

OUTDOOR WILDERNESS YOUTH PROGRAM

ELIADA HOMES, INC.

“UNIQUE PROGRAM, LASTING CHANGE”



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EXECUTIVE SUMMARY

The Outdoor Youth Wilderness Program is based out of Eliada Homes, Inc., in Asheville, North Carolina, a residential and Day treatment facility for kids 6-17. This youth program will be one of its kind in the Asheville City and Buncombe County area. The program will offer mountain biking trips to local areas, along with this, bike maintenance classes as well as teaching safety skills. Also offered will be day hiking trips. The youth will learn map and compass skills, basic campsite skills (fire building, placement of tents/tarps to eating areas, how to hang a bear bag, proper leave no trace skills, setting up a tarp/tent, and other safety and environmentally friendly skills). The youth will also go on both weekend and weeklong backpacking trips where youth will learn leadership and relationship building as well as trust and team building skills. All these activities will take place afterschool as well as some weekends and school holidays such as Spring Break, teacher workdays and other days off.

The unique and real life changing part of the program, we believe, comes by following the Ecological Systems Theory, which is summed up by saying that real success in the lives of youth comes from not only the few hours spent afterschool with staff on trips and outings, but the real connection to the youth's life including staff relationship building with youths family or guardians, staff involvement in the youth's school through connection with teachers, keeping up with grades and progress reports and goal setting in both family and school to help the youth be accountable in other areas of his/her life. By including these other important aspects of the youth's life, offering support and encouragement, real change is made.

Throughout this marketing plan, the goals, strategies, and tactics are related to partnerships with other outdoor organizations, word of mouth awareness, using flyers, email, social media, and presentations to the Eliada board of trustees, schools, and other youth related programs such as Department of Social Services and Foster care agencies. Since this program is based out of Eliada Homes, Inc., which is a already very well positioned organization within the community as well as State, it already has a head start for exposure as well as it's own positioning by being connected with a non-profit that has been achieving "helping children succeed" for over a hundred years.

Eliada Home, Inc.
Outdoor Wilderness Youth Program ages 13-17

Mission Statement of Eliada Homes, Inc.

“Helping Children Succeed”

Vision:

“To create an optimal learning environment that empowers children and their families to Succeed.”

Core Values:

Faith, Hope, and Love

Background:

In 1903 Reverend Lucious B. Compton opened a home for unwed mothers and called it “Faith Cottage”. This cottage resided in many locations before the last one closed in 1971. Faith Cottage served over 3,000 mothers. Rev. Compton built a cabin on property in West Asheville, North Carolina and called it Eliada, a biblical name meaning “one for whom God cares.” Eliada had an orphanage and a working farm and soon had a dairy barn with many animals. The kids worked the farm from gardening to milking cows. In the 1990’s Eliada became a more campus based mental health facility and expanded its residential programs. By encompassing the core values of faith, hope, and love and striving towards the 20 year plan of continuing to improve ways and means to help children and families succeed, Eliada continues to grow towards their mission. The Outdoor Wilderness Youth Program will be the start to new opportunities to reach out to the community and continue Rev. Compton’s mission of “Helping Children Succeed.”



Target Markets of Eliada Home, Inc.

Eliada's target markets include the Department of Social Services, clinicians, therapist, psychiatrist, public school system, Local management entities, foster care agencies, intensive in-home.

Outdoor Wilderness Youth Program Mission Statement:

To provide therapeutic opportunities to the surrounding community through recreational and character development programs using the outdoors as a therapeutic tool as well as providing support for each individual youth in school and family.



Target Markets:

Included in the target market of this program are youth 13-17 low income families in the Asheville and Buncombe county area. The Outdoor Wilderness Youth Program is geared towards families who otherwise could not afford to give their kids a challenging, learning and fun outdoor experience.



Philosophy

All the staff working with The Outdoor Wilderness Youth Program is committed to adhere to Eliada's core values of faith, hope, and love integrating them into each activity and interaction with youth. Our passion is to give any youth wanting an opportunity to get one and give our full dedication to keeping with the Ecological Systems Model and understanding the connections and gaps that must be filled to help the youth succeed including family, community, and society.



