

## *Borne the Battle*

### *Episode # 218*

David Muir, Easterseals' Veteran Staffing Network

<https://www.blogs.va.gov/VAntage/80625/borne-battle-218-david-muir-easterseals-veteran-staffing-network/>

(Text Transcript Follows)

**[00:00:00] Music**

**[00:00:10] Opening Monologue:**

**Tanner Iskra:** Oh, let's get it. Monday, November 2nd, 2020, "Borne the Battle," brought to you by the Department of Veterans Affairs. The podcast that focuses on inspiring veteran stories and puts a highlight on important resources, offices, and benefits for our veterans. I am your host Marine Corps veteran Tanner Iskra. Hope everyone had a great week outside of Podcast land. Get your jackets. It is officially cold out here in northern Virginia. Real quick, couple of ratings. One review this week. This one is from M. Dineen. Five stars. David T episode. "David and I go way back to flight school together. Probably a good thing he didn't share any stories. He has done amazing work for the veteran community. And I am proud to say we are friends. Heroes Linked is an excellent organization and I encourage all vets to give it a look, whether you're looking for help or want to help out. Additionally, Borne the Battle has done an exceptional job of showcasing veterans. Well done. Tanner, keep up the great work." M. Dineen, you know, I wish he shared some of your flight school stories, but seriously. Yes, David has contributed more than he probably gives himself credit for. And I appreciate the kind words. Thank you. And as always, feedback is always appreciated. If you subscribe, leave a rating, and, or a review on Apple Podcasts, it helps push this podcast up in the algorithms, giving more veterans the chance to catch the information provided not only in the interviews, but in the benefits breakdown episodes and in the news releases. So, thank you for helping with that. Talking news releases, we got three this week. First one, it says for immediate release: "The US Department of Veterans Affairs recently announced it has decided more than 34,000 Blue Water Navy disability claims under the Blue Water Navy Vietnam Veterans Act of 2019, that went into effect on January 1st, which extends the presumption of exposure to herbicides, such as Agent Orange, to veterans who served in the offshore waters of the

Republic of Vietnam during the Vietnam War. As of September 30th, VA has processed over 34,000 of the over 69,000 claims that have been received of which over 24,000, which is 71%, have been granted, which has awarded more than \$660 million in retroactive benefits to eligible veterans and their families. If your claim has been denied, go to [www.va.gov/decision-reviews/legacy-appeals](http://www.va.gov/decision-reviews/legacy-appeals) [Link: [www.va.gov/decision-reviews/legacy-appeals](http://www.va.gov/decision-reviews/legacy-appeals)] to learn how to appeal a VA claim decision. For assistance in filing a claim, veterans can also contact an approved VSO at VA, and you can find those at [va.gov/VSO](http://va.gov/VSO) [Link: [va.gov/VSO](http://va.gov/VSO)]. To learn more about Agent Orange exposure, visit [va.gov/disability/eligibility](http://va.gov/disability/eligibility) [Link: [va.gov/disability/eligibility](http://va.gov/disability/eligibility)] and find exposure to hazardous materials underneath eligibility on the left-hand side of the page. Click on it and Agent Orange is the first one on the list. You can do that. Or you can call 1-800-827-1000.” Or you can wait for Borne the Battle Episode 220, as we interviewed one of the 24,000+ veterans who have been approved. It's in the can. And this veteran and a veteran that is involved in administering the program breaks down the experience of applying and getting approved. So, you get it from both sides of both the person for that applied and the people that are administering the program. All right. Second one says for media release, “The US Department of Veterans Affairs began using its electronic health record system on October 24th at select VA facilities in the Pacific Northwest and Las Vegas, marking the beginning of a transformation, and how VA delivers care to veterans. More than 24,000 veterans receiving primary care at the Man-Grandstaff VA Medical Center in Spokane Washington will benefit from VA's first full implementation of the new software, which provides VA healthcare staff with a modern electronic health record, that is inoperable with the Department of Defense, US Coast Guard and community care partners. The new system puts VA and DoD and a single electronic health record, which improves veterans' health care experiences by eliminating their need to keep or carry paper records detailing care received from either department. Care providers from both departments will be able to view, update and securely exchange patient data in the new system, which also enables increased information sharing with providers in the communities where veterans live and receive care.” Now, this may be nerdy of me, but if it works as advertised, it's cool because once it's fully implemented at all the VA medical centers, there's no more copying your DoD medical record and carrying it around. So this is, this is actually kind of cool. “In addition to the launch at the Mann-Grandstaff VA medical facility, and it's four

outpatient clinics located in Wenatchee, Washington, Libby, Montana, Cour D'Alene, Idaho and Sandpoint, Idaho, VA also began using the new system at the West Consolidated Patient Account Center, the VA business operations facility in Las Vegas, that supports billing for the Pacific Northwest. For more information on electronic health records, visit [ehrm.va.gov](http://ehrm.va.gov) [Link: [ehrm.va.gov](http://ehrm.va.gov)].” Okay. And finally, we finish a news release that has a really cool stat. Says for immediate release, “The US Department of Veterans Affairs recently announced it achieved a record in its home loan program by guaranteeing more than 1.2 million home loans in fiscal year 2020, totaling more than \$363 billion to help veterans afford home ownership. This record loan volume equates to approximately 3,200 loans per day and represents the most home loan guarantees in a single year in the history of the program. Borrowers who are experiencing a financial hardship due to COVID-19 can still contact their mortgage company directly or call +1 877-827-3702, to speak with a VA home loan specialist. Eligible veterans who are looking for a home can obtain a certificate of eligibility for a VA home loan benefits through eBenefits or by contacting their preferred lender. To learn more about VA home loan, eligibility, home loan types, or to learn about the home loan buying process, go to [va.gov/housing-assistance](http://va.gov/housing-assistance) [Link: [va.gov/housing-assistance](http://va.gov/housing-assistance)].” Or you can listen to Borne the Battle Episode 150, where we broke it all down with the VA's Home Loan Guarantee Service. In addition, I would suggest that you listen to Borne the Battle 196 with Navy veteran Bryan Bergjans who gave out some updates since Episode 150. All right. So this week's guest is a national guard veteran. He is a former M60 machine gunner. So we're dating him a bit, but our guest was also the solution architect and lead instructional designer of the first redesign of the TAP employment workshop. You know, the, the TAPs program that you get when you get out for the Department of Labor in more than 20 years. And he is now the senior vice president of the social enterprise project of Easterseals titled the veterans staffing network. The Veteran Staffing Network is dedicated to providing top tier military talent to employers while assisting veterans, guardsmen, reservists and military spouses secure long-term meaningful jobs. He is National Guard veteran David Muir. Enjoy.

