

2023's HOTES

hose featured in the annual Who's Hot issue aren't chosen based on short-lived fads or trends. Each year, the Who's Hot features true standouts in the community. Some are new to the industry, and some long-time veterans. Some are business owners, others are technicians. No matter how long they have been around or what role they play, their commonality is their dedication to persevere coupled with ardent excitement for dental laboratory technology. With this level of passion, there is no doubt dental technology will thrive today and in the years to come. Congratulations to the following who have made their mark as educator, multi-generation, up-and-coming, and volunteer.



'illian Swafford learned that there are some things in life worth the risk, and when accompanied with hard work, life offered rewards in return. Her first job in high school was at a dental practice, and shortly thereafter she began her 15-year career as a dental assistant. Once she married and had children though, the one-hour commute to work became more problematic. Swafford started evaluating her options, and one day in 2018, looked at her husband and said, 'I want to open a dental lab.'

"My husband (Aaron) didn't even know what a dental lab was," said Swafford. "Even though I had never made a crown, I began researching and discovered so much was digital now, and my mind started turning. I knew enough about teeth to understand function, I knew what they looked and felt like, and I decided it was time to start making them. Aaron and I are strong in our faith. We prayed about it and what we were doing felt right. Yes, it was a risk, and yes, it's money, but sometimes you need to go out on a limb and work hard to make things happen."

Within six weeks of that conversation she purchased a scanner and mill, sticking with Dentsply Sirona as she knew it would communicate well with her targeted clientele. Her thirst to learn was, and still is, insatiable. She joined a Facebook group, a Dentsply Sirona study group, went to Dentsply Sirona Summits, and spent hours watching YouTube videos. She started with one single at a time, and is now doing full-mouth restorations, veneers, implants, and all-on-fours. The learning process started naturally and quickly gained speed.

She said, "Fifteen years in the industry gave me connections, so I reached out to doctors and said, 'You know me, you know my work ethic, and you know I want the best. Can you let me do a few molars for a good price and in return, I want your feedback. Tell me what fits, what's wrong, and what I can do better.' This was my learning."

Two years into the business, she decided it was time to grow. She took out a \$200k loan and hired another full-time employee. Three weeks later, COVID-19 hit. While it obviously presented significant obstacles, she utilized the PPP relief and unem-



Jillian Swafford

Oaks Dental Designs, Pikeville, Tenn.

What is the hottest thing in dental technology today?

I should say 3D printing, but we all know that. I think what sets labs and technicians apart are the doctor/laboratory collaborations on training, designing, milling and printing.

If you could have dinner with three industry peers, who would it be?

Tay Harvey to discuss growth from the ground up, marketing, and of course to have some great laughs and Randi James because she is good for my soul and has such insight into employee retention and workplace happiness. The third person I would have dinner with would be a gathered group of new technicians. The hope would be to instill in them a pride for what we do, to educate them on the support organizations out there, and to encourage them to not claw their way to the bottom, but to stand proud and keep the industry thriving.

What do you hope to accomplish five years from now?

I hope to challenge, impact and change the status quo of the traditional dental laboratory culture and cultivate a new era of culture that nurtures creative team thinking and an openminded work/life balance.

What is the biggest opportunity for today's dental laboratory technician?

They can chart their own paths right now more than ever before by creating and exceeding expectations in niche markets, whether it be with remote design, high-end ceramics, training chairside techniques or consulting offices and labs; the opportunities are so expansive right now.



Tell me what fits. what's wrong, and what I can do better.

ployment benefits and focused on marketing the business and making connections on social media.

Swafford said, "It was a time like no other. People were constantly online because they had the time to do it. We made sure our name was right in front of them and that we were available to answer questions once they returned to the office. In this transition, we went from 90 percent analog pre-pandemic to 90 percent digital after. We changed our client base, including letting some doctors go. We wanted our business model to be different, allowing us time to spend with our families and not be stuck at the bench trimming dies and pouring models. It proved to be the best business decision I ever made."

Driven by excitement and passion for the industry, it comes as no surprise that Swafford quickly made a name for herself. Yet, she wanted more...not for herself, but for the industry. That vision resulted in the Ladies of the Mill Summit.

"I witnessed a need in the industry - women needed a place to share openly, honestly and to learn," she said. "Christina Heaslip and I created a safe group for women looking for critique but not necessarily criticism. I'm passionate about not having drama; there is no reason to be ugly. We are a positive group that encourages self-growth. We started as a Facebook





group, but I always dreamed of an in-person meeting and COVID actually accelerated this process. People were itching to see other people so we launched the first summit in the summer of 2021."

