

JACK PAULIK II

Avigail Oren: It is Wednesday, June 26, 2019. This is Avigail Oren and I'm here with Jack Paulik at the Beauty Shoppe, Liberty Bank Building, 6101 Penn Avenue in Pittsburgh, Pennsylvania. It's 10:25 a.m. This is the second part of my interview with Jack and in this one, we're going to pick up where we left off and talk about Jack's retirement from the Westmoreland County Parks Department and his subsequent move to become the project manager for the Steel Valley section of the trail. And, we're going to, in the course of this discussion, walk through some of the most challenging and dynamic parts of this trail construction process including the flyover bridges in Duquesne and Whitaker, the Riverton Bridge and possibly a few others. So, let's get started, Jack. Why don't you begin with your retirement from Westmoreland County – when and why you decided to retire?

Jack Paulik: Okay. Thanks, Avigail. I'd worked for Westmoreland County for 30 years – Westmoreland County Parks Department – as their planner of park facilities and development and I did that for 30 years and actually enjoyed it because I saw a lot of things. I enjoyed working on projects that benefited people and particularly outdoor recreation. And, having been there for 30 years, I just was kind of getting tired of bureaucracy and had done a lot of what I wanted to do and I decided to move onto other ventures in my life. I have a forestry consulting business that I still was running part-time and just wanted to move on. So, I think it was around 2005 that I retired. And, I was still active on the Regional Trail Corporation Board. I was on that board from its inception, the creation of the Regional Trail Corporation, and working on the trail alignments eventually to become the Great Allegheny Passage. So, that's kind of where I was.

Avigail Oren: And so, when and why you decided to take this project manager position to develop the final [inaudible 0:02:52.2] of the trail in Allegheny County?

Jack Paulik: Okay. Yeah, that's a good question. I was still on the Regional Trail Corporation Board of Directors and I had heard a lot about the Steel Valley section of the trail just not making much progress. And, I'm going to go back to a Board of Directors meeting of the Regional Trail Corporation because Linda Boxx

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was asking me if I would help them out on this project. And, I was doing other things at the time – other than trail projects – but still actively involved in trail projects. And, I told her, I said, “Okay, I’ll help you out with doing the gaps in the GAP in the Steel Valley. And, while I really did not know what I was getting into, it was much, much more involved than I ever thought and I think the biggest surprise component was between McKeesport and the City of Pittsburgh, which is approximately between nine and ten miles. The alignment goes through old industrial sites and none of that property had been acquired up until that point. That was my biggest surprise. I thought, “I can build trail almost anywhere because I have a lot of experience,” but I can’t build trail until I get something to build it on. And, the biggest challenge was acquiring the properties through easements and acquisitions through a multitude of resources over a lot of time – very frustrating in some areas and quite rewarding in others.

Avigail Oren: And, do you recall what year this was?

Jack Paulik: In 2006.

Avigail Oren: Okay.

Jack Paulik: I’m going to say it was 2006 was when I committed to, “Okay, I’ll start on this project.” And, prior to that – maybe for a year – I would attend a couple of meetings with Linda Boxx and Hannah Hardy with the railroad on looking at infrastructure alignments but kind of as an observer, just giving them my comments. Like, “This is hard, but here’s what I think you should do. But, I’m not the one that has to do it” or, “It’s going to be a challenge to do it.” And then, in 2006, I probably started working for actually the ATA on completing the gaps in the GAP through the Regional Trail Corporation’s nonprofit organization.

Avigail Oren: Okay. Sorry, tell me that date one more time, so 2008?

Jack Paulik: What?

Avigail Oren: Sorry. Just the last thing you just said. I pulled away to the recording. You just said a year at the very end.

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Jack Paulik: I'm sorry? I lost that thought.

Avigail Oren: Don't worry about it.

Jack Paulik: Okay.

Avigail Oren: Let's keep going. I'm sorry. I just was checking on- making sure, making sure the recording was on.

Jack Paulik: Is it on?

[Crosstalk]

Avigail Oren: It is on. I [inaudible 0:06:26.5]

Jack Paulik: Okay.

Avigail Oren: Okay. So, I want to ask a little bit more about- you had said that your original understanding of the job was a much smaller scope of work than you originally understood to be. Were you given an original scope or was there, if not a contract, a list of asks?

Jack Paulik: No. Because, at that time, the list did not exist of asks.

Avigail Oren: Okay.

Jack Paulik: I don't think we, or anyone, knew what we wanted absolutely because we didn't know where we were going. There were asks that seemed unobtainable at the time, particularly in terms of bridges and structures that may be built, but probably not built because of the inability to acquire the acquisition for the properties.

Avigail Oren: Okay. And so, if there were no specific asks or no specific scope, what was at the root of the RTC's motivation to get a project manager? What was the big thing that they really felt that they needed?

Jack Paulik: Okay. I was going to cover this eventually, but I think we can talk about this now. When I was working on other parts of the Great Allegheny Passage in Westmoreland and Fayette County, the Steel Valley section was being handled by other people and the two people that come to my mind were George Tacatch and Larry Ridenour. I think – and I am not sure how

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much time they devoted to this section of The Great Allegheny Passage completion – but I know it was probably in excess of five years to try to make this happen in acquiring rights-of-way. And then, in regards to your previous question, what specific project – now that you ask that, it kind of jumps right out at me – is the Kennywood, we call it the Coke Gas Pipeline Project. That is, or was, kind of a signature piece of real estate to make this happen. And, the Steel Valley Trail, which is part of the Regional Trail Corporation, Steel Valley Trail Chapter, they were working on this. And, Hannah Hardy, at the time, was their president. So, one of my first jobs- one of my first tasks, “I’m going to help you get this property. We’re going to get this.” So, we aggressively pursued this. There were grants involved – there were state grants. And, U.S. Steel had owned this property. They did own it. And, they were removing the Coke Gas Pipeline which was- they were very conscientious, environmentally removing it and having the studies done, but to close the deal, they never got close to it.

So, I worked with Hannah at the state DCNR because we had a lot of grants with them because I’d done a lot of grant work. I’d worked on many, many state grants, and came up with a format on how we’re going to get this done. So, I think a signature event that had occurred was right around Christmas and Hannah and I were in the U.S. Steel Building in Joe Curo’s office, and we were there to close the deal and get the papers signed. We were in his office because he was their kind of global real estate manager and we became good friends with him. And, we had taken care of everything on our end and he had the documents. And, he goes, “You know, this has been worked on for years and you’re finally doing it. I applaud you guys.” So, we closed the deal, I think, it was late 2006. So, we got our first piece of real estate to tie everything else in. It was about a two-mile section of the Coke Gas Pipeline which parallels Kennywood Park. That was, “Okay, we’re off and running.”

Avigail Oren:

Okay. So, that answers one of my next questions which was to what extent was the project manager job about building trail, and the construction, and engineering, and how much was doing the property acquisition, negotiation, funding pieces?

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Jack Paulik:

Okay. When I took the position, I really didn't think there was a lot of acquisitions involved on my part. But, I very quickly found out that was a big, big part of what I was going to be doing. And, what it was, was negotiating deals with railroads, private businesses, and municipalities to close this gap. So, that was, at some point, I thought the most daunting part of this project, was getting the real estate. In many cases it was the most difficult part – was acquiring the real estate. Now, there was, obviously, a lot of help in that. And, I would say that, again, Linda Boxx is huge in terms of helping all this happen in terms of raising funds, making contacts. But, to make the real estate really happen, I got to keep going back to John Surma and his willingness to partner with U.S. Steel and its subsidiary, Union Railroads and Transtar, and his contact with Norfolk Southern Railroad to allow us to continue to negotiate in good will with all of them to make this happen.

I think the big stumbling block for anyone that preceded me was they didn't have that window open. And, I think that window was opened because back in, again, I think it was 206, it might have been 205 – the Allegheny Conference, they took this project on as a signature project for the Pittsburgh 250. Like, we're going to close the GAP up for 2008. John Surma was one of the people on the Allegheny Conference, as well as Dan Onorato, the county executive. The city was involved. A lot of major corporate people were involved in this that were like, "Okay. Let's do this." But, they were giving us windows to work through but not handing us anything on a platter. You've got to go do it time and time again they said, "We're not the ones," particularly John and I can quote him, "Hey, I'm not the one doing this. We're just giving you an opportunity. You guys are doing all the hard work." And, I think that's actually how that happened. But, that window really opened a door to now you have something you can work toward, but nothing is given to you, you have to work within the guidelines of what we have available. And, one thing I wanted to go over with you – I wanted to talk to you about the alignment because back in 2005-2006, the alignment that was assumed we're going to do – it wasn't a great alignment, but it was something that we're going work toward. And, that comes into play for two reasons. One is it wasn't a Class 1 bikeway,

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which we'd end up with a Class 1 bikeway and the money that we thought we had – we needed to do this project based on estimates that weren't bad. We were going to – a \$13-\$14 million budget. But, that budget didn't reflect a lot of structures that we built. It was like, "Wait a minute. We'll build these, but the budget wasn't there for them." So, I'm going to quickly just review the alignment back in 2005-2006. This was what I was exposed to when I said, "Okay, I'm going to work on this project." Because I, again, Steel Valley was very foreign to me and I didn't know hardly anything about it because I very seldom came down here so this was all new to me. So, again, starting with McKeesport...

Avigail Oren: Because it's audio medium and we have a visual here. So, what we're looking at is spread out for, half of a large conference table. It's a map titled, "Steel Valley Trail Development of the Great Allegheny Passage." It looks like it was created...