**[00:08:03] Music**

**[00:08:10] Interview:**

**Tanner Iskra (TI):** You know what, when you first contacted me through Twitter, I didn't, which I don't use often at all, but I still get notifications now.

And then I was looking for the verified check mark because I thought it was ABC news is David Muir. I was like, "No. Okay then." And then we got to talk and how did you find, how did you come across Borne the Battle?

**David Muir (DM):** You know what it might've been an open call that was forwarded to me, or I have no idea. And I'm an old infantry guy, dude, and I've had, you know, I've played football and was in the infantry when concussions were cool. So, I've had like 12 of them. So, my memory absolutely sucks.

**(TI):** Gotcha.

**(DM):** But I want to say either I saw an open casting call, or somebody said, "Hey, have you checked out Tanner?" And I hadn't. No, it was actually, somebody had asked, they said, "You know, you might be a good fit for Tanner because I was looking to just figure out a way to get the word out about our program."

**(TI):** Gotcha.

**(DM):** And I think that's how I got to you. I'd have to go back and look through my notes. I don't have them open.

**(TI):** No worries. No worries. Very, very cool. Very cool. I'm glad that the word's getting out. That's just good to hear. Well, David, first question that we ask every Veteran here on Borne the Battle is where and when did you decide that military service was going to be the next phase of your life?

**(DM):** Well, I was 16 years old and a buddy of mine who had joined the Virginia Army National Guard through their Split-Op Program said, "Hey, just do me a favor and come and meet, meet the Sergeant and make me look good."

**Both:** [Laughter]

**(DM):** And that was in April, mid April. And I turned 17 on the 4th of May. And all he had to do is show me the video repelling out of helicopters and blowing stuff up. And I was all in, and I swore in to MAPS on my 17th birthday as a member of the Virginia National Guard, was split off, and took my finals early my junior year, so that I could go to Fort Benning, Georgia, and, you know, do the Split-Op Program, went back after I graduated to finish AIT. So I voluntarily put myself in Fort Benning, two summers in a row. Young kids stupid.

**Both:** [Laughter]

(TI): Now, what, what year was this

(DM): 1989, 1989. Yes, '89 I went for basic. And, in 1990, I went for AIT.

(TI): Very good. Cause you know, again, you served in the Virginia National Guard and your Bios had M 60 Gunner. And I was just wondering if you were dating yourself or if it was because the M 60 was still in the National Guard's armory, you know.

(DM): Right. It would be both. I am dating myself and the garden. I was using Vietnam era weaponry, without a doubt. As a matter of fact, the saw at the tail end of my tenure, let's say like '93, '94, the saw was just being introduced to the card.

(TI): Very good. Very good. So, you were in for four years?

(DM): Six.

(TI): Six.

(DM): I did a six by two. Yep, so two in the IRR that they didn't need me for, thank goodness.

(TI): Yep, yep.

(DM): You know, I wanted to deploy, but the only thing that really happened was shield storm. Right, and that was just such a quick conflict. I was in the 29th, the flight infantry, we backed up the 82nd, who did deploy, but they just didn't need us. And thank goodness, cause the guards, combat readiness back then was nowhere near what it is today.

(TI): Sure, sure. Was that also before Bosnia?

(DM): Right before. Yeah, so I got out and the guys that I served with went down there for that conflict, and I think they were down there for three or four weeks.

(TI): Very good. Very good. While you were in David, who was either a best friend or greatest mentor?

(DM): I have two, so my best friend was a battle buddy of mine that I went to basic training with. And we just happened to end up in the same unit, by circumstance because we went through the same college, and he's a lifelong friend. I still talk to him today. His daughter is my goddaughter, so, really helped to form an amazing bond there. And then my greatest mentor would have been, Sergeant Daniels, who was a third ranger bat machine gunner. And when he transitioned out of active duty to go to school and was finishing his contract in

the National Guard, he really stepped in and helped me go from a, what I thought was a professional soldier and machine gunner, to a legitimate professional soldier and machine gunner. He really made sure that I was tight on my SOP's and my knowledge. He taught me how to break down the M60 and put it back together, blindfolded. So, I would say Sergeant Daniels was definitely my mentor.

**(TI):** Very good. David, what was the impetus, what was the reason for, for getting out after only one contract?

**(DM):** You know, I, hate to admit it, but I wasn't as politically least savvy, Tanner, as I am today. And I opened my mouth at times when I probably should have kept quiet. My platoon sergeant would definitely align with that comment, Master Sergeant Robinson. But my body was breaking down a little bit. I was a powerlifter back in the day, and I'd had multiple knee surgeries. And you know, the life of an infantryman, you need, indeed solid body parts, and things were starting to break down. And it was just time for me to move on to a new phase of my life. So, I'd figured that I'd done my duty to serve my country. Ducked a couple of opportunities to deploy, which back then I didn't, I wanted to go, you know because they teach you to go. But in retrospect, now that I'm older, wiser, and I'm working with these men and women who have actually been down range, I realized just how fortunate I really was. So, it was something that I thought I left in the rear-view mirror until I, until I got involved with the military redesigning tap and then ultimately with Easterseals, and it just re-sparked my desire to, to help my brothers and sisters.

**(TI):** Yeah, I think everybody kind of knows when it's time to go. You know? I can definitely sympathize with the Marine Corps, being a young man's game and breaking down.

**Both:** [Laughter]

**(TI):** And hats off to the people that do 20, or that can do 20 or 30 and keep it going, especially ones with families, you know?

**(DM):** Without a doubt.

**(TI):** But I think, you know, at the end of the day, everyone kind of knows it clicks in their mind. It's like, you know what, it's been a good ride. Time for the next phase. Because no matter what, whether you get out four years or 30 years, you do have to make that transition at some point.

**(DM):** All athletes retire, Tanner.

**(TI):** Absolutely.

**(DM):** And that's what I tell these folks. So, particularly the ones who are facing an early retirement, you know, and they say, "Man, I really thought that I was going to be, I was going to be in forever." And you know, you hear the same kind of mindset from professional athletes and things like that. At the end of the day, you got to step down and let the young ones take over because that's just how, that's just how it works.