Strengths, Weaknesses, Opportunities, and Threats of the Outdoor Wilderness Youth Program

To be able to make this Outdoor Youth Program strong we need to be able to take the strengths and opportunities presented and use them to the fullest potential. We want to provide the best opportunities and staff with the already present wilderness around us, to youth wanting to participate. The threats and weaknesses deal with finances so to be able to overcome this issue and move forward we will focus on continuing to partner with other organizations causing more word of mouth opportunities as well as exposure and a decrease in financial responsibility.

Strengths:

- Dedicated, hardworking, team-playing, experience staff with many years experience working with at-risk youth as well as many years experience working in the backcountry and up to date on all the wilderness certifications (WFA, WOOFER)
- Youth must be present and participating in school as well as having at least a “C” average. Each staff will be assigned youth to work with, teachers as well as parents and guardians at home to work on goals to achieve to make it possible for them to participate or continue to participate in the Outdoor Program.
- Fun, attractive program, motivating for kids to want to be involved. Allowing youth to work on positive peer relations and building positive relationships lasting a lifetime.
- Provides opportunities some kids may not ever have by allowing them first hand the experience of learning backcountry skills like map and compass, how to pack a backpack, make a bow fire, lead a group, and other wilderness survival skills. Also, mountain biking as well as maintenance and care teaching responsibility.
- Challenging activities where students are called to face fears and show vulnerability building a high level of trust between the youth and the staff that lead them through the program. Youth will learn to lead a group and work as a team while backpacking through the wilderness of the Pisgah National Forest, thus building on teaching youth how to become a good role model and make positive choices.
- Beautiful mountains that provide hundreds of miles of trails for mountain biking, backpacking, and camping as well as a Mountain full of trails on Eliada’s campus.

Weaknesses

- New program/ not a lot of money for marketing therefore grassroots marketing would be the main strategy. We would use word of mouth, Flyers, Press Release, also Facebook as our social marketing strategy.

- Not being able to afford to pay for enough staff to handle the needs of the youth. Having to start out with a small number of youth at first to keep the ratio of 1:3 in an outdoor setting.
- Funding and volunteers needed to be able to maintain equipment and gear needed to run outdoor activities.
- Because of being a new program, not able to pay for staff training such as wilderness first aid or WFR certification. Although recommended for staff. Staff will need to provide training themselves. Hoping staff is dedicated enough to hang in there until cash flow is generated.

Opportunities

- Potential for expanding as word of mouth marketing increases program demand. The experience youth come back with after a weekend or week long backpacking trip or mountain biking trip talking about what they learned, experiences had, and friendship made.
- Connections made with local schools, guidance counselors, therapists, teachers, and parents causing more exposure for the program through each youth served. Word of our program is out to the hundreds of kids at each school and their friends will cause a great amount of inquiry and youth to want to join.
- Chance to create a unique program in the community of recreation and character development using the outdoors as a tool and not only working with the youth, but with the connections in the young person's world to fill gaps and allow our staff to work with everyone in the youths world: parents, teachers, society.
- To get program name out by building relationships with other organizations in the community such as outdoor stores, other youth programs and outdoor adventure organizations.
- Provide youth a fun, positive environment were they are able to build healthy relationships and experience nature and the outdoors in turn because of this exposure they will be less likely to be depressed and overweight.

Threats

- Another economic downward turn could prevent parents from joining the program/activities outside essential living cost
- Some parents are just now getting back on their feet due to past economic issues and cannot yet afford to have their child participate.
- The program could also be affected causing employee cuts which will lead to a backwards movement of program

By identifying these different areas through the SWOT analysis, I can conclude that cash flow is the first issue and causes the program, as mentioned earlier, to continue partnering with another organizations as an option to help with this issue. Also through our strengths and opportunities by being part of our present organization with the mission to “Help Children Succeed”, this Outdoor Youth Program has the ability and the staff to meet all the above requirements.