Jack Paulik: It was created by Allegheny County.

Avigail Oren: ...Division of Computer Services.

Jack Paulik: I think their planning department.

Avigail Oren: Yeah. So, it's a GIS map. How did you get this map?

Jack Paulik: I got it from Allegheny County Planning Department.

Avigail Oren: Okay.

Jack Paulik: I think Darla Cravotta had it created for us.

Avigail Oren: Okay, great. So, let's start walking through it.

Jack Paulik: Okay. The project was to begin in McKeesport, McKees Point, which is where the Youghiogheny River meets the Monongahela River and go down Fifth Avenue to Locust Street, across the railroad going toward the Monongahela River and at that point, it was going to initially use the roads within the McKeesport RIDC to get to the Riverton Bridge.

Avigail Oren: What is the RIDC?

Jack Paulik: Regional Industrial Development Corporation.

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Avigail Oren: And so, this is roads that they built [inaudible 0:18:13.9]

[Crosstalk]

Jack Paulik: They built- it's an industrial park, right. And, the big issue was when it got to the Riverton Bridge which is strictly a railroad bridge, there was a lot of conversation on how are we going to get across there. And, at that point it was – abandonment was optimum but that didn't seem to ever be on the table. It was, we would like to build a tag-along across the bridge to get to the other side of the river. It was very expensive and the railroad didn't like that idea because it had liability issues. So, option B was, "Well, if we can't do that, we're going to use the Duquesne Bridge that goes from Duquesne to McKeesport." It's a highway bridge with a sidewalk. So, the concept was we can build a ramp to get up to the bridge and then get onto the bridge and use the bridge to cross the river. Again, kind of a wild idea, but options are limited and very, very expensive.

Then once that we cross the river, it would be in Duquesne. And, again, it's the Duquesne RIDC. We're now on the opposite side of the Monongahela River and the trail would go through the RIDC, develop a trail along their outermost border, paralleling the Norfolk Southern Railroad and come out on Grant Avenue. Now, Grant Avenue is the main highway that ties the industrial park to the town of Duquesne. Well once the trail would get to there – this was really bad. Okay, now we had the bridge crossing the Riverton Bridge but there was no solution. When we got to Grant Avenue, you couldn't stay along the railroad tracks because you ran out of real estate. So, the preferred option – not preferred – but the only thing that anyone could think of was, "Let's jump up on the sidewalk on State Route 837."

Avigail Oren: Oh, my gosh.

Jack Paulik: Okay, and when I saw that I go, "We're going to kill people here." The sidewalk was four feet wide, going up steep hills, and utility poles, and 837 is really a very, very high-volume traffic road, but that's what the option was. Well, there was thinking on the sidewalk on State Highway 837 to Commonwealth Avenue. Now, Commonwealth Avenue is

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located just before you get to Kennywood Park and at that point, the riders would cross 837 again and take a very steep hill down to the railroad tracks. And, this was thought to be – “We can do this.” Well, I didn’t think it was a very good idea. It was very steep, very dangerous, and very costly, but that was on the table. So, assuming that this was done, then it would get down to – which you’ve heard it before or will hear again – the Coke Gas Pipeline. This was almost two miles of U.S. Steel property that was looking at being acquired that would get us through a large percentage of the Steel Valley. So, that was what we were playing with, again, was the Coke Gas Pipeline abandonment and using that two-mile section. So, following that – the Coke Gas Pipeline now takes us to Whitaker. And, here, again, we have a problem. At Whitaker we run into a private property. It was owned by a man by the name of Rudy Sudo. And, he wanted to negotiate a deal with the county to let him use his property to get to an existing pedestrian bridge that used to be used for the steel mill to go across- it was an old six-foot-wide bridge that crossed the railroad that would get us across Norfolk Southern Railroad back to the industrial park where we could continue to the Waterfront. And, the meeting that we had with him – I went to one or two – the first meeting I went to I knew he was not negotiating in good faith. This was probably never going to happen. So, we spent a lot of time talking to him and a deal never got brokered because it wasn’t a good deal. So, that option was off the table.

Avigail Oren: Tell me a little more about that. So, what was his interest?

Jack Paulik: Okay. His interest – that’s a good question. His interest was he had- he had brought to one of the meetings a development proposal. He was going to redevelop his property and he wanted river access and he wanted, too, from the county, he wanted access to the river in exchange for the easement that he would be giving. He wanted concessions from the county which were unrealistic. It was kind of like extortion.

Avigail Oren: Okay, and with that, because it wasn’t really the county’s to provide, was it...?

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- Jack Paulik:** I think his idea – he wanted to develop some type of a generation plant down there.
- Avigail Oren:** Okay.
- Jack Paulik:** It just didn't seem like it was anything feasible for the property that he owned. It just didn't seem feasible. I totally supported the county's action on not following through with that because I don't think it would have ever worked out.
- Avigail Oren:** It was quixotic.
- Jack Paulik:** That's correct, that's correct.
- Avigail Oren:** So, essentially, you had to find a way around the property.
- Jack Paulik:** Oh, we found an alternate solution which will come out when we talk about the Whitaker Bridge. It was totally- actually, it was a good solution but it, I think, was spurred from the fact that we just quit beating a dead horse here. We were beating a dead horse to get to not even a good solution. It was like there was so much intensity on, "We have to do this somehow," so it was the only thing that seemed to be on the table at the time.
- Avigail Oren:** I see.
- Jack Paulik:** So, that, it just didn't work and it wasn't a good solution.
- Avigail Oren:** Okay. And so, now, let's pick up on the other side of the property.
- Jack Paulik:** Okay, now we're on the other side of- we're in Whitaker, we're there on the river side of the Norfolk Southern Railroad but we don't have access to that bridge so we're going to continue to the Waterfront. So, the property there was owned by the Allegheny County Redevelopment Authority, so it was a pretty simple – we're going to use their property to get to the Waterfront. And, at the Waterfront, the solution on the table was to use the sidewalk
- Avigail Oren:** Oh. The sidewalk that sort of circles around the parking lots?

[Crosstalk]

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Jack Paulik: It was to use the sidewalk to get through Munhall and where that would take us then to- it would take us to the Waterfront which would be the location of the Waterfront where the apartments were built and there was actually a mile of trail constructed on the riverfront. Larry Ridenour worked with the developers at the Waterfront and they built a mile of trail there. That was in play. There was a mile trail in the Waterfront. And then, once we got to the other side of this existing trail, the alignment was very vague. We, again, would end up being on a sidewalk easement because the riverfront property was committed to commercial development.

And, I think, at this point, I'll interject – the municipalities – Homestead, West Homestead, Munhall, Whitaker, we'll even jump back to McKeesport, and Duquesne – none of those municipalities put the trails a priority, it was private development. So, when you finally got to, "Oh, the trail is important," they used the real estate for commercial development. So, we had the tare of what existed. And then, it gets tough. Then we hit Sandcastle and Keystone Metal. Sandcastle – very impassable because the owners were not willing to work at all with us. They're an amusement park that doesn't see the benefit of a recreational trail. And, the county and us beat our heads against the wall trying to get any type of alignment through or around Sandcastle. It seemed like it just wasn't going to happen.

Avigail Oren: And, this is the prior owners, the Henningers...

Jack Paulik: Yeah, the Henningers – the Henningers owned it.

Avigail Oren: Right.

[Crosstalk]

Jack Paulik: And, eventually they sold it to the Spanish, yeah, Parques Reunidos.

Avigail Oren: Yes.

Jack Paulik: And, the eventual alignment – the county put a lot of pressure, time, energy, and funds into acquiring that right-of-way through Sandcastle. And then, we end up at Baldwin and the

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Keystone Metals' property, which was extremely sensitive to that was the final connection to get through Keystone Metals to make the connection to the Pittsburgh Friends of the Riverfront Trail. But, at that point, we're going to get through there because that particular property, again, Keystone Metals – when it was turned over, the county had an involvement in that property. If they had say on the final sale of that property, and they talked to the owner of Keystone Metals, and they agreed to allow an easement through their property in some way if Sandcastle would allow the trail through theirs – the Thompsons – that's the name of the owners of Keystone Metals, and they were frustrated because they didn't get real answers from anyone on how they were going to do this so that comes up later in some more discussion.

Avigail Oren:

Okay. And then, right after Keystone, you're saying that it connects to existing trail, the Friends of the Riverfront Trail?

[Crosstalk]

Jack Paulik:

Yeah, Friends of the Riverfront Trail, right. We tied into that. It was a dead-end at that point now. And, what people were doing up until that time, they were riding right up to the Keystone Metals property and they wanted to keep going because a lot of trail was being developed along the way. So, they were – it was very dangerous – they were crossing CSX mainline railroad or they were getting on their property – it wasn't very long. It was only about 1,000 feet, but they were taking their bikes and going along the tracks to get to the walkway at the roadway up near Sandcastle. And, that was going on for a long, long time. And, the railroad was getting frustrated about it. All the property owners were getting frustrated because these people were trespassing all the time down there so it did not make negotiations with the property owners easy.

Avigail Oren:

Well, because I can see it going both ways. You know, they can also say, "I guess this is already happening, might as well go with the flow."

