For households eligible for Georgia’s Childcare and Parent Services (CAPS) program, the coalition would explore assistance with remaining parent fees under applicable program rules. The initial model uses existing providers and does not require a new childcare facility.

Participating families would receive developmental screenings, school readiness materials, parent workshops, family literacy opportunities, and referrals when a child needs additional support. Inclusive enrollment would encourage relationships

among families from different socioeconomic backgrounds. Affordable, dependable childcare would also help parents and caregivers enter or remain in the workforce.

The Liberty Early Connections Coalition would coordinate this work with the Liberty County School System, childcare and healthcare providers, workforce agencies, businesses, nonprofit organizations, Liberty Village, and the Liberty Parent Alliance. Public, private, employer, and philanthropic investment would support the program as it grows. Planning for a Hineshaw School hub would remain a later feasibility decision, guided by demonstrated demand and the ability to sustain its operations.

- 1

Childcare access
Scholarships help eligible families enroll with existing Quality Rated providers.
- 2

Support during the early years
Screenings, family learning activities, and referrals help identify and respond to children’s needs.
- 3

A supported transition to school
Families and providers prepare children for kindergarten and connect them with the school system.

Action Steps & Timeline

Begin with shared planning and a funded pilot. Expand as family demand, provider capacity, funding, and results support it.

- 1

YEAR 1
Build the foundation
 - Convene the coalition, assess countywide childcare needs, and listen to parents and providers.
 - Explore local government support. Develop scholarships, governance, funding opportunities, evaluation measures, and a five-year strategic plan.
- 2

YEAR 2
Launch the pilot
 - Secure startup funding and offer scholarships through participating Quality Rated providers.
 - Enroll families, establish data systems, begin screenings and family supports, and evaluate early outcomes.
- 3

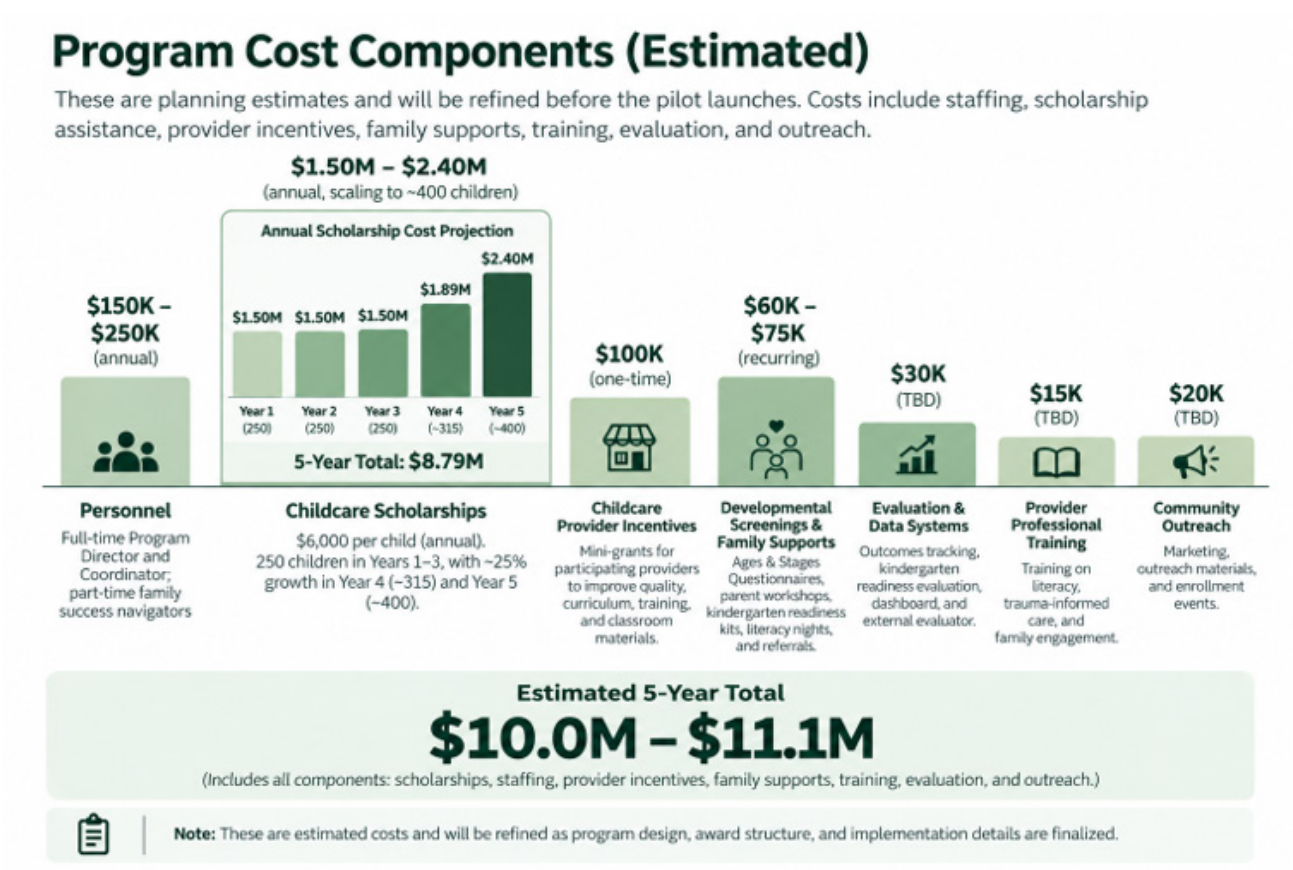
YEAR 3
Refine and expand
 - Add providers and families, strengthen employer partnerships, and refine eligibility using pilot findings.
 - Build awareness, pursue multi-year grants and philanthropy, and publish the first annual impact report.
- 4

YEAR 4
Build a lasting countywide system
 - Formalize governance, diversify funding, and connect referrals across schools, healthcare, and community organizations.
 - Complete the Hineshaw School hub feasibility study, including needs, ownership, operating costs, and sustainability.
- 5

YEAR 5
Scale and sustain
 - Expand according to demand, secure recurring funding and long-term partnerships, and continue annual evaluation.
 - Decide whether development of the Hineshaw School hub is financially and operationally feasible.

Big Idea #1: Liberty Early Connections

Budget



Possible Funding Sources

The following are funding leads and planning amounts for Liberty Early Connections. Award availability, eligibility, and requests would be confirmed during funding development.

Funding Source	Funding Type	Estimated Amount, if Known
Sandra Dunagan Deal Center for Early Language and Literacy/Get Georgia Reading	Public Grant	\$30,000
Georgia Department of Early Care and Learning (DECAL)	Public Grant	Community Impact Award Range: \$75,000 to \$125,000 Expanded Award Range between \$100,000 and \$750,000
Corporate Sponsors (Fort Stewart, Gulfstream, Hyundai Suppliers, etc.)	Private/Corporate	\$250,000
Liberty County/Hinesville Local Governments	Local Government	\$250,000
National Endowment for the Humanities (NEH)	Endowment	150,000
Child Care and Development Fund (CCDF)	Federal Block Grants	TBD
W.K. Kellogg Foundation	Private Grants	TBD

Big Idea #1: Liberty Early Connections

Stakeholders, Partnerships & Resources

Education and early learning

Georgia Department of Education: implementation

Liberty County Board of Education and School System: partnership and implementation

Georgia Pre-K providers and Liberty County Pre-K Center: partnership

Georgia Department of Early Care and Learning: partnership

Government and workforce

Georgia Department of Human Services: implementation

Liberty County Development Authority: implementation

City of Hinesville Mayor and City Council: implementation

Fort Stewart military partners: partnership

Funding and community investment

Liberty County Chamber of Commerce and United Way of the Coastal Empire: funding and partnership

Liberty County Family Connection: funding

Georgia Department of Public Health: funding

Boys and Girls Club: funding

Liberty County Board of Commissioners: funding

Family and community voices

Parents: advisory

Teachers: advisory

YMCA: partnership

Expected Impact & Measures of Success

Success would mean more children enter kindergarten ready to learn and more families can count on reliable childcare. Early learning and family literacy activities would support language development; screenings and timely referrals would help children get additional services sooner. Caregivers would have more room to work, and inclusive enrollment would help families build relationships across the community. A coordinated provider network and sustained funding would allow the program to grow, with any Hineshaw School hub subject to feasibility.

The coalition should establish baselines during Year 1 and use the measures below to evaluate progress. These are proposed targets. Percentage changes should be defined consistently before evaluation begins.

Measure	Proposed target	Review / source
Childcare scholarships	250 children enrolled within three years.	Quarterly; scholarship records
Quality Rated enrollment	25% increase in enrollment among scholarship recipients.	Annual; DECAL and provider records
Kindergarten readiness	15% improvement among participating children within three years.	Annual; school readiness assessments
Early literacy	80% demonstrate age-appropriate literacy gains before kindergarten.	Annual; developmental assessments and provider reports
Developmental screening	At least 90% of enrolled children are screened annually.	Twice yearly; healthcare and childcare partners
Early intervention	100% of identified children connected to appropriate services within 60 days.	Quarterly; referral records
Parent employment	20% increase in workforce participation among participating families within three years.	Annual; parent surveys and workforce data
Family participation	85% attend at least four school readiness or family education activities annually.	Quarterly; attendance records
Community partnerships	At least 15 active partnerships supporting the initiative.	Annual; coalition agreements

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A Liberty Education Collaborative

Big Idea #1: Liberty Early Connections

Measure	Proposed target	Review / source
Funding	Approximately \$1.9 million for Year 1 secured within year 1; scaling to 10-11.1 million over the course of five years.	Annual; financial reports and awards
Parent satisfaction	90% report improved access to quality childcare and readiness resources.	Annual; family surveys
Service coordination	Improved coordination among providers, schools, and community organizations.	Annual; partner surveys and interviews
Hineshaw School hub	Feasibility study and implementation recommendation completed by Year 4.	End of Year 4; feasibility report

Alongside these outcomes, staff should monitor scholarship use, placement wait times, provider participation, completed cross-agency referrals, socioeconomic diversity of enrollment, and transitions into kindergarten. These operating measures will help the coalition see where families encounter delays or gaps and adjust services accordingly.

Hinesville - Liberty County 2026: The Chalkboard Collective:
A Liberty Education Collaborative

Big Idea #2: Liberty Parent Alliance

Description

The Liberty Parent Alliance would give parents and caregivers across Liberty County a stronger network of support for their children's education. Community interviews described families who want to be involved but face competing responsibilities, limited information, and few opportunities to connect with schools or other parents. Many navigate these challenges alone. As the Village Alignment pillar of Project E.L.E.V.A.T.E., the Alliance would make family engagement an ongoing relationship through practical learning, mentorship, and shared leadership.

Parents would help shape workshops, become ambassadors in their schools and neighborhoods, and learn from caregivers who have faced similar questions. Parent University would offer useful guidance, while informal gatherings and peer mentorship would give families space to ask for help and support one another. The goal is a countywide network in which caregivers feel more confident, know where to find resources, and have a voice in decisions that affect their children. Schools and community partners would benefit from those relationships as well. [5, 6]



Concept illustration of an early learning space. A future Hineshaw School hub would require a feasibility study and separate development funding. AI-generated design concept illustrating the proposed recommendation.

Hinesville - Liberty County 2026: The Chalkboard Collective:
A Liberty Education Collaborative

Big Idea #2: Liberty Parent Alliance

The center concept includes space for Parent University classes, informal conversations, childcare during workshops, and help finding resources. The

Alliance can begin its work through existing school and community spaces.

Scope of the Initiative

The Alliance would serve parents, caregivers, guardians, and other supportive adults in the lives of K-8 students. Families would help choose topics and identify barriers to participation. Workshops and Parent Cafes could address child development,

literacy, school readiness, educational advocacy, financial wellness, mental health, and youth development. The four components below connect learning with practical support and opportunities to lead.

