

Welcome to the Greater New York Councils'

**Leader/Parent/Youth**

# Training Extravaganza

at Borough of Manhattan Community College

Saturday, January 6, 2018

Volunteers helping Volunteers become better Leaders

So that Youth can become better Adults



Registration – 2<sup>nd</sup> Floor

Opening – 2<sup>nd</sup> Floor Cafeteria

Lunch – 7<sup>th</sup> Floor North and South, 4<sup>th</sup> Floor North & 2<sup>nd</sup> Floor Richard Harris Terrace or outside or bring your own.

Training Courses – 7<sup>th</sup> Floor North and South, 4<sup>th</sup> Floor North & 2<sup>nd</sup> Floor Richard Harris Terrace

There will be eight 45-minute periods. There is no designated lunch period! Each participant should select a period of their choosing to eat lunch. Please note that BMCC's cafeteria closes at 1:30pm. Please review the course schedule and descriptions. Some courses are offered twice to accommodate participation, unfortunately, some of your selections may conflict with each other.

# Training Extravaganza (TrEx) Schedule

Time	Description	Location
7:30 – 8:30	Set-Up	2 <sup>nd</sup> Floor Midway Area
8:30 – 9:00	Registration	2 <sup>nd</sup> Floor Midway Area
9:00 – 9:30	Opening	2 <sup>nd</sup> Floor Cafeteria
9:15	Instructors go to rooms	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
9:40 – 10:25	Period 1	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
10:30 – 11:15	Period 2	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
11:20 – 12:05	Period 3	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
12:10 – 12:55	Period 4	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
1:00 – 1:45	Period 5	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
1:50 – 2:35	Period 6	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
2:40 – 3:25	Period 7	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
3:30 – 4:15	Period 8	4 <sup>th</sup> N, 7 <sup>th</sup> N&S & RHT
4:20 – 5:00	Done	2 <sup>nd</sup> Floor Registration Area
4:00 – 5:00	AFTER YOU ARE DONE COME AND PICK UP YOUR TREX CARD	2 <sup>nd</sup> Floor Registration Area

**This TrEx will offer over 50 training options in the Cub Scout & Boy Scout Programs as well as courses that apply to all areas of Scouting:**

*Take a course in a different program area and apply what you learn in your current program area.*

**Quick View of courses offered**



BSA Training / Fulfills Position Training Requirements



New for 2018 Training Extravaganza



Bachelor of Commissioner Science Course



\*These courses are specifically tailored to Commissioners









Directed Toward Boy Scouts (Youth)\*

\*These courses are specifically tailored to either only youth or youth and adults together

















## **STEM:**

- S1 STEM Program Training 
- S3 Cub STEM Experiments
- S4 Troop STEM Experiments 

## **BOY SCOUTS & VENTURERS:**



- D2 Intro. to Leadership Skills for Troops ( Youth & Adults Leaders) -Limited to first 20 participants  
- D3 Outdoor Ethics Orientation formerly LNT (Youth & Adults)  
- D8 Boy Scout Knots 
- D9 Boy Scout Lashings 

## **GENERAL:**






- G1 Youth Protection 
- G2 Religious Awards
- G9 Big Apple Jambo 2018 Q&A
- G10 Commissioner Tools  
- G13 Rockets
- G14 Backpacking Like Philmont 
- G15 OA (Order of the Arrow) 101 
- G19 The Scouter/Life Balance
- G20 Wildlife Safety & Awareness Training
- G21 Communication Strategies 
- G23 BSA Online – [my.scouting.org](https://my.scouting.org) Tools 
- G25 Calling All Critters
- G26 Weekend Camping How-To 
- G27 Chartered Organization Representative Training 
- G28 Unit Committee Member Training 
- G29 Benefits of NYLT (National Youth Leadership Training) 
- G30 Scouting with Different Abilities 
- G31 District Committee Training Workshop 
- G33 ScoutCook 
- G36 Starting a Venture Crew
- G37 Growing Muslim Scouting
- G38 Intro to Sea Scouting
- G39 Camping /High Adventure Opportunities 
- G40 Red Cross CPR & First Aid 