Competitive Analysis

There are several programs that serve at-risk youth in the Buncombe County area. Most of these programs focus on helping youth with their homework and offer tutors which parents and guardians find attractive. While this is a great aspect of the program to have, it is not something a lot of kids are excited to neither go to nor do most of these programs offer something different than group games and outside sports. The staff is there for the youth but only when they come to the program, not outside of it in the youth’s school environment and home environment where they need the most support to be able to fully succeed and make positive choices away from afterschool programs.

YMCA Asheville Afterschool program

Ages 5-12

Mission Statement: To put Christian principals into practice through programs that build healthy spirit, mind, and body.

Core values: caring, honesty, respect, and responsibility

Program includes:

Help with Homework

Arts and crafts

Group games

Outside play

Character development

Health, Wellness, and fitness

Literacy

Science and Technology

Service-Learning

Social Competence and conflict resolution

Trips for Kids WNC

Ages:12-16

Providing mountain biking outings for the youth of western North Carolina

Goal: to provide mountain biking outings and environmental education for kids who would otherwise not be exposed to such activities.

Group meets at local middle school once a week

Salvation Army Boys and Girls club

Mission statement: To inspire and enable all young people, especially those that need us most to realize their full potential as productive caring responsible citizens in Christ.

Ages: 14-18

Offers homework assistance, arts and crafts, outdoor activities

YWCA afterschool Program

Mission statement: Eliminating racism, empowering women and promoting peace, justice, freedom, and dignity for all.

Ages: K-6

Offers homework assistance, outdoor activities, arts and crafts

The above programs operate afterschool 3-5:30pm Monday thru Friday with Trips for Kids meeting once a week afterschool at Asheville Middle School. Trips for Kids is the only program in the area that actually takes youth on biking trips to different areas and national forest.

Customer Analysis

The Outdoor Wilderness Youth Program at Eliada Homes, Inc offers the young person unique opportunities in a supportive, encouraging environment. The staff strives to make the young persons experience challenging, fun, and rewarding where relationships are built, self-esteem is heightened and success is experienced.

The below demographics show ages, ethnicity, Housing information for the Buncombe County area:

Male- 99,034
Female-107, 296

AGE:

Under 5	11,645
5 to 9	12,706
10 to 14	13,052
15 to 19	12,782
20 to 24	12,689
25 to 34	28,083
35 to 44	32,423
45 to 54	30,644
55 to 59	11,272
60 to 64	9,282
65 to 74	17,000
75 to 84	12,000
85 over	4,018

2000 Census Figures:

Ethnicity	Buncombe County	NC
White	89%	72%
American Indian	.4%	1.2%
African American	7.5%	21.6%
Asian	.7%	1.4%
Hispanic	2.8%	4.7%
Other	1.1%	2.3%

Hispanics fastest growing race in Western North Carolina

Foreign Born 3.9%
Language other than English Spoken at Home 5.9%

Housing Units	97,817	3,707,129
Homeownership	70%	69%
Median Value of home		\$119,000
Value of home goes up	4 % every year	
Mean Travel to Work	21 minutes	24 minutes

The Outdoor Youth Wilderness Program at Eliada serves youth ages 13-17 in the Buncombe county area. According to The Economic Development Coalition of Asheville-Buncombe County, the total population of this area is 233,932 with 11.7% of youth being ages 5-14 and 5.8% being ages 15-19 with the average county income in 2010 of \$44,099.

POPULATION INFO

Title	Total Population	Total Households	Total Female Population	Total Population Male	Population Density (per sq. mi.)
Buncombe	233,932	99,512	121,514 (51.9%)	112,418 (48.1%)	354.4
Haywood	56,962	25,885	29,578 (51.9%)	27,384 (48.1%)	102.7

MEDIAN HOUSEHOLD INCOME

Year	Asheville City	Asheville Metro*	Buncombe County	Haywood County	Henderson County	Madison County	North Carolina	United States
2000	\$33,109	\$36,419	\$36,795	\$34,029	\$38,385	\$31,065	\$39,257	\$42,25
2010	\$39,774	\$43,445	\$44,099	\$38,894	\$45,722	\$38,840	\$46,410	\$51,51
2015 (Est.)	\$43,084	\$46,827	\$47,502	\$40,671	\$49,577	\$42,223	\$49,692	\$54,95

In the table below, student enrollment for 2007-2008 was 26, 417 but only 1, 550 were projected to graduate. This shows the need for a positive, nurturing environment for youth to raise self-esteem and confidence to be able to look to a more successful future.