- 1

Families with practical support
Caregivers gain confidence, share experiences with peers, and know where to turn for help.
- 2

Stronger connections with school
Families build trust with educators and take part in conferences, school councils, parent organizations, and volunteering.
- 3

Learning that continues at home
Parents have more tools for reading together, supporting attendance, and responding to their children’s learning needs.
- 4

A lasting community network
Parent leaders, schools, businesses, Fort Stewart, and service organizations keep working together throughout the year.

Liberty County School System, Liberty Village, Liberty Early Connections, businesses, childcare providers, nonprofits, faith communities, and local leaders would support the Alliance. Partners

could offer meeting space, incentives, expertise, and resources. As participation grows, a Parent Navigator could provide more hands-on help with school systems and community services.

Action Steps & Timeline

- 1

YEARS 1-2
Build the foundation
 - Set the mission, core values, and governance. Form a steering committee with parents, schools, Fort Stewart, and community partners.
 - Hold listening sessions and survey caregivers about barriers, communication preferences, and educational support needs.
 - Develop a strategic plan, funding approach, ambassador program, evaluation framework, and Parent Engagement Dashboard.
- 2

YEARS 3-5
Launch and expand
 - Launch the Alliance, hire a coordinator, and train ambassadors representing elementary and middle schools, military families, faith communities, and neighborhoods.
 - Increase Parent University participation and move at least five graduates each year into ambassador roles.
 - Secure 5-10 sponsors, offer recurring events and leadership opportunities, and formalize partnerships for family supports.
 - Use surveys, participation trends, and program results to improve outreach.
- 3

YEARS 5 AND BEYOND
Sustain the network
 - Expand ambassador representation to every K-8 school and major community sector, supported by recurring and varied funding.
 - Prepare parent leaders for school councils, parent-teacher organizations and associations, advisory boards, and civic service.
 - Publish an annual impact report and track changes in engagement, attendance, school participation, and family-school relationships.

Hinesville - Liberty County 2026: The Chalkboard Collective:
A Liberty Education Collaborative

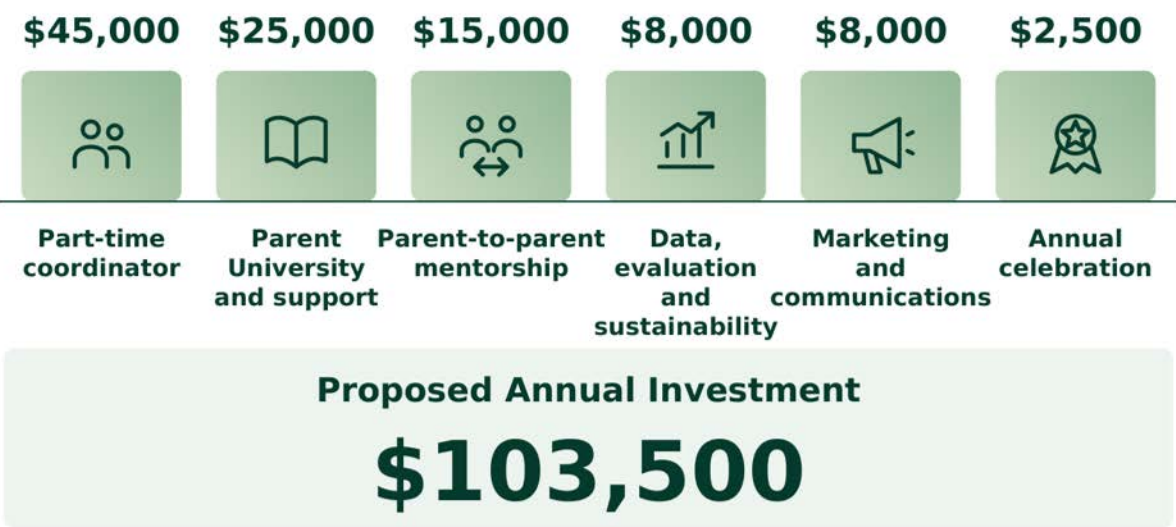
Big Idea #2: Liberty Parent Alliance

Budget

The proposed annual Liberty Parent Alliance budget is \$103,500. It supports coordination, parent learning, mentorship, family engagement, outreach, and evaluation.

Program Cost Components

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The coordinator would organize volunteers, mentors, partnerships, events, communication, and participation tracking. Parent University funding covers materials, speakers, technology, childcare, refreshments, and participation incentives. Mentorship funds support recruitment, training, shared resources, and family activities.

Evaluation funds cover surveys, outcome tracking, and reporting. Outreach includes multilingual materials, campaigns, website updates, and communication tools. The annual celebration recognizes participating parents and brings families, donors, partners, and school leaders together.

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Evaluation funds cover surveys, outcome tracking, and reporting. Outreach includes multilingual materials, campaigns, website updates, and communication tools. The annual celebration recognizes participating parents and brings families, donors, partners, and school leaders together.

Possible Funding Sources

These are potential funding leads for the Liberty Parent Alliance. Award amounts and eligibility would need to be confirmed with each program.

Funding Source	Funding Type	Estimated Amount, if Known
Georgia Parent Support Network Mini-grant	Mini Grant	\$200-\$500
Parent to Parent of Georgia Mini-grant	Mini Grant	\$200-500
Youth Move or Youth Build Chapters	Mini Grant	\$200-\$500
Title I, Part A (Family Engagement Funds)	State/Federal Funds	TBD
WK Kellogg Foundation	Grant	\$150,000 - \$2 Million Varies
Georgia Foundation for Public Education– Prototype Grant	Grant	\$25,000-\$50,000

Nonprofit partnerships and relationships with foundations could open additional funding opportunities. Local businesses could also support workshops and family events through sponsorships, incentives, meeting space, or donated materials.

Big Idea #2: Liberty Parent Alliance

Stakeholders, Partnerships & Resources

Parents should help guide the Alliance from the beginning. The proposed partners below would contribute family support, training, community connections, and resources.

Parents and learning partners

- Parents: advisory
- Patricia Spradley, Springfield Public Schools, Massachusetts: advisory and training
- Parent to Parent of Georgia: advisory
- Savannah Technical College: partnership
- Georgia Southern University: partnership

Community connections

- United Ministerial Alliance: partnership
- United Way of the Coastal Empire: advisory and partnership

Health and family support

- Diversity Health Center: partnership
- WorkSource Coastal: partnership
- Local childcare facilities: partnership
- Liberty County Family Connection: partnership
- Fort Stewart and Military Family Services: partnership

Business support

- Chick-fil-A Hinesville: funding
- Local businesses: funding

These relationships would help families find support close to home and give schools trusted connections into the communities they serve. Parent feedback should guide which partnerships and services receive attention first.

Expected Impact

- 1

Families with practical support

Caregivers gain confidence, share experiences with peers, and know where to turn for help.
- 2

Stronger connections with school

Families build trust with educators and take part in conferences, school councils, parent organizations, and volunteering.
- 3

Learning that continues at home

Parents have more tools for reading together, supporting attendance, and responding to their children’s learning needs.
- 4

A lasting community network

Parent leaders, schools, businesses, Fort Stewart, and service organizations keep working together throughout the year.

For families, the Alliance should make it easier to ask questions, find useful guidance, and take an active role in school life. More reading at home, steadier attendance, and stronger communication with teachers are the changes the program will look for. For the community, the longer-term benefit is a group of parent leaders who continue to serve as mentors, advocates, and trusted neighbors. The measures that follow will test whether these intended benefits are reaching participating families.

Big Idea #2: Liberty Parent Alliance

Measures of Success

The Alliance would establish baseline data during planning and review participation, family feedback, and student outcomes as programming develops.

Measure	Proposed target
Parent participation	Enroll at least 200 parents or caregivers annually; 75% complete at least one educational track each program year.
Parent knowledge	Increase post-training assessment scores by 25% from baseline across all learning tracks.
School engagement	Increase participation in conferences, parent organizations, volunteer events, and school forums by 20% within three years among participating families.
Student attendance	Reduce chronic absenteeism by 10% within three years among students whose families complete the Student Success Track.
Home literacy	80% of participating families read at home at least four times weekly by the end of each program year.
Parent leadership	Graduate 50 Parent Leaders annually; at least 25% take school or community leadership roles within one year.
Family wellness	80% report greater awareness of mental health, wellness, financial literacy, and community resources.
Parent networks	Establish six active Parent Engagement Groups with 200 unique parents annually and a 70% average attendance rate.
Community connections	Secure at least 20 community and business partners for workshops, incentives, sponsorships, and resources by the end of Year 5.
Parent satisfaction	Maintain at least 90% satisfaction, with 85% reporting greater confidence in supporting their child’s education.

Big Idea #3: Liberty Village

Description

Liberty Village is a countywide Community Schools initiative designed to improve educational outcomes by making schools hubs of coordinated support for students and families. As the Transformative Ecosystems pillar of Project E.L.E.V.A.T.E., it would coordinate academic, literacy, health, and family support for students and strengthen relationships between schools and the community.

Inspired by Community Schools models such as Community Schools United in Columbus, Georgia, Liberty Village would address academic and everyday barriers to learning through shared work

among local partners. A Liberty Village Director would coordinate school-community partnerships, literacy efforts, family engagement, and service delivery.

The One Liberty Youth Collective would connect students and families with supportive services. The Liberty Literacy Network would focus on academic improvement through literacy programming, family learning, educator support, and interventions grounded in the Science of Reading. Both would use existing community resources and grow as local needs and funding allow.

Expanded and enriched learning time and opportunities
Tutoring and enrichment extend learning beyond the regular school day.

Collaborative leadership and practices
Families, educators, and community partners share responsibility for school improvement.

Active family and community engagement
Families help shape school life and connect with learning and support close to home.

Integrated student supports
A coordinator helps connect students and families with services that address barriers to learning.

Big Idea #3: Liberty Village

Scope of the Initiative

Liberty Village would serve K-8 students and families through schools and school-connected sites, beginning with one or more pilots. The Director would coordinate partnerships, planning, literacy work, and services with Liberty County School System and community organizations. United Way of the Coastal Empire is a proposed funding and advisory partner. Before hiring, the participating organizations must agree in writing on the Director’s employer, fiscal oversight, supervisor, and reporting responsibilities.

The One Liberty Youth Collective would bring partners together regularly to identify family needs, coordinate referrals, and reduce duplicated effort. Schools, social service agencies, healthcare and behavioral health providers, housing organizations, faith leaders, military representatives, local

government, and parents could contribute. Services may include mentoring, attendance support, health and wellness activities, enrichment, workforce and career exposure, and help with barriers that keep children from learning.

The Liberty Literacy Network would support literacy hubs in existing spaces, family literacy activities, ambassadors, tutoring, educator development, and after-school and summer learning grounded in the Science of Reading. Pilot schools should confirm attendance and literacy baselines and use them to direct support. The initiative would improve coordination and access to existing services without requiring new facilities. Expansion would depend on community needs, demonstrated results, and available resources.

- 1

One Liberty Youth Collective
Partners coordinate services, referrals, mentoring, health supports, and responses to family needs.
- 2

Liberty Literacy Network
Schools and community partners strengthen reading through tutoring, family learning, educator support, and enrichment.