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- Jack Paulik:** That's what we were saying kind of, too. "Well, if they're going to do this, let's..." But, Sandcastle was probably the most obstinate property owner in the entire Steel Valley.
- Avigail Oren:** Mm-hmm. Right. So, how do you want to transition now to talking about more detail? Do you want to go by section or should be going in chronological order?
- Jack Paulik:** You know, I thought about that, but I think I'm going to go in sections starting at McKeesport. And then, what I'd like to do is start in McKeesport and go down the river, and we may jump over a few sections just because if we're on a stretch or structures – an example of that would be the bridges – Port Perry Bridge and Whitaker Bridge. They're kind of synonymous projects without... A lot can be said about both of them instead of just one project.
- Avigail Oren:** Right. Okay. So, let's start in McKeesport.
- Jack Paulik:** Okay, we'll start in McKeesport, but this is a lot going on here. But, a critical meeting that allowed the new alignment to take place was the Allegheny Conference is in play now – they're a player – with completing the Great Allegheny Passage. And, the ATA, Allegheny Trail Alliance, along with partnering with the county, they're going to support us in doing this project. We're all kind of a team player. So, a bus trip was organized for Allegheny- this is huge – Allegheny Conference people, county executives, conference members such as P.J. Dick, Cliff Raul, and Bob Luffy from American Bridge. I mention their names because they are big-time developers, okay? They were on the trip. There were CEOs in corporations in Pittsburgh.
- Avigail Oren:** Wasn't John Surma on that trip?
- Jack Paulik:** Yeah. I think he even was on the trip. Yeah, he was on the trip, okay? And, I'm new at this and a lot of pressure was put on me at the time because we were going to take them and show them the corridor where we want to build the trail and it just so happens, well, I'm the guy who's supposed to do this, okay? I have no idea how I'm going to do it. And so, we toured the alignment and a couple of things came out of that. Cliff Raul and Bob Luffy – they're CEOs in major corporations.

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Well, we get to the bad section where we were supposed to go up on 837 and ride 837. And, we took them down along the corridor, along the railroad. And, we knew this was the best alignment we didn't have. They said, "Well, you can't go up on 837. You have to stay on the river and you have to build bridges and cross the railroads back and forth and stay down here. There's no way you can go up there and make this trail work." And, we knew this all along, but we were getting support from them. And then, we showed them the transition from 837 to come down to the steep hill coming down from 837 to get down through Kennywood back to the railroad. The general comment from these builders was, "This is extreme. You can't do this. This is not where you got to put a bike trail." And, we're like, "Okay, we agree to that." But, we don't have the real estate to do it along the railroad.

And, John Surma was listening to this, too. He's like, "Well, maybe we can talk to Norfolk Southern Railroad," and I'm telling you, that keeps playing over in my mind. And, here's the association between U.S. Steel and Norfolk Southern – see, I'm new at this. The association was, "I have a good relationship with Norfolk Southern and they haul a lot of coal and coke for us." So, eventually he said, "I'm going to talk to their CEO and tell them, 'Will you guys work with these guys? Just listen to them.'" And, we got their ear. Eventually, we got their ear to talk about these bridge flyovers. So, from continuing on this tour of how we're going to do this... Now the 2008 deadline – I could build this by 2008, but we don't have any real estate. Here's a problem, okay, that's what comes into play, the real estate.

Avigail Oren: Right.

Jack Paulik: I don't have any real estate to build trail and these CEOs think, "Well, let's build trail," and I'm like, again, I'm partnering with the county and Linda. I can't tell you, again, this is very integrally in-tune with everything that's going on. I don't have real estate. I can't build trail. And, these guys are saying in order to get this done we have to have real estate. So, I'm going to continue that tour a little bit. We head down to the Whitaker Bridge with this group and Bob Luffy is the CEO of American Bridge, and he sees where our bridge... And, he

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said, "Well, if we could do a bridge here, then we could build that bridge for UNI Shop, float it up the river and unload it and install it right here. We can do that. And, I'm like, "Sounds really good," you know?

Avigail Oren: Yeah.

Jack Paulik: So, that came into play further along whenever we end up doing a structure there, which actually didn't happen.

Avigail Oren: Can I ask a question?

Jack Paulik: Go ahead.

Avigail Oren: So, you said that Bob Luffy hated that 837 stretch and said you should stay down by the river. And, you said that involved talking to the railroad. Did the railroad have to give you property or just permission to put the flyaways over, so that you could reach property you had access to?

[Crosstalk]

Jack Paulik: The answer to that question is permission. Now, we had to acquire easements for acquisitions for everything we did.

Avigail Oren: Okay.

Jack Paulik: Now, to take that step further, Norfolk Southern Railroad – we ended up eventually getting real estate to do these structures, but they were very adamant about the real estate that they would give us. They want it owned not by the nonprofit, they wanted it owned by the county.

Avigail Oren: Okay.

Jack Paulik: So, that came into play. It was huge because then our negotiations for these properties became more difficult because the county has requirements in what they would accept. And, it'll end up showing up down the road and be frustrating at times on some of these structures.

Avigail Oren: Okay. Got it.

Jack Paulik: So, we were going to go back to McKeesport. I don't know if you want to go back...

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Avigail Oren: Yeah. So, tell me how much of alignment you described earlier is what was used leading up to the Riverton Bridge. How much it changed.

Jack Paulik: Okay, okay. The alignment – we’re going from McKeesport to the Riverton Bridge. In McKeesport, we had a lot of- and this is over a period of years we were working on... On a good side, I attended many, many meetings with all these municipalities to get easements, rights-of-way, and acquisitions and I want to say – I’m saying a lot of meetings. So, it wasn’t, probably, a hundred meetings that every... Because you had to go through the zoning, planning, development, the rigor, the... Every acquisition or easement required a multitude of meetings. And, within these meetings – I’m going to back up, I’m going to mention two things. One was Senate Engineering did almost all of my easement and acquisition drawings. They’ve worked a lot down here, they were very good at it, and they did an exceptional job. I can’t credit them enough in being able to come up with these easements that were acquisition parcels in such a timely fashion.

And, the person I would mention would be Terry Seifers. He was their project coordinator and he did an unbelievable job for us because he, eventually, had a passion for what he was doing. And, I can say- because when you hire people and they’re not government employees, if they’re not going to do a good job for me, and I never had this ability, then I’m not going to have you work for me. You have to be all in. And, I demanded that, and I got it, from anyone that we hired. So, they did a great job in creating the easements and acquisitions we have. Every one of these parcels either has a document related to it, like who owns it. And, in completing this documentation, John Ward, who was on the Regional Trail Corporation – he is their attorney solicitor and he is a real estate person. And, he, pro bono, worked for us in creating and substantiating these documents from a legal standpoint. I don’t know what his value was, but he did it for the entire segment.

Avigail Oren: So, can you describe in a little more detail what- you said it was Senate Engineering...?

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Jack Paulik: Yes, Senate Engineering.

Avigail Oren: ...what they were creating and what the intent of the document...

Jack Paulik: Okay. All the properties within the industrial development parks – they created all the easements for us. They were, in working with us and also the RIDC because they were very familiar with them. And, the property that we had gotten, which was a lot – it's probably two miles of real estate through these industrial parks – all the abandoned railroads which were now owned by the RIDC. They were a partner of the RIDC in creating the trail. But, here's what they gave us – they gave us a 10 or 12-foot easement at the end of their property and it was always marginal property. What they gave us – and it'll show up eventually in the site. It was property that required an inordinate amount of work to make it into a quality trail. So, they gave us these 10 or 12-foot easements.

Avigail Oren: Okay.

Jack Paulik: And, I'll give you an example of a rock and a hard place going through McKeesport. We have the Union Railroad which has active lines but not real active lines. And, this was between McKeesport and the Riverton Bridge. They have an active railroad. The RIDC, Regional Industrial Development Corporation, is going to give us a 12-foot easement bordering the railroad. Now, here's the problem that exists. The railroad said, "We want your trail 23 feet from our track," but the RIDC property goes, within, like, 15 feet of their track. And, he said, "Well, we're not going to do it. We're only giving you the end of our property. You go work this out." So, we had to go to the RIDC because I tried to build this track up against the railroad and the railroad came out and looked at it and they said, "You can't do that." And, I was going off the premise, "You can't tell me what to do with my property," but I had to work with them on future acquisitions. So, I had to go back to the RIDC and say, "Look, you have to give me more of your property," and they're like, "No, we don't." And, again, we are a nonprofit. We have no eminent domain or anything to go off of other than we're nice people. Okay? So, that's where, again, me and Linda Boxx, we did a lot of these negotiations. So, we got the

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RIDC to give us the additional property so that we could be 23 feet from the railroad. I learned a lot of railroad protocol and that 23 feet is if a car tips over, it lands on our property.

Avigail Oren: Ah.

Jack Paulik: That's why they wanted 23 feet.

Avigail Oren: It won't crush...

[Crosstalk]

Jack Paulik: And, it's not going to hurt somebody. So, that's one of the rules. I learned railroad protocol and rules. I learned, in working with these railroads, if they say, "Here's the rule," that's the rule.

Avigail Oren: Right.

Jack Paulik: Okay? And then, we're going to continue to the Riverton Bridge. Well, we're coming to the Riverton Bridge. And, Union Railroad has multiple tracks in here and we need to cross the track and get to the Riverton Bridge. So, through lengthy negotiations, we're like, "Well, we can fence this off." They, eventually, called us and said, "Well, here's what we're going to do. We're going to short-line our railroad and just take out the line so you don't have to cross the railroad." On a short-line, they removed the railroad track for us. Again, they wouldn't be that cooperative unless they were kind of told to work with these people.