The Ladies of the Mill Summit focused on selfgrowth, being vulnerable and honest, leadership and communication skills, lab culture, and a better work/ life balance. The first meeting had 65 attendees and twenty vendors, and one short year later, they had 120 attendees and 30 vendors. Swafford and Heaslip do it all, from hotel contracts to menus to designing swag bags. Full credit and appreciation is also given to the team of people that surround them to help keep life and lab going, including Swafford's lab teammate Eiron and Heaslip's husband Brian. They are all committed to this meeting, because they know based on attendee feedback that what they are doing matters and it changes people's lives.

Swafford doesn't just stop at juggling family, work, and Ladies of the Mill. She continues to expand her own education and surround herself with people who want to challenge the status quo and see the industry grow. Her lab even hosted a speaker's retreat, which offered seven attendees a weekend of coaching on public speaking, presentations, confidence, and networking, which has seen great success. She is intentional with her forward-thinking, accepting that the industry needs to change to make it in the new market.

"Even if we don't want to accept that the lab of the future will be design-based, and not as much fabrication, the reality is, that's what's coming," Swafford said. "We are positioning ourselves on social media and with our doctors as the go-to resource for digital efficiencies. I want our lab to be the source of education for doctors, so instead of them searching for a better way to do something, they come to us first, because they know we have the information ready for them."

It's impossible not to feel energized and positive when talking to Jillian Swafford. When she talks about her family, she emphasizes balance, support, and their excitement for her lab growth. Her children know that their mom is working hard to achieve big dreams, but that they always come first. Her husband is her rock. All of this was only made possible with his unwavering support and their strong faith in God. When she talks about the difficulties entering a maledominated industry, she first thanks the male mentors who welcomed and respected her, and encourages female colleagues to always be inquisitive and not be fearful to sit at the table. When she talks about her decision to join the NADL Board of Directors, she



emboldens others to get involved and help figure out the profession's new fit in dentistry. She is driven to get the word out to younger technicians about NADL and what it can accomplish. When she talks about what she really wants people to take away from this article, she admits, it might not seem like the best idea on paper.

"The way the industry is evolving, it's going to come down to our own intuition for us to maintain and sustain moving forward," she said. "People need to value that gut feeling in themselves; it's there for a reason. Even if at first something doesn't look like a good idea, don't just write it off. To be successful, we have to be willing to pivot. This industry and the people in it have so much to offer. It's addicting watching people take off and be excited and passionate about what they do all day at work. It's good for me and it's good for my soul."

I want our lab to be the source of education for dottors.



Multi-Generation

t first, Randi James may present with a soft temperament and a shy smile, but it isn't Llong before her resounding fortitude, firmly built upon her family values, is clear. Her grandfather, Robert Renstrom, started the lab from scratch in 1966, founded with hard work and dedication to quality and service. James's uncle, Rick Renstrom, and her father, Randy Renstrom, took over the lab during a tough time in the 1980s. They devoted substantial time to turn the business around, all while maintaining the high-quality and high-service beliefs of their father.

"I know it wasn't easy, but they pushed through to ensure the future of both the lab and the technicians who were with them," said James. "The reputation and tradition of Renstrom truly meant something that they didn't want to compromise."

Although James grew up in the lab, she wasn't one of those 'lab kids' who played in the model room. She was quiet, and typically ended up hiding in the office, never really understanding all that was going on. She went to college to study business management and was dead set on becoming her own person, with no consideration to work in the lab. That is, until she was graduating and the lab's office manager went on maternity leave. Her parents asked if she could fill in, and begrudgingly, she said yes.

She said, "I didn't want to at all. I didn't know what my role was and I had no one to train me. The office manager decided not to return and I started to look for other jobs. As time went on, however, I got to know the people and for the first time, fully understood the impact of what we did and how it changed patient's lives. It was more than I ever realized, and really grew on me so I decided to stay."

Years passed, and her dad started to consider retirement. At that time, many labs were being bought out by corporate labs, and James was deeply convinced that the family business should not be sold. Yet she knew if she took over, she didn't want to do it alone. Her husband Scott, who had a visual design background, ended up coming on board in 2017 and assumed responsibility for the technology in the lab.



Randi James

Renstrom Dental Studio, Inc., Vadnais Heights, Minn.