**(TI):** Absolutely. Now as a reservist, you did the reserve game. What did you do while you were in and how did you make a transition or was there a transition when you got out?

**(DM):** You know what? I got really lucky, Tanner, being in the Guard, serving in peace time. I was going to school to, to become a teacher ultimately. And, so when I got out of uniform, it was really just, I was turning in all of my stuff and I no longer had to report. Right. And so it was just kind of a clean break. It's nothing like what our brothers and sisters are facing today when they've, when they've lived it. Even if they're guard, reserves, there's a really good chance that they've been activated for multi-month and multi-occurrence deployments. So, I served in a very different time, than what we faced during the last, you know, 10, 12 years.

**(TI):** Sure.

**(DM):** I've worked with an awful lot of people who have made that transition, and I see them struggle because it's just a different way of life. And the people who don't know, who've never even been to something like a basic training or a large field exercise or anything like that. It is a 24/7 experience. They let you sleep sometimes when sleep is something you can do, right? They take care of you the best they can, but sometimes things don't work and you gotta figure it out on your own. And I think that's something that the civilian population just doesn't have perspective on. And I think that that's one of the main challenges that service members and their families face, quite frankly, when transition occurs is that they go from this 24/7 environment that is ultimate service sacrifice mentality to intermingling. Yeah. Every once in a while, they'd have someone who was a civilian in their life, and now they're thrust into a world where less than 1% of the American population has worn the uniform at this point, unfortunately, and they're more a foreigner in a lot of ways to civilians than people from other countries.

**(TI):** It's a complete shock in terms of culture. You know, I think it's very akin to, you know, just like university of living, you know, it's very regimented. There is, you know, when you're getting paid, you know what your schedule is like, you know, the work culture, and then you're going, you're just, you're boom, shock. You graduated, your contract's up, and you're out in the world, now what? You know, and it's something that everyone, every Veteran has to go through, and there's different tracks to go. And it's just the world's wide open and it's, for me, it was both a little intimidating and exhilarating at the same time, you know? Cause you think the world's your oyster, you know, very different ways that you can look at it and very different ways that you can take it. Now talking about the tracks, you worked for the Department of Labor and in 2011 you developed a job search curriculum. And, and it was the Solution Architect and Lead Instructional Designer of the first redesign of the Tap Employment Workshop for the Department of Labor in more than 20 years now, David, that's some DC beltway speak, you know.

**Both:** [Laughter]

**(TI):** Like it's a lot of wordsmithing in that. What does that mean for someone in Nevada, Ohio, Kansas, Maine, etc.?

**(DM):** So, I wasn't actually working for the Department of Labor, I had my own business. And during the great recession, during the great recession, when unemployment really spiked, one of the things I realized is America did not know how to find a job. Right? Job search is a skill and it's not really taught these days.

**(TI):** Sure.

**(DM):** And you know, one thing I'd ever seen, like it was tap when I got out in 1995. So being a job search expert at that point in my life, because I'd been in staffing for more than eight years at that point, I went and audited a task class at a local base. And it was the same content in 2009 that they were delivering to me in 1995. It was clear that what I was building was needed. And while I was there, I caught wind that the Department of Labor was going to put out a solicitation for the redesign, and I ended up putting the right team together and ended up leading that recharge.

**(TI):** So, you won the bid.

**(DM):** I won the bid. Yeah.

**(TI):** Outstanding.



**(DM):** And so—

**(TI):** That's another skill. That's another skill in itself by the way.

**(DM):** Oh, without a doubt. And I got lucky, right. It was right place, right time, the right stuff.

**(TI):** Yeah.

**(DM):** The Department of Labor was really looking at. The new world today and how agile job searching become, and they wanted to make an investment. And I got to tell you Tanner, it was the first time I was exposed to a multi-branch experience and there was a lot of discovery that had to happen between the five branches of service, so SD, DOD and the Department of Labor. And this was really the first attempt to revamp, right? Because all of those organizations work congruently to help Veterans make that transition. And I will tell you that they have come light years. They've developed real formal partnerships. You know, I hate to admit it, but the Marines came up with the Marine For Life Program, which the Army quickly adapted and stole.

**(TI):** When you go and talk to my colleague, Olivia Nunn, over at the Soldier For Life Program podcast, make sure you tell her that.

**(DM):** I just know the truth, right? I'm Army, I always will be, although I got to tell you if it was a Marine guy who grabbed me when I was 16 and showed me the repelling out of helicopters video, I might've been a Marine, it was just right time, right place.

**(TI):** Sure, no worries, no worries, I am going to hold it against you.

**(DM):** It's okay. Well, I will tell you as a small anecdote. So, for a while there, during the real height of conflict, I was going over to Walter Reed and I was working with the Marine Corps and helping their men and women coming out of Walter Reed to prepare for transition. And I was talking with a young infantryman and, you know, trying to relate to them. I said, "Well, you know, I'm a grunt, man. I get it." And he said, "Well, no disrespect, Sir, but you're not a grunt." "What are you talking about?" "You said you're Army, right?" I said, "Yeah." He was like, "Only a Marine can be a grunt." "What are you talking about, man? I carried a heavy pack. I carried a machine gun, sweat, dirt, blood. Same as you. I just didn't get as wet. Right?" And he said, "Well, sir, do you know where grunt comes from?" I said no. Now again, this is his perspective, but it stuck with me. He said, "It's more WWI, right? The army sends their infantrymen to the school of infantry, but in WWI, the Marines sent

them through boot camp and sent them downrange. So, grunt actually stands for. Ground Reinforcement Units Not Trained, which is an acronym given to them by the Army who has been trained. So, with all due respect, Sir, unless you're a Marine, you can't be a grunt." That guy totally shattered my dream. Cause I like the CRO magnon. I'm a grunt mindset. And now I've got to call myself an infantryman.

**(TI):** Very interesting. I've never heard that perspective. That's something I definitely will definitely look up after this conversation. So, you were talking about the Marine For Life Program and talking about how this came together, this TAP revamp.

**(DM):** It was really the first. You know what I worked with, I worked with a great team and we built the first revision. It has since been honed and refined and continues to be, and I really do applaud the partnership between all of the branches of government and the service branches that are, are working in step together finally, because they often done their own thing for a long time. They really come to realize that it is the benefit of all for them to work in congruency. So, that's kind of how I got reinserted back into the military life after being away for coming up on 15 years or so. And there's a, I don't know if it's in the Marine Corp, it's called soup sandwich, which just means that you're a hot mess as a soldier, right?