Avigail Oren: Right. And, that was John Surma essentially being...?

Jack Paulik: Well, he wouldn't have probably told them to do that, but they knew that they were supposed to work with us. And then, we get down to the Riverton Bridge and the Riverton Bridge is- it stands on a- there's a lot going on there.

Avigail Oren: Yeah. So, the Riverton Bridge – that project really starts in... Well, the U.S. Steel agrees to donate it in 2008. But, when do conversations with them start?

Jack Paulik: Okay. The conversations with U.S. Steel or Transtar Union Railroad was way before I got there.

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Avigail Oren: Okay.

Jack Paulik: Because when I first looked at it, I can't tell you if it goes back to 2002-2003. Everyone always talked about the Riverton Bridge but nothing ever happened, okay? And, I don't have the tip of my tongue what date the last train- you'll have that.

Avigail Oren: I have that.

Jack Paulik: You'll know when the last train came across. But, there's a lot that comes into play here. We got a call – I think it was Tom Sterling is the vice president of U.S. Steel – and he called me. He talked to me. He talked to Linda, also, and said, "This is huge, we're going to give you guys the bridge." That was- we kind of felt like we're just going to jump off the bridge because we're getting the Riverton Bridge for a bike trail. I'm like, "Oh, man, that's as cool as it gets." So, we were absolutely excited about that. Go ahead.

Avigail Oren: But, then you had to- I mean, they weren't giving it to you, Jack Paulik, you, Linda Boxx. It was going to be taken over by the county.

Jack Paulik: It was going to be given to Allegheny County, okay. So, Allegheny County is a player now. They're a player on the Riverton Bridge. And, there is some tense moments here, and I'll go over some of them with you. Well, Allegheny County – they're going to accept the bridge and the Union Railroad/U.S. Steel, "We're going to give this to you." Now, the bridge department of Allegheny County is a little hesitant because it's a piece of infrastructure. We don't know if we really want this, but we'll probably take it. But, here's a requirement – that their bridge department said, "We want an in-depth inspection on this bridge." And, that costs \$300,000. And, the railroad, through two critical people – Larry Dearson and Larry Murdock – this bridge, we inspect this bridge. We'll turn over our inspection reports and there's nothing wrong with this bridge. So, that was kind of a stalemate to resolve that. And, another issue that came up was we were out on the bridge – they built up the reports and the actual piers that the bridges are built on – one of the piers at the water level was skewed – it looked like it was possibly sinking. So, myself – I do have a lot of

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engineering background and a lot of surveying and the member of Andy Graff – he’s with the American Bridge – they had surveying equipment on-site. So, we’re intently trying to solve it – there’s a problem. They came out and checked the heights of the bridge, everything was perfect and we looked at the stones because they...

Avigail Oren: Who is that – American Bridge?

Jack Paulik: American Bridge and their surveying team came out.

Avigail Oren: Oh, okay.

Jack Paulik: So, we’re looking at the bridge. And, they determined that the platform for the bridges, they’re perfectly level and they really haven’t shifted, so we looked at – American Bridge and myself – we looked at the stonework on the bridge and the stonework, where it came out level on the river, it actually shows a slight angle. But, as you go up to the top of the bridge, it levels itself out because the stone masons corrected that as they went up to... It was just a miscue in starting their construction. They did the stone corrections, they got to the top and there was not a problem. So, this information was put in a report and given to Allegheny County and, again, a critical person here was Bob Luffy. He signed off on this report and said, “This bridge stands on its own very well.” And then, Allegheny County Bridge Department said, “Well, if he stands behind it, we’re going to accept that.” But, they weren’t going to take the bridge. They were not going to take – they just weren’t going to do it. So, that was one item...

Avigail Oren: So, let me just quickly clarify that. So, the county said we have to spend \$300,000 on an inspection.

Jack Paulik: Yes.

Avigail Oren: U.S. Steel said, “Please accept, in lieu of that inspection, all of our past inspections,” which show no problem. They were still not buying it. Then you sent the American Bridge report and finally, the county said the combination of those two, we’ll accept in lieu of the \$300,000?

Jack Paulik: Yeah. But, that still wasn’t the end of the story.

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Avigail Oren:

Okay.

Jack Paulik:

Okay, because they had the report and they had the deed in their hand from the railroad. And, the clock is ticking on doing this project – building the project. And, the county was still just not proceeding on their end. And, I don't know who on the county's end, if it was Kathy McKenzie, but someone finally got to their senior executive and said, "If this doesn't happen now, it's not going to happen." Because the railroad was adamantly getting very tired of them saying, "We don't want it." They were ready to pull the deed and say, "Forget the deal." And, it was down to – we were 60 days... Here's where we were. We were 60 days out from the 2008 celebration and here's what I have in place – I have the ramp designed and built, and a contract to build a ramp to the Riverton Bridge. P.J. Dick, Trumbull was going – I have a design and I have P.J. Trumbull ready to go. I have Frontier Construction – all the infrastructure that connects the bridge has to be demolished. I have a contract with them to do that. It's with Frontier Construction, and they're ready to take down the infrastructure that needs to be taken down and build a ramp. And, American Bridge is ready to do the bridge deck. They're all sitting there but the county has yet to say, "We're going to take the bridge." And, that eventually happened with major pressure to have them take the bridge so we could start on this project. It was frustrating.

Avigail Oren:

Do you think the pressure was this- you know, whether it was happening to someone else – an individual person, really, or was it the combination of, "If you don't do this, eight contacts are..."

[Crosstalk]

Jack Paulik:

I don't think they care.

Avigail Oren:

Didn't...

Jack Paulik:

No. I think it was just government – that's just the way government is. And, it's not the top person. Here's what I found out. When I started this project, the railroads, their senior person – again, I'm going to go all the way to the top. Johnson said, "We want you guys to work with them." So, they

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offered the bridge to us, okay? And, they said they could do it because they have options to work around it. Well, on the county's end, the senior executive tells their bridge people, "We want to do this, too." I don't get the response from them because they're bureaucrats. And, I'm just going to have to say I really struggled working with- they didn't have the same reaction to what they were being told. Like, "We want to make this happen." It wasn't that important to them to have happen without some major shaking going on.

Avigail Oren:

Okay.

Jack Paulik:

The importance wasn't there.

Avigail Oren:

Okay. So, eventually, someone else leans on them, they accepted...

Jack Paulik:

Finally, yeah.

Avigail Oren:

And, now, you can move forward.

Jack Paulik:

We can move forward. But, I'm going to stick with the Riverton Bridge here because the Riverton Bridge was one of the first projects that I was going to work on. And, when you were going to do this – so I had the Hot Metal Bridge, which was just completed a couple of years earlier. It had been done maybe two or three years earlier. It was a county/city project and they used PennDOT funds and it cost \$11 million. The Riverton Bridge is a similar structure, age, and PennDOT – we had about \$1 million of PennDOT money that we were going to put on this project. So, I have a big meeting with PennDOT. It's a field scoping meeting with PennDOT and county people, bridge people, Dave Wright was there, and the railroad people are there – again, these railroad engineers. And, the discussion was, "This bridge is really strong and solid. You don't need to paint this bridge and the inspection is good." Because once you sandblast it, you're exposing the components to rusting that you maybe don't want. And, there's never been salt on this bridge because we don't salt the railroads. And, PennDOT's reaction is, "If we're going to do this project, we want the full-depth inspection and part of it is painting the bridge." So, I'm the project manager and I'm

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sitting there. It cost \$300,000 to inspect the bridge and \$3 million to paint it. I didn't do anything and I spent \$3.5 million.

Avigail Oren: Right. For \$1 million from them?

Jack Paulik: Yes.

Avigail Oren: Right.

Jack Paulik: Oh, then we design it and build it, so I'm looking at an \$8 million project. So, this meeting lasted a half a day so at the end of the meeting, I said, "We're not using PennDOT money on this project."

Avigail Oren: That's right.

Jack Paulik: "We're going to go another route." So, I said, "I'm going to take your PennDOT money and we're going to use it someplace else." And, they were okay with that. But, if we had followed that, I would have consumed our entire budget on that one project. That's where, again, I'm telling you that this was a \$35 million bureaucratic project, but we did it for 14.

Avigail Oren: Right.

Jack Paulik: So, we ended up doing that project for a little over \$2 million – the ramp and the bridge – we did them both with [inaudible 0:58:46.5] component.

[Crosstalk]

Avigail Oren: Wow.

Jack Paulik: And, part of that, once we got the approval to do it. "Okay, you guys, we can do it. The county now gives us our blessing." Then I have 60 days to put a bike-friendly trail in front of the 250 ride. And, we did it in 60 days.

Avigail Oren: That's incredible. So, 60 days of demolishing the...

Jack Paulik: Yeah. Demolishing infrastructure.

Avigail Oren: ...the ramp that was there...

Jack Paulik: Right, yeah.