These statistics show a desperate need for a program in Buncombe County and the Asheville area, where youth can go to gain support and positive attention needed with staff that also go the extra mile and connect with the youth’s school and guardians as well.

	Elementar y Schools	Secondary Schools	Combine d	Student Enrollment (2007-2008 final)	Projected Number of High School Graduates
Asheville City	6	2	1	3,849	223
Buncomb e County	30	9	1	26,417	1,550

Below is the 2010 poverty and housing standard for Buncombe County.

16.2% of Buncombe County residents (36,407 people) lived in poverty in 2009; the state rate was 16.2%.

24.1% of Buncombe County residents were low-income in 2009, meaning their incomes were less than twice the federal poverty level (\$44,100 for a family of four in 2009).

A working family in Buncombe County with 1 adult and 2 children need to earn, on average, a total of \$38,943 annually to afford basic living expenses in the county. This total is 212.7% of the 2009 federal poverty level for a family of three (\$18,310).

According to the Juvenile Crime Prevention Council County Plan, Buncombe County 2010-2011, the Buncombe county risk factors for YR 2008-2009:

68% of youth disposed had no prior adjudications, lower than the state. This presents an

opportunity for creative work to be done with this population.

44% of disposed youth have some substance use or abuse. Substance use/abuse is probably higher than reflected in this percentage.

87% of disposed youth have moderate or serious school behavior problems.

68-75% (over 4 year period) of disposed youth regularly associate with delinquent peers.

Youth associated with delinquent peers continues to have an increasing trend of gang association.

There are generational trends with delinquent youth. Siblings and relatives are influences as well as enablers. Parental supervision is 67% marginal, 2009-10 and 30% of families have a criminal history.

Buncombe County Elevated Needs Observations: FY 2009-10

Y2 School Behavior: 22% of disposed youth have moderate school behavior problems and 51% have serious school behavioral problems.

Y4 Substance Abuse: 24% of disposed youth have had some substance abuse and need further assessment. 23% of disposed youth have abused substances and need further assessment and/or treatment.

F1 Conflict in Home: 24% of disposed youth are living in families with conflict in the home. 10% of disposed youth live in homes where domestic violence occurs.

F2 Family Supervision: 67% of disposed youth have parents/guardians with marginal parenting skills.

Because of the need for another avenue to take, since numbers are still extremely low showing youth being successful in the Buncombe county and Asheville school systems, the above research shows only a little part of the impact an outdoor wilderness program focusing on seeing the youth through to full success, can make in the daily lives of our youth as opposed to the typical afterschool program presented earlier that focus on homework/tutoring/arts and crafts/ and outdoor activities



Marketing Goals and Objectives:

1. To develop and implement healthy and engaging activities that provides opportunities for personal growth through the use of the outdoors and dedicated staff assigned to each youth to follow up with progress in school, with teachers, guardian/parents, and other important interest in the youths life. The Outdoor Youth Wilderness Program wants to treat each youth as an individual and focus on helping them succeed through partnering with those in his/her life that are of support. By having this connection, the youth will feel empowered to keep taking steps towards success.

Additional specific goals:

- To provide mountain biking trips and day hikes to local areas.
- To provide backpacking trips once a quarter for the weekend, as well as teaching survival skills, setting up a tent/tarp, fire building, group leading, map and compass skills, mountain biking, as well as maintenance and care for all equipment
- To help young people develop character-building assets that contribute to their success and daily life experiences by assigned staff setting goals with teachers and family.
- Achieve a grant, making it possible to, to be able to bus youth from low income housing to The Outdoor Wilderness Program and all them to participate, as well as provide sponsor ship and a sliding scale fee for those who want to participate but cannot afford it.
- Present the program to retailers such as R.E.I and local Outdoor stores such as Black Dome and Diamond Brand for sponsors as well as donations to help build program as well as providing stability through these sponsors.
- Present program through presentations at schools, PTA meetings, rotary clubs, and churches.