Action Steps & Timeline

- 1

YEAR 1
Build the Liberty Village program
 - Secure funding for the Director and agree on the employer, fiscal oversight, and reporting line before recruitment.
 - Select a pilot school based on need, readiness, and community assets. Identify service partners and hold a community launch.
 - Establish the One Liberty Youth Collective, its charter, governance, and operating agreements. A steering committee may include school district, county, and United Way representatives.
- 2

YEARS 2-3
Launch the pilot and Youth Collective
 - Assess academic, social, health, and family needs at the pilot site. Convene the Collective regularly and establish shared data practices.
 - Launch the school hub with the principal and participating partners.
 - Begin the Liberty Literacy Network, including literacy hubs, family learning, and educator support grounded in the Science of Reading.
- 3

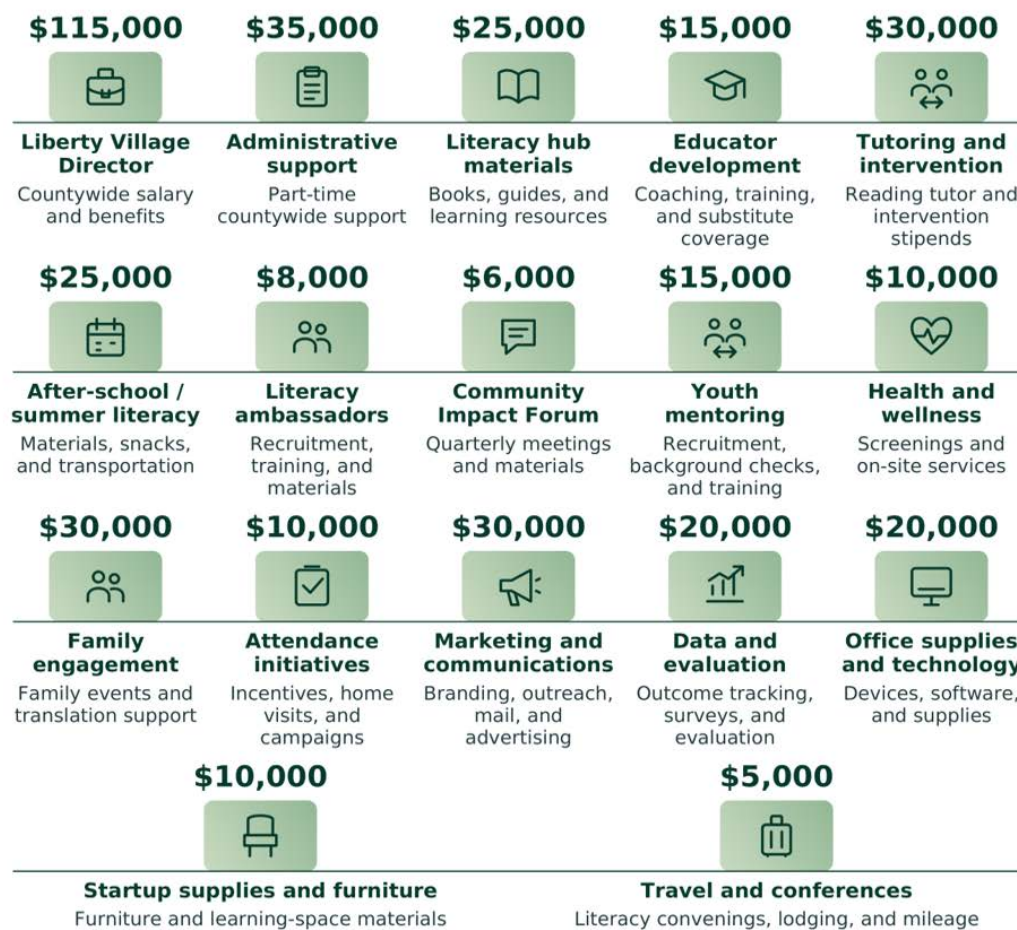
YEARS 3 AND BEYOND
Evaluate and grow carefully
 - Complete a formal evaluation of pilot outcomes and use findings to improve services.
 - Expand to additional schools as results, capacity, and funding support it.
 - Refine the Youth Collective’s work and pursue long-term funding commitments.

Big Idea #3: Liberty Village

Budget

Program Cost Components

The proposed program budget is \$429,450, including \$409,000 in direct costs and a 5% contingency of \$20,450. Staffing is annual; the schedule for other program and startup costs would be confirmed during implementation planning.



TOTAL	
\$429,450	
Direct costs plus contingency	
Direct costs \$409,000	Contingency at 5% \$20,450
All program items above	5% of direct costs

Possible Funding Sources

Potential sources for Liberty Village are listed below. Amounts and eligibility would be determined during funding development.

Potential source	Purpose / fit
Full-Service Community Schools Grant Program	Planning, implementation, and operation of community schools.
Promise Neighborhoods Program	A continuum of health, social, and educational support from early childhood to career.
United Way of the Coastal Empire	Potential grant or endowment support and an advisory relationship.
21st Century Community Learning Centers	After-school programming and family engagement.
United States Department of Agriculture Farm to School Grants	Agricultural learning and hands-on community activities within K-8 programming.

Other Potential Funding Sources

Title IV-A Student Support and Academic Enrichment funds, local government contributions, corporate sponsorships, private foundations, education grants, and community or faith-based partnerships could support parts of the initiative.

Potential In-Kind Contributions

Schools and community organizations could offer meeting rooms and space for after-school or summer programming. Other contributions may include volunteer tutors and mentors, university interns, books, literacy materials, healthcare screenings, wellness services, business sponsorships, and food for family events.

Stakeholders, Partnerships & Resources

The proposed partners below include local service organizations and models from neighboring

communities. Their experience could help Liberty Village build services that fit local families.

- Implementation and community models
- Pastor Turner: implementation
- Liberty County School System Social Services Department: implementation
- Hope 1312 Collective: model and implementation guidance
- Glynn County Care Portal: model and implementation guidance

- Advisory and service partners
- Minister Alliance: advisory
- Liberty County Library Director: advisory
- Liberty Regional Medical Center team: healthcare partnership
- United Way of the Coastal Empire: advisory

Hinesville - Liberty County 2026: The Chalkboard Collective:
A Liberty Education Collaborative

Big Idea #3: Liberty Village

Expected Impact

Liberty Village would help more elementary students meet reading benchmarks through tutoring, family literacy activities, and educator support. Coordinated referrals would give schools a clearer way to respond when health needs, transportation, housing instability, or family stress affect attendance. As the initiative grows, it aims to reach about 2,000 families annually through learning opportunities and connections to services, with expansion tied to staffing and partner capacity. The One Liberty Youth Collective would give schools, nonprofits, healthcare providers, government, and families a regular place to plan together and follow up on needs. Families should experience that coordination as fewer missed connections and easier access to help. The measures below focus on whether that support improves attendance, learning, belonging, and participation.

Measures of Success

Liberty Village would track academic progress, behavior, school climate, and access to services. Pilot schools should establish current baselines and define percentage changes consistently before setting the first annual evaluation period.

Measure	Proposed target	Review / data source
Chronic absenteeism	15% reduction annually across target schools.	Monthly; Liberty County School System Infinite Campus records
Behavioral infractions	20% decrease in out-of-school suspensions and disciplinary referrals.	Quarterly; school-system Student Services logs
School climate and belonging	At least 85% positive responses about school safety and support.	Annual; Georgia Student Health Survey
Academic growth	5% to 8% increase in students scoring Proficient or above.	Annual; Georgia Milestones assessments
Service access	100% of referred students connected to mental health or other family support resources.	Quarterly; referral tracking and partner provider records
Family engagement	75% parent participation in school-hub events, with positive feedback on resource access.	Twice yearly; Title I parent surveys and attendance logs

Reviews should help staff and partners respond when a child misses school, a family cannot reach a service, or an intervention is not producing the intended result. Findings would guide improvements at the pilot site and decisions about expansion.

Acknowledgements

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Hinesville - Liberty County 2026: The Chalkboard Collective:
A Liberty Education Collaborative

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Section 4

Launch Liberty

Challenge Question:
How might Hinesville and Liberty County leverage cultural and historical heritage, natural landscapes, and creative talent to expand entrepreneurial pathways and small business supports for current residents and future talent?

Hinesville - Liberty County 2026

Launch Liberty

Introduction

Liberty County is well positioned to become one of Georgia’s leading communities for entrepreneurship and small business development. Fort Stewart, a growing and diverse population, expanding educational partnerships, rich cultural and historical assets, and a strong network of public and private organizations provide the foundation for sustained business creation and economic growth. Throughout the Young Gamechangers process, stakeholder interviews, site visits, and community discussions consistently identified a common challenge: entrepreneurs often struggle to navigate existing business support resources because those resources remain disconnected rather than functioning as a coordinated system. The challenge is not the availability of entrepreneurial resources, but the lack of coordination connecting

entrepreneurs with the right organizations and support at each stage of business development. This fragmented experience creates barriers for business owners and limits the collective impact of organizations supporting entrepreneurship across Liberty County. At the same time, there is a significant opportunity to retain local talent, support military-connected entrepreneurs, strengthen small businesses, and reinforce Downtown Hinesville as a destination for investment and community activity. To address these challenges, our team developed three recommendations that advance a common objective: implementing a coordinated entrepreneurship strategy that connects resources, develops entrepreneurs, and creates place-based economic opportunity. Each recommendation can stand alone while contributing to a broader strategy



Team Members

- Alex Reed** | Cobb Chamber of Commerce, Kennesaw, GA
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- Carissa Hendricks** | United Way of the Coastal Empire, Hinesville, GA
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- Dr. Kia Monque Jones** | Thrive, Atlanta, GA

- Eric Jones** | Ameris Bank, Atlanta, GA
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- Moses Tanyi** | Equifax, Evans, GA
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- Xavier Walker** | Union City, Union City, GA

that helps entrepreneurs discover resources, build capability, and establish successful businesses.

Launch Liberty Navigator establishes a coordinated entrepreneurial ecosystem that connects entrepreneurs with existing education, mentorship, technical assistance, funding opportunities, and business support services through a centralized navigation platform. Serving as the front door to Liberty County’s entrepreneurial ecosystem, it aligns partners, streamlines navigation, and strengthens collaboration to help entrepreneurs access the right resources at the right time.

Launch Liberty Academy develops entrepreneurial capability through a structured, cohort-based learning experience that combines practical instruction, mentorship, coaching, and community partnerships. Participants gain the knowledge, confidence, and professional relationships needed to launch, grow, and sustain successful businesses while strengthening Liberty County’s entrepreneurial culture.

The Launch Pad expands opportunities for entrepreneurship by transforming a historic community landmark into a collaborative marketplace that showcases local businesses, celebrates Liberty County’s heritage and creative talent, and creates a vibrant destination for residents and visitors. The initiative strengthens downtown Hinesville as both an economic asset and a visible demonstration of local entrepreneurship.

Each recommendation addresses a distinct opportunity identified through the Young Gamechangers process. Launch Liberty Navigator improves coordination across the entrepreneurial ecosystem. Launch Liberty Academy develops entrepreneurial capability. The Launch Pad creates opportunities where entrepreneurs can establish, grow, and showcase their businesses. Collectively, these recommendations strengthen Liberty County’s capacity to support entrepreneurship, expand economic opportunities, and position the community for long-term growth.

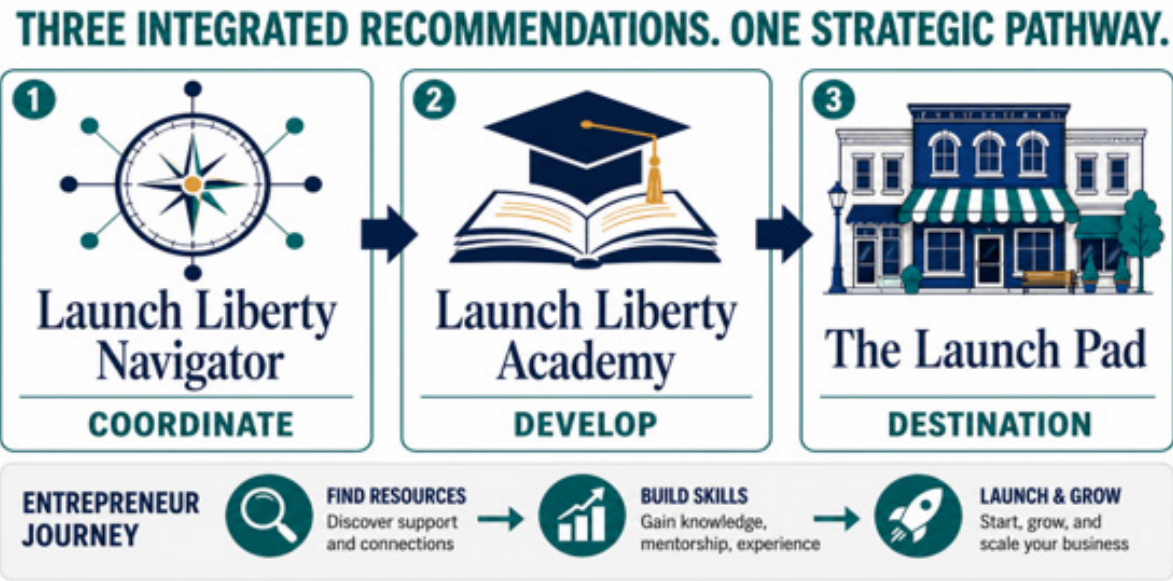


FIGURE 1. INTEGRATED ENTREPRENEURSHIP STRATEGY FOR LIBERTY COUNTY
Illustrates three recommendations that function as a coordinated system that aligns entrepreneurial resources, develops business capability, and activates place-based economic growth.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #1: Launch Liberty Navigator

Description

Launch Liberty Navigator: Building Liberty County’s Entrepreneurial Ecosystem

Liberty County has many of the resources entrepreneurs need to succeed. The challenge is not the absence of support, but the absence of a clear, coordinated pathway that makes those resources readily accessible. High-value services are distributed across multiple organizations, leaving entrepreneurs uncertain about where to begin, which provider best fits their stage or need, and how to move efficiently from one service to the next. This creates an avoidable navigation gap that can leave valuable community assets underutilized, produce inconsistent referrals, and cause entrepreneurs to lose momentum while searching for the right support.