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- Avigail Oren:** ...putting up the bike ramp, re-decking it...
- Jack Paulik:** Redone, right.
- Avigail Oren:** ...and on the other side, on the Duquesne...
- Jack Paulik:** The Duquesne side.
- Avigail Oren:** ...there's also a ramp.
- Jack Paulik:** Yeah. Okay, on the Duquesne side, the ramp existed.
- Avigail Oren:** Okay.
- Jack Paulik:** So, we were able to just take...
- Avigail Oren:** To re-deck that.
- Jack Paulik:** ...ride right off. We didn't have to- we just were able to ride right off.
- Avigail Oren:** Okay. Got it. So, it was really the 60 days to take it down, put up a new ramp and re-decking it. Wow.
- Jack Paulik:** That's right. And then, the contract that- we had bid this out – the contract to do the demolition. So, it ended up being a win-win because in 2008, that's when the economy was booming. So, we had a lot of steel infrastructure on these properties that we had gotten from the railroad. We ended up putting contract out and because of all the steel involved, we ended up actually making \$80,000 to do all that demolition. And, by doing that, the ramp had a lot of these concrete piers that were blocking the McKeesport RIDC property that they couldn't use. So, because they worked with us, once we clear this property, we made it valuable property to them, we ended up turning over that easement right-of-way and let them use that property for their... I mean, they got a good deal out of it.
- Avigail Oren:** Okay. So, if I understand this correctly, you managed to only spend \$2 million, of which you made \$800,000.
- Jack Paulik:** No, \$80,000.
- Avigail Oren:** \$80,000 back.
- Jack Paulik:** We made \$80,000 to offset those costs.

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- Avigail Oren:** Right. And then, also, created economic value for... Right.
- Jack Paulik:** Economic value to the RIDC.
- Avigail Oren:** That's great.
- Jack Paulik:** Economic generator for them.
- Avigail Oren:** Right, wow.
- Jack Paulik:** Plus, we put a bike trail in which was a pretty good bank.
- Avigail Oren:** Yeah.
- Jack Paulik:** And, if you ever get down to the Riverton Bridge – McKeesport, it's not the most aesthetic town. And, most of the roads coming into McKeesport are not in good shape. If you were to take a bicycle and ride the bike trail and come across the Riverton Bridge and look at McKeesport, it's the most, I'm going to say, pleasant experience you'll have from McKeesport.
- Avigail Oren:** Of McKeesport? Yeah.
- [Chuckle]
- Jack Paulik:** Yeah. And then, just quickly going back to McKeesport, we ended up – and this is the end of the connection, almost in 2013 – finally making the connection from McKeesport.
- Avigail Oren:** Right.
- Jack Paulik:** The Regional Trail Corporation got a- we got a grant – I can't remember, a CITF grant. It was a grant to do the connection through McKeesport. And, the city actually said, "We want the grant." So, the CITF grant, I think it was – we can look at that. So, they took the grant and they did it with their own workforces because they wanted to do parking lots and whatnot. But, the alignment to McKeesport – we wanted to take it out 5th Avenue, and improve the city and put a bike lane on the highway. Well, their mayor/now senator, they just didn't want to do it because they didn't want to enter these people into what they thought was a bad area. So, the alignment that we took ended up going past their police station, behind an old garage, and it's not what we ever felt

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was a good alignment through McKeesport. And, consequently, McKeesport still looks like McKeesport.

Avigail Oren:

Right.

Jack Paulik:

But, we wanted to improve the in-town infrastructure – introduce quality people and maybe do some storefront...

Avigail Oren:

Revitalization.

Jack Paulik:

Revitalization, right, community revitalization, but they just were opposed to that.

Avigail Oren:

So, the alignment isn't- it's just not scenic but there's no...

Jack Paulik:

No. It's pretty safe.

Avigail Oren:

...there's no quality visit.

Jack Paulik:

There's no quality to your ride through McKeesport. You probably just want to keep riding because there's very... At the marina, there may be- sometimes there's a restaurant there that you can access. There's not a whole lot that's calling you in McKeesport for bed and breakfasts, or shops, or anything. Hopefully, that can happen someday.

Avigail Oren:

Yeah. Right, fingers crossed. Okay, so from the Riverton Bridge...

Jack Paulik:

Okay. I got you over the Riverton Bridge, didn't I?

Avigail Oren:

Yeah. All right. Check that off. So, now, you come off the Riverton Bridge and this is the section that runs through Duquesne's RIDC?

Jack Paulik:

Yes.

Avigail Oren:

And, was that a difficult project or was it mostly just...?

Jack Paulik:

The Duquesne RIDC project, we ended up – most of that is off of easements from the Duquesne RIDC. We got easements to get up to Grant Avenue.

Avigail Oren:

Yeah.

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- Jack Paulik:** The one stumbling project we had there – that Allegheny County wanted, with the RIDC, they wanted to build a roadway over top of the railroad to get into the park so that you didn't have to cross, to do an at-grade crossing. And, we – meaning the trail people – we were pushing the county to put a quality tunnel underneath this. And, the county, they didn't really want to put a lot of money into this. They wanted to do it pretty simply. So, what they were proposing was to put a corrugated metal pipe – and we were unhappy with that, okay? And, the corrugated metal pipe was what went into the design and we were unhappy as trail people. We said, "Well, this is going to look terrible. It's not going to be safe. It's going to be tight. So, when the project went to construction because it had highway funds – and I'm surprised the county didn't know this – a corrugated metal pipe is not permitted under a federally-funded highway.
- Avigail Oren:** For obvious reasons.
- Jack Paulik:** So, the state mandated that they put in a culvert – is what we wanted anyway. So, they ended up putting a culvert in and coming up with the additional money to do that. And, I think it cost them – I don't have the exact dollar amount, but close to \$1 million to put that little tunnel in. Because they were going to go around it or put the corrugated metal pipe in, but they weren't good solutions, but PennDOT forced them to do a good solution, so they could put it in.
- Avigail Oren:** Mm-hmm. That's great.
- Jack Paulik:** So, it worked. So, that got us up to Grant Avenue.
- Avigail Oren:** Okay. And, now with the issue with the State Road 837, the mess.
- Jack Paulik:** Right, okay. So, the sidewalk now does not come into play because we're working very aggressively with Norfolk Southern Railroad to build two bridges to make it work along the railroad. So, we're months and months of time going into brief negotiations with them. But, before we get to the bridges – the two bridges – I'm going to bring up the one property. As soon as we pass Grant Avenue, there's a private property within the industrial park – American Textile.

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Avigail Oren: Right.

Jack Paulik: And, they make pillows – at least they used to make pillows. I think they still do. And, we were told by the RIDC that they're kind of a- not a friendly partner. So, we said, "Well, we're going to talk to them." So, we set up a meeting – I think Darla, and myself, and Linda, and went and met with them. And, Jack Ouellette was one of their principals and they were, they said, "Oh, we like the idea of a trail." "Okay." Out of all the properties that we acquired in the Steel Valley, they were the most receptive partner. Like, "Yeah, we're going to do this," and, "We'll give you a right-of-way." And, they paid for all their legal costs.

Avigail Oren: Wow.

Jack Paulik: "Because we see the benefit of our employees using it, and other people. And, we ride bikes." I just had to point that out that American Textile was a real quality partner in there.

Avigail Oren: That's awesome. Okay. So, that got you a little bit past Grant Avenue.

Jack Paulik: Yeah, that took us past Grant Avenue. And then, once we passed Grant Avenue, we had a little additional property from the RIDC. But, you were asking about surveying.

Avigail Oren: Yeah.

Jack Paulik: Yeah, there came up- let me find... We pretty quickly run into a piece of property owned by Norfolk Southern. It was an old station called Oliver Station.

Avigail Oren: Okay. Is that – is it on the map?

Jack Paulik: Yeah. That's right here – Oliver Station.

[Crosstalk]

Avigail Oren: Okay. So, it's right, it's the next property beyond American Textile?

[Crosstalk]

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Jack Paulik: It's right on the way. We really can't get past it. Right. It's just past American Textile. So, the county, in negotiating all their real estate deals of Norfolk Southern – that was part of the deal. That property came into play. And, the county – I'm going to say again – they're the ones that acquired the properties, acquired the easements and paid for them. And, I can't tell you what that number is because I never had the number, what they paid for that. But, I know it wasn't cheap. So, that they were committed to completing the GAP from that perspective and I know Darla was involved in seeing that the money was available to make those acquisitions.

Avigail Oren: Yeah.

Jack Paulik: So, we get past there. We're coming down to Port Perry. As we approach the Port Perry potential bridge location, we end up buying another piece of property from Union Railroad. We buy a piece of property from the Union Railroad. They say, "Yeah, we'll sell this to you." And, now we're down to where Norfolk Southern said, "This is a place we're going to let you cross. It's not on here, but we're going to let you cross the railroad." So, we were like, "Okay, we'll do that." Now, we needed to negotiate an easement – we're talking about an easement. And, we're negotiating in good faith for the county to cross the railroad there and then also at Whitaker – so these both are kind of simultaneous. And, the railroad was – Norfolk Southern was very good and continued to meet with us. We would meet with them sometimes monthly.

The people that came into play – we had good contacts. We were dealing with their Atlanta Central Office on these negotiations and we were meeting with a guy by the name of Tom Bracey. He was a senior engineer and Dave Wyatt – those are two people that we met with very regularly on these easements. And, during these easement negotiations, we were also reviewing bridge design work. We were reviewing what kind of raise you're going to let us put up, how wide to they have to be, how tall do they have to be? How far from the railroad do they have to be? So, all this negotiation was going on monthly and I was the proponent of having as many review meetings as possible with my engineers, the railroad, and county people. And, here's what I found in managing people –

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is that, to me, if you know you have a meeting you're going to and you just got an email saying did you do what you did before – once that meeting occurs, it brings accountability and responsibility to all parties, rather than “Oh, we'll just do it.” Because we were looking at time limits. We're looking at- we want to get this done. These had a 2010 time limit. There's a lot of time that went on between this – property negotiations, negotiations, negotiation. So, we had a good relationship with them. We're doing really well with them. And then, I'm going to talk about the bridges since we're talking about two bridges here because that's why I wanted to talk about those two pieces at the same time.

