



Key members of the Clark family of businesses (left to right): Jason H. Clark, Michael E. Clark, Michael H. Clark, Mike Cook, Larry Scheller, Steve Morrison (standing) and Wayne Weidemann (seated). Not pictured: Linda Hedger and Tom Barnewolt.



FAMILY BUSINESS

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The Clark family of businesses—Clark Properties, Clark Logistic Services and Clark Painting Company—all work together toward a common goal, to provide cost-effective services to real estate entities and their tenants or owners. The Clark businesses range from real estate development and property management to construction and painting to full-service, third-party logistic services.

For almost three decades, Michael H. Clark's business career has evolved through related ventures, adding layers to his vast experience in construction and real estate development. In addition to his current positions as president of Clark Properties and Clark Logistic Services, he is also co-owner with his son Michael E. Clark in the rebirth of Clark Painting Company.

In his easy-going manner, and with an occasional nod toward his late father's portrait hanging in the conference room, Clark expounded on his family's businesses and explained the basic philosophy behind their projects. "Dad always looked for existing properties that were well beyond their past life and had become liabilities to the property owner as well as the community they were located in," he said. "Then you work hard putting a plan together that allows you to redevelop the property with good quality at a good price." Laughing, he added, "Believe me, that is much harder to do than it sounds."

Clark continued, "I know that Dad was very proud of the positive impact his projects have had in the community, and that is still very important to us today." Thus, their many deals in the St. Louis metropolitan area seek to not only revitalize abandoned sites but also provide employment and active growth for those living in the area.

In 1979, a young Michael left Clark Painting Company, following in the footsteps of his well-

respected father, Harold Clark, to purchase Hartman Walsh Painting Company of St. Louis, a national industrial coatings and painting company where he was president and CEO throughout the '80s. With an opportunity in 1989 to partner with his brother, Robert Clark, at Clayco Construction Company, Michael sold Hartman Walsh Corporation to his employees and key managers to venture into a new career. During his tenure with Clayco, a full-service design/build and general contracting company, Clark provided turnkey capabilities for complex industrial, office/warehouse distribution, and manufacturing/processing facilities. Between the years of 1989 and 1997, revenue grew from \$38 million to \$180,000 million. The combination of circumstances that enabled Mike Clark to work with both his father and brother yielded an invaluable wealth of knowledge and experience that he came to rely upon.

When his father began to speak of retirement, Clark left Clayco in 1997 to begin a career in real estate development and property management, working closely with his father for a smooth transition. Clark sought to continue building Clark Properties' reputation as one of the region's leading redevelopers of distressed properties with an emphasis on abandoned industrial Brownfield sites. Today, Clark Properties manages all aspects of a privately held real estate portfolio in excess of three million square feet and has several ongoing development projects in the industrial, office and residential markets.

Clark Properties has also completed several award-winning Brownfield redevelopment projects in Missouri and Illinois. These projects include the Union Seventy Center Business Park in the city of St. Louis (formerly the GM Assembly Plant) and the Alton Center Business Park in Alton, Illinois, which won the environmental industry's prestigious Phoenix Award as the Community Impact Project in 2001. Clark Properties uses a very forward-thinking process of recycling the underground materials, including foundations, footings and floor slabs, and reusing the processed material in the infrastructure of their Brownfield Redevelopment projects.

Another big endeavor currently in the works is three adjacent properties in Wellston and Page-dale, that when completed will total up to 66 acres bordering the metrolink, including a station. "We believe the positive development activity on the three sites will improve the image in the area and will be the beginning of significant betterment of these communities," said Clark, visibly enthused about the prospects. "Additional change will come because of this progress, and there will be tremendous opportunities to create value for someone considering a business relocation."

To support Clark Properties' extensive real estate portfolio, Clark said, "We had talked for years about starting up our own warehousing operation to complement our industrial real estate business. The logistics industry is a very fast-growing segment of our economy and creates tremendous opportunities for growth in our new business as well as the real estate."

Getting the logistics group off on the right foot was important, so Clark started at the top. "I hired the two best operations people that I could find in the business. Our general manager and vice president of business development, Mike Cook—formerly a general manager and 29-year veteran with a national warehouse and logistics company specializing in public warehousing and value-added services—and our vice president of operations, Steve Morrison—formerly a regional director of operations from a national transportation and logistics company specializing in transportation and contract warehousing services." Cook and Morrison soon after became partners in the business. Clark said, "Both of these guys have tremendous experience, are very dedicated and have an incredible can-do attitude. Plus I have known them both for a long time and their business and personal values are consistent with the way our family businesses have always operated.

"They have both earned the right to be shareholders in our business and I think it makes a difference to our clients. When they are dealing with Mike and Steve they know they are talking with an owner of the business, and therefore a decision-maker."

The three partners said that Clark Logistic Services provides more than standard warehouse and transportation pricing. "We are constantly evaluating each requirement or situation to find the best overall solution. This is an on-going process to see if there isn't a way to provide savings to our clients."

Rallying behind this commitment, Morrison said, "There is a projected \$1.8 trillion in potential outsourcing today in the U.S. and only \$600 billion being provided. We know that a large percentage of companies outsourcing their supply chain management are not looking for just one or two services from several different vendors." As an answer to this need in the marketplace, Morrison continued, "We offer one-stop-shopping for our clients. We handle logistic services ranging from importing products from overseas manufacturers through delivery to the

final consumer and all necessary steps in between. Most importantly, we want to form a partnership based on trust and honesty with the client and their customer, offering our extensive warehousing and logistics expertise to create a win-win situation."

According to Cook, "The addition of Clark Logistic Services allows Clark Properties to not only offer cost-effective industrial space for clients who handle their own products but also complete warehouse management services. However, we can handle logistics in any location, not just in our space. We will also operate in our client's space or a third-party site of the client's choice. Bottom line, we keep our clients' best interest front and center."

Clark's latest family business is Clark Painting Company, where his son, Michael E. Clark, is president. While Michael E. founded and operated this business for the last three years, it was only in October of 2005 that he partnered with father. Knowing the rich history of his grandfather's founding of Clark Painting Company, Michael E. decided to start his own painting company. After researching available names, he found that Clark Painting Company was available. Michael E. said, "It was really exciting for both me and my grandfather. Due to some significant opportunities and my father's experience in the sandblasting and painting business, it made a lot of sense for my dad and me to become co-owners and start growing the business."

Reflecting upon all of the family businesses, Clark said, "Dad always hired the best people in the business and gave them a lot of support. It hasn't been any different for my brother or for me. It somehow seems very fitting that we've come full circle with one my sons starting my dad's original painting business back up. I'm also fortunate to work with my youngest son, Jason H. Clark, at Clark Properties, where he has worked his way up from the bottom to become manager of facilities. Clark noted he felt lucky to have many other very good people in the Clark family of businesses. As our interview came to a close, he said, "That will have to be for another time." □