Launch Liberty Navigator addresses this issue by creating a recognizable front door to the countywide entrepreneurial ecosystem. A live Entrepreneur Navigator helps each entrepreneur identify the appropriate next step and connects them with the partner best aligned with their stage, industry, and needs. A scalable digital platform, standardized referral practices, shared performance measures, a Steering Committee, and a designated Backbone Organization provide the infrastructure for consistent service delivery. Partners retain their individual missions while operating within a coordinated framework that improves communication and the entrepreneur experience. As businesses advance, the Navigator can also connect them with Launch Liberty Academy and The Launch Pad.

Scope of the Initiative

Launch Liberty Navigator coordinates a countywide support system for aspiring entrepreneurs, existing small businesses, military-connected entrepreneurs, students, innovators, and community partners. The initiative organizes that support around three core functions: Navigation, Coordination, and Performance. Together, these functions preserve a clear operating framework for connecting entrepreneurs to resources while strengthening the partner network that supports them.

Navigation

A live Entrepreneur Navigator serves as the centralized point of contact for entrepreneurs seeking assistance. The Navigator is supported by a scalable digital platform that connects users with technical assistance, mentorship, financing, workforce resources, education, permitting guidance, and other business services. This combined live-and-digital approach gives entrepreneurs a recognizable front door while allowing navigation capacity to expand as demand grows.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #1: Launch Liberty Navigator

Coordination

A countywide resource inventory identifies the programs, services, and organizations available to entrepreneurs throughout Liberty County. A standardized referral framework then connects educational institutions, economic-development organizations, financial institutions, workforce agencies, local governments, nonprofits, and other partners around consistent pathways. This structure improves coordination without requiring participating organizations to abandon their individual missions or duplicate services already available in the community.

Performance

Shared measures track entrepreneur engagement, referrals, and ecosystem outcomes across the initiative. An Entrepreneur Navigator Steering Committee provides collaborative oversight, while a designated Backbone Organization facilitates coordination and maintains long-term strategic direction. Together, these elements create accountability for the system while supporting continuous improvement as partner relationships and entrepreneur needs evolve.

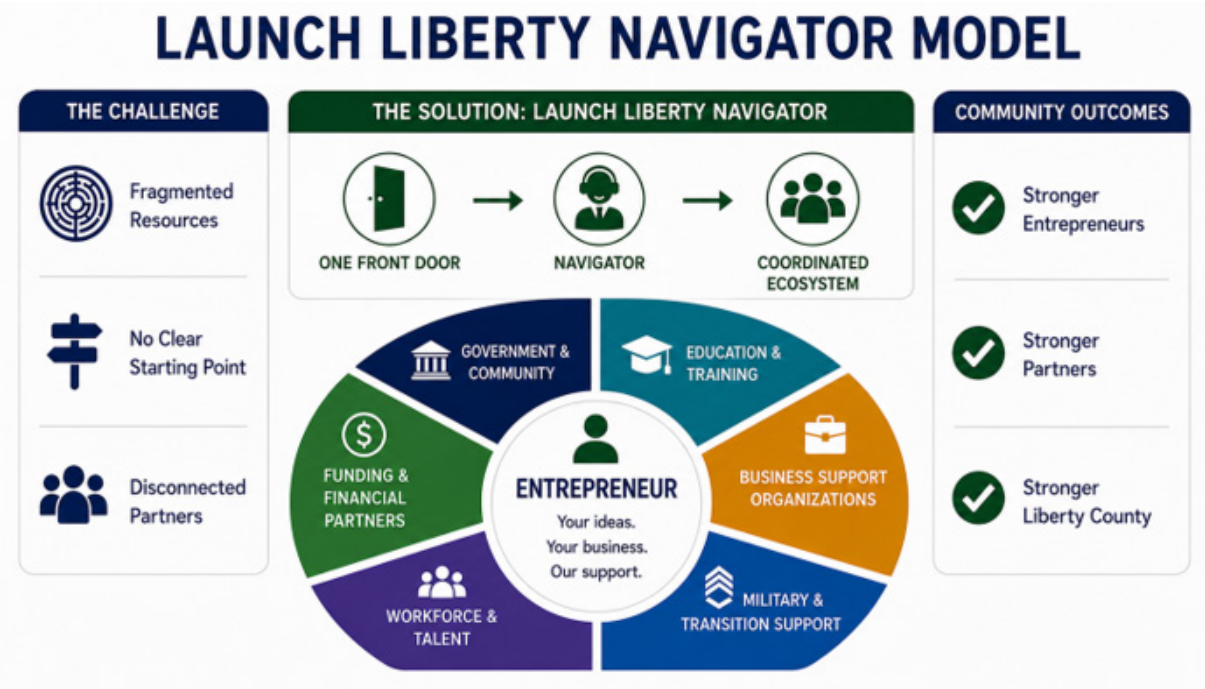


FIGURE 2. LAUNCH LIBERTY NAVIGATOR MODEL
Illustrates how entrepreneurs move through a centralized navigation system that connects them with the right resources at the right stage of business development while strengthening collaboration among community partners.

Action Steps & Timeline

Timeline	Goal	Action Steps
Short-term: Year 1	Establish Launch Liberty Navigator as Liberty County's coordinated entrepreneurial ecosystem.	Form the Launch Liberty Navigator Steering Committee. Designate the Backbone Organization. Complete a countywide inventory of entrepreneurial resources. Develop the Entrepreneur Journey Map and standardized referral framework. Hire Entrepreneur Navigator to pilot. Establish baseline performance measures and execute partner agreements.
Medium-term: Year 2-3	Expand services, strengthen collaboration, and improve entrepreneur outcomes.	Expand mentoring opportunities and technical assistance. Enhance referral coordination among partners. Launch the full digital entrepreneur platform. Integrate Launch Liberty Academy into the Launch Liberty Navigator ecosystem. Develop a community performance dashboard. Evaluate outcomes and refine service delivery based on participant feedback.
Long-term: Years 3+	Establish Launch Liberty Navigator as a sustainable, regionally recognized entrepreneurial ecosystem.	Institutionalize governance and operational processes. Expand regional partnerships throughout Coastal Georgia. Diversify funding sources. Publish annual impact reports. Evaluate long-term community outcomes and implement continuous improvement strategies.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #1: Launch Liberty Navigator

Budget

Launch Liberty Navigator is intentionally designed to maximize existing community assets rather than duplicate services. The initiative coordinates established organizations through a centralized navigation platform, shared governance structure, and collaborative referral network, allowing Liberty County to achieve significant community impact with a relatively modest financial investment. Initial funding priorities focus on establishing the governance framework, supporting the Entrepreneur

Navigator, and developing the digital navigation platform. As coordination becomes institutionalized, participating organizations continue delivering services through their respective missions, while Launch Liberty Navigator maintains the shared operating framework that connects entrepreneurs with those resources. This structure minimizes long-term operating costs while extending the reach and maximizing the impact of Liberty County's entrepreneurial-support network.

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Digital Navigation Platform	\$10,000–\$25,000	One-Time	Initial design and launch of a scalable online resource and referral platform, leveraging existing partner technology where feasible.
Entrepreneur Navigator (Pilot)	\$15,000–\$25,000	Annual	Part-time, work-study, graduate assistant, or fellowship position responsible for entrepreneur navigation, referrals, partner coordination, and ecosystem support.
Interactive Business Roadmap Integration	\$5,000–\$10,000	One-Time	Develop a basic business readiness assessment that generates customized guidance based on each entrepreneur's stage of business development.
Performance Measurement & Reporting Software	\$1,500–\$4,000	Annual	Support referral tracking, data collection, outcome measurement, and performance reporting for entrepreneurs, partners, and community stakeholders.
Platform Maintenance & Data Hosting	\$2,000–\$5,000	Annual	Support secure cloud hosting, software updates, technical support, backups, and ongoing platform maintenance.

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Resource Inventory & Ecosystem Development	\$3,000–\$8,000	One-Time	Facilitate resource mapping, stakeholder engagement, governance development, referral framework design, and initial implementation planning.

Category	Estimated Annual Cost
Startup Investment (Years 1–2)	Approximately \$36,500-\$77,000
Annual Operating Investment	Approximately \$18,500-\$34,000

Possible Funding Sources

Launch Liberty Navigator is designed around a diversified funding strategy that combines public investment, higher education partnerships, workforce development initiatives, philanthropy, and private-sector collaboration. This approach reduces reliance on any single funding source while

strengthening long-term sustainability. Funding can be phased to prioritize the live Navigator and core coordination functions first, while larger technology and ecosystem investments are pursued as partnerships and resources mature.

Funding Source	Funding Type	Estimated Amount, if Known
Corporate Sponsorships	Private Sector	TBD
Georgia Southern University	Federal Work Study / Higher Education Partnership	Approximately \$20,000 annually
Local Government Investment	Local Government	TBD
OneGeorgia Authority	State Grant	\$75,000-\$150,000
Private Foundations	Foundation Grants	TBD
U.S. Economic Development Administration	Federal Grant	\$40,000-\$75,000
WorkSource Georgia	Workforce Development Partnership	TBD
OneGeorgia Authority	State Grant	\$75,000-\$150,000

Big Idea #1: Launch Liberty Navigator

Stakeholders, Partnerships & Resources

The success of Launch Liberty Navigator depends on collaboration among public, private, nonprofit, educational, military, and community partners. Rather than creating new organizations or duplicating existing services, Launch Liberty Navigator aligns current resources into a coordinated entrepreneurial ecosystem where each partner contributes its unique expertise. This shared leadership model

encourages collective ownership, strengthens communication, reduces duplication of effort, and improves entrepreneurs' ability to navigate available resources. As partnerships mature, the ecosystem becomes more efficient, sustainable, and responsive to the evolving needs of Liberty County's business community.

Stakeholder/Partner	Involvement Type
Coastal Gullah Geechee & Afro-Caribbean Chamber of Commerce	Cultural entrepreneurship, minority business engagement
Fort Stewart	Veteran transition services, military spouse entrepreneurship, workforce development
Georgia Southern University	Entrepreneurship education, research, innovation, student engagement
Liberty County Chamber of Commerce	Business engagement, networking, marketing, and entrepreneur support
Liberty County Development Authority	Economic development leadership, strategic planning, funding support
Liberty County Municipalities	Business licensing, permitting, entrepreneur outreach, policy alignment
Local Entrepreneurs	Mentorship, advisory leadership, peer coaching
Local Financial Institutions	Small business lending, financial education, capital access
University of Georgia Small Business Development Center	Business consulting, technical assistance, training

Expected Impact

Launch Liberty Navigator is designed to strengthen Liberty County's entrepreneurial landscape by creating a coordinated ecosystem that makes business resources easier to identify, access, and navigate. By improving coordination, Launch Liberty Navigator maximizes existing community investments while positioning the county for long-term economic growth. The initiative is expected to increase business formation, strengthen existing businesses, improve access to capital and

technical assistance, and foster a culture where entrepreneurship is viewed as an attainable and supported career pathway. Equally important, Launch Liberty Navigator creates stronger connections among public agencies, educational institutions, nonprofit organizations, military partners, and the private sector, resulting in a more resilient and collaborative economic development ecosystem.