- G41 BSA Family Scouting 
















### **CUB SCOUT LEADERS:**

- C6 Crafts & Activity Ideas with New Cub Program
- C7 Den & Pack Meetings
- C8 Webelos Program
- C9 Webelos Transition
- C12 Basic Knots for Cub Scouts and how to teach them
- C13 Pack Calendar Planning with New Cub Program
- C16 All About Cub World
- C19 Down 'n Derbies 
- C20 Bear Claw'n 

### **BOY SCOUT LEADERS:**

- B4 Eagle Process for Youth and Adults 
- B5 Planning an Eagle Court of Honor 
- B9 All About Ten Mile River 
- B10 Essentials of Merit Badge Counseling 
- B12 Eagle Coach/Mentor Orientation 

### **BCS MCS COURSES (Commissioners):**

- BCS101 The Commissioner Concept   
- BCS103 The Commissioner & the District   
- MCS312 Recruiting New Commissioners   
- MCS313 Orienting, Training and Recognizing Commissioners   
- MCS321 Service to New Units   

**COURSE DESCRIPTION AND INSTRUCTORS**  
**VOLUNTEERS TRAINING VOLUNTEERS**

Note: These courses are for adults, unless otherwise stated, and being presented by volunteers with Scouting experience similar to your own. Bring your experiences, bring your questions; be prepared to share and learn.

While courses are listed by program, some apply across program areas.

**STEM** (*Adults/Youth*) (3 topics)

**# S1 STEM Program Orientation** [three periods, once] Shawn Spencer, Donnie Collins

An introduction to the BSA STEM/Nova program and awards, and then an in depth on how to run the program in your unit and district; as well as the basic training to be a Nova Counselor and a Supernova Mentor. This course will meet the requirements for training cards under training codes D82 and D83.



**#S3 Cub STEM Experiments** [one period, TBD] TBD

Cub Scout LOVE Science because they are naturally curious and want to be “hands-on”. But when your last experience with science was back when you were in high school, how are you supposed to lead them??? Don’t worry! With just a few items nearly everyone can find at home (or cheaply on Amazon) you can do some \*amazing\* science experiments with your Cubs that will fulfill belt loop and pin requirements across ranks.

*This course does not complete requirements for Nova Counselor / Supernova Mentor. This is meant to be a complement to S1 (above).*

**#S4 Troop STEM Experiments** [one period, TBD] Donnie Collins

Is your troop stuck in a rut, doing the same activities year after year? Are you looking for ways to attract youth who do not think they like the woods, but are excited about being the next "Maker" or the idea of experiments?

STEM (Science, Technology, Engineering and Math) activities can be a great way to increase interest and participation in your troop activities while preparing your Scouts for advanced topics in school and their future career options. The STEM program provides additional areas for the Scouts to explore, along with their requirements for earning rank advancement. So it fits in with the Merit Badge program. The Nova requirements all have a merit badge requirements in them, so Scouts have to earn a merit badge as part of the requirements.

I will demonstrate how KITS for each topic will aide in guiding the scouts towards a fun adventure, while making your life as a mentor easier to fit within your present program.

*This course does not complete requirements for Nova Counselor / Supernova Mentor. This is meant to be a complement to S1 (above).*



## **Boy Scouts & Venturers** (Youth/Leaders) (4 topics)

**# D2 Introduction to Leadership Skills for Troops** (ILST) (Scouts AND Boy Scout LEADERS) [triple period, twice- once morning, once afternoon] Niel Vuolo and NYLT Staff  
**Each session limited to 20 participants**

ILST is the leadership training given primarily by the Scoutmasters and the Senior Patrol Leader to all the youth leaders in their troop. All Boy Scout Troops should conduct an ILST course with every Scout leadership shift, whether it is when the youth get a new troop position or a patrol leadership role, or even when they welcome a new patrol member. The course has three one-hour modules that can be presented as individual one-hour sessions or as a combined three-hour block.

Going through the ILST allows the Scout to wear the trained patch and is a pre-requisite for attending National Youth Leader Training (NYLT).