What is the hottest thing in dental technology today?

The people. There are a lot of advancements in technology taking place, but that is a never-ending cycle. Right now, there are so many passionate, motivated, and inspirational people in dental technology who are eager to support one another, and they are helping to bring awareness to the industry. Who would have thought social media groups would be so prevalent in our industry? But it is allowing people to help and share techniques and ideas to individuals they have never even met and helping to build camaraderie and raise each other up. People like this help us to grow and showcase how important we are to dentistry and how it can be an exciting career.

If you could have dinner with three industry peers, who would it be?

Jillian Swafford - She has been so inspirational to me as far as a role model of what a female in this industry can do and become. I'm in awe of her drive and she has been overwhelmingly supportive of me since the day I met her. Even though I'm not a technician, she made me feel like I can belong and still shine for the industry.

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Randi James, continued

Nicole Jackson - I just met her at the 2022 Vision 21 Meeting and although I'm from Minnesota, I didn't even realize there was a dental technology program in Wisconsin. Her kindness and passion for the industry is outstanding, and it's exciting to know she is devoting herself to educating future technicians on this great and rewarding industry.

Marina Caponigro - I saw her speak at the 2022 Ladies of the Mill and absolutely loved her. Her passion, excitement, and pure joy for dental technology was contagious, and I think everyone can use more of that fire in our lives!

Carrie Ling - I need to sneak her in, as she has been by my side and had my back since the day we met at Vision 21 in 2021.

What do you hope to accomplish five years from now?

I hope to be in a new environment that we are currently in the process of completing. We (my husband Scott and I) are creating a dental space where technicians can be creative and work together to provide great patient care. We want the space to be welcoming- offices can visit, use for their own training, and stop by to talk about their cases. We want everyone to think of it as "their space" with rec areas where people can relax. As a team, we look forward to continuing to provide high-quality, highservice work, ensuring patients get the care they expect and deserve, in an open and supportive environment.

Personally, I hope to continue to meet others and to represent the smaller "family owned" laboratories. It's important to share that your size doesn't represent your success; it's your beliefs and core values that define the lab. Being in a family business can be tough, but it also comes with a lot of support, pride, and history which always encourages me to keep going and keep trying to excel.

What is the biggest opportunity for today's dental laboratory technician?

Networking. I use to hate that word because it scared me. As a shy person, the idea of branching out to meet new people - especially among such talented individuals - was terrifying. Yet there are SO many supportive people. It doesn't have to be all business, but it is about building relationships. Don't pigeonhole yourself into a role that you "think" you are at the lab. Keep an open mind, stay curious, and learn from peers. Once you expand your circle you will find yourself surrounded by motivated individuals who make you push yourself to grow, and opportunities will naturally present themselves.

"It turns out he had a secret dental talent all along," she said. "He learned as I did coming in as the 'boss's daughter', that he had to work much harder to prove himself and earn his spot," said James. "He has no fear to try new things though, and dove into educating himself. We took over the lab as owners in 2019 and my dad retired in 2020. The lab was so important to our family for so long, and there was a tremendous amount of pressure. But I knew they trusted me with it, and I trusted the guidance they had built into the lab, and figured if we stayed true to the beliefs and core values, we had a recipe for success."

Then COVID-19 hit.

In the beginning of the pandemic James recalls asking her dad and uncle for any insight if the world should shut down. It was something they had never experienced before either, so it made Scott and her realize it was time to trust in their own decisions.

James said, "I actually think our lab's current success started right before COVID. We had some rocky years dealing with pricing pressure but we didn't want to sacrifice quality for expense. Right before COVID, more doctors were beginning to focus on higher quality and happier patients, and after COVID, it exploded. Some dentists realized the work wasn't being done by who they thought, some labs closed, and more importance was placed on working with local businesses. Sticking to our core values and not letting outside influences dictate who we want to be helped us to get where we are today."

Where they are today is pretty remarkable. Prepandemic they had around 30 employees, and today they are just over 50. They are currently designing a new facility that encompasses more amenities and comfortable spaces. The shift in outlook that also occurred during this time was even more extraordinary.

"Pre-COVID I didn't know where the industry was going with technology taking over, the lack of technicians, price gouging, and competition," she said. "I was constantly worried, and now, I'm over the top excited. There are so many people building industry awareness and making life exciting, and that passion, instead of the doom and gloom, is what will help us all grow."