**(TI):** Yeah

**(DM):** And I heard that, and it was, it's just kind of reawakened in me, the soldier, and I dove right in. So shortly after I completed my efforts supporting the Department of Labor with the redesign. I heard about this organization called Easterseals.

**(TI):** How did you find your way there?

**(DM):** Well, when I left, so the contract is Department of Labor finalized just in December of 11. I took a little time off because it was a pretty intensive thing. And then I started looking for work and a friend of mine said, "Hey, here's this organization called Easterseals, that's looking for somebody that I think looks like you." Right. And they were looking for, for somebody who's prior service, who understood staffing, who understood job search, who could, you know, speak with the media, who could really be kind of the start of this really innovative program called the Veterans Staffing Network. So, I had heard the name, Easterseals, I didn't know anything about them other than they did nice things for people.

**(TI):** I don't know anything about them either. It's something I've never heard before, but from what I read on the website, it's over a hundred years old.

**(DM):** Correct.

**(TI):** Is it a charitable organization? Is it a nonprofit? Is it for profit? It's not just a staffing company, right? It seems like they do a lot of stuff.

**(DM):** Yeah, so Easterseals is probably one of the most widely known and most laterally recognized, but most unknown organizations in the country. So, you can permit me. I'll kind of give you like the 30,000-foot view.

**(TI):** Sure, please. Yeah, please.

**(DM):** So EasterSeals started in Chicago a little over a hundred years ago. As a society for crippled children.

**(TI):** Hmm.

**(DM):** Our founder was visiting a hospital and saw all these kids with disability who were kind of languishing. There were, there were cast off, there was nobody who was an advocate for him, and he said that that's going to change. And that's how we got started. Interesting jeopardy fact, the name changed the Easterseals because we used to run a telethon selling stamps around Easter time as a fundraiser and Easterseals being a little bit nicer, than the society for crippled children, the name kind of stuck. Right?

**(TI):** Sure, sure.

**(DM):** And so, we're most widely known as supporting children with disability, but we actually started serving the military after WWII. And organizationally, EasterSeals has a holistic mission of creating inclusive programs to empower people, to live, learn, work, and play in their own communities.

**(TI):** Very good. Now, is it a nonprofit? Is it for profits?

**(DM):** It's a nonprofit. Yep.

**(TI):** Gotcha, gotcha.

**(DM):** Organizationally, we're still headquartered in Chicago. Headquarters. Focus is really on a national level advocacy and awareness campaigns and they also influence public policy on Capitol Hill on behalf of the populations that we serve.

- (TI):** Very good
- (DM):** Underneath headquarters there are 74, I believe, regional affiliates and the easiest way Tanner to think about them as almost like a franchise.
- (TI):** Okay.
- (DM):** Each is its own 503C nonprofits. And again, we all have that same mission, but because we're very much a grassroots community-based organization, the services that are offered affiliate to affiliate difference. So that's the example I can give. I operate through the DC, Maryland, and Northern Virginia affiliates. We've got a lot of military people in our demographic, so we've got a lot of military-oriented programming. But if you were to look at city Easterseals somewhere else, they may not have as robust military programming. If that makes since.
- (TI):** But your affiliate does kind of operate nationwide, but it's just centered it into the DC, Maryland area?
- (DM):** So, the program that I operate, which is the Veteran Staffing Network is really an anomaly and we do function nationwide and that's because of the transient nature of the population we're serving, right. If I'm working with Joe and he, all of a sudden gets orders to go to San Diego, we're not going to let them go, right. Or if he gets orders to go to Kentucky or God forbid, Fort Polk, we're not going to drop him if there's no support there. I'm not a fan of Fort Polk. I don't know if you have even been.
- (TI):** Nope. Never been, never been. So, you're the senior vice president for Easterseals, Veterans Staffing Project which is based here in DC. It is a national project. What's the mission behind it?
- (DM):** So, mission behind it really is to empower people to be able to get their own job. Right. So, I'd mentioned earlier job search is a skill. I don't know if you align with that. I'm assuming you would.
- (TI):** Absolutely. Absolutely. As a person that made that transitions, absolutely, that's a complete skill to find a gig. (DM): And it's not really taught anywhere, with the exception of TAP, right, the employment workshops. And if you've ever attended, you know, a three-day workshop, how much do you retain six months later? And on top of that, these men and women are also thinking about stuff aside from job search, like my benefits, where am I going to live, can't wait to go back and see my, my significant other. I mean, there's a thousand things going through these people's minds when

they go through the workshop. So, and some people can't even get access to it right. You think about a guard or reserve member who may be not near a base, they demob, they get out. They're not going to attend TAP, now again, the services have really done a great job in creating some distance learning opportunities. So, I'm excited about that. But when we created a Veteran Staffing Network, that wasn't the case, technology wasn't there yet. So, what we do is we have career coaches on staff. We've also got a curriculum that is online and the goal is to teach, well, it depends on your branch, but Private Snuffy Schmukatelli, Lance Corporal Schmuckatelli, you know Airname Smith and I forget what the Coast Guard calls him, but to teach our Veterans and their family members, the skill of job search, and it's all at no cost to the service member or family member. They can take their experience online; they can explore it with a career coach for one-on-one. Now all that cost money, right? It really does. And historically, employment programs for Veterans have always been funded by the government or philanthropy, which is great, but it comes with restrictions on who can access the training, where it's delivered, frequency, etc. Some people fall through the cracks. And one thing, Tanner, I love about Easterseals is we were created to catch the people who fall through the cracks. That's what our organization does. And so, we welcome service members from any era, right. We welcome spouses from any era, caregivers of wounded warriors, guys and gals still serving in the guard or reserve or still in uniform and, and want to make their transition, their thinking about it early. Basically, if you've ever worn a uniform or supported someone wearing a uniform, we're here to help you. And it's at no cost. And so, the way that we fund that, this is a real innovation in the field of nonprofits, is we have adopted a for profit business model. So, the staffing industry, which is a multibillion dollar business, made sense to us. So, part of my job is to engage the business community in that vein. If that makes sense.

(TI):

I was going to—absolutely it makes sense. I was going to ask you what the strategy is behind because it sounds like you've worked in staffing for many years. And so I want to know what the strategy was behind companies that do this, whether it be for profit or nonprofit is interfacing with companies and then recruiting out of your population, or is it more about interfacing with the person looking for a gig or, or is it both, do strategies like that differ between companies? I have no insight into this world, so I'm glad that you're able to offer some of that.