Avigail Oren: Can I ask a question for clarification first?

Jack Paulik: Go ahead.

Avigail Oren: So, now the trail- you've essentially voided the sidewalk at 837 because you're going past American Textiles, past this old...

Jack Paulik: That's right. We're doing this. We're doing this.

Avigail Oren: Okay. And so, this, also, was this section that extends beyond the old station to the actual tracks, was also included in this single negotiation for the...

Jack Paulik: Yeah. We're in the Duquesne RIDC. These properties right here would be RIDC easements and then I'd have to see where I'm at on here.

Avigail Oren: But, does it look like it's running along the track there?

Jack Paulik: We're staying right along the tracks the whole way.

Avigail Oren: Right. Yeah, so we're looking at the question between Commonwealth and the Duquesne RIDC.

[Crosstalk]

Jack Paulik: I think my bridge is right around here, Port Perry Bridge.

Avigail Oren: I think that was...Yeah.

Jack Paulik: You see, we go on Union Railroad property to the Port Perry Bridge, we cross the Port Perry easement and then to get to...

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Avigail Oren: The pipeline.

Jack Paulik: ...to get to the pipeline. I'll tell you a little bit about this.

Avigail Oren: Yeah. So, – I'm trying to figure out the connection to the pipelining.

Jack Paulik: Okay. Here's the connection to the pipeline. We've now crossed the Norfolk Southern mainline and we've gotten back on the Coke Gas Pipeline side. But, the real estate to get from the Port Perry crossing location to the Coke Gas Pipeline is extremely difficult.

Avigail Oren: Right, it's curvy I remember...

Jack Paulik: We eventually end up going up a switchback there, in fact. But, that, really, was not the main issue. The property that we as soon as we cross the railroad – because this is where Norfolk Southern said we had to cross – here's what I was looking at. I was looking at a steep high wall, about 50 feet. I was looking at a clogged ditch with no drainage, and a fiber optic line in the ground, and a railroad. And, they said, "This is where you can put your trail." That's what they told us. Again, a picture will verify this. So, what we ended up doing was- and Kimball Engineers was my engineering firm because they were the engineers for the Port Perry Bridge. And, we ended up where there was a ditch, we ended up putting in major piping and elevating the walkway – elevating it about eight feet so that we could be enough width for a bike trail. But, once we elevated it, the railroad made us use the walkway as a catch basin for water so we wouldn't flood their drains. So, it was a very, very expensive solution. And then also, we had a fiber optic line that sat between the railroad track and the high wall. So, we only had about 10 feet to put our trail. So, in order to get additional width, we had to go vertical because the high wall has camber associated with it. So, if we could come up a little bit, then we would get more width for the trail – elevated. It came up eight or ten feet so we can get two more feet for the trail. If that makes sense.

Avigail Oren: Okay. So...

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Jack Paulik: And, you would never, ever build a trail there because the answer was you can't build a trail there. If you saw the picture, you would say, "You can't build a trail there." But now, people go through there coming off the Port Perry Bridge and go, "Oh, this is pretty cool.

Avigail Oren: Yeah. It doesn't strike you as anything incredible when you ride it. Right.

Jack Paulik: Yeah.

Avigail Oren: Okay. So, should we talk about bridges?

Jack Paulik: Yes.

Avigail Oren: All right. So, I want to talk about the timeline. So, you acquire the pipeline property, from U.S. Steel.

Jack Paulik: Yes.

Avigail Oren: And, that was- you described earlier, in December 2006 that it's nailed down. When do you start planning these flyaway bridges? Was it immediately or was it for the evolution, you know, you acquired the property but then you're still trying to figure out these Duquesne segments so it wouldn't have made sense at times to start thinking about the bridges?

Jack Paulik: I would say probably two years out we started, we're seriously negotiating bridges – 2008, I'd say.

Avigail Oren: Okay.

Jack Paulik: Because there weren't a whole lot of people involved in this. I couldn't work on everything at one time. It was piece-by-piece and we didn't have everything at one time.

Avigail Oren: Right.

Jack Paulik: But, it took at least two years to acquire these easements – the easements, and do bridge contracts, and get to the point where, eventually, a date was established to put the bridges up. The Port Perry Bridge, it was 130-foot-long structure and it was kind of perpendicular across the tracks. Again, as I was telling you, the main problem with that bridge was when it landed on the not-river side, the uphill side of the track, we

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had no space to work with. So, our engineers were taxed there with being able to get the trail to fit into a very, very small, tight space. And, like the question you had, “How did you get back up to the Coke Gas Pipeline,” because it’s about a 30-foot difference in elevation.

Avigail Oren: Right.

Jack Paulik: So, as you’re now approaching Kennywood on the track level, there, again, was another piece of property owned by Norfolk Southern and that one was Crescent Station. Well, that was also acquired by Allegheny County. And, it was just an additional piece of property that we were able to develop the ramp to get up to the pipeline. So, we were able to use that to get up to the pipeline. And, we kind of created that out of necessity. And, it worked okay. There were a few issues in building that. One was our designer when he was designing the ramp at the creek, ADA grades, he missed the location of an underground gas pipeline.

Avigail Oren: Oh, dear.

Jack Paulik: So, we had to redesign it and that cost us some time and money to redesign it because we couldn’t change that grade quick enough because we had infrastructure we had to deal with. We couldn’t move an 18-inch gas pipeline – it was underground – so we had to do that. So, that worked. And then, we were on the Coke Gas Pipeline. And, the Coke Gas Pipeline worked out pretty well once we acquired it. We had an engineering firm design that – actually sent it along with – Mackin Engineers designed that. And, we used some of our federal transportation enhancement funds to do that project. So, we were able to then, now, get down to Whitaker. So, we still haven’t put the bridges in.

[Crosstalk]

Avigail Oren: Right. But, you...

[Crosstalk]

Jack Paulik: But, we got that [inaudible 1:21:33.1]. Now we’re doing all lot of this at the same time – we’re putting that section in. We call

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it the “Coast,” or I think “Inward Coaster Section.” It’s a really nice section.

Avigail Oren: It’s beautiful.

Jack Paulik: The problems we have – we have a lot of that hillside always slipping down on it. Have you ridden it yet?

Avigail Oren: I’ve ridden that section.

Jack Paulik: Yeah, it’s pretty. It’s almost a full section because it’s cool over there but we get a lot of landslides there.

Avigail Oren: Yeah. I can imagine.

Jack Paulik: I had you down to Whitaker. Okay?

Avigail Oren: Yes.

Jack Paulik: And, we got down to the Rudy Sudo issue.

Avigail Oren: Right.

Jack Paulik: We talked about him not negotiating in good faith. So, we had to come up with another solution. And, I brought this old map that I found – I’m going to show it to you. There’s a guy – his name was Bill Collin. He was an engineer for DMJM Harris, AECOM. He was of the engineers we eventually hired. He was a volunteer and he said, “I think we can connect you directly from your Coke Gas Pipeline project across the railroad tracks and land you on the county...” – we did all on authority property. And, I said, “Draw me a picture. Show me [inaudible 1:22:49.4].”

[Background Noise/Crosstalk]

Avigail Oren: Right, sure, okay.

Jack Paulik: And, here’s a picture that I had him draw for me. I’ll show it to you. And, we’re not far off of it.

[Background Noise]

Avigail Oren: And so, this... Yes.

Jack Paulik: See, this is still the Kennywood Coke Gas Pipelines over here.

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- Avigail Oren:** Yeah.
- Jack Paulik:** Okay. And, the bridge crosses seven railroad tracks. And then, we ran it back down to Allegheny County Redevelopment Authority property.
- Avigail Oren:** Okay. And, where is this relative to- sorry I'm blanking on his name – Sudo's property?
- Jack Paulik:** I'd have to show you.
- Avigail Oren:** Is this past it?
- Jack Paulik:** We avoided his property. Rudy Sudo's property is in Whitaker. It's at the end of the Coke Gas Pipeline property. So, his property sits...
- Avigail Oren:** Right there.
- Jack Paulik:** See where it says "an old grade?"
- Avigail Oren:** Yeah.
- Jack Paulik:** We wanted to use his property to get to this old grade ramp across the bridge and go down.
- Avigail Oren:** Right.
- Jack Paulik:** Now, we know we're not going to do that so we're going to implement our plan B, which is a better plan. We're going to build our own bridge.
- Avigail Oren:** And, that is preceding his property?
- Jack Paulik:** We're doing this.
- [Crosstalk]
- Avigail Oren:** Right. Got it. Okay, so you skirted around...
- Jack Paulik:** Okay, we're crossing the **bag [? 1:24:13.4]** and we're not going to touch your property. We're avoiding you completely. We're avoiding his property and coming down over here.
- Avigail Oren:** Okay. So, just to describe it, there is Allegheny County land closer to the river then...

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[Crosstalk]

Jack Paulik: Yes, it's all Allegheny County land on- Whitaker river's side is all owned by Allegheny County Redevelopment Authority.

[Crosstalk]

Avigail Oren: So, instead of using his old [inaudible 1:24:41.9]

Jack Paulik: So, we land on friendly ground, right.

Avigail Oren: ...you go straight, come up at a diagonal, and land on the [inaudible 1:24:47.2]?