James values the support she has around her. When she began her career, it was at times hard to gain respect as a female with no technical background, but she overcame any obstacles with her work ethic and enthusiasm for the business. She



continued to grow by going outside of her comfort zone. She participated in a Q&A at the first Ladies of the Mill Summit, attended an LOTM speakers retreat, and spoke at the Argen panel at Lab Day Chicago, which led to her being featured as a "Future Leader" in a previous JDT article. Now here she is, being interviewed for Who's Hot.

She said, "I never tagged myself to do things like this, but I purposefully surrounded myself with passionate people and it motivated me to do more. I absolutely would not be in the spot I am without my husband, who is my biggest cheerleader and supporter. We work together on where we want to bring the lab, what we see as our future, and how we are going to get there. I am proud of the lab, and I want to be a voice for people like me. I want to be a voice for all of the hard-working Renstrom technicians who are at the lab each day, supporting us and providing quality care to doctors and patients. There are many successful small labs, and I believe if you stand by what you believe, there will be space for you." JDT







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stating that he was a bad kid in high school, accompanied with an amused laugh that lake Barksdale began the conversation by belied the seriousness of the claim. He expanded that he used to play in death metal bands and landed in some trouble, even getting suspended from school. While music was his passion, he was learning the hard way that it wasn't making him money, and his father, a dental laboratory owner, was determined to set his path on a straighter line.

"My dad said you are coming out of school and you will learn how to be a dental technician," said Barksdale. "This was back in the PFM days, and I would spot porcelain to make the other technician's jobs easier. Within four months I was shaping porcelain, grinding, and starting to get anterior work."

Similar to many others in the industry, starting in his father's lab at a young age put him in an interesting position of having access to high-level conversations but without the base knowledge. He frequently found himself squarely in the hot spot between his dad and the lab's general manager, both tending to manage from the hip. Barksdale listened to everything they had to deal with and found it a great learning experience, and decided to go backward from there.

He said, "I'm 18 years in and I still don't know how to pour a model, but I can trim dies. About seven years after I started I got into digital and bought the very first Imes 4030 mill. I learned how to design along with my manager Jonathan and within a few years, I could design almost anything under the sun. Due to digital we went from 28 employees to 97 today, with 17 employees in the CAD/CAM department. Our lab has grown entirely by word of mouth, with no marketing dollars."

Experiencing such growth is rather impressive, especially considering Barksdale's somewhat 'forced entry' into the industry. While he fought being there in the beginning, meeting his wife Christen and then



Blake Barksdale

Barksdale Dental Lab, Huntsville, Ala.

What is the hottest thing in dental technology today?

The hottest thing in the industry right now is the advancement in fully digital workflows. It's very hard to pick one over the other (dentures, full-arch, metal printing).

If you could have dinner with three industry peers, who would it be?

This is also hard! I have met most of my heroes but if I had to pick it would be John Wilson (Sunrise Dental Laboratory), Conrad Rensburg (Absolute Dental Services), and Sasha Der Avanessian (Harvest Dental).

What do you hope to accomplish five years from now?

Within the next five years I want to earn at least three more certifications (partials, dentures and ceramics) as well as build a new laboratory centered completely around the cutting edge of digital dentistry. I'm currently working on getting certified in crown and bridge.

What is the biggest opportunity for today's dental laboratory technician?

The greatest opportunity for dental technicians today is being in the driver's seat of the digital dentistry revolution.

Latill hit the bench every day and love having children flipped a switch. He knew he had to be the best because he had to provide for his family. In addition to his own family, he also knew that when his dad retired he would have more than just one family depending on the business.

"My father and I have a great relationship," said Barksdale. "He still works three days a week at the lab, but at times I wish he was here more," said Barksdale. "I value every ounce of time I spend beside my father, learning from him. Even though technology wasn't my father's first love, he knew from the start that I had the ability and pushed me to our current success."

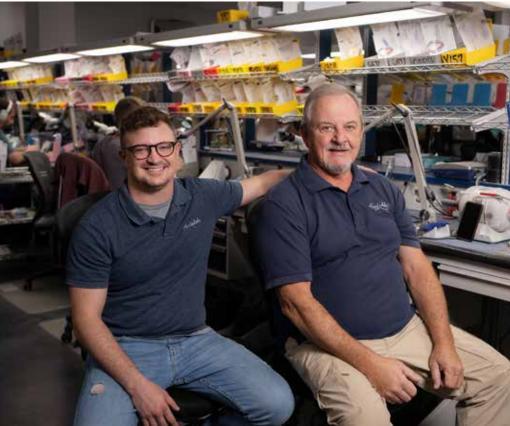
Barksdale credits the lab's culture as the strong point and foundation of their success. Their focus is on valuing each employee, their opinions, and bringing everything to the table. Even with a large lab competitor nearby, he understands that for his lab, culture is key to employee retention and business growth.