**# D3 Outdoor Ethics Orientation** (Youth and Adult – formerly LNT 101) [three periods, once] Shawn Spencer

This class will include the basics of the Leave No Trace and Tread Lightly Programs as well as how and where they tie in with the Land Ethic and our Outdoor Code. This is the class that new leaders (Troop and Crew required and Pack suggested) need to have as part of their basic training to wear the “Trained” patch. This course will meet the requirements for Outdoor Ethics Training cards under training Code D74



**#D8 Boy Scout Knots** [one period, once] Mike DiTrani

Scouts moving along the trail to First Class have a lot of knots to learn and practice. Come learn the knots needed for advancement and maybe some others too. Do you think you know your knots fairly well? Then stop by to get some ideas on keeping Scouts engaged while learning and practicing.



**#D9 Boy Scout Lashings** [one period, once] Mike DiTrani

Lashings are not only needed for requirements along the trail to First Class, but also just to help with camp gadgets to make your site more efficient and comfortable. Stop on by, regardless of your ability, so you can brush up on the skills or some techniques to keep lashings fun for your Scouts.



**GENERAL** (All Programs) (25 topics)

**# G1 Youth Protection** (adult version) [single period, twice] Hedy DeBonet & Dit Cheung

To help keep our youth safe from abuse, learn the Boy Scouts of America's Youth Protection guidelines, signs of abuse and how to report suspected abuse. Learn about the issues you may face as a leader to help provide a safe environment for all youth, and to protect yourself from false accusations.

GNYC is now asking everyone to get on a similar cycle for YPT. If you last took YPT in 2016, you will need to take it again this January – if you have time, take it at TrEx! Youth Protection Cards (Y01) will be issued at the end of the day to those persons who have taken this session.



**#G2 Religious Awards** [single period, twice] Sokratis Galitsis, John Harling

Religious Awards go across all levels – Cub, Boy, Venture and Scouters. Depending on the faith, there are anywhere from 4 to 6 awards available from Tiger Cub through to Adult Scouter.

**#G9 Big Apple Jambo 2018 Q&A** [single period, once] John Farrell, Matt Gaor

The Big Apple Jambo is back. Please save Columbus Day weekend of 2018 (Oct. 5-8, 2018) on your calendars. If you are interested in helping out our staff, lending thoughts from last time, or missed the first one and are interested in learning about this major Council event for Cub Scouts, Boy Scouts and Venturers, come on down and speak to members of the leadership team first-hand.



**#G10 Commission Tools** [single period, once] Andrew Ewanitz and District Commissioners

Instruction for Unit/District Commissioners to use Commissioner Tools. A basic how-to:

- Assign commissioners to units
- Record contacts
- Conduct assessments to help a unit improve
- Monitor a unit's progress
- Access unit information
- Build action plans



**# G13 Rockets** [single period, once] Greg Hofer

Cub Scouts and/or Boy Scouts? Water or chemical powered? What are the safety issues? Who can launch them? What is acceptable for Space Exploration Merit Badge? What can I get cheap? All of this and more will be discussed.

**#G14 Backpacking Like Philmont** [single period, twice] Daniel Kurzweil

While you might have been hiking with your Scouts, going backpacking, (especially high adventure backpacking) is a totally different activity. Come to this session and get some advice on conditioning, equipment and pack techniques from the team that leads GNYC's annual expedition to Philmont!



**# G15 OA 101** [single period, once] – Michael O'Brien

No idea what this mysterious OA thing is? Inducted as a youth, but long since lapsed? Stop by at any time in the morning to learn a little more about the OA directly from the Lodge Adviser, Mike O'Brien.



**# G19 The Scouter/Life Balance** [single period, once] Alex Agostini

How to manage being a Scouting along with your everyday life. In this course, we will cover how to create your volunteering vision, planning & scheduling, knowing and recognizing your limits, how to say "NO" and how to bow out gracefully, the danger of over scheduling and how to enjoy being a Scouter.



**# G20 Wildlife Safety and Awareness** [one period, twice] –Carl Lindsey, *Reservation Wildlife Response Team Leader*, Tom Pendleton, *Director of Camping*, Wayne Holmes *Director of Ten Mile River*

Learn more about bears and other wildlife your scouts may see in the great outdoors. Highlights will include what to do, what not to do, what you should carry, and what you should ensure is put away safely. The TMR Wildlife policy, including updates in coordination with the DEC, will be a focus during this session. We highly encourage at least one adult and youth leader from each Troop camping at TMR to attend!