[Crosstalk]

Jack Paulik: Right. And, we get an easement from them to put the property... But, the problem- okay, we have a few problems on the Whitaker structure. One is to land on the river side, there's too many railroad tracks.

Avigail Oren: Okay. You don't have 23-foot clearances [inaudible 1:25:08.1]

[Crosstalk]

Jack Paulik: And, they're owned by... We needed... No, we don't have it.

Avigail Oren: Yeah, right, okay.

Jack Paulik: So, Union Railroad said, "We'll remove one of our railroad tracks.

Avigail Oren: Oh.

Jack Paulik: Ah? Yeah.

Avigail Oren: Now, they essentially provide the 23 feet you needed?

Jack Paulik: It provides us- it would give us that distance.

Avigail Oren: Right.

Jack Paulik: Plus, we didn't have any place to land. We were only landing on railroad tracks. So, they said, "We're going to take out one of our- we're going to short-line one of our tracks and give you a place to land." So, we go, "That's great." So, we obviously accepted that. We did all our borings for the bridges, a lot of

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geo-technical goes into this for everything that goes on. And, I'm going to have to go back to American Bridge – Bob Luffy. He's a really good guy. He said, "We can build this bridge for you at cost and it'll look like a railroad bridge. And, we'll build it in our American Bridge shop, which is in Ambridge, and float it down the river and put it up." And, it sounded great, so we hired AECOM, which was DMJM Harris, to design this bridge for us.

Well, they designed this nice bridge for us and we give the design to American Bridge and their at-cost cost to build this bridge was like \$2 million. I go, "I don't have \$2 million. I can't afford to build a bridge." I have appropriated \$3-1/2 million for this project – two bridges. So, I reluctantly backed out of the deal. I can't do this, I can't spend all my money and I only built one bridge. And, their timing was very lengthy. It was going to take them months to do this. It was, in theory, a good idea, but it just didn't work. So, we did waste time and money in this area following that rabbit trail. And, that's where Bill Collin came into play. Like, "Let's look at some other options here." And, Linda came back into play, I said, "Look, I need to look at other options. Let's do the best value engineering." At this point, the economy had kind of taken a turn for the worst.

Avigail Oren:

Right.

Jack Paulik:

So, steel prices had dropped way off. We couldn't sell railroad ties – we couldn't sell steel anymore. We did that steel sale at the [inaudible 1:27:46.0]. Now, the economy is flat. So, we decide to- I talked to my engineers. I had two – I had Kimball and AECOM. Each one was designing a bridge for me. And, I said, "We're going to go with prefabricated structures." So, we're designing bridges with prefabricated structures, you're looking at them with them, with my engineers, and being reviewed by the railroads and the county. So, we continued to proceed with this. We come up with designs and put them out to bid. I have state money – I think \$500,000 of state money – to work on one bridge. Over on our bids, and the bridges are, including the ramps, are \$700,000. I couldn't believe it. I called up my state guy and said, "Hey, I have good news for you." I said, "The good news is we're going to do the bridge." I said, "There really isn't any bad news, but the good news is I'm

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going to take your \$500,000 and I'm going to buy two bridges instead of one." So, we ended up buying two bridges instead of one.

Avigail Oren: So, I want to review from- this is contact the fabricator.

Jack Paulik: Yes. There was a fabricator.

Avigail Oren: And so, they describe the solution as two continental weathering steel pedestrian truss bridges, with Trex decking and their vinyl coated fencing. And, at Port Perry, there are two-beam landing towers, and set in pier towers, and nine 75x12-foot ramp sections. And, at the Whitaker site, there's one main landing tower, and three pier towers, and four 95x12-foot ramp sections. So, that's a lot for a non-engineer to process.

Jack Paulik: Yes.

Avigail Oren: Can you describe, in layman's terms, what exactly that means?

Jack Paulik: Okay, here's what we ended up specifically ordering and getting. We ended up with two bridges – 130-foot bridge at Port Perry and a 170-foot bridge at Whitaker. Both bridges – they are 12-foot wide inside dimensions and for the lay-down material for – instead of wood – we used Trex material, which is a composite of plastic and sawdust that looks very natural, like wood, and it has a shelf life of indefinitely. So, it's not going to rot away. And, we were very specific in designing these bridges with this material so that they're, in theory, zero maintenance for a long, long time. And, the product we ended up with because we partnered with Trex Corporation... And, I might mention at this time, Steve Snively was a major provider of that material in the Pittsburgh area and he was part of the Allegheny Conference. And, for the Riverton Bridge, he was able to negotiate, able to get us all of our Trex decking basically free, we just provided the shipping costs for 1,200 feet of decking for the Riverton Bridge.

Avigail Oren: Wow. So, he effectively donated it?

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Jack Paulik: He donated it. Yeah. We got it, we just paid for shipping for all of it.

Avigail Oren: Yes. To get it, to where you need it. Okay.

Jack Paulik: So, consequently, we decided we wanted to keep it for this. Now, we got this at a very, very reduced cost. We were able to get it a little- you know, it has more color and texture to it. And then, our engineers were able to come up with fastening systems so it was fastened to the deck. So, there are no weak components on these bridges. And, additional information on these structures – these are on COR-TEN steel, which is a steel that creates its own brown coating after it gets weathers. And, that oxidation eventually prevents it from rusting. And, we were able to put – we were speaking strictly in aesthetics here, so, the railroad requires to put fencing so that people can't jump or throw things.

So, we were able to put the fencing – the colored fencing – around the entire exterior perimeter. So, when you're riding on the bridge, you don't get any negative effect. It actually still looks aesthetic. If we had put the fencing on the inside, if you kind of a cage environment, but by putting it on the outside, you see more steel structural- and it looks nice. I think it looks nice. And, we went with 12-foot width. We did that because when you create linear corridors for cyclists, 10-foot looks like 8, well, 12 looks like 10. You feel more comfortable and you don't feel like you're- you have to squeeze in the middle and maybe run into someone else. So, we did that. And then, the connecting ramps because we're attempting to make ADA accessibility, we're five and seven percent on the ramps because we're an outdoor trail so we have a little latitude there. So, we had to purchase very long ramping to make these connections to the bridge to make them accessible for bicyclists. So, all these ramps were pre-engineered by Contech. And, what I found out was by going with this- I will have to say this about Contech – they were an excellent firm to work with. Their engineering responses to our questions – they were very professional, answered all questions and able to produce these at extreme value to us. I mean, I couldn't have been happier.

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What came into play for problematic was these two bridges from Minnesota were 28 tractor trailer loads of parts put together. So, we had to organize this in a systematic manner, positioned so that each one – it was like an erector set. It had to hit the right time because you can't have the third part of the bridge connected to the second part of the bridge. So, we had 28 truckloads from Minnesota. And, they arrived there in pretty good condition. Occasionally there was something damaged and they would fix it before they put it up. And, the manufacturer would pay for that. They'd hit a tree or something while they were driving, or a guardrail. So, this was all going on in 2010. Like, we're building this because we have this- I think we have the magic date. The magic date...

Avigail Oren: July 7th.

Jack Paulik: July 7th, yeah. I looked in my notes because I don't remember. But, that's a long time ago. So, that's the magic date I'm given. We're going to do this, okay? We're going to have this big celebration, so everything is happening. So, the one Whitaker Bridge scenario – I had two Whitaker Bridge scenarios that were kind of code reds – one was our designer. When he was building the track space that we needed because of the railroad federal right-of-way, he miscalculated one of the calculations and built it too close to the railroad. And, the railroad, during their inspection, said, "Oh, you have to move this." And, I go, "I have- these bridges are ordered. I've got a problem here, like a major problem because my engineers." I could have gone after them there, but I didn't. So, the railroad said – this was Union Railroad, again... Union Railroad, part of U.S. Steel, they said, "I'll tell you what we're going to do. We're going to move our track for you. We can bump it over. You pay for it; we'll bump it over five feet to give you the required clearance that you need to meet the federal regulations on one of your crash walls. And, they moved it. They moved their track.

Avigail Oren: Wow.

Jack Paulik: See, that's an incredible story there.

Avigail Oren: Right.

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Jack Paulik: So then, yeah, I told you there were two, so the other one was now we're getting close to everything being ready – getting close to this crunch date. And, over the 4th of July weekend, the railroads closed down. They call it “hell week.” So, they take a week off and don't haul most of their product – very few trains to do their maintenance. So, during that week, it took a lot of negotiation to get track time to put these bridges up. And, eventually, they gave me a two-hour window on that date to put these bridges up. They said, “We're going to give you two hours. We're going to shut our track down for two hours to put them up simultaneously.” So, that was good.

But, going into that weekend before that because I have my contractors building bridges for me and the intent was Norfolk Southern was going to voluntarily give me two big flat rail cars to build a bridge and put it on so we could slide it down and pick it up with a 500-ton crane and put it in place. Well, two days – it was the night before the holiday – the foreman calls me from Whitaker. They're putting them together and he said, “We only have one car there. They only gave us one car.” He said, “I don't know what you need to do, but get us a second car or this isn't going to happen because we can't put it together.” So, I go, “Aw, man.” So, I end up calling a critical contact at Norfolk Southern maintenance and said, “Hey, we only got one car.” And he said, “I thought we brought...” “No, we only got one. We need two to make this happen at your end.” So, they ended up working overtime and getting us that second car so we could build that and make that happen.

Avigail Oren: Wow.

Jack Paulik: But, it wouldn't have happened if we hadn't gotten the second car to build it.