Impact Area	Expected Impact
Access to Resources	Establish a recognizable point of entry that helps entrepreneurs identify and connect with appropriate business-support resources.
Business Development	Track businesses receiving launch, growth, or expansion assistance through the ecosystem rather than attributing business creation directly to the Navigator.
Entrepreneur Navigation	Provide direct navigation and referral assistance to approximately 40–75 entrepreneurs during the initial pilot year, with participation targets adjusted as demand and Navigator capacity are established.
Long-Term Economic Impact	Establish baseline data for future measurement of business formation, business retention, capital accessed, and jobs created or retained by entrepreneurs participating in the ecosystem.
Military & Veteran Entrepreneurship	Establish referral pathways connecting transitioning service members, veterans, and military spouses with appropriate entrepreneurship and business-development resources.
Partner Collaboration	Strengthen communication and coordination among economic development, education, government, military, nonprofit, and private-sector partners.
Referral Coordination	Establish standardized referral pathways among core ecosystem partners and track whether entrepreneurs successfully connect with referred resources.
Resource Awareness	Develop and maintain a countywide inventory of entrepreneurship programs, technical assistance, financing resources, training, and other business-support services.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #1: Launch Liberty Navigator

Measures of Success

During the pilot phase, Launch Liberty Navigator should be evaluated primarily through measures of entrepreneur engagement, referral effectiveness, partner participation, and ecosystem development. Business formation, capital accessed, and jobs created or retained should initially be tracked as

longer-term outcomes rather than predetermined performance targets. Baseline data collected during Year 1 can inform future performance targets and help determine whether demand supports expansion of the Navigator role.

Measure of Success	Metric Type	Target or Goal
Business Outcomes	Quantitative	Track businesses launched, expanded, or retained among participating entrepreneurs; establish baseline rather than predetermined target
Capital Access	Quantitative	Track financing or capital accessed through ecosystem referrals; establish baseline
Entrepreneur Satisfaction	Quantitative / Qualitative	Target 80%+ positive feedback regarding navigation usefulness and accessibility
Entrepreneurs Navigated	Quantitative	40–75 entrepreneurs receiving direct navigation or referral assistance
Jobs Created / Retained	Quantitative	Track reported employment outcomes associated with participating businesses; establish baseline
Navigator Capacity & Demand	Quantitative / Qualitative	Evaluate caseload, referral volume, response time, and unmet demand to determine whether the position should expand
Partner Collaboration	Quantitative / Qualitative	Establish active referral relationships with 8–12 core ecosystem partners and assess coordination effectiveness
Referral Completion	Quantitative	Establish baseline and track percentage of referred entrepreneurs who successfully connect with partner services

Measure of Success	Metric Type	Target or Goal
Referrals Made	Quantitative	Establish baseline; target approximately 50–100 documented referrals during pilot
Resource Inventory	Quantitative	Complete and maintain a comprehensive inventory of core entrepreneurship resources

Closing Statement

Launch Liberty Navigator establishes the foundation for Liberty County’s entrepreneurial ecosystem by creating a coordinated pathway that connects entrepreneurs, resources, and community partners. By improving access, strengthening collaboration, and establishing shared performance measures, the initiative builds the capacity needed to support

business formation, investment, and long-term economic growth. Its phased approach allows Liberty County to begin with practical navigation and coordination functions while expanding the ecosystem over time based on demonstrated demand and measurable outcome.

Big Idea #2: Launch Liberty Academy

Description

Launch Liberty Academy: Developing Liberty County's Next Generation of Entrepreneurs

Launch Liberty Academy will serve as Liberty County's educational gateway for entrepreneurship. The community-based program will equip aspiring and existing business owners with practical knowledge, real-world experience, mentorship, coaching, and direct connections to lenders, technical assistance providers, and experienced entrepreneurs. Through weekly sessions, Business Labs, and Community Classrooms, participants will build skills in business planning, marketing, financial management, legal formation, operations, leadership, customer discovery, and strategic decision-making.

Scope of the Initiative

Launch Liberty Academy is a countywide entrepreneurship initiative designed to serve aspiring entrepreneurs, existing small business owners, military spouses, veterans, students, home-based businesses, and individuals seeking to launch or expand businesses throughout Liberty County. The Academy provides a centralized educational experience that combines entrepreneurship instruction, business coaching, mentorship, experiential learning, and direct connections to Liberty County's entrepreneurial ecosystem. Through a structured cohort model, participants

The Academy will culminate with Launch Day, where participants present their ventures to local leaders, lenders, investors, and potential customers, increasing their access to resources, relationships, and visibility. Graduates will remain engaged through the Legacy Leaders alumni network, serving as mentors, instructors, and advocates for future cohorts. This cycle will develop prepared business owners, strengthen Liberty County's workforce and economy, and build a lasting culture of entrepreneurship.

receive practical guidance that supports every stage of business development, from refining an initial concept to preparing for sustainable business growth.

The initiative will operate as an annual 13-week cohort program, initially serving 10 to 20 participants selected through a competitive application process. As community demand increases and partnerships expand, additional cohorts may be offered to reach a broader audience while maintaining a high-quality educational experience.

Program Components

Launch Liberty Academy combines classroom instruction, hands-on application, mentorship, and community access.

Component	Participant Experience
Entrepreneur Education	Weekly sessions led by experienced entrepreneurs and professionals
Business Labs	Hands-on application of concepts introduced during instruction
Community Classrooms	Site-based learning inside local businesses and community organizations
Coaching and Mentorship	Individual guidance from entrepreneurs and business professionals
Professional Network	Direct access to lenders, attorneys, accountants, marketing specialists, and workforce partners
Business Portfolio	A completed business plan, financial projections, marketing plan, operational strategy, and action roadmap
Launch Day	A public showcase before community leaders, lenders, investors, and potential customers

The Academy will draw on local government, educational partners, the Chamber of Commerce, financial institutions, nonprofits, workforce organizations, and private employers. Existing classrooms, businesses, and community facilities will serve as program sites, reducing costs while

connecting participants directly to Liberty County's entrepreneurial network. Graduates will leave better prepared to access resources, launch sustainable businesses, and strengthen the county's business pipeline, workforce, and economy.

Action Steps & Timeline

Launch Liberty Academy is designed to be implemented through a phased approach that emphasizes collaboration, continuous improvement, and long-term sustainability. Beginning with a pilot cohort, the Academy will establish the partnerships, curriculum, and operational framework necessary to

become Liberty County's premier entrepreneurship development program. Each phase builds upon lessons learned from the previous stage, allowing the program to expand thoughtfully while maintaining a high-quality participant experience.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #2: Launch Liberty Academy

Timeline	Goal	Action Steps
Short-term: Year 1	Launch the inaugural Academy cohort and establish the program foundation.	Form a Steering Committee. Designate the lead organization. Finalize curriculum and participant experience. Recruit Community Faculty and community partners. Secure main classroom and Community Classroom locations. Develop branding and marketing materials. Open Founder applications. Select the inaugural cohort. Deliver the first 13-week Academy. Host the inaugural Launch Day Business Showcase and Graduation.
Medium-term: Year 2-3	Strengthen the Academy and expand community engagement.	Refine curriculum based on participant feedback. Expand Community Faculty and mentor participation. Establish the Legacy Leaders alumni network. Increase Community Classroom locations. Develop specialized business tracks. Secure sponsorships and long-term funding. Expand to two cohorts annually if demand supports growth.
Long-term: Years 3+	Establish Launch Liberty Academy as a regional entrepreneurship model.	Expand regional partnerships. Develop a digital entrepreneur resource hub. Explore licensing opportunities for neighboring communities. Implement a long-term funding strategy. Track graduate business outcomes. Continuously improve curriculum based on community needs.

Implementation Strategy

Launch Liberty Academy will begin as a pilot, allowing partners to assess outcomes, refine the curriculum, strengthen collaboration, and limit financial risk before expansion. Early efforts will build a lasting network of Community Faculty, mentors, educational partners, and business leaders to establish the Academy as a long-term community resource.

Graduates will join the Legacy Leaders network and return as mentors, instructors, and advocates. This model creates a self-sustaining cycle of entrepreneurship and leadership while giving future participants access to mentors who understand the opportunities and challenges of starting a business in Liberty County.

Budget

Launch Liberty Academy is intentionally designed to maximize existing community assets while minimizing operating costs. By leveraging partnerships, volunteer expertise, and existing facilities, the Academy delivers high-quality

entrepreneurship education. This collaborative approach allows Liberty County to establish a sustainable entrepreneurship program with modest annual investment while generating long-term economic and community value.

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Community Asset Experiences & Site-Based Learning	\$2,500	Annual	Supports Community Classroom experiences, local business tours, transportation needs, and experiential learning opportunities that highlight Liberty County's cultural, historical, and entrepreneurial assets.
Launch Day Business Showcase	\$2,500	Annual	Venue support, awards, signage, refreshments, photography, and event materials. Many costs may be offset through sponsorships and in-kind contributions.
Marketing & Recruitment	\$1,500	Annual	Digital marketing, printed materials, community outreach, and participant recruitment.
Participant Materials	\$1,500	Annual	Workbooks, business planning resources, binders, certificates, and printed educational materials.
Program Supplies & Administrative Expenses	\$1,000	Annual	Office supplies, instructional materials, and contingency expenses

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Big Idea #2: Launch Liberty Academy

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Technology & Registration Platform	\$500	Annual	Online registration, surveys, participant communication, and program management tools.

Estimated Annual Cash Investment

Category	Estimated Annual Cost
Total Annual Operating Budget	Approximately \$9,500

This budget reflects only direct operating expenses. The Academy’s greatest strength lies in its ability to leverage existing community resources through

volunteer instruction, donated meeting space, professional expertise, sponsorships, and public-private partnerships.

In-Kind Community Contributions

Launch Liberty Academy will use existing community resources to reduce operating costs and increase shared ownership. In-kind support may include volunteer faculty and mentors, donated classroom and event space, business-hosted learning experiences, reduced-cost professional services, meals, printing, marketing, and Launch

Day sponsorships. Potential contributors include local businesses, SCORE, UGA SBDC, educational institutions, chambers of commerce, financial and legal professionals, civic organizations, and Legacy Leaders. This partnership model supports a strong participant experience while maintaining a modest annual budget funded through multiple sources.

Possible Funding Sources

Launch Liberty Academy is designed around a diversified funding strategy that combines public investment, corporate sponsorships, grants, educational partnerships, and community support.

This shared investment model strengthens long-term sustainability while ensuring that financial barriers do not prevent aspiring entrepreneurs from participating.

Funding Source	Funding Type	Estimated Amount, if Known
Chamber of Commerce	Partnership / In-Kind	TBD
City of Hinesville	Local Government	TBD
Coastal Electric Cooperative	Corporate Sponsorship	\$2,500-\$5,000
Georgia Power Foundation	Corporate Foundation	\$5,000-\$10,000
Georgia Southern University	In-Kind	TBD
Liberty County Board of Commissioners	Local Government	TBD
Liberty County Development Authority	Local Government	TBD
Local Businesses	Sponsorship / In-Kind	TBD
Local Financial Institutions	Corporate Sponsorship	\$1,000-\$5,000 each
Participant Registration Fee (Future Cohorts)	Earned Revenue	TBD
Savannah Technical College	In-Kind	TBD
SCORE	In-Kind	TBD
State & Federal Grants	Grant Funding	TBD
UGA Small Business Development Center	In-Kind	TBD

Funding Strategy

Launch Liberty Academy will use sponsorships, grants, in-kind contributions, public investment, philanthropic support, educational partnerships, and modest earned revenue to avoid dependence on a single funding source. The pilot will remain free to participants, ensuring selection is based on

commitment and potential rather than ability to pay. As the Academy grows, registration fees may be considered with scholarships available. This shared funding model expands access, strengthens community ownership, and supports long-term sustainability.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #2: Launch Liberty Academy

Stakeholders, Partnerships & Resources

Launch Liberty Academy is built on the principle that entrepreneurship is a community responsibility. Rather than being operated by a single organization, the Academy is designed as a collaborative initiative that brings together local government, educational institutions, businesses, nonprofit organizations, financial partners, and experienced entrepreneurs to create a comprehensive support system for aspiring business owners.

