Kenny: All right. Hi. What's your name?

Cecil Clarke: Cecil Clarke.

Kenny: And what is your affiliation to West Baltimore Street?

Cecil Clarke: Well, I'm property owner on West Baltimore Street. I own several properties.

Kenny: And so do you have any interesting stories about your time on West Baltimore Street?

Cecil Clarke: Well, when I first came and started buying property on West Baltimore Street, the 800 block was a block which had a lot of prostitution and drug use, and it looked as if it were from Vietnam. And then I came, and I bought some property 800 block. And as luck would have it, six months after I bought those properties, the university decided to go forward with the tech park, and then we developed a relationship with the university and negotiations. At first, they tried to buy at a very low price, but we got to a point where I was happy, and they were also happy. So that's one interesting things, that you can foresee something, and within short order, the changes started.

Kenny: Okay. Very good. So has your business always been located in this area?

Cecil Clarke: No. As a matter of fact, I started in D.C. in the 14th Street area. Again, after the riots in '68, Baltimore Street as well as 14th Street were damaged by the riots. And therefore, I had just got started at Howard University, and after I graduated from Howard, I looked around and said well, real estate is a good place to be, and I started to buy properties there. And you see what has happened in D.C. And then after I did some stuff in D.C., I decided to try some stuff in Baltimore and to learn about Baltimore because Baltimore is a unique city. It's a city of neighborhoods. And so that's why investors might come to the city and eventually might have some problems because of, they don't understand the significance of neighborhoods. So I tried to learn from the bottom up, and I think it has served me well.

Kenny: Okay. So in tandem with that, does your business do any community functions? Go out and engage with community members in any ancillary things?

Cecil Clarke: Like when I started in DC, I was a member of the 14th Street. As a matter of fact, I was a director of the 14th Street revitalization. And as you know, the revitalization in DC started at the corner of 14th and U. And Marion Barry at that time was the mayor. And he wanted to kind of diversify the city organizations out of downtown into the neighborhoods. And the first neighborhood in which he tried to do that was at 14th and U. And I was one of the founding directors of the 14th and U initiative for the revitalization. So reaching out to the community in DC as well as in Baltimore. I've always been involved with that. Here on West Baltimore Street, I might be the biggest private investor on this street, and I saw the necessity to have some type of organization. So we formed the West Baltimore Street Property Owners and Business Owners Association. I was a founding member, and I now serve as the liaison for the efforts of the West Baltimore Street Association.

Cecil Clarke: Now the West Baltimore Street Association is endeavoring to make sure to the degree possible that those property owners and business owners who have been here and lived through the dilapidation over the years would have maybe some opportunity to participate in the change. We know the change is coming. We see the change is coming. Some of these people have been here on the street for 50 years, and they have heard things are coming, and it never came. And so some people have lost faith. We are not guaranteeing that people would be successful. We just want them possibly to have a seat at the table.

Kenny: Now in turn with that, what are some challenges that your businesses face trying to revitalize some areas of West Baltimore Street in the past and potentially in the future?

Cecil Clarke: One of the problem is getting some kind of hub for traction. Now they were talking about and are still talking about ... I think it might be forward ... the Harvest Market. Try to make this area a destination just like you have on Broadway, just as you have on Federal Hill where people said, “Okay, I'm going over to West Baltimore. Tonight I'm gonna be at such a place. Next week I'll go such a place.” That doesn't exist right now. So if we can make this into a possibility of a destination, then that will stimulate ... Now we say what? The egg or the chicken? Now you go ahead and you make investments in your properties, hoping that you will get tenants to fill the spaces. And that hasn't always been possible, one, because of the nature of the economy on West Baltimore Street and the fact that West Baltimore has one of the lowest per capita income in the city. As a matter of fact, might be the lowest.

Cecil Clarke: Then you'll find that it is very difficult for people to put their monies together to come up with an investment which makes sense and which is a little different from what we have. What we have here on Baltimore Street, we have I think eight or nine churches from the 800 block to the 1800 block. We have that many churches. We have a bunch of barber shops. We have a bunch of carry-outs. We have a bunch of beauty salons. Now in order to diversify, we need to bring in some new people, whether or not from the neighborhood, but new businesses. Like here, we renovated these 12 buildings, and we could've leased them all up already. But we are kind of insistent to change the product mix. So like next door at 1021, we have been able to attract a HVAC company. At 1023, we have been able to attract a lady who handles the cleaning of both stadiums. And so one, you're bringing in employees. You're bringing in numbers of people. At the same time, we want to change the product mix.

