

weren't homegrown. "It was my first entrepreneurial experience," he jokes.

It wasn't unusual for David and Janice to be the last children picked up from extended day care at Moorestown Friends School. "That wasn't necessarily a bad thing," says David. "It was just what it was. I don't know that I was able to draw the connection at the time that things were busy at work for my dad. I think in hindsight, we were very shielded from what was happening at BAYADA."

Sometimes Mark's father, Grandpop Larry, would pick them up and care for them at his house. As he did with his own kids, Larry reinforced the Baiada family ethics of working hard, showing love, and having fun. He'd encourage David and Janice to do chores or to go outside, run around, and "blow the stink off," as he would often say. He knew they needed rigorous exercise for their health and happiness. It didn't hurt Grandpop's sanity, either.

Despite Mark's personal and professional responsibilities, he carved out time to coach his kids' soccer teams. He ate dinner with David and Janice every single night. As months and then years passed, Janice and David adjusted well to life with divorced parents and a father who worked a lot. "I don't remember ever thinking I missed out on this or that because my dad had to work," says David. "It was amazing. His time was definitely stretched, but he never showed it was stressing him out, or that Janice or I would have to make sacrifices to accommodate for it."

After a dozen years in business, Mark could look back and feel deep satisfaction. At age 40, he had realized his



**LEFT:** David, Mark, and Larry Baiada on Janice's Communion Day. Each generation has carried forward the "family first" philosophy integral to the Baiadas and BAYADA.

dream: to launch a successful company that made a difference to others. He was the founding father of BAYADA, whose employees interacted like family and who cared compassionately for clients and their families. He was the father of two happy children who were thriving at school and at home. He was a good son and a caring brother to siblings who were making their own marks on the world.

But while Mark likes to measure success, he doesn't rest on past laurels or stand still. Always forward-looking, he had a feeling that something major might happen soon—at BAYADA and in his life. And it did.