Each partner contributes unique expertise and resources, creating a program that reflects Liberty County's strengths while building a stronger entrepreneurial culture. This collaborative model increases community ownership, reduces duplication of services, and ensures the Academy remains sustainable as it grows.

Stakeholder/Partner	Involvement Type
City of Hinesville	Community engagement, entrepreneur outreach, and downtown business connections
Community Organizations & Civic Clubs	Community outreach, volunteer support, and participant recruitment
Georgia Southern University	Entrepreneurship education, classroom space, faculty expertise, and student engagement
Legacy Leaders	Mentorship, volunteer leadership, and long-term program sustainability
Liberty County Board of Commissioners	Community investment, policy support, and economic development alignment
Liberty County Chamber of Commerce	Business networking, recruitment, marketing, and entrepreneur engagement
Liberty County Development Authority	Program leadership, strategic oversight, economic development coordination
Liberty County School System	Youth entrepreneurship awareness and future participant development
Local Entrepreneurs & Business Owners	Community Faculty, mentors, and Community Classroom hosts
Local Food & Culinary Entrepreneurs	Entrepreneurship mentoring and industry-specific expertise

Stakeholder/Partner	Involvement Type
Major Employers	Workforce innovation, leadership development, and community partnerships
Media, Design & Storytelling Professionals	Branding, marketing, communications, and creative entrepreneurship
Savannah Technical College	Workforce development, technical training, and entrepreneurial education
SCORE	Volunteer business mentoring and coaching
University of Georgia Small Business Development Center	Business consulting, workshops, and technical assistance

Expected Impact

Launch Liberty Academy will serve as Liberty County's entrepreneur development pipeline, equipping aspiring and existing business owners with the knowledge, confidence, experience, and relationships needed to build sustainable businesses. The Academy will strengthen entrepreneur readiness,businesscreation,workforcedevelopment, and community partnerships while establishing entrepreneurship as an attainable career path. These outcomes will expand local opportunity, strengthen the business community, and drive lasting economic growth across Liberty County.

Impact Area	Expected Impact
Access to Opportunity	Reduce barriers to entrepreneurship by connecting participants with mentors, technical assistance, financing opportunities, and professional networks.
Business Development	Support the creation of new businesses while improving the long-term success and sustainability of existing small businesses through education, mentorship, and coaching.
Community Leadership	Develop entrepreneurs who become future mentors, business leaders, and community advocates through the Legacy Leaders network.
Community Partnerships	Expand collaboration among government, educational institutions, nonprofit organizations, financial institutions, and private-sector employers through a shared entrepreneurship initiative.
Economic Development	Strengthen Liberty County's entrepreneurial ecosystem by increasing local business activity, encouraging investment, and retaining entrepreneurial talent.

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Big Idea #2: Launch Liberty Academy

Impact Area	Expected Impact
Entrepreneurship	Increase the number of entrepreneurs equipped to successfully launch, grow, and sustain businesses throughout Liberty County.
Workforce Development	Equip participants with leadership, financial management, communication, and business skills that are transferable across industries and career pathways.

Quantitative Impact

Within the first five years of implementation, Launch Liberty Academy is expected to create measurable improvements in entrepreneurship, business development, and workforce readiness. Projected outcomes include:

- ▶ Graduate 10-20 entrepreneurs during the inaugural cohort, with capacity to serve 20-40 entrepreneurs annually if the Academy expands to two cohorts based on demonstrated demand.
- ▶ Improve business survival rates by providing structured education, coaching, and ongoing mentorship beyond graduation.
- ▶ Develop a network of 50 or more active mentors and Community Faculty representing a broad range of industries and professional expertise.

Qualitative Impact

Beyond measurable outcomes, Launch Liberty Academy is expected to create a lasting cultural shift throughout Liberty County. Participants will gain confidence in their ability to pursue entrepreneurship while building meaningful relationships with mentors, business owners,

- ▶ Connect every participant with financial institutions, business advisors, and economic development organizations before graduation.
- ▶ Establish a growing Legacy Leaders alumni network that provides mentorship, volunteer instruction, and leadership for future Academy cohorts.
- ▶ Increase participation in entrepreneurship education among veterans, military spouses, students, minority-owned businesses, and first-time entrepreneurs.
- ▶ Expand community awareness of entrepreneurship as a viable pathway for economic mobility and business ownership.

educators, and community leaders who continue supporting their growth long after graduation. The Academy also strengthens collaboration among organizations that currently serve entrepreneurs. Educational institutions, economic development organizations, financial institutions, nonprofit

partners, and local businesses become active participants in developing Liberty County's future entrepreneurs. As graduates establish businesses and return as Legacy Leaders, the Academy creates a cycle of continuous leadership development that strengthens Liberty County's entrepreneurial culture year after year.

The Academy also reinforces the importance of place-based entrepreneurship by encouraging participants to build businesses that celebrate

Liberty County's military community, cultural heritage, natural assets, creative industries, and local identity. These businesses contribute not only to economic growth but also to a stronger sense of community pride and belonging. Over time, Launch Liberty Academy becomes more than an educational program. It becomes a community tradition that develops business owners, cultivates civic leadership, and inspires future generations to invest in Liberty County.

Measures of Success

Launch Liberty Academy's success will be measured through participant outcomes, business creation and growth, community engagement, partnerships, and long-term economic impact. Regular reviews by Academy leaders and partners will guide program improvements and ensure the Academy

continues meeting Liberty County's entrepreneurial needs. Lasting success will be reflected not only in graduation rates, but in the businesses participants build, the relationships they establish, and the leadership they contribute to the community.

Measure of Success	Metric Type	Target or Goal	Timeframe
Business Plans Completed	Quantitative	100% of participants complete a comprehensive Business Portfolio	Annual
Business Survival Rate	Quantitative	Track business survival at one, three, and five years	Annual
Businesses Launched	Quantitative	Track businesses launched, expanded, or retained by Academy participants and establish an initial baseline to inform future performance targets.	Annual
Community Partnerships	Qualitative	Increase the number of active organizational partnerships supporting the Academy	Annual
Founder Applications	Quantitative	Increase qualified applicants annually	Annual
Graduation Rate	Quantitative	Achieve a graduation rate of 90% or greater	Annual

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Big Idea #2: Launch Liberty Academy

Measure of Success	Metric Type	Target or Goal	Timeframe
Launch Day Participation	Quantitative	Increase attendance by community leaders, lenders, investors, and residents each year	Annual
Legacy Leaders Participation	Quantitative	Increase alumni engagement through mentoring, teaching, and volunteer service each year	Annual
Mentor Engagement	Quantitative	Expand Community Faculty and mentor participation annually	Annual
Participant Enrollment	Quantitative	Enroll 10–20 participants per cohort with sustainable growth over time	Annual
Participant Satisfaction	Quantitative / Qualitative	Achieve 85%+ positive participant satisfaction with instruction, mentorship, and overall program experience	Annual

Continuous Improvement and Reporting

Launch Liberty Academy will use participant feedback, mentor evaluations, partner input, and graduate outcomes to refine its curriculum, mentoring, and Community Classroom experiences after each cohort. An Annual Impact Report will track graduation, businesses launched or expanded, jobs created, partner participation, Launch Day outcomes, success stories, and planned improvements. Long-

term success will be measured by business survival, expanded ownership among veterans, military spouses, students, and first-time entrepreneurs, growth of the Legacy Leaders network, stronger workforce and education partnerships, and the Academy's contribution to Liberty County's entrepreneurial culture and economy.

Closing Statement

Launch Liberty Academy equips aspiring and existing entrepreneurs with the knowledge, relationships, and practical experience needed to build sustainable businesses. By investing in entrepreneurial capability, the Academy strengthens

Liberty County's long-term business pipeline while cultivating future mentors, employers, and community leaders who will continue advancing the county's entrepreneurial ecosystem.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #3: The Launch Pad

Description

The Launch Pad: Hinesville Entrepreneurial Hall
Throughout the Young Gamechangers process, community leaders consistently emphasized the need for increased downtown activity, stronger support for locally owned businesses, and experiences that encourage residents and visitors to spend more time in Downtown Hinesville. Our recommendation reimagines the historic Coca-Cola bottling plant as a dynamic mixed-use destination that celebrates Liberty County's culture, military heritage, entrepreneurial spirit, and creative talent while creating new opportunities for small businesses and community engagement. The Launch Pad would bring together local businesses, restaurants, retailers, artists, makers, and entertainers through flexible spaces for food, retail, creative businesses, entertainment, community events, and collaborative workspaces. By providing lower-barrier opportunities to launch and test concepts,

build customer demand, and develop sustainable operations, the Hinesville Entrepreneurial Hall can serve as both an entrepreneurial incubator and a catalyst for broader commercial investment.

As an adaptive reuse of an iconic piece of Hinesville's history, the project would preserve the community's heritage while introducing new economic activity and opportunities for future generations. The Hinesville Entrepreneurial Hall would strengthen Downtown Hinesville by increasing visitor activity, supporting locally owned businesses, encouraging private investment, and creating opportunities for entrepreneurs and creatives. Over time, the Hall can help develop businesses positioned to expand beyond the facility, contributing to downtown revitalization and advancing Liberty County's broader economic development goals.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #3: The Launch Pad



FIGURE 3. CONCEPTUAL VISUALIZATION OF ADAPTIVE REUSE FOR THE LAUNCH PAD HINESVILLE ENTREPRENEURIAL HALL
Illustrates the potential transformation of the historic Coca-Cola bottling plant into a vibrant mixed-use destination that preserves community character while creating opportunities for dining, retail, events, and entrepreneurship.
AI-generated rendering depicting a potential future design; not an official development plan.

Scope of the Initiative

The redevelopment will include a mix of flexible commercial spaces that accommodate businesses at varying stages of growth. Potential uses include retail storefronts, food and beverage concepts, artisan and maker spaces, creative studios, coworking areas, event space, and community gathering areas. This mix of uses creates activity throughout the day while supporting entrepreneurship, tourism, and community engagement. Core elements of the development include:

- Flexible restaurant and food vendor spaces that lower barriers for culinary entrepreneurs.

- Local retail spaces for entrepreneurs, artisans, and makers.
- Community gathering areas designed for networking, meetings, and informal collaboration.
- Indoor and outdoor event spaces that support live music, cultural programming, festivals, and seasonal events.
- Public seating and family-friendly amenities that encourage residents and visitors to spend more time downtown.

- Rotating pop-up retail opportunities that allow emerging entrepreneurs to test business concepts before investing in permanent storefronts.
- Public art, historical interpretation, and placemaking elements that celebrate Liberty County’s military history, cultural diversity, and coastal heritage.

The Launch Pad intentionally balances economic development with community building. While business recruitment and private investment remain important, the broader objective is to create a welcoming destination that strengthens community identity, encourages entrepreneurship, and contributes to the long-term vitality of downtown Hinesville.



FIGURE 4. FIRST-FLOOR CONCEPT PLAN FOR THE LAUNCH PAD: HINESVILLE ENTREPRENEURIAL HALL
Conceptual illustration featuring anchor restaurants, food and beverage stalls, local retail and market vendors, communal dining areas, and shared amenities designed to support small businesses, encourage community gathering, and promote local entrepreneurship in downtown Hinesville. AI-generated rendering depicting a potential future design; not an official development plan.