**# G21 Communication Strategies** [single period, twice] – Mike Lennon

Make the most of your unit's digital and real-world communications and public relations. We will review how to use your unit's Facebook page to reach out to your local community to recruit members and gain support while also keeping in touch with parents and alumni. This course will teach about incorporating additional tools and apps to make your communications as efficient as possible. Also – get a tool kit for creating press releases for local publications to receive coverage for unit events and accomplishments! Youth welcome to attend, especially Troop Webmasters or Troop Historians.



**# G23 BSA Online – my.scouting Tools** [one period, twice] – Rob Colonna

BSA is working towards streamlining its program through integrating more tools into BSA online platforms. This course will help teach you about the new tools available through my.scouting.org, including how to enter training for adult leaders, how to track advancement, how to view and follow up with beasout leads, as well as navigating online registration and much more!



**# G25 Calling All Critters** – [one period, twice] Tim Thom

Since leaving Gilwell, all Wood Badgers can probably see their experience at Wood Badge paying dividends in their Scouting (and even professional) roles. Come to this course to learn how the benefits of Wood Badge can continue to help your specific Scout unit or committee in the years ahead. For critters that recently completed the course, come and discuss any ticket challenges, what to do when your goals are completed, how to have your beads presented and how to get on a WB staff.

# **G26 Weekend Camping How-to** [single period, once] – GNYC Camping Department

Come learn how to take a Pack or Troop camping for a weekend trip. Topics include the importance of BALOO or outdoor leader's skills, what you should pack, what to expect when you arrive, what the facilities at GNYC properties look like, and what program to run while on a weekend trip. This session is specifically designed for unit or leaders that are new to camping, new to GNYC properties or just looking to add some new program ideas for short-term outings.



# **G27 Charter Organizational Representative (COR) Training** [single period, once] Cris Curwen

Discuss the responsibilities of the Chartered Organization and the role of the Chartered Organization Representative. Focus on the core beliefs, the aims and methods of Scouting, and the Unit Committee, as well as how to use Scouting to reinforce organization's goals. This course satisfies training requirement for Chartered Organization Representative.



# **G28 Unit Committee Training** [single period, once] Cris Curwen

This course is intended to provide unit committee members with the basic information they need to support a unit and conduct successfully unit program. Participants will review the roles and responsibilities of the members of a unit committee and unit leadership. The course satisfies the training requirement for Unit Committee Member.



# **G29 Benefits of NYLT** [single period, twice] Efrain Alvarado & Deborah Caviness

National Youth Leadership Training (NYLT) is a week-long, youth-led, training course to help develop leadership skills for Scouts to use in their home Troop or Crew by completely immersing them in the patrol method. Come to this session to hear directly from experienced adult and youth NYLT leadership on the benefits the course will have on the youth that take and its lasting effect on their home unit.



# **G30 Scouting with Different Abilities** [single period, twice] Cecilia Leong

It is important for all adults (parents and leaders) to make sure the units they are part of are inclusive to all scouts despite their individual challenges or abilities; because every scout is unique. This course will offer suggestions and discussions for how to implement a Scouting program that integrates individuals with different abilities and enhances the collective experience for all.



# **G31 District Committee Training Workshop** [four periods, once] Tom Kramer, Greg Hofer, Robby Riess, Melodie DePaola, Sean Rowley

The District Committee Training Workshop meets the basic training need of members of the District Committee. This course defines the four functions of the D.C. and explains the structure and positions to carry them out. It includes modules for the D.C. sub-committees (Training, Activities, Advancement, Camping, Membership & Finance), explaining roles and giving tips for success.



#**G33 ScoutCook** [single period, twice] Steve Maybaum & Solomon Prophete

Delicious meals can transform your camping trip and any outdoor meal into an amazing experience creating wonderful memories for you and your party. ScoutCook combines scouting traditions and gourmet cooking to empower you to follow your appetite and imagination. No culinary experience necessary as ScoutCook's Chef Jamil uses the Boy Scout EDGE technique to teach you everything needed to create tasty memories whether you have never held a spatula or you are an experienced outdoor cook. Bon Appetit!