Product Portfolio and Positioning:

Eliada Homes, Inc. has been serving children since 1903 and has an excellent reputation in the community and State as being one of the non-profit organizations that has been consistent with care and donors. Eliada Homes, Inc is also know for it's many enhanced services programs include TASC, a therapeutic horse program, NYPUM, National Youth Project Using Mini-bikes, many sports teams which include, baseball, basketball, cross country running, soccer, wrestling, and now golf. Eliada is positioned high in the minds of Donors and the surrounding communities because of the programs they offer as well as the level of care children receive. Eliada has been providing this for over a hundred years. Eliada Homes, Inc. is very well established.

Having the OWYP based out of Eliada, it will gain instant recognition as well as quick word of mouth exposure. The Outdoor Wilderness Youth Program is also unique in that no other afterschool program provides this type of dedication to youth.



Value Proposition

Eliada Homes, Inc. has many means of getting their name out and information about the history and different programs on campus by offering weekly tours of campus by the CEO, an annual corn maze that draws thousands of people each year from all over the State. Adding an Outdoor Wilderness Youth Program will only enhance the quality of what is offered to the youth in these low income neighborhoods, as well as, providing stability in their already unstable lives upon leaving the residential and Day treatment facilities.

- It will help to lesson crime, overcrowding in jails, and drug/alcohol use in the community by helping the youth become positive role models and learn to be productive citizens in society.

- Provide a safe environment for all youth and families involved
- Bring an opportunity for higher rate of success for youth having finished the programs here at Eliada and are now returning to their same home environment they came from as well as under privileged youth in the community



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Marketing Strategy

The Outdoor Wilderness Youth Program strives to reach any and all at-risk or underprivileged youth in the surrounding area that want to be apart of this program. In order to do this, the marketing strategy will communicate the unique activities and character building aspects, each youth will have the chance to be apart of, with the surrounding community as well as seeking sponsors. Start 10 youth in The Outdoor Wilderness Program in the first 30 days of opening our doors to serve the community.

Obtain a grant to start the program and getting the word out by meeting with Department of Social Services, clinicians, therapist, psychiatrist, public school system, Local management entities, foster care agencies, intensive in-home to present our program. Also, to start to seek referrals and make contacts.

1. Increase awareness of program to the surrounding community

By meeting with these different organizations who work with non-profit children's homes and treatment facilities across Buncombe county, we will be able to gain exposure as well, and possible partnerships with other organizations.

By using grassroots marketing because of limited funds being a new program, The Outdoor Youth Wilderness Program will rely on some of Eliada's already grounded clientele as well as using a word of mouth process.

2. Achieve a grant to help those kids who have no transportation or means of getting To the program

Because of the low poverty levels of the youth to be served The Outdoor Wilderness Youth Program wants to be able to bus youth whose family has no car or other means of transporting them, from low income housing to The Outdoor Wilderness Program and allow them to participate. This will help get more youth into the program by going to these low income housing areas picking up youth and dropping them off.

Marketing Tactics

1. Start 10 youth in The Outdoor Wilderness Youth Program in the first 30 days of opening our doors to serve the community.
 - Create a PowerPoint presentation to present to the Board of Trustees at Eliada Homes, Inc as well as inviting different outdoor retail stores for sponsors and donations. Show presentation at open house as well.
 - Schedule a meeting with Trips for Kids director to talk about possible partnership opportunities.
 - Meet with Director and Therapists of the “Exceptional children” Department at Asheville High School and Asheville Middle School to start.
 - Obtain a list and contacts of parents, guardians, and foster parents of youth at Eliada Home soon to be discharged.
 - Make contacts with these parents/guardians, and foster parents by phone calls, emails, open house postcards.