Cecil Clarke: And it's not easy to do because we have a lot of people calling about churches, a lot of people calling about barber shops. There's nothing wrong with those things. It's just that we have enough of them on West Baltimore Street. And you have to be able to resist the temptation of taking the first dollar rather than trying to work on the mission to change the product mix because one of the problems we have is that people who are living in the neighborhood immediately sought the most affluent in West Baltimore, and they do not patronize West Baltimore Street businesses because West Baltimore Street is not offering anything that they want. And they want to see change because they have invested in their homes, and there's nothing better than to see a vibrant West Baltimore. So we, as the property owners on West Baltimore Street, and business owners, have to be able to do our part in attracting new businesses which aren't being offered in the neighborhood at this point.

Kenny: Are there any historic properties that you've seen along West Baltimore Street that you have interest in buying and potentially redeveloping?

Cecil Clarke: Well, I own the movie theater at the Lord Baltimore. When I bought the Lord Baltimore about 12, 13 years ago, I bought it with the idea of converting it into a [inaudible 00:08:43]. But then I started to do some research on the history of the Lord Baltimore. Then I got an appreciation of what it was. Because as you know, Lord Baltimore was the largest theater. It started out as Vaudeville and then it was converted into a movie house. And at that time, it was all white to begin with, and then it was integrated later. And then it became the Black movie theater because those were the people who were patronizing it.

Cecil Clarke: In addition to the movies, you had acts which were coming there to the Lord Baltimore. From an important historical point of view, it's one of the oldest movies houses in the city. And from the point of view of the Black experience, it has been a fundamental part of entertainment for the Black community in years gone by. And so, this is why at this point in time an effort has been launched with the help of Southwest Partnership under the leadership of Michael Sipes. He has had the vision to realize that if we can bring back the Lord Baltimore, it's 14,000 square feet. I think it had like 850 seats, and if we can bring that back as a entertainment, as a training center, as a artist center, then that, in that block, would help to stimulate, it's one of the largest buildings on West Baltimore Street. And to have it go back to historical roots would be a big shot in the arm.

Cecil Clarke: The idea is, that if we can do this block, the 10-hundred block, we do the 1100 block, the 1400 block and then the 1500 block, they are actively working on that now. In between, you're gonna have [inaudible 00:10:41] and if you can show investors and business people that there's life coming to West Baltimore street, I'm telling you, it's gonna cascade to the point where evenly I might be surprised at the rapidity, because the people start to feel comfortable that they can set business up here. That they can come here for entertainment or services, then it would stimulate. And if this can take place in conjunction with the revitalization of Hollins Market, West Baltimore Street is well on its way to turning around.

Cecil Clarke: And then you talk about historic, I've also owned the Carrollton Bank. I have since sold it. I still own the ... What you call it? The flower shop. It was built on the flower shop over 100 years ago. It was only used as a flower shop for that 100 years. When I bought it, it was a flower shop, and I've kept it and I've done a historic renovation on the inside. Actually, my office is on the upper floor of that building. I think in terms of historic significance, the movie theater, that building. And then I think in the 1500 block you have a cabinet shop, it's on the right hand side, which was one of the first Black, significant Black business ... It was a small structure, but in terms of generating employment and having a significant Black entrepreneur 100 years on West Baltimore Street. That was one of the first, so that's a significant historical building.

Kenny: What do you feel are the greatest assets and also the greatest challenges that Baltimore Street face?

Cecil Clarke: Well, the asset is that it's relative to close to downtown. It's relative close to the tech park. It's relatively close to the University of Maryland. On the western end, you have Bon Secours system, and on the eastern end you have the university and downtown. Now, those are two bouquets. We need to fill in those bouquets. Bon Secours on this part, that's provided health services and that's one of its major missions. But it has also been over the last number of years been renovating houses and providing housing in the 1800 block, 19, 2100, and I think they have plans to do more. And with the Tech Park, and with the [inaudible 00:13:32] Project, all of those things will be a significant addition to the change.

Kenny: What does Southwest Baltimore Street mean to you? Like, Southwest Baltimore in general?

Cecil Clarke: Well, Southwest Baltimore, historically, you go back to the railroad, and you know the significance of the railroad nationally. This was basically the incubator of the railroad in the United States, down here in West Baltimore.