**(DM):** Sure, and happy to, so to your answer, it's a little bit of both, right? So traditional staffing companies engage a business. Let's say Tanner, Inc. and you're looking to hire a widget maker in contingent staffing, which is what we are, you'll say "Okay, Dave, go to work for me, go find my widget maker and if you find the right guy, I'll pay you." Right? Whether that person is a direct introduction and you hire that person directly, and just pay me a finder fee or whether I hire that person and bill him or her out to you for a markup. So that's the staffing industry. And so, we engage businesses directly to become one of their vendors or services providers and that's really what we are. We're a nonprofit service provider, which is still something that takes people a little while to get over in the commercial sector. Right?

**Both:** [Laughter]

**(DM):** They're used to being hit up by all kinds of for-profit businesses. So when they hear Easterseals of Veterans and Staffing, what are you talking about? So, a little bit of an education there, but they normally get it pretty well.

**(TI):** How many companies have pretty much signed on board or you know?

**(DM):** We've had more than 300 employ—I call them Employer Partners versus Clients, because really the goal is: I want these men and women that we're putting to work for them to become a member of their team long term. That's our goal.

**(TI):** Any names of any Veterans we would know?

**(DM):** You know, I would love to be able to share our Employer Partner list, but, contractually, unless we've got their HR or not their HR, but their PR team on board and they like to keep that just kind of standard.

**(TI):** Understood.

**(DM):** But I will share with you that we work with fortune 500 clients on a regular basis.

**(TI):** Very good.

**(DM):** As well as a little mom and pop shops.

**(TI):** Very good.

**(DM):** We put more than 2,600 people to work in 35 different States across the country over the course of the last seven years.

(TI): Wow.

(DM): And that's—the revenues from that, Tanner, have allowed us to provide career coaching to North of 11,000 people all around the world. We have people from the Philippines and Italy, just as much as we have people from Fort Hood and, you know, Camp Lejeune and everything else. I want to stress; I can't guarantee that I'm going to be able to get a Veteran or a family member a job. Right?

(TI): Sure.

(DM): That's not the purpose of our program, the purpose of our program is not that. The purpose of our program is to offer them the education and the expertise and guidance. So, they can reach out to us. Website is VSNUSA.org [Link: [vsnusa.org](http://vsnusa.org)]. That's Victor-Sierra-November-Uniform-Sierra-Alpha.org. I think if I remember my Phonetic alphabet right.

(TI): And message it to me in the afterwards. And I can make sure it ends up in the blogs on [blogs.va.gov](http://blogs.va.gov) [Link: [blogs.va.gov](http://blogs.va.gov)].

(DM): Okay. Perfect. Excellent. Thank you. So, they can go there. They can submit their resume to us, right? Because at a minimum, if I don't have their resume and a job shows up in their neighborhood that they're qualified for, I can't let them know about it.

(TI): Sure.

(DM): Right. But they can also at that point, access our eLearning platform so that they can gain access to—as if they're do it yourself for kind of folks. If they would prefer to have one on one consultation with some of our career coaches, they can also make that request there. And then we can get that started. And if you're a business looking to hire a Veteran or a family member, and you do work with staffing services, so you just go to that same website and click the For Employers tab. Fill out the form, let me know. And I'll be giving you a call.

(TI): Very good. What is your job portal look like? And the reason I asked that I was wondering if you, for those that are listening, that have listened to “Borne the Battle: Episode 207: Alex Calfee,” who has, he's a cofounder of website called OpLign and unlike most job hunting websites that use keyword searches to connect job seekers to employers, OpLign attributes its success to artificial intelligence that matches.

(DM): Interesting.

- (TI):** That matches a user's complete profile.
- (DM):** I have not heard of them. If you wouldn't mind sending me a note, Tanner, about that, I would love to check them out.
- (TI):** Absolutely. Absolutely. And that is if anybody that's listening to that is Episode 207 in the archives here on Borne the Battle.
- (DM):** As far as our job portal goes, we do have a job board. There's anywhere from 70 to about 200 positions open at any given time, all across the country. And those are directly with our Employer Partners.
- (TI):** Very good.
- (DM):** One of the things we wanted to make sure is the only jobs we advertise are ones that we know are real. Unfortunately, there's a lot of organizations in the world that will post a job and kind of like a trolling ad. If you will, if you've ever been deep sea fishing, you know, you put the lines in the water—
- (TI):** Yeah.
- (DM):** See what nibbles, right?
- (TI):** Yeah. That perpetual job opening that never seems to hire anybody.
- (DM):** Exactly. And one of the things that we stress, Tanner, in job searches, you should spend less than 10% of your time on job boards. You really should be focused on Networking and research, right? Conversations are currency when it comes to finding a good job and you want to talk with as many people who fit your target demo as possible. And again, these are the kinds of things that we cover with our career coach.
- (TI):** You're talking about looking—about networking, does social media play a part into that and is there anything you can recommend on that front?
- (DM):** Well, social media is the key really. Social media is how you put your brand out there in the ether for people to find you. And LinkedIn is probably the premier social media tool for connecting with people.
- (TI):** Interesting.
- (DM):** Yeah. You can brand yourself, things like Twitter, Instagram, Facebook, depending on your privacy settings and how easily it can



be found, but you can use those things to brand yourself. As a matter of fact, one of the things I teach students is create a Twitter handle and start sharing articles and links about the type of job you're looking to get in the subject matter that you're looking to get to position yourself as a subject matter expert. But when it comes to actually reaching out, I mean, Tanner, quite frankly, I think I connected with you because of LinkedIn. I found you on LinkedIn and sent you a note.