He said, "A lot of times when you hire someone to manage, the best you can do is give them the ball and get out of their way. It's a matter of trust to let them do what they are good at, and report back to you. We pride ourselves on our frequent staff meetings and that everyone gets a table to sit and talk at. I don't ask them to do anything that I won't do and I get respect for that, even down to unclogging a toilet. I still hit the bench every day and love it."

Barksdale is excited about the future. The lab is working on designing digital dentures, flexibles, flippers and more. They have gone from five to eight printers in the last few years and are now doing two to three full arches per day. John Wilson, Sunrise Dental Laboratory, shared in a recent conversation with Barksdale his belief that the single crown industry will go away at some point, and that labs need to make themselves valuable on what is hard — removables, complex cases and implants. Barksdale recog-







nizes that it is critical to invest in the future, and that's precisely where he plans to head.

"Dentists know when they call us we are the solution," said Barksdale. "We ask what their problems are and what can we help fix. Also, when a dentist calls they talk to the technician handling their case, not someone reading from a computer screen. That makes a big difference in how we differentiate from big labs. We create a level of trust when we can talk every day about what's going on inside the patient's mouth."

Barksdale Dental Lab has been a member of the Dental Resource Alliance since 2021. Being a member of this dental laboratory business group offered Barksdale the opportunity to learn more about what goes on outside of his own lab. He is intrigued by how things have changed since his father's time and loves the opportunity to network with other lab owners and ask questions.

"I've learned so much from the members of this group," he said. "One of my favorite statements I heard was, 'I will never apologize for how good I am.' There are not a lot of technicians today, but there is a lot of technology. We have taken on digital like crazy, and I

enjoy answering questions and sharing secrets. It's a beautiful thing to share knowledge with each other.

My biggest thrill is to share knowledge. Things have changed greatly since the older mindset. My dad once told me that many years ago when he went to LMT, all of the dental technicians stood in the corner and never spoke to each other. China took business from us years ago and the reason it happened is because technicians wouldn't talk to each other. It's different now. Everyone can work together and put the market back in our favor."

When asked what the secret was to their growth, Barksdale answers without much hesitation.

He said, "We are just ourselves in the lab, a good Christian family from Alabama trying to treat everyone right. That's what it comes down to; everyone is family here. We have BBQs and holiday celebrations, and even a dog that hangs out at the lab. When you come here you are at home. In this industry you are only as good as the last crown you did, but also, only as good as the company you keep. When people come in my door my job is to make them be the best they can be, because I'm only as good as they are."

It's a beautiful thing to share knowledge with each other.



Munteen



andy Lund, Master CDT, TE, entered the Air Force when he was 19 years old as a dental assistant. His mother worked in a dental office, and being around it when growing up initially sparked his interest in dental care. While his plan was to serve four years and then go on to dental school, life had other ideas. He enjoyed his work as a dental assistant stationed in Alaska and was exposed to many different opportunities.

"I had the chance to work with great providers as well as fulfill humanitarian missions," said Lund. "I spent four months in Cuba providing dental care to over ten thousand Cuban and Haitian refugees during Operation Sea Signal, and also had the opportunity when serving with the Coast Guard for a month to treat the Alaskan Native American population. During my time with the Coast Guard we moved between four villages on a Coast Guard Cutter, alleviating pain and discomfort through simple to complex oral surgery procedures to over 200 Alaskan Natives. Seeing the whole realm made me that much more interested."

His work with Drs. Meng and McLean sent Lund down the path of prosthodontics. While stationed in Alaska, he spent many hours learning and fabricating prosthetics, while also finding time to meet his now wife, also an active-duty dental assistant. After getting married, he was offered an opportunity to train on the dental laboratory side.

"Anytime I had free time I was back in the lab making appliances, and I fell in love with the work as opposed to seeing patients all of the time," he said. "Working side-by-side with the prosthodontists, I was able to see everything I fabricated go right in the patient's mouth, and it was very rewarding. I enjoyed the technician aspect of being independent and managing the work from cradle to grave, and seeing first-hand the increased self-esteem of patients."