#**G36 Starting a Venture Crew** [single period, once] Greg Hofer

Venturing is an extremely successful program within the BSA. But, going from interest to forming a Crew can seem daunting. This course is designed to give some basic information as to how a Venture Crew is organized and formed, while also providing a forum of discussion to help you better understand this program and how it serves our teen-aged youth.

#**G37 Growing Muslim Scouting** [single period, twice] Badr Zahzouhi, Bill Knight, Torey McCleskey

Scouting is a faith based organization; NYC is religiously diverse. Learn more about service project opportunities and more ways to interact with your local Muslim communities.

#**G38 Introduction to Sea Scouting** [single period, twice] Uche Akwuba, *Skipper Ship 272, Big Apple District*

How much do you know about the BSA's Sea Scouting program? This course will teach you its origins, structure, basic program aspects and how to get involved while retaining involvement in the Boy Scouts.

**#G39 Camping/High Adventure Opportunities** [single period, once] Order of the Arrow

Don't know where to go camping next? Interested in attending a high adventure base soon? Find out about the coolest camps in our area, along with info and scholarships for high adventure bases.



**#G40 Red Cross CPR & First Aid** [seven periods, once] Kelvin Willis, Chris Guadalupe, Steven Guadalupe

**Each session limited to 30 participants**



COMING SOON...

**#G41 BSA Family Scouting** [single session, triple] Brenda Gazinski, Nick Rozak, Bill Knight and BSA Professional Staff

Family Scouting will launch on January 1<sup>st</sup> 2018. Starting the new year, girls 4<sup>th</sup> grade and under will be invited to join our packs. If your pack is interested in offering the cub scout program to girls, **at least one of your leaders MUST attend this information session**. We will be discussing the logistics of Family Scouting, as well as providing some firsthand experience from co-ed leaders.



**Cub Scouts** (*Leaders/Parents*) (9 topics)

**# C6 Crafts & Activity Ideas for the New Cub Program** [double period, once] Paul Caminiti

Learn some new crafts that are in-line with the recent changes to the Cub Scout program. Participants would focus on making either a Lion, a Tiger, a Wolf, a Bear, or a Webelos craft---with handouts on other crafting and activity ideas.

**# C7 Den and Pack Meetings** [single period, twice] Arista Williams

What to do in a meeting? Den meetings change depending on rank and Den meetings are different from Pack meetings. How to keep them fresh and interesting and have these Cub Scouts wanting more!

# C8 **Webelos Program** [single period, once) John Fiore & Ken Bellouny

An overview of the Webelos Program and how to advance the boys. Everything you wanted to know about the Webelos Program.....from requirements to ideas on how to run a program.

# C9 **Webelos Transition** [single period, once], John Fiore & Ken Bellouny

The Webelos-to-Scout plan is a cooperative effort between the Pack and Troop that results in increased transition and retention of Webelos Scouts to Boy Scouting. It gives the Webelos Scouts and their families an awareness of the troop program, leadership, advancement, and appreciation of Troop organization and relationships. How to make the transition from Cub Scouting to Boy Scouting easier on the boys and let them know what to expect. Pack **and** Troop leadership encouraged to attend.

# C12 **Basic Knots for Cub Scouts & how to teach them** [single period, once] Carolyn Birstler

Learn how to tie and teach the basic knots to your younger scouts. From square knots to camping knots and hitches to safety knots, we'll show you how to tie them and, more importantly, how to teach others!

# C13 **Pack Calendar Planning for the New Cub Program** [single period, once] Paul Caminiti

How to make the most of your pack's scouting year while incorporating the recent program changes. Session focuses on what is involved and what should be included in the calendar and how to promote it within your pack, while planning ahead for Cub Scout rank advancement.

# C16 **All about Cub World** [one period, once] – GNYC Camping Department

Come learn all about the changes coming to Cub World in 2018! We will be offering a number of new programs based around our theme, "Expedition Discovery". Also, learn about My Son and I. Come and meet our camp leadership for 2018 and get all the information you need to succeed. Hope to see you there!

**#C19 Down 'n Derbies** [single period, Twice] Chris Dono

Pinewood Derbies! Space Derbies! Raingutter Regattas! The Cub Scout program offers several easy-to-assemble and inexpensive kits to build pinewood derby cars, flying balsa-wood spaceships and even little trimaran ships. Scouts love these events! We'll present the basics of how to set up and run these events and give some best practice tips based on our own decade of experience running these for our pack.