**(TI):** Yes, yes.

**(DM):** And it's really that powerful. So mastering LinkedIn to the best of your ability is huge. And there's an awful lot of support out there to help you get that. Whether that's a random YouTube video that LinkedIn also has, if I'm not mistaken, a bit of—I know it's not called an Academy, but something to that, akin to Academy—

**(TI):** LinkedIn learning, it used to be lynda.com.

**(DM):** Thank you. Yeah, okay.

**(TI):** Yeah. I learned a lot of my video production skills off of, what it used to be lynda.com and LinkedIn bought them. Yeah, no. And LinkedIn is evolving too. I've noticed, it's becoming

**(DM):** Continuously.

**(TI):** A very robust social media site compared to just a resume hunting tool, which it used to be.

**(DM):** Correct. I also highly recommend joining groups, right? So this is something that Job hunters/Job Seekers miss, right? And it's something that I want our brothers and sisters to take advantage of is to go and join groups that are related to you, whatever your branch of service is, but also Veterans or military spouses. You can also look at whatever your particular profession is you're targeting and post in there, "Hey, I'm a separating service member, or I'm a retired Veteran or I'm a Veteran military spouse. And I'm looking to find organizations that are interested in hiring people like me so they can talk to them." And one important thing is you need to interview companies, and this is something that job seekers forget a lot of times, cause they're under the pressure of job search, but you need to interview the employer as much as they're interviewing you.

**(TI):** Yeah.

**(DM):** Right?

**(TI):** Make sure the culture is good for you and it shows them that—

**(DM):** I like to make, we make the parallel in our content that job search is a lot like dating Tanner, right? And so it's got to be a match for both of you, because if it's not a match, if they've got the job and you can just convince them to give you the job, but then you hate the job you're going to leave.

**(TI):** Yeah.

**(DM):** And there's an awful lot of, if you look at statistically numbers, right? The first job that a lot of Veterans take when they get out and they're gone in 18 months. And the reason being is that that company did not do a good job in vetting that Veteran candidate and that, you know, quid pro quo that Veteran didn't do a good job of vetting that company as far as a fit across the board. Right? However, if a Veteran is hired into a job that he or she is well suited for statistically, and you can back this up with IVMF up there in Syracuse.

**(TI):** That's my alma mater.

**(DM):** Okay. There you go. Well, statistically, you have a 30% longer tenure than your civilian counterpart, if you're a service member, if you're hired into the right job. And that's just kind of the loyalty mindset that I think all of us carry.

**(TI):** Absolutely. Going back to Easterseals. It looks like there's a lot of other military and Veteran services outside of the Veteran Staffing Network.

**(DM):** Correct.

**(TI):** There's the Steven A. Cohen Military Family Clinic, there's the Homeless and Veteran Reintegration Services, the Family Respite Program, the Military Family Respite Program, Little Warriors Child Development Program, Adult Day Services, I think is something for World War II Veterans. You know, you kind of gave me the model of how the Veterans Staffing Network operates. Who funds all this stuff? It's a very diverse set of services. Right.

**(DM):** Yeah, I'm really fortunate to be working for Easterseals. And again, all of those services, Tanner, are the affiliates in the DC marketplace.

**(TI):** Oh, wow!

**(DM):** But those aren't necessarily going to be offered in every Easterseals Affiliate and I know this is a national program, so I just want to make sure each affiliate has their own portfolio programming. However, the Easterseals, the DC affiliates that I work with, Easterseals DC, Maryland, Virginia. We're very fortunate in that we have a completely holistic outlook, the Steven A. Cohen Military Family Clinic as part of the Cohen Veterans Network, which is another innovation, I'm not sure if you're familiar with it, but that might be something if you are. I think it would be a great podcast for you.

**(DM):** So, Steven A. Cohen's son was a Marine, came home. And Steven A. Cohen is a hedge fund guy, if I'm not mistaken, fairly wealthy. And his son came home and said, "Dad, my brothers and sisters are killing themselves 'cause they can't get an appointment." And so, he launched the Cohen Veteran Network, which offers a low-cost to no-cost mental health services for Veterans and their family members so that they're not-it's meant to be a bridge, right. So if you make an appointment with the VA, for example, it may take six, eight weeks for you to be able to get to your appointment and if someone needs mental health services today, that's what the Co-Inventor Network is for is that it's to bridge that gap, to help them get to the services that they need, to offer that emergency support. Our Little Warriors Program is actually due to our proximity to Walter Reed, you know, when Joe gets blown up and I hate to use that phrase, but it's reality, they pick up, they pick up spouse and kids from anywhere USA and plop them at Walter Reed. And Walter Reed's got a drop and go daycare center, but you know, the service member is trying to figure out his or her new existence and the spouse is busy dealing with meds and doctor appointments and everything. These kids aren't really in a developmental program and Easterseals in DC has a five-star daycare system. And so we offer free early childhood education to families who have little ones at Walter Reed.

**(TI):** Wow.

**(DM):** Our adult-based services is meant for senior citizens and adults with a lot of times, mental disability. Where it's a place to go, so they're not just sitting there staring at the wall. We have Activity Directors, and do all kinds of fun things with them, take them shopping. We actually have an Intergenerational Center where we bring the pre-K kids in to do activities with the seniors, which has really been shown to have amazing outcomes. Yeah. Obviously, it's

all pre-COVID, we're still trying to figure out the logistics of, of the new universe with these programs. But Easterseals—and that's just a snapshot of who we are. But Easterseals as an entity across the country does amazing things. It really does change lives for the better for people.

**(TI):** Very good. Very good at it sounds like, there, there must be different models to keep all these things going when it comes to funding. Cause that's a lot of different stuff.

**(DM):** It is. Right, so, some is pay for service. Easterseals does rely on the generosity of an awful lot of amazing people. Our board of directors is fantastic. We've got a lot of corporate sponsors, who are just amazing. So, for example, my program, the Veteran Staffing Network, was stood up by grants from Capital One and the CaFritz Foundation, the Kessler foundation and a number of others just to get us up and running. And so, we've got a lot of great corporate sponsors as well as individual donors who really do make a difference.

**(TI):** It's a very, very good, very good. David, what is one thing that you learned in service that you carry with you today?

**(DM):** That the sun will rise, you know. If you're ever in dark times and you're cold and you're wet and you're hungry. This is going to date me, Tanner, we used to have heat tabs.

**(TI):** Okay. I don't even know what that is.

**Both:** [Laughter]

**(DM):** Exactly. So, heat tabs was essentially a chemical pill. That you could light with one spark and it would burn for about a half hour. Think of it like a, you know, of the logs that you put in, in your fireplace to start the fire. So, it was about, it was about three inches long, about an inch wide. And it was great for starting a fire or heating your coffee or whatever.

**(TI):** Gotcha.

**(DM):** And we used to call the sun, the great heat tab in the sky, because you could just be sitting there shivering and sad and miserable. And just, you know, I don't know if you've ever asked this question, but "Why the hell did I join the military?" pops up in my mind a few times.