Lund and his wife both decided to re-enlist and were stationed next at Eglin Air Force Base in

Randy Lund, Master CDT, TE

Peterson Space Force Base, Colorado Springs, Colo.

What is the hottest thing in dental technology today?

I would have to say that digital technology provides us with the tools that make our lives easier. Before, we spent days working on complex cases and now we can achieve highly accurate results in a fraction of the time. Digital also continues to evolve; we can do so much more within the last few years than we ever imagined.

If you could have dinner with three industry peers, who would it be?

I would choose the individuals who got me involved with dental laboratory technology. Dr. Mark McLean, Dr. Thomas Meng, and Roosevelt "Rosie" Davis. Rosie was the one who showed me what was involved with the process to be an NBC examiner and encouraged me to apply.

What do you hope to accomplish five years from now?

I'd like to continue improving my digital skills and expanding my knowledge and abilities in fabricating complex hybrid cases. Additionally, I would like to expand our product line to include custom-digitally designed facemasks for our Department of Defense (DoD) Fighter pilots. This will be accomplished by scanning the faces of the fighter pilots and then printing custom silicone masks. These products will ensure an intimate fit, minimizing any misfit products according to variances in facial forms. This is an exciting time, and we have the potential to expand the production of these custom facemasks to emergency crew, first responders, and beyond.

What is the biggest opportunity for today's dental laboratory technician?

Formally trained highly skilled technicians are becoming extinct within our career field. Today's technicians need to seek out the highly skilled technicians that are still around and utilize them for their expertise. Many of these old dinosaurs love to share their knowledge, so they should become a sponge and learn as much as they can! Additionally, technicians need to go beyond the basics of dental technology. This new generation has grown up with computers and the digital era is their friend. So, they should utilize electronic tools to become the very best in the dental specialty they are pursuing. I truly believe, if they have a passion for this field and a willingness to learn, then the sky is the limit. They can do anything and everything to become very successful within their career.

Itruly enjoy what I do

Florida. He had intentions of getting out of the Air Force after eight years, but it turned into 23 years. During his military career he was stationed in Alaska, Florida, Japan, Texas, and Colorado as both a dental laboratory technician and instructor. He retired from the Air Force in March 2015 but started back a month later as a civilian working at the bench and continues to work today at the Peterson Space Force Base in Colorado.

Lund said, "I was able to fulfill numerous roles during my career along and met amazing people. As an instructor, I had the chance to teach the basics of tooth morphology to advanced complex rehabilitative courses in a tri-service environment (Army, Navy and Air Force). My roles and responsibilities continued to grow, from running small labs to being the superintendent of the largest dental squadron in the Air Force, with 250 personnel."





Lund is heavily invested in digital workflow. He is a volunteer on the NBC committee that is working to create the new digital workflow specialist certification. He also serves on the NBC job task analysis work force and for the last three years, worked as a CODA site evaluator, making sure that dental programs are teaching up to standards. He has been an NBC examiner for the past 14 years and hosted numerous exams at multiple facilities. Since 2006, he spearheaded updating the military curriculum while incorporating new technologies in the Department of Defenses (DoD) Tri-service training programs.

"In going to all of the CDT exams along with site visits, I've had exposure to a lot of facilities and saw some of their best practices in action," said Lund. "It impressed me, and I was able to bring that back to the DoD and encourage leadership to implement many changes to improve our production processes and training capabilities. Additionally, I've been fortunate to help lead and organize dental meetings such as our annual Air Force Dental Workshops, providing over 70 hands-on courses for over 300 technicians annually along with conducting CDT prep course for technicians interested in pursuing their certifications. It's awesome to give back to my career. I truly enjoy what I do and have a passion for it. With my work in education and training it has been great to see technicians prosper and grow."

Lund received his first certification in ceramics in 2001. He continued to earn crown and bridge, implants, dentures, and removable partial dentures certifications over a 15-year span. He feels strongly there is a definite need and a future for certification. Being a CDT demonstrates that a technician wants to challenge themselves to become a better individual with better skills. It also provides a sense of fulfillment that these challenges were met. Lund is firmly dedicated to the creation of the new digital workflow specialty certification so that NBC can continue to evolve and meet technician needs as the career field broadens.

He said, "There is so much capability wise of what we can accomplish digitally, but technicians are still always going to be around. Every person has teeth and we will always be there to fulfill some kind of role in taking care of them." **JDT**