Cecil Clarke: You also had the history of Black employment, Irish employment, discrimination against the Irish, discrimination against the Black. They were the workers who kept the plants working, and over the years we have had changes. But notwithstanding, I think, coming from those early years, when, as you know in West Baltimore, or nationally, the matter of red lighting started here, in Union Square, where people were prohibited, if you're not white, from buying houses. And then restrictive covenants were placed to prevent the purchasing of houses from Blacks and others. That was a significant thing.

Cecil Clarke: During the war, Union Square was a section in which the Army had set itself up, and not because Union Square was so much in support of the war. It was that the north had to have them here in order to curtail and control the sympathizers, which were the south and the north. Union Square itself, at one point, was where the magnets of the city used to live. You see all the houses, three-story houses, almost four-story houses, with two, three, four, 5,000 square feet. That's where they used to live. And then in the small houses, that's where the workers used to live.

Cecil Clarke: And then as you know, as there became more demand for labor, that's where ghettoization started, where instead of having one family live in one of these houses, you have two, three, four, five families living in these houses. So, if from that point of view, West Baltimore was appointed with, you had significant economic contribution to the country, but you also had those type of restrictive policies towards minority groups.

Kenny: What other businesses would you like to potentially see on West Baltimore Street.

Cecil Clarke: I would like to see something like a deli, of some sense. We have liquor stores here, and all they sell is the cheap liquor and that type of stuff. You find that the people who live in Hollins and Union Square, they don't patronize the liquor stores, because they don't want what the liquor stores are selling. And so if you could have like a deli, which would sell wine and sell cheeses and those type of stuff and have tastings, those type of ... That is one of the thing I would like to see.

Cecil Clarke: I would like to see, might be a little more upscale offering to specialty items, in which the neighborhood to the south, which has some sort of income would then want to come to West Baltimore Street. You could have a art gallery. I'm not talking about, what you call, antiques, necessarily. Could be a combination with antiques because the lure of antique, as you know is kind of dying down on Howard Street as well as over near Broadway area. But not withstanding, if it's well positioned and combined with other things, something like that could also be attractive to the area.

Kenny: What do you think the significance of Baltimore Street is to the total story of Baltimore?

Cecil Clarke: Well, as you know, it was a main street for America. You could go from here all the way into the Ohio Valley, running up Baltimore Street, going over to Route 40. And until the inter highways were built, that was the way you got into the Ohio Valley. You could come down from New York, come through Baltimore, and go up there by Hagerstown, Rockville/Hagerstown, and go to the west.

Cecil Clarke: From that point of view, it's an area where you have a lot of economic ... You had four rails here, you had people who would live, even in these buildings, you had people who operated their businesses on the first floor and then upstairs, they would live upstairs. You had people who were tied to the community, who did their business in the community, and who lived in the community.

Kenny: What is the most important thing you want people to remember from this conversation?

Cecil Clarke: Is that Baltimore is on its way up. It's been a difficult road. It's gonna take some more patience, gonna take some foresight. Back in the '50s, Baltimore had like 951,000 people. And over the years, industry deserted the city for whatever reason. I don't know if you know that at some point, Ford Motor Company had gone to the governor and asked for some concession for whatever it was, and the governor said no. And said that Ford had no alternative, and you saw what happened. Ford had an alternative. They started moving and GM and all the rest of them started moving. And naturally that affected steel, it affected railroading, it affected all of those things.

Cecil Clarke: And then the riots didn't help. As a matter of fact, the riots was one of the major turning points. That just like in DC, a lot of the people who were living in these buildings and operated business here now started to go out in the county to live. They might still have maintained the business here for a while, but they now found it more peaceful and secure for them to move out to the county, and that's why you'll find the counties around here started to blossom substantially after the riots. The same thing happened in DC, Alexandria, Silver Spring, all of those areas blossomed after the riots in '68.

Cecil Clarke: I think that with, I don't want to be particle or critical but, this government of the city is a multi billion-dollar operation. And therefore, we need to have a very well trained cadre of administrators, substantially educated politicians. And politics is a thing which attract people because of dedication, et cetera.