Hinesville - Liberty County 2026: Launch Liberty

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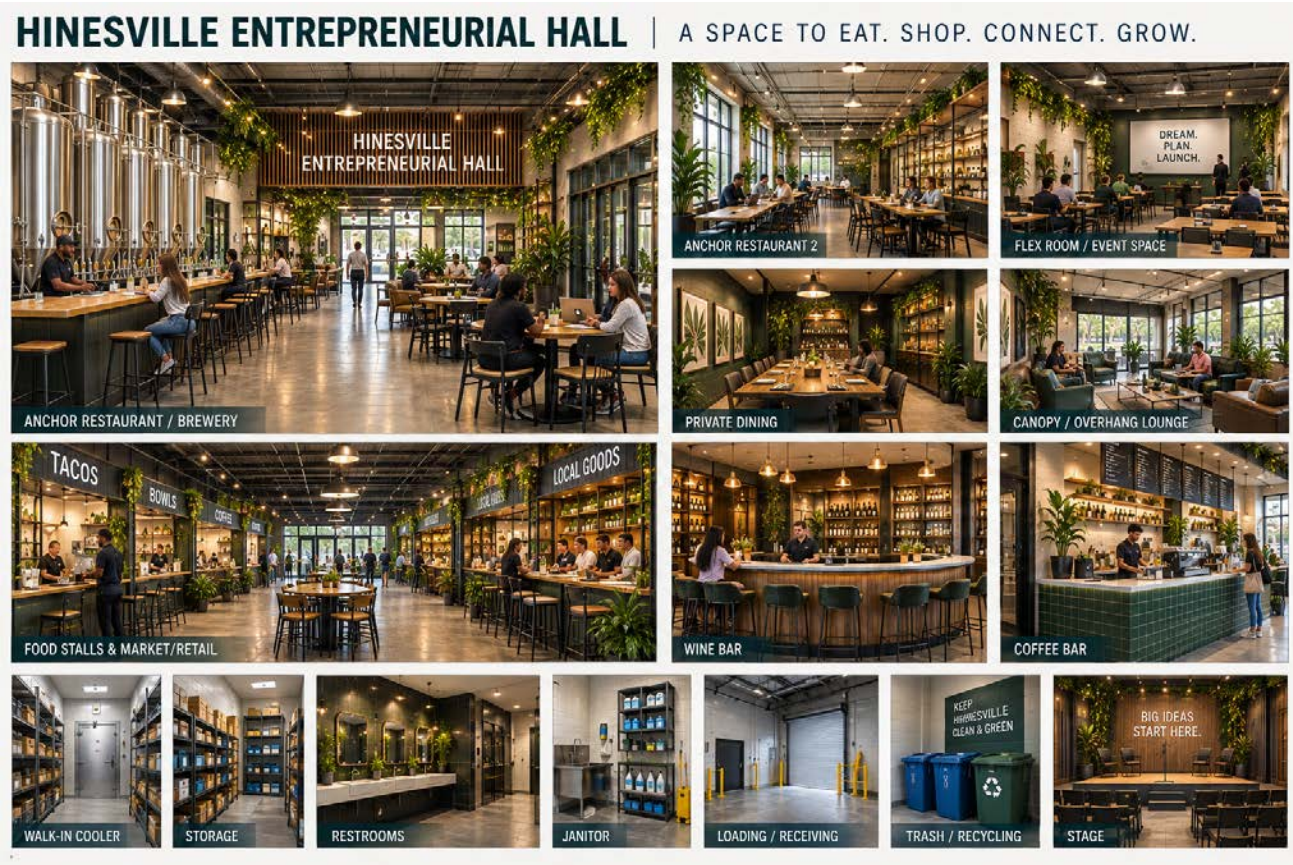


FIGURE 5. CONCEPTUAL GROUND FLOOR PROGRAM FOR THE LAUNCH PAD

Illustrates potential ground-floor programming, integrating restaurants, food vendors, retail, entertainment, and community gathering spaces. The layout conveys potential uses rather than a final architectural design. AI-generated rendering depicting a potential future design; not an official development plan.



FIGURE 6. SECOND-FLOOR CONCEPT PLAN FOR THE LAUNCH PAD: HINESVILLE ENTREPRENEURIAL HALL

Conceptual illustration of potential spaces, including flexible event areas, coworking spaces, startup incubator offices, meeting rooms, and creative studios designed to foster collaboration, support business development, and provide resources for entrepreneurs and small businesses. AI-generated rendering depicting a potential future design; not an official development plan.

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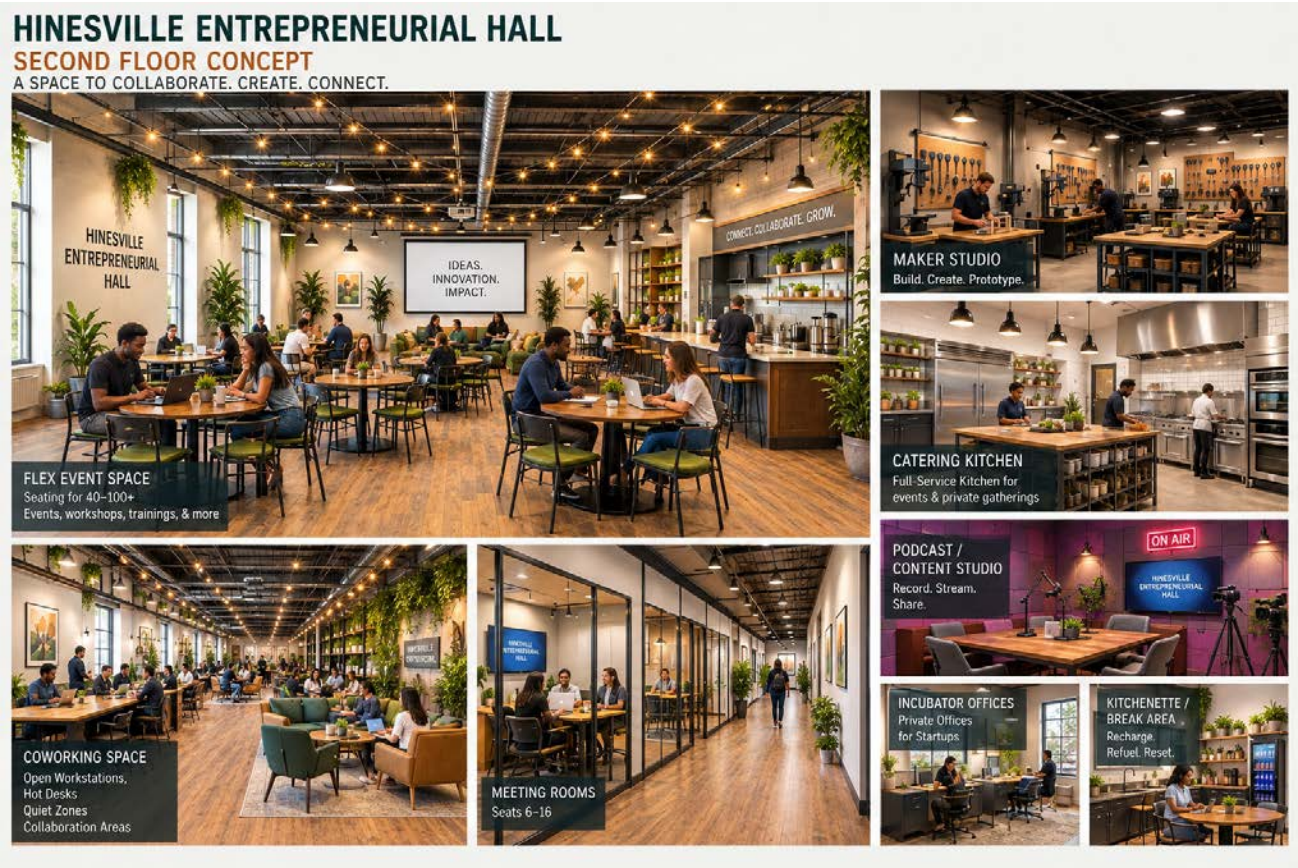


FIGURE 7. CONCEPTUAL UPPER-LEVEL ENTREPRENEUR SUPPORT SPACE
Illustrates flexible second-floor spaces for coworking, offices, meetings, maker activities, media, and events to support entrepreneurs at various stages of development. The layout is conceptual and demonstrates potential uses and relationships. AI-generated rendering depicting a potential future design; not an official development plan.

Action Steps & Timeline

The implementation strategy balances thoughtful planning with measurable progress, ensuring that redevelopment is financially responsible, community-driven, and positioned for long-term success.

Each phase builds toward a common goal: creating a destination where entrepreneurs, residents, visitors, and community partners gather to experience the best of Liberty County.

Timeline	Goal	Action Steps
Short-term: Year 1	Establish the redevelopment vision and secure project feasibility.	• Complete a market feasibility study. • Develop conceptual site plans and architectural vision. • Engage current property owner • Engage residents, business owners, and stakeholders through public input sessions.
Medium-term: Year 2-3	Finalize redevelopment agreements and begin construction.	• Confirm redevelopment site and ownership strategy. • Identify funding opportunities and public-private partnership structure. • Develop a phased implementation and financial plan. • Secure property acquisition or redevelopment agreement. • Complete architectural and engineering design. • Finalize financing package. • Recruit anchor tenants and local entrepreneurs. • Begin phased construction and infrastructure improvements. • Activate the site through temporary programming such as food truck events, artisan markets, live music, and community festivals while permanent redevelopment is underway. • Develop branding, marketing, and tenant recruitment strategies.
Long-term: Years 4+	Activate the destination and establish long-term sustainability.	• Complete construction and tenant build-out. • Open restaurants, retail spaces and entertainment venues. • Launch recurring community programming and events. • Establish long-term property management and maintenance. • Evaluate economic and community outcomes. • Continue recruiting local entrepreneurs and expanding programming.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #3: The Launch Pad

Budget

The Launch Pad represents the largest capital investment among the team’s recommendations. While redevelopment requires a significant upfront investment, it is intended to catalyze long-term economic growth by attracting private investment, supporting business expansion, increasing tourism,

strengthening property values, creating jobs, and expanding commercial activity. Final project costs will be refined through feasibility analysis, site evaluation, property acquisition, design development, and tenant improvement planning.

Budget Item	Estimated Cost or Range	Frequency	Notes/Assumptions
Property Acquisition	\$1,000,000-\$1,500,000	One-Time	Purchase or secure control of the redevelopment site. Estimate based on previous conversations between stakeholders and current property owner.
Design & Engineering	\$500,000-\$1,000,000	One-Time	Architectural design, engineering, planning, permitting, and construction documentation.
Historic Restoration & Infrastructure Improvements	\$3,000,000-\$5,000,000	One-Time	Structural improvements, ADA compliance, historic preservation, site preparation, streetscape enhancements, and public amenities.
Utility Upgrades	\$2,000,000-\$3,500,000	One-Time	Water, sewer, electrical, HVAC, plumbing, gas, telecommunications, and utility modernization.
Interior Build-Out	\$1,000,000-\$2,000,000	One-Time	Restaurant spaces, retail suites, food vendor stalls, common seating areas, lighting, finishes, signage, and shared facilities.
Project Management & Contingency	\$1,000,000-\$2,000,000	One-Time	Construction management, inspections, legal services, contingency planning, and unforeseen project costs.
Annual Operations & Maintenance	\$250,000-\$500,000	Annual	Facility management, security, insurance, maintenance, utilities, cleaning, landscaping, and common area upkeep.

Estimated Total Investment

Category	Estimated Annual Cost
Total Capital Investment	\$8.5 million - \$15 million
Annual Operating Costs	\$250,000 - \$5000,000

Possible Funding Sources

A diversified funding strategy will be essential to the successful implementation of the Hinesville Entrepreneurial Hall. By combining public investment, grants, tax incentives, private capital, and earned revenue, Liberty County can reduce financial risk while creating a sustainable redevelopment model.