**(TI):** Right. Yeah.

**(DM):** But what I learned in the military is that no matter how hard it gets, the sun's going to come up.

**(TI):** Sure.

**(DM):** You're going to get another opportunity, and it's really up to you as far as your resilience and your resolve to how are you going to approach that day? And I would say that that's probably my favorite lesson I've learned, for life, out of my military experience.

**(TI):** Very good. Very good. I know you work with East. I know you're affiliated with Easterseals, but is there a Veteran nonprofit, or an individual Veteran who you've worked with or had an experience with who you'd like to mention?

**(DM):** I mean, there's been so many over the years, Tanner, gosh, to pick my favorite one, it'd probably be Renee. Renee is a classic example of why my program is so needed. So, Renee was a Coast Guard wife, 19 and a half years. Unusual for a Coast Guard family, but they bounced around six times. Right? Coast guards typically settled in one spot. She didn't get a chance to work in three of the six spots. When she got out, they divorced, which is not uncommon in the military, unfortunately. It's not uncommon for anybody these days. She went to apply for spouse support for job search and was denied. Care to guess why?

**(TI):** No, I, because she's divorced? I have no idea.

**(DM):** Cause she's Coast Guard. You see, spousal support is provided by DOD and Coast Guard is DHS.

**(TI):** DHS, DHS.

**(DM):** Right now, I believe policy has since been remedied for that, but because of the Veterans Staffing Network and its existence, we were able to work with Renee and we were able to help Renee kind of go through the, "Who are you?" and "What do you have to offer?" because service members and spouses alike, that's a big question mark, is "Who am I?" "What do I have to offer?" You know, as an old machine gunner, what do I have to offer? I got trained to hide behind rocks, trees and bushes and blow stuff up real good. Right. Who's going to hire this? There's not a lot of those jobs out here.

**(TI):** It's the Intrinsic skills. See intrinsic, you got to remember those intrinsics.

**(DM):** And they're so transferable. Right. But you don't know what you don't know. So, one of my favorite examples is I was teaching a tap

class during the pilot, and I was down in Norfolk and the homework on Tuesday night was to go home and think of three stories that we could put on your resume to talk about. And so, I'm setting up the class. It's about 06:30 and this young kid comes in, Carlos, and he's like, "Dave, I can't think of anything." And so, I said, "What do you do in the Navy, son?" He said, I'm the right-hand man to the Air Boss." And I stopped him right there. I said "Woah, woah, woah. I'm Army. I don't know what an Air Boss is and neither does anybody else." Do you know what an Air Boss is, Tanner?

**(TI):** Nope. No idea.

**(DM):** So, the "Air Boss" is the slang term for the Officer, who's in charge of all the aircraft on an aircraft carrier.

**(TI):** Wow.

**(DM):** Right? Yeah, kind of a big job. So that, that officer is typically focused on what's airborne, right? So, this kid, Carlos, from 25 to 28 was responsible for the flight deck of an aircraft carrier.

**(TI):** Wow.

**(DM):** So, you know, it was his job to schedule people. It's his job to make sure safety trainings were up to date. Oh, by the way, he was responsible for the operations to launch like \$10 billion of the United States property in the air during the Scramble Drill. Right.

**(TI):** Yeah. It's basically a Chief of Operations for the entire carrier.

**(DM):** Yeah, kind of a big deal!

**(TI):** A lot of skills involved in that, a lot of skills.

**(DM):** When I was talking to Carlos and I shared that with him, he's like, "God, I never thought about it that way. I just did my job." Right. And so that's the thing is service members and that stress, any employers who might be listening to this, understand that they just do their job. They all realize how big a job they have. They're just capable of doing big jobs and they do it flawlessly. And as I go out and educate businesses, that's another part of what I do is I teach businesses how to become Veteran-friendly employers. And you're amazed. It's amazing to see how many people just have really no perspective. And that's just because, you know, unfortunately today military lives in the biggest gated communities in the world.

**(TI):** Mhm, mhm.

**(DM):** You know, after World War II, 20% of the population had served. Everybody lived next to a Veteran. And now, you know, if you're a civilian, you got to have a clearance to get on base practically. And they don't need to leave, they've got movie theaters and shopping malls and restaurants and stuff on base. So, we don't mingle with the civilian population the way that we used to and that's why they are a big anomaly.

**(TI):** Tracking. Tracking. So, Renee, how did, what was a success story on Renee?

**(DM):** So, Renee actually, after working with her for about three and a half, four months. She had an affinity for media, and she had done—

**(TI):** I like her already.

**(DM):** Right. Yeah, I bet you would, but she's more on the photographic side of things. But she had done an awful lot of stuff like, you know, photography, doing photography for some friends' weddings and just some nature stills and everything like that. And eventually we got her into a newspaper, couple of them actually community Newspaper, and another like local county newspaper as a photojournalist. So, she would go out and cover events and she absolutely fell in love with it. And I haven't talked to her in a couple of years, but, you know, we ended up finding a job for her. Or no, I didn't find it for her, she found it for herself, but we helped kind of focus that light that was coming out of her into something pointed that she could then lock onto a target and go get it. And that, Renee's, probably my favorite story after the probably more than a thousand people I've helped since I've been with Easterseals.

**(TI):** David, we've covered a lot of ground. Is there anything else that I didn't ask or that I've missed that you think?

**(DM):** No, I don't think so, Tanner. I really appreciate the fact that, that you invited me on. I'm excited to be a part, I love what you're doing. Keep it up, brother. Get the word out about the amazing things that are going on in the space and, and your support of, our brothers and sisters. And I'm happy to, uh, to plug you in to some other people that I know if you're looking for other guests who might have some relevancy for what you're trying to broadcast.

**(TI):** That sounds great. That sounds great. Any parting shot to anybody that might be listening to this?

**(DM):**

If you're a job seeker, keep your head up. I know unemployment is high right now, that doesn't mean there's not jobs out there. People are getting hired every day. If you need help, reach out to the Veteran Staffing Network, and we'll see what we can do to help you out. If you're an employer and you're interested in having a Veteran Hiring Program, you've been tasked maybe with being a diversity of finding a diversity chain that includes Veterans, please do reach out to us. Again, that website is [vsnusa.org](http://vsnusa.org): [Link: [vsnusa.org](http://vsnusa.org)], and let's chat and see if I can help you out. Keep listening to Borne the Battle.