Cecil Clarke: But, we're [inaudible 00:22:02] that you understand it that up to say, three or four years ago, I was surprised to find that I didn't know it. I was surprised to find that the majority of the ... I might be wrong but I think I'm right ... that majority of the people on the council at that time did not even have a college degree. They might have attended college or they might have said they have attended college, but here it is, we have a multi billion-dollar operation. This is a business, the business of governance. We need to attract and retain people who can really move the city forward.

Cecil Clarke: We have our problems with the police force. What happened after the riots not too long ago that have seriously set the city back. Because the police has now, to some degree, taken the position that, not all but some, I'm gonna come, I'll put in my hours, and then I'm gonna go home. I don't want the headache of being, might be taking me to court for whatever action. And that has been a substantial problem. The mayor and the new police commissioner is gonna have to work on this to reenergize these guys, or ladies, too, to figure that they will not be scapegoats.

Cecil Clarke: I'm not saying police is right. I'm not saying if you are working and you think that you're not supported, then you're not gonna be so aggressive in executing your job. And it has been noticeable since the riots. I've seen it, I've talked to the police about it, I've talked to the boys in the street about it. And so hell, I can sort of do anything I want, because I know these guys are not gonna come up to me too hard.

Cecil Clarke: But at the same time, the individuals who live and do business in the city have to also take it as a responsibility to participate. Now, in this block, you will not find any drug dealing in this block. You will not see any drug use in this block, because I've taken it and said to people, “You cannot stop here to buy drugs, and you cannot stop here to sell drugs.” Maybe it's a dangerous thing, but you cannot keep making compromise all your life. And to say, “Well, I'm just gonna look the other way, the police is gonna take care of it. The police is gonna take it.” All of us, as a group to contribute, to turn this around. It has gotten out of hand, now we gotta work to try to bring it back in balance.

Cecil Clarke: You'd be surprised, people underestimate the drug dealer. The drug dealers are business people. And if sometimes, if their energies had been directed out, they had the opportunity to have the thought, they had the opportunity, they could have been very successful business people. You'll find that most successful drug dealers do not use drugs, because it's bad for business. You see? They're not strung out, they are clear headed, they can set up their network and operate their network. But people think that drug dealers are just stupid. They're not stupid, they're very smart people. It's just that the point is that they're training in a product which is destroying the community and destroying lives.

Kenny: Yeah.

Kenny: Do you know anybody else we should talk to about the past, present, and future of West Baltimore?

Cecil Clarke: Well, you could talk to our [Rassan Taru 00:25:48]. He's the president of the West Baltimore Street Property Owners and Business Owners Association. He's a very interesting fellow. He actually went and served in Vietnam, and he came back here and he set up his house over here in West Baltimore. And as of right now, he's waging a holy war against these drug dealers in the 13, 14, and 1500 block of West Baltimore Street. Because he has some buildings there, and just like me, he has taken the position if you acquiesce and let these guys run over, then the neighborhood is never gonna change. And we cannot just say it's your job or your job. It's all of us who have to participate.

Cecil Clarke: I think he's a very interesting fellow, you should talk to, because as a matter of fact, maybe about a couple of months ago, they put a hit. The word came that they had put a hit out on him. And so he went to see the guy and said, “I heard you all have put a hit out on me.” He says, “Look, I don't give a damn. Come on any day you want. I'm not gonna back down.” And so he's not backing down. And so I'm not saying everybody should take the stance that we take. But if you could find even a couple of more, take on one more block, and then we would start to might be see even faster change.

Cecil Clarke: We have eight churches on West Baltimore Street. They come on Sundays and raise hell, and maybe Wednesday night, and then the buildings are closed up for the next number of days. We would like to see churches can be set up anywhere in the city. It is as a given in the United States, basically. What we'd like to see, I think the churches decide to set up on West Baltimore Street, if in the block in which they operate, even one night, one day, they could come out and try to intermingle with the guys or with people and try to push something or offer them something. Giving them old clothes and a few pieces of stale bread is not gonna solve our problems. That's a need but that's not for them mentally.

Cecil Clarke: There are a lot of churches in Baltimore. Factually, nobody who lives in Baltimore should go to hell, because there are so many churches here. I'm saying that we have a number of churches, the churches need to play a more profound role in what goes on in Baltimore, not just administering to their flocks. One of the thing interesting about the churches is that the city is a place where you'll live out in the county, but you'll form a church in the city. They are not committed seven days a week here. They are committed a couple of hours on Sunday and maybe one hour on Wednesday. We'd like to see operations where there's commitment for more than a few hours a week. This is nothing against the church. I'm just saying is, that if you're in the business of saving souls, then you'll need also to reach beyond just administering to your people inside the church. And get out here and do some legwork. This does not mean just giving people some old clothes and some bread.