Funding Source	Funding Type	Estimated Amount, if Known
Community Development Block Grant (CDBG) Entitlement - Redevelopment Fund	Federal Grant	Potential funding up to 80%-85% of awards (avg. \$250,000 - \$280,000 annually)
USDA Rural Business Development Grant	Federal Grant	Potential funding (no max cap)- to be determined upon completion of feasibility analysis and finalization of the project's funding mix
Economic Development Administration (EDA) Public Works and Economic Adjustment Assistance Programs	Federal Grant	Potential funding (no max cap)- to be determined upon completion of feasibility analysis and finalization of the project's funding mix
Corporate Sponsorships & Philanthropic Foundations	Sponsorship / Grant	Unquantified - to be determined via market testing and prospecting. Dependent on sponsorship intake.
Federal & State Historic Preservation Tax Credits	Tax Credit	20-40% of qualified rehabilitation costs
Georgia Cities Foundation Revolving Loan Fund	Loan	Potential funding up to \$250,000
Georgia Department of Community Affairs (DCA) Downtown Development Revolving Loan Fund	Loan	Potential funding up to \$250,000
Public-Private Partnership	Private Investment	To be determined by feasibility analysis and RFP selection

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #3: The Launch Pad

Funding Source	Funding Type	Estimated Amount, if Known
Special Purpose Local Option Sales Tax (SPLOST)	Local Government	Subject to SPLOST proposal, committee inclusion, and voter approval
Tax Allocation District (TAD)	Local Financing	Subject to TAD creation
Tenant Lease Revenue	Earned Revenue	Determined by market feasibility and final tenant mix.

Stakeholders, Partnerships & Resources

Creation of the Hinesville Entrepreneurial Hall will require a coordinated partnership among public agencies, private developers, local businesses, nonprofit organizations, educational institutions, and community members. No single organization can successfully deliver a project of this scale independently. Instead, the initiative relies on shared leadership, strategic investment, and ongoing collaboration to create a destination that reflects

Liberty County's identity and supports long-term economic vitality.

Each stakeholder plays a distinct role in planning, financing, developing, activating, and sustaining the destination. By leveraging the expertise and resources of multiple sectors, this center can become a catalyst for entrepreneurship, tourism, placemaking, and community engagement.

Stakeholder/Partner	Involvement Type
Liberty County Development Authority	Economic development strategy, business recruitment, funding connections
Liberty County Commissioners	County support, funding, policy alignment
City of Hinesville	Municipal support, funding, infrastructure, policy coordination
Fort Stewart	Military community connections, outreach to military-connected entrepreneurs
Current Property Owner	Property coordination, acquisition negotiations, potential investment
Small Business Incubator - Georgia Southern University	Entrepreneurship training, mentoring, business development services

Stakeholder/Partner	Involvement Type
George Smith - Inspections Director	Building, permitting, inspections, code guidance
Georgia Department of Community Affairs	Technical assistance, grant resources, community development guidance
Hinesville Downtown Development Authority	Project coordination, downtown strategy, stakeholder engagement, implementation
Liberty Consolidated Planning Commission	Land use, zoning, site planning, permitting coordination
Liberty County Chamber of Commerce	Business connections, promotion, entrepreneur outreach
Local Developers/Partners TBD	Private investment, development expertise, project implementation
Local Entrepreneurs and Small Business Owners	Input, programming participation, business activation, peer networking
Local Financial Institutions TBD	Financing, lending, financial education, entrepreneur referrals
Savannah Tech	Workforce training, technical education, entrepreneurial programming
University of Georgia - Carl Vinson Institute of Government	Local government expertise, training, organization and implementation support
WorkSource Georgia	Workforce development, training, employment resources, employer connections

Expected Impact

The Launch Pad is designed to become a catalyst for entrepreneurship, downtown revitalization, and community engagement. By creating a destination where local businesses, residents, and visitors regularly interact, the project strengthens

Liberty County's economic competitiveness while supporting business formation, increasing visitation, and encouraging continued private investment throughout downtown Hinesville.

Impact Area	Expected Impact
Residents Served	The project is designed to benefit all residents throughout Liberty County and create a destination that supports dining, retail, entrepreneurship, entertainment, events, and community gathering.

Hinesville - Liberty County 2026: Launch Liberty

Big Idea #3: The Launch Pad

Impact Area	Expected Impact
Jobs Created	The project is expected to generate direct and indirect employment through restaurants, retail establishments, food vendors, event operations, property management, and other businesses occupying the development. Specific employment targets should be validated through the market feasibility study and final tenant mix.
Businesses and Activities Supported	The development will provide space and opportunities for restaurants, retail businesses, sole proprietors, entrepreneurs, meeting and coworking users, a brewery, and entertainment businesses, while creating opportunities for networking, business meetings, community gatherings, and customer engagement.
Students, Participants, or Visitors reached	The development will serve residents and visitors throughout Hinesville and Liberty County, including students, military-connected families, regional visitors, entrepreneurs, and community members participating in programs, events, and activities.
Redevelopment, Programming, and Services Created	The project will redevelop approximately 2.26 acres and 24,000 square feet of an underutilized historic landmark into a destination featuring dining, shopping, coworking and meeting space, entrepreneurship opportunities, and community programming. Planned programming may include music, comedy nights, movie nights, and hands-on activities such as flower arranging, painting, and other creative workshops.
Dollars invested or leveraged	Track total public, private, philanthropic, and tenant investment leveraged through redevelopment.
Increase or decrease in a measurable condition	The development is expected to increase sales tax revenue and surrounding property values through increased business activity, visitation, and investment.

Impact Area	Expected Impact
Qualitative Community Impact	The project is expected to strengthen community connections and local partnerships, increase residents' sense of belonging and pride, improve access to services and opportunities, and enhance quality of life. It will also support local businesses, encourage spending within the community, strengthen community culture, provide a family-friendly atmosphere, and contribute to economic development, visibility, and a greater sense of safety and connection.
Economic and Workforce Impact	The project will support local entrepreneurs and small businesses, create opportunities for collaboration, and generate local employment and workforce development opportunities. Destination-based programming and partnerships may also increase visitor spending and overnight stays in Liberty County.

Measures of Success

The success of the Hinesville Entrepreneurial Hall should be evaluated through a combination of economic, community, and placemaking indicators that measure both the performance of the redevelopment and its broader impact on Liberty County. Performance data should be reviewed regularly by the Hinesville Downtown Development Authority, City of Hinesville, and community partners to ensure the destination continues to meet the needs of residents, entrepreneurs, businesses, and visitors.

Success should be measured not only by occupancy rates or visitor counts, but by the destination's ability to strengthen entrepreneurship, increase economic activity, create meaningful community experiences, and contribute to Liberty County's long-term vitality.

Measure of Success	Metric Type	Target or Goal	Timeframe
Annual Business Activity	Quantitative	Establish baseline during first year of operation and increase annually	Annual
Average Annual Visitors	Quantitative	Establish baseline during first year of operation and increase annually	Annual
Facility Utilization & Earned Revenue	Quantitative	Establish baseline during first year of operation and increase utilization annually	Annual
Dollars Invested in Achieving Redevelopment	Quantitative	Target established through market feasibility analysis	Annual

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Measure of Success	Metric Type	Target or Goal	Timeframe
"Halo Effect" Development	Quantitative	Establish baseline during first year of operation and increase annually	Annual
Improved Quality of Life	Qualitative	Establish baseline during first year of operation and increase annually	Annual
Increase in Property Values	Quantitative	Establish baseline before start of project and increase annually	Annual
Increase in Sales Tax Revenue	Quantitative	Establish baseline before start of project and increase annually	Annual
Increased Community Identity and Engagement	Qualitative / Quantitative	Establish baseline during first year of operation and increase annually	Annual
Jobs Created/ Located Downtown	Quantitative	Target established through market feasibility analysis and final tenant program. Track direct jobs created or located downtown.	Annual
Lease Value	Quantitative	Target established through market feasibility analysis and final tenant program.	Annual
New Businesses Opened/Operated Downtown	Quantitative	Final target established through feasibility analysis and approved tenant mix.	Annual

Closing Statement

More than a redevelopment project, the Launch Pad represents a long-term investment in Liberty County’s future. By transforming the Coca-Cola Bottling Plant into the Hinesville Entrepreneurial Hall, a destination where entrepreneurship, culture, and community converge, the project will strengthen downtown Hinesville, celebrate local identity, and create lasting opportunities for business growth, investment, and community engagement.

Closing Statement

The recommendations in this report are designed to function as one coordinated strategy for strengthening Liberty County’s entrepreneurial future. Launch Liberty Navigator connects entrepreneurs with the resources and support they need, Launch Liberty Academy builds the knowledge, skills, and relationships needed for business success, and The Launch Pad provides a destination where businesses can grow, connect with customers, and contribute to a vibrant local economy. While each recommendation can advance independently based on community priorities, resources, and timing, together they create a scalable framework that expands entrepreneurial opportunities, strengthens partnerships, encourages investment, and supports sustainable economic growth by building on Liberty County’s existing assets.

Acknowledgements

Name/Organization	Role or Affiliation	Contribution
Community Leaders and Stakeholders:	Community Partners	Shared local knowledge, community priorities, and recommendations that informed this proposal.
Donald Lovette, Liberty County Commissioners	Community Partners	Shared local knowledge, community priorities, and recommendations that informed this proposal.
Jeff Ricketson, Liberty Consolidated Planning Commission	Community Partners	Shared local knowledge, community priorities, and recommendations that informed this proposal.
Kevin Bechart, Hinesville Fire Department	Community Partners	Shared local knowledge, community priorities, and recommendations that informed this proposal.
Mayor Karl Riles, City of Hinesville	Community Partners	Shared local knowledge, community priorities, and recommendations that informed this proposal.
Dr. Sheffie Robinson, Georgia Southern University	Higher Education	Provided insight into entrepreneurship education and workforce development opportunities.
Jimmy McDonald, The McDonald Firm	Young Gamechangers Team Coach	Provided perspective and guidance throughout the program.
Leah Poole, Liberty County Chamber of Commerce	Business Advocacy	Provided perspective on the needs of existing and emerging businesses in Liberty County.

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Name/Organization	Role or Affiliation	Contribution
Liberty County Development Authority	Economic Development	Shared insights on entrepreneurship, business recruitment, and local economic priorities.
Jolonda Greene & Krystal Hart – Sunbury Coffee Bar	Business Community	Participated in interviews and discussions regarding barriers, opportunities, and business support needs within Liberty County.
Anna Joyner – Treasures from West Africa	Business Community	Participated in interviews and discussions regarding barriers, opportunities, and business support needs within Liberty County.
Kim Hardin – KNS Janitorial Services	Business Community	Participated in interviews and discussions regarding barriers, opportunities, and business support needs within Liberty County.
Josh Wheeler – AIO South	Business Community	Participated in interviews and discussions regarding barriers, opportunities, and business support needs within Liberty County.
Savannah Technical College	Workforce Development	Shared information regarding technical training and entrepreneurial education pathways.
University of Georgia Small Business Development Center (SBDC)	Small Business Assistance	Shared information on entrepreneur support services and business development resources.
Young Gamechangers Team Love/Launch Liberty	Project Team	Conducted research, interviews, collaboration, and development of the Launch Liberty recommendations.

Citations

Georgia Cities Foundation <https://www.georgiacitiesfoundation.org/loan-programs>

Georgia Department of Community Affairs <https://dca.georgia.gov/financing-tools/small-business/downtown-development-revolving-loan-fund-ddrlf>

Georgia Department of Economic Development <https://www.georgia.org>

GeorgiaForward Young Gamechangers Program <https://georgiaforward.org>

Liberty County Comprehensive Plan and economic development resources

Liberty County Development Authority <https://www.comegrow.global>

Team interviews with Liberty County stakeholders Interview notes (Spring/Summer 2026)

U.S. Economic Development Administration <https://www.eda.gov/funding/funding-opportunities/fiscal-year-2025-public-works-and-economic-adjustment-assistance>

U.S. Small Business Administration <https://www.sba.gov>

University of Georgia Small Business Development Center <https://georgiasbdc.org>

USDA Rural Development <https://www.rd.usda.gov/programs-services/business-programs/rural-business-development-grants-2>