**[00:56:58] Music**

**[00:57:06] PSA:**

**Narrator:**

Strength is something earned, not given. Dedication means pursuing your passion every day. Healing is something we do together. And together, we put veterans first. Search VA Careers to find out [Link: [vacareers.va.gov](http://vacareers.va.gov)].

**[00:57:36] Music**

**[00:57:40] Closing Monologue:**

**(TI):**

I want to thank David for coming on Borne the Battle. For more information on David, he has a profile on [rocketreach.co](http://rocketreach.co) and on LinkedIn with his bio and contact information. Our Borne the Battle veteran the week comes by the way of our VA veteran of the day program. Every day, our digital team recognizes a veteran for their service on all of our social media accounts and on [blogs.va.gov](http://blogs.va.gov). You can send in your own nomination by emailing [newmedia@va.gov](mailto:newmedia@va.gov). Kevin Elder began his service with the Marine Corps in February of 1987. He first served at Marine Corps Base Camp Pendleton in California with the 7th Engineer Support Battalion. Later, he transferred to camp Lejeune in North Carolina with the 8th Engineer Battalion. In November of 1990, Elder deployed to Kuwait for Operation Desert Shield, and later Operation Desert Storm. He was discharged from the Marine Corps in February of 1993. Outside of his service, Elder obtained a Bachelor of Arts in Criminal Justice and a Master of Public Administration at the City University of New York, Queens College. Additionally, he served as a New York City Police Officer for eight years. Elder currently works at the US Department of Veterans Affairs as a motor vehicle operator, assisting veterans with transportation to their appointments. He has maintained, close working relationships with local veteran organizations, such as the American Legion and



the VFW. When the COVID-19 crisis began Elder established the Guardians for Veterans, a nonprofit organization, which helps disabled veterans and individuals with limited mobility, homebound individuals, and seniors within his local community by organizing food drives and ensuring his community has adequate food and supplies. His organization has also aided veterans with finding housing and provided transitional services, such as vocational training assistance. Elder currently resides in Nassau County, in New York with his wife and two children. Marine Corps veteran, Kevin Elder, thank you for your service. That's it for this week's episode, if you yourself would like to nominate a Borne the Battle veteran of the week, you can. Just send an email to [podcast@va.gov](mailto:podcast@va.gov) include a short writeup and let us know what you'd like to see him or her as the Borne the Battle veteran of the week. And, if you like this podcast episode hit the subscribe button. We're on iTunes, Spotify, Google Podcast, iHeartRadio, pretty much any podcasting app known to phone, computer, tablet, or man. For more stories on veterans and veteran benefits, check out our website, [blogs.va.gov](http://blogs.va.gov) and follow the VA on social media, Twitter, Instagram, Facebook, YouTube, RallyPoint, LinkedIn. DeptVetAffairs, US Department of Veterans Affairs, no matter the social media, you can always find us with that blue check mark. And as always, I'm reminded by people smarter than me to remind you that the Department of Veterans Affairs does not endorse or officially sanction any entities that may be discussed in this podcast, nor any media products or services they may provide. Thank you again for listening and we'll see you right here next week. Take care.

**[01:00:52] Music**

**[01:01:22] Bonus**

**(TI):** Okay, David. I'll stop the main recording there, but every once in a while, we do what's called an after-the-show-show, just for the lack of a better name, that's what we call it.

**(DM):** So, we're not recording right now?

**(TI):** Oh, we are.

**(DM):** Okay.

**(TI):** But usually if the listener has listened to the entire podcast, which is sometimes over an hour, I give them a little bonus after the music is done playing.

(DM): Gotcha.

(TI): And it's sometimes a random story from a guest about either their time in service or their time doing something else that may relate to the listener. Do you have any such story?

(DM): I do. I sure do.

(TI): Okay.

(DM): So, I have the greatest and most painful way to get rid of poison sumac ever.

(TI): I'm interested. Let's hear it.

(DM): So, we were down in Fort Polk, which is why I love Fort Polk so much. We were down in Fort Polk for JRTC, Joint Range Training Command, and its simulated deployment.

(TI): Yeah.

(DM): For those of you who are listening and are familiar with stand-to, you know what I'm talking about. For those who aren't, stand-to is that point of dawn just as the sun's coming up where everybody has to be prepared because that is one of the two most common times for an attack to happen.

(TI): Yep.

(DM): So, it was nighttime, and we were doing a road march. It was almost stand-to, so we all got off. And as a machine gunner, you dig what's called—well any infantry person should dig what's called a hasty fighting position. It's essentially just digging out a little bit of a trench so that you're lower to the ground. You're not as easy to shoot.

(TI): Yep.

(DM): Okay. So, we notice that stand-to is about half an hour away. We go into the brush. You know, a lot of times if you don't have your E-Tool with you, you just dig your hasty fighting position with your hands and a rock, which is how I dug mine. As the sun comes up, I realize that I have dug my hasty fighting position of poison sumac.

(TI): [Laughter]

(DM): Consequently, later that day, I ended up having a heat stroke and ended up having to be medevaced out. So, I'm back in the barracks in the recovery after my heat stroke, and I've got this poison sumac

erupting over about 70% of my body. I had so much chamomile lotion on me, Tanner, I looked like the pink marshmallow man.

**(TI):** [Laughter]

**(DM):** It was terrible. I was all swollen. All pink from chamomile, and it wasn't do a damn thing. And this one sergeant, he was a master sergeant—I don't even remember his name. But he was grizzled, like leather-faced, missing a tooth. He was weathered. Let's put it that way.

**(TI):** He's seen some stuff in his life.

**(DM):** He's seen some stuff. And he says me and was like, "You pink fool. You want that itch to stop hurting?" I was like, "Yeah, Sergeant." He was like, "Listen, I'm going to give you a secret, but you're not going to like it." "What is it?" "Take that gallon of bleach there. Take that washrag. And you go stand in the shower, and you go scrub every part of your body in the shower until it hurts to bad that you can't take it anymore. And then scrub it a little more. I promise you the itch will stop." Tanner, I got to tell you, it was a pretty excruciating twenty-five minutes to thirty minutes.

**(TI):** [Laughter]

**(DM):** But that poison sumac stopped itching, scabbed up, and I was good to go. So, if you've got a good pain threshold, and you're covered in poison sumac, I recommend a bottle of bleach, an old nasty rag, and about twenty-five minutes in the shower to cure your problems, to cure your itch.

(Text Transcript Ends)