Kenny: All right, I think we're all [crosstalk 00:29:39].

Speaker 3: Well, I have a ... Could you talk a little bit about the history of the West Baltimore Street Association?

Cecil Clarke: Well, West Baltimore Street Association is about seven, eight years old. And I, as a person who had quite a few properties, and I'm an economist by training. I worked in an international bank for 21 years in a project preparation, project analysis. I have a vision, I have a idea as to how to make investment in real estate. This is not just happenstance. It takes hard work and it takes luck.

Cecil Clarke: While I saw was, you had some property owners and business owners who were here for a long time, and they were kind of, they'd say, "Well I give up. I don't see any change coming. I'm trying to get up." And I'm trying to tell them that even though this might have happened in the past, that at this point in time there is a possibility. So I said the best way to do it is to organize. And so I tried to organize them so that we can have a voice. Not that we can guarantee them success necessarily, but that when change comes, change has its own momentum. And if you're not on the train, you're gonna get left at the ... And it's going on right now.

Cecil Clarke: What had been happening recently over the last three, four years, you have some more affluent people, mostly white, who are coming into the neighborhood. They're buying these big houses and these houses to them is the [inaudible 00:31:22] value. And so over time, they say, well how can we enhance? So they organize and there's nothing wrong with that. It's a good thing that you organize. But at the same time, if the people on West Baltimore Street are not careful, they're gonna be left behind because the decisions are being made in which they are not participating. This is why it's important for the West Baltimore Street Property Owners and Business Owners Associations to exist.

Cecil Clarke: Now, I could defend myself be I have the capability to do it mentally. I have the capability to do it financially. I can get my lawyer. I can advocate for myself. I can hire engineers, and what have you. But it's not all about me. I might be the only guy who will be left standing. I don't want to see that happen. I want to see the people who have toiled here for 50 years and 30 years and 20 years, that now that change is coming. That they have a semblance of a chance of participating in the change.

Cecil Clarke: That's why I pushed, I used my own money, I created [inaudible 00:32:35] the articles, et cetera. Then I go look for people to support it because I realize that if we don't have an association, then you don't have an area from which to speak. It has not been easy because you have about six or seven neighborhood associations that are very vocal, they're very aggressive. And even to this point, they kind of keep the West Baltimore Street property owners as not being of significance. I have some news for them, that we are committed, and I'm coming into the fight that to make sure that those people who have been here at least have an opportunity to participate in the change and not just you people.

Speaker 3: [Kenny 00:33:24], do we have a little more time for one more question?

Kenny: Yeah.

Speaker 3: All right, could you talk about what you think this West Baltimore Street will look like in 20 years?

Cecil Clarke: I think in 20 years, you will see a high rise next to this building. You will see people walking the street, people patronizing business in the street. Being less risky in terms of walking. At night, it's a very difficult thing to do because of poor lighting, poor infrastructure, police comes. They show up basically. They're not coming necessarily to solve a crime. They're coming to show that they were here. We need to give people, young people, opportunity to participate in the change.

Cecil Clarke: Right now, you have the Poor Homes Initiative, which is ongoing. I've been going to those meetings, and I've been trying to understand, we talk about infrastructure, we talk about communication, we're talking about green space and all that kind of stuff. The poor homes is gonna be remade. It's poor homes is low income housing, or whatever you want to call it, moderate income, low income, housing. While I want, and I go to these meetings and people talk about these services, I'd like to have all those services.

Cecil Clarke: We all need those services, but I'm concerned about the poor home people. What economic stake do they have in the change which is coming? As a matter of fact, tomorrow night, they have a meeting, I'm planning to go to the meeting. And I'm gonna raise the issue, how can we empower people in the poor homes economically? And one of the possibility, we could have, like they go to a lot of convenience stores, why don't we have a convenience store which is, we'll get technical assistance, financial assistance, and ongoing supervision of people who would set up convenient store? Poor homes.