**#C20 Bear Claw'n** [single period, Once] Carolyn Birstler

In order for Cub Scouts to earn the Bear Rank, they must complete the Bear Claws Adventure. This course is designed to help leaders better instruct their Cubs while working on the Bear Claw Adventure. Course includes safety tips, proven successful strategies and advice from experienced Cub Leaders.



***Boy Scouts*** (*Leaders/Parents*) (5 topics)

**# B4 Eagle Process for Youth & Adults** [single period, once] Steve Fehr & Tom Zablocki

This course is intended for *both* youth and adult leaders (Scoutmasters, Committee Members, and District Advancement Committee Members). An overview of Boy Scout advancement to the rank of Eagle Scout. It covers critical time-lines, including the ideal 9-month process for youth to follow for successful achievement of rank. Also includes record keeping and deadlines.



**# B5 Planning an Eagle Court of Honor** [single period, twice] Tim Thom

Why do and what is the purpose of the Eagle Court of Honor? How do you prepare for an ECoH? What is the right way to conduct an ECoH? How is the ECoH different from other Courts of Honor and who should attend? Let's talk Eagle. You don't have to be an Eagle; you just need to have Eagle Candidates in the wings – and don't we all?



# B9 **All about Ten Mile River** [single period, once] – GNYC Camping Department

Come join the Camping Department to learn more about all the new happenings at Ten Mile River Scout Camps, including our merit badge offerings, LEAF program (first year campers), Eagle Camp, Trek and Specialty Camps! Also learn about TMR Alumni Day this summer and so much more!



# B10 **Essentials of Merit Badge Counseling** [one period, twice] – Sean Rowley

This course is designed to provide Council or District approved and registered merit badge counselors with understanding of the methods of counseling and their role in the advancement program of the Boy Scouts of America. Attendance fulfills the training requirement for the position of Merit Badge Counselors – Merit Badge Counselor Orientation.



# B12 **Eagle Coach/Mentor Orientation** [one period, once] – Tom Zablocki and Steve Fehr  
A coach's advice is key to success! This session will explain why every unit should have a Coach / Mentor for every Eagle Candidate. We will review the coach's role and the steps to a successful road to Eagle.



**BCS\* MCS\* Courses (Commissioners/Leaders)** (5 topics)

\*The following courses are Bachelor-level and Master-level courses for Commissioner College. These courses fulfill requirements for College of Commissioner Science Degrees.

#BCS101 **Commissioner Concept** [one period, once 7<sup>th</sup> period] William Mirabello

The only reason for having commissioners is to help units serve more youth through Scouting. Participants of this course will know the history of how commissioner service has helped units, describe the concept of commissioner service, identify ways to demonstrate good commissioner service, be able to use information in the Commissioner Fieldbook to aid unit service.



**#BCS103**     **The Commissioner and the District** [one period, once 8<sup>th</sup> period] William Mirabello

This course will explain typical District structure and functions of the District, understand relationship of professional staff and volunteers, know how to use the resources of the District to better support units and recognize the qualities of a successful District using JTE scorecard.



**#MCS312**     **Recruiting New Commissioners** [one period, once 2<sup>nd</sup> period] William Mirabello

This course explains the importance of having an appropriate commissioner to unit ratio to improve Scouting within a District. It will explain methods for recruiting new commissioners, including prospecting, researching, making the sale and following up.



**#MCS313**     **Orienting, Training and Recognizing Commissioners** [one period, once 3<sup>rd</sup> period] William Mirabello

A session for all administrative commissioners – covers all aspects of commissioner training, including new commissioner orientation, basic training, Arrowhead Honor, the Commissioner Award of Excellence in Unit Service, the Commissioner's Key, the Distinguished Commissioner Service Award and continuing education.



**#MCS321**     **Service to New Units** [one period, once 6<sup>th</sup> period] William Mirabello

New units are a tremendous factor in membership growth and enable more youth to grow in character and personal fitness. The commissioner plays a vital role not only in the creation of new units, but in their continued growth and success.