2. Increase awareness of program to the surrounding community
 - Open house event to tour facility where the community can learn more about the programs offered and the unique aspect of being involved in the youth’s school and home life as well.
 - Print out and distribute flyers around surrounding areas. Take to outdoor stores, and schools
 - Advertise in the local newspaper, Asheville Citizens Times and Mountain Express
 - Develop a website and Facebook page. www.owypwnc.com
 - Send press releases
 - Announcement on local radio show 88.7 WNCW

3. Achieve a grant to help those kids who have no transportation or means getting To the program

- Fill out application for The Ramble at Biltmore Forest grant and submit as soon as possible.
- Make contact with The Community Foundation of Western North Carolina and build relationship. This is the organization the grant is through.



IMPLEMENTATION AND CONTROL

Action Plan

TIMELINE FOR THE OUTDOOR WILDERNESS YOUTH PROGRAM TO BE UP AND RUNNING

January
Schedule and meet

January	Febraury	March	June	July	August	
Inventory all gear needed as well as make list of needs Put together maps and other programming.	Meet with Trips for Kids to talk about partnership	Open house for foster care director and case managers at Eliada	Orientation of youth and each work out individualized plan	Grand Opening		
Seek donations from local outdoor retailers	Create PowerPoint and set up meeting	Powerpoint presentation to Board of Trustees and community	Press release as well as newspaper exposure			
Start working on grant and have completed and submitted	Make contacts with parents, guardians, foster parents at Eliada	Continue to get word out by meeting with Outdoor retailers	Contact local radio station to advertise			
Meet with all staff To assign task to be completed within marketing plan	Put together flyers and distribute with date for open house	Seek volunteers from local college UNCA				

BUDGET: Below are the items needed to carry out tactics of each strategy.

ITEM	COST
Flyers printed	\$200
Invitations to Open House (50)	\$20 (postage) \$10 (print)
Phone calls to invite	Free
Advertisement cost	\$400
Send emails/press release (Eliada's email database)	Free
Facebook page/Twitter Account	Free
Website www.owypwnc.com	\$300
Open House items drinks/snacks	\$150
Announcement on local radio (30 second spot) 88.7 WNCW	\$86
TOTAL	\$1166

EVALUATION

To be able to measure for success in The Outdoor Wilderness Youth Program and assess the impact of the program, we have several methods to use to measure our outcomes and success.

1. Pre/Post survey of behaviors

Each youth will be given a questionnaire of issues they are dealing with in school as well as home and check off what they are having problems with on a scale of 1-5. The questionnaire will be given again to the youth after three months in program.

The same questionnaire of behaviors will be given to the youth's parents, guardian's, or foster parents to gain another perspective. This will show either an increase in behaviors or a decrease and cause the need to make a change or keep certain aspects of the program the same.

2. Goal setting: Youth/staff

Staff will work with the youth to set goals to achieve at school and home. For example, #1 turn in homework daily or #2 attends school daily #1 finish chores each day, or #2 spend 30 minutes a day doing a fun activity with parent/guardian. These goals will be assessed weekly by staff and youth to determine what is working and what is not. The family/guardian will also be involved in goal making and assessing process.

3. Youth Success Stories

After the youth questionnaire is evaluated these success stories will be shared with the community of supporters once a quarter to keep community, school and families, informed and encouraged. Also providing the youth a huge boost of confidence in their own success and enhanced feelings of accomplishment.

BE A PART OF MAKING HISTORY!

YOU ARE INVITED TO EXPERIENCE



THE OPENING OF A UNIQUE

OUTDOORS WILDERNESS YOUTH

PROGRAM THAT OPENS THE DOOR



FOR LASTING CHANGE IN THE
LIVES OF YOUTH!

Where: Eliada Homes, Inc. 254-5356

When: March 1, 2013

Time: 7pm-9pm

(FRONT of POSTCARD)

THE OUTDOOR WILDERNESS YOUTH PROGRAM

INVITES YOU:



TO THE MOST UNIQUE YOUTH PROGRAM IN THE BUNCOMBE COUNTY ASHEVILLE

AREA!

(BACK of POSTCARD)

We Invite you to an Open House to learn about this Unique youth program that combines the Outdoors with consistent mentorship bringing lasting change in the lives of youth. We use goal setting for the youth to connect positive choices with positive experiences enhancing positive behavior changes.

Where: Eliada Homes, Inc

When: March 1, 2013

Contact: Kristy Eubanks 828-254-5356

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