Cecil Clarke: Why not have a cleaning company? What to call it? We are clean buildings. Why don't get them form a company, have them certified? And so that they can create meaningful jobs and economic work and not just to say you're gonna go work a menial $10 job, $15 job. Give them the possibility, the wherewithal. There's no guarantee. They might fail. I would like also to have a incubator and, what you call it, micro loans for people who do some of the training, who are trained. Might be our [inaudible 00:36:30] university maybe has a sewing ... Or the church, the church has a sewing program. Now help some of these young ladies or guys to buy a machine, get connection to the internet so that they can look at designs, et cetera.

Cecil Clarke: I just don't want to see just green space, which we want. I don't just want to see nice infrastructure, which we want and we need. I want to see what's in it economically for these people who live in poor homes. Their fore bearers never got the mule and 40 acres. Might be this is a [inaudible 00:37:10], we can give them 10 cents and the internet. That's what I think I'm gonna have to talk about tomorrow, because I've been mulling it over. It's been several months. I've been going to the meeting, but all those things are nice. I want to see how can you give these people some semblance of economic financial empowerment. Most people are gonna work for a living, but unlike a few of them, might get the possibility of owning something and building. Might be the next thing you know, just like the guy who, the big company here?

Kenny: [inaudible 00:37:53]?

Cecil Clarke: The two brothers, cut plank?

Speaker 3: The Planks in Port Covington.

Cecil Clarke: Basically, they made some tee shirts and some stuff, made a bunch of billion dollar operation. Might be from poor homes here. Might have somebody spring up and get a multi billion dollar operation, too. I'd like the people to get that opportunity.

Cecil Clarke: I want to see what's financially, economically, we can do to help the people in poor homes and areas like poor homes. And not just giving them support. One of the greatest breakup of the Black experience is public housing, and the welfare. Those two things have gone and destroyed substantially the Black family, because the guys would run through the back door, so we have back door men, before it's light in the morning, so the ladies could still get their welfare checks and the more babies you'd have you get more bigger welfare checks.

Cecil Clarke: And public housing was good but it's bad, and right here in the neighborhood the highway to nowhere. This truncated the north from the south. That was a great disservice. So you have politicians who have made decisions and now they're blaming ... “Oh, Clarke owns property. He needs to solve all the problems.” But the problems they created when they did things like that, created the highway to nowhere, and broke up the neighborhood and caused this economic dislocation.

Cecil Clarke: This is a thing where we need to have some serious planning and forethoughts in the city, and that the city administrators are not just bookkeepers. Because that's basically what's going on is city government is a bookkeeping enterprise. We need to have a development oriented, and you're not just moving under where who complains the most. You have a plan moving Baltimore forward.

Speaker 3: Great. Thank you so much.

Speaker 4: Thank you very much.

Speaker 3: Any final thoughts or anything?

Cecil Clarke: Well, I appreciate you coming to see me. And I've been here in Baltimore maybe about 40 years. I plan to be here some more years. I'm not going nowhere. I'm not going away. I work with people. You'd figure that if you're in the business and you are relatively successful you try to keep it all to yourself. I don't operate that way. The more people who are involved, the better it is for me. I could literally have owned everything on West Baltimore Street, but it's not in my best interest, because then I have all the responsibility and obligation to do everything on West Baltimore Street.

Cecil Clarke: If you own some and he owns some and I own some, it gets done quicker, and you have more diversity, more intermingling of ideas. So, for that point of view, I think that we need to give back and whichever way. Whether in terms of financially or in terms of giving advice, and I give advice to a lot of people. Some people come and say, “I would like to buy this,” I say no, no, don't buy this one, buy that, because you have these kind of problems here, or that problem. Go take that one on. When you have cut your teeth on that one, maybe you can come back and get this one. But don't take on the most difficult project to begin with. Take something which you'll develop your skill set as you go along. And then you can build.

Cecil Clarke: And you know real estate is cyclical. You have to have the capability to withstand the lows. A lot of people only think about the highs, but when the lows come, they are very low. And so for that matter, if you cannot hold on, your stuff is going to foreclosure. And so, luckily I've not had any, or few, if any foreclosures, because I've learned from my experiences not to put all your eggs in one basket. And not to get too greedy and try to grab everything. Leave something for the next guy. And when you do business with somebody, do it in such a way that they might, even if they don't do business with you, later they might tell somebody that's a okay guy to do business with. You get your payback. You leave a little something on the table. You'll take as much as you can get but you'll leave a little bit on the table for somebody else.

Kenny: All right.

Speaker 3: Thank you so much, Mr. Clarke.

Kenny: Thank you very much.

Cecil Clarke: All right.