Avigail Oren: Wow, wow. So, tell me a little bit more about that day. First of all, did you sleep the night before?

Jack Paulik: Probably not.

[Laughter]

Here's what was going on in my mind. I had very competent engineers and the fact that this product was made 1,000 miles

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away and put together and nobody ever – you just put it together when you assume it's going to work. Well, I had my engineers, surveyors – I said, "You keep checking the bolts and make sure they're going to fit because there's not a do-over on this." So, they checked everything. I said, "Make it, it's going to work." And, the tolerance is two to three inches for the bolt to fit. Two of them are secure, the other two can float two or three inches, and there's four bolts, two on both sides that's got to match up.

Avigail Oren:

Okay.

Jack Paulik:

And, you have a two or three-inch spread. And, I had all the confidence that the crane people would be able to do what they would do in these crane- I'm trying to think of the name of crane company. It was a sub-contractor to Trumbull.

Avigail Oren:

Was it Century Steel?

Jack Paulik:

Century Steel. But, their guys are like monkeys, I mean, they're really good. I mean, they make things work because they're crawling along. So, we get our window to put these both up and it's going- I'm standing there with other people and...

Avigail Oren:

Which side were you at?

Jack Paulik:

I was in Whitaker.

Avigail Oren:

Right.

Jack Paulik:

Because that was the most critical one, again. It was 170 feet. I had to – the crane is a 500-ton crane that was very expensive. They had to bring it in pieces and put it together.

Avigail Oren:

Wow.

Jack Paulik:

Because, they brought it in 10 pieces to put it together because it's so heavy, to put this crane together. We had to- they called it foul tracks. We had to have the railroad, other than their main line – we had to have them block off four or five of those tracks so we could get this crane close enough to pick this up and swing it over.

Avigail Oren:

Oh, my God.

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- Jack Paulik:** So, we had four or five tracks foul, we only had two tracks that they could use. So, the crane operator eventually picks this up, swings it over – they're getting all kinds of good pictures – and puts it down. And, the engineer for the railroad needs – I think it's 23 feet from the track to the bottom of the bridge. And, if it's under 23 feet, you take the bridge off.
- Avigail Oren:** Right.
- Jack Paulik:** You have to be 23 feet or greater. So, he comes out and measures this while the crane is still attached. Because if it's not the correct height, it gets off. So, anyway, it worked. And, if it all works, I'm kind of a hero and I'm having fun. But, if there's one glitch...
- Avigail Oren:** Right. It's another decade.
- Jack Paulik:** ...the whole thing goes south and not to put any more pressure on that, but that evening they have a scheduled event to celebrate this and it didn't happen yet.
- Avigail Oren:** Right.
- Jack Paulik:** I was thinking of a film that John Urman did on the Passage. You probably heard of it or seen it.
- Avigail Oren:** Is it the WQED one?
- Jack Paulik:** It was one- no, it wasn't the recent one – this was done back in 2010, or '09. He did a very nice film on the Great Allegheny Passage. Well, it was showcasing that with a little social theater in Pittsburgh.
- Avigail Oren:** Okay.
- Jack Paulik:** So, we all went to that, that night.
- Avigail Oren:** So, tell me- I have, first, a clarification question.
- Jack Paulik:** Go ahead.
- Avigail Oren:** When you said, the crane is on the tracks or the crane...?
- Jack Paulik:** The crane... Okay, we had timber mats that covered the tracks. We had to cover the tracks to run the train across

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except for the two main lines that we would link, were always open except for those two hours.

Avigail Oren: Right.

Jack Paulik: But, the other four or five railroad tracks were covered with gravel and mats so that the crane could get out there.

Avigail Oren: I understand. Okay.

Jack Paulik: That's what that was.

Avigail Oren: Okay. So, that, in and of itself, was a whole process.

Jack Paulik: Oh, it was- in all that preparation, you have to have your engineering firm submit a plan to the railroad. And, the railroad reviews this with their consulting engineers that you pay for.

Avigail Oren: Right.

Jack Paulik: Everything is reviewed. All these cranes have to be approved of the weight, how they're going to do this, that they're correct so that there's not an issue on-site.

Avigail Oren: Right.

Jack Paulik: Very detailed, expensive process.

Avigail Oren: Yeah. Wow. Okay. So, who was there that day with you? Who was standing next to you? Who was mingling?

[Crosstalk]

Jack Paulik: Honestly, I was on my own. I think I was with the- I didn't want to be around a whole lot of people. A lot of people would come up to me and talk to me. And, it was with the engineer – I think it was Matt Pierce. He did the engineering for the pillars and the columns. I was there with him. I think Tom Carey was there. He was the engineer for P.J. Dick that was in charge of that. And, I was kind of meandering up and down the railroad track just making sure that everything was set in place to have this happen. And, I didn't get to the Port Perry one because one went a little quicker.

Avigail Oren: Okay.

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- Jack Paulik:** Yeah, I thought it would because it was smaller and the lift wasn't as far. The critical one was the one at Whitaker.
- Avigail Oren:** So, was the same crane deployed on both, or was it two separate cranes?
- Jack Paulik:** No, we had two different cranes. It was two, it was the same time, simultaneously, at two different locations about two miles apart. They're two miles apart.
- Avigail Oren:** Okay. I wasn't sure if you did Whitaker and then went to the Port Perry, would have been done simultaneously, okay.
- [Crosstalk]
- Jack Paulik:** I don't know who the man was. There was a guy there, I was talking to him. He was semi-interviewing me and I don't know who he was, but he was asking me the process to get to that point. And, he said, "You should teach a class in this," because it was extremely problematic to get everything lined up to happen. And then, along with the bridges, that pedestrian bridge that we talked about that existed?
- Avigail Oren:** Mm-hmm.
- Jack Paulik:** Well, Norfolk said – they were really a liability to the railroad because things were always falling off of them.
- Avigail Oren:** Right.
- Jack Paulik:** And, we told them that we would help get those removed. And, the county actually took out a contract about a year later and removed those two old pedestrian bridges. So, it worked out as a benefit to Norfolk Southern because they didn't have the liability of things falling onto their trains from these old bridges.
- Avigail Oren:** Right.
- Jack Paulik:** So, they actually got removed about a year and a half later. Yeah.
- Avigail Oren:** I had a question about... Oh, how did you keep this all organized? Did you have the most massive Excel spreadsheet or is it kind of Post-It note for it?

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[Chuckle]

Jack Paulik: I'll tell you what, it was- I didn't really have a spreadsheet. I had, I would say, I would just keep things organized through very detailed minutes and very detailed plan of action for the month, for the week. Because problems you didn't expect that occurred would change that immediately. So, here's the goal. The goals I need to have this done on this certain time. So, I knew that with all those times. And, we had the contractor's spreadsheets for their projects. So, every time we would meet with them, we would make sure we were following the plan of action to meet all the goals to meet our objectives. We had to have all the concrete done in a certain time, the pile driving, the delivery of all the products. I would be down there. Those tractor trailer loads, they would come any time in the day or night because they're coming from Minnesota. They might arrive on a Friday night at 7:00 or 4:00 in the morning.

Avigail Oren: Did you have to be there to meet them?

Jack Paulik: I didn't have to be there to meet them, but someone was usually there. And, when you asked that question – when we first started this project, P.J. Dick – they gave us their project management person.

Avigail Oren: Okay.

Jack Paulik: And, he did a Gant chart in 2006 and he told us, "This is the most comprehensive chart I've ever done."

Avigail Oren: Really?

Jack Paulik: Yeah. Even though we probably could follow it because we didn't have the property – we didn't have the acquisitions – but it was the most... I have a copy of it someplace. It's in the archives – the Gant chart that was created for this project. It would be interesting to go back and find that and look at it because it was created, probably, in 2006.

Avigail Oren: Yeah. I ask that because...

Jack Paulik: But, that's what we started with but then we segmented that and only worked on certain- we couldn't... The timeline for 2008 was done, couldn't happen because in 2008 we had half

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the properties. We didn't have a railroad, we didn't have a bridge, we didn't have properties.

Avigail Oren: Right. I am not- my brain doesn't work this way. This was completely overwhelming.

Jack Paulik: I know. There's different parts of people brains, but I don't know, mine – I think, I'm left-sided, I'm left-handed, so my brain is like engineering-wise. I can think of the project, but I can't remember a lot of stuff. But, I can look at the task on hand and when I go to a field site, there might be a hundred and I won't miss too many of them on, "Oh, we need..." "Well, how about this?" "Well, how about that?"

Avigail Oren: Yeah.

Jack Paulik: That's just part of my innate...

Avigail Oren: Right. You're good at breaking down the process.

[Crosstalk]

Jack Paulik: Yeah. DNA, that logic of getting things, "Here's what we need to do next."

Avigail Oren: Right. Well, so that's one thing, though, but communication also seems to be really key to this to something of that scale.

[Crosstalk]

Jack Paulik: Oh, it's everything. And, following that began to- we're not like an institution where if I'm your teacher you're going to do everything I say. Well, these people, half of them, they don't have to do what I say. Other than my engineers that I'm paying, then they're going to do it, you know? But, government people, they didn't have to listen to me. It was a challenge, but we made it pretty far.

Avigail Oren: That's Incredible. Okay. So, I think that's the five bridges. Oh, one more question. So, it's done. How did you feel after?

Jack Paulik: Oh, I was good. I was extremely kind of relieved. It was like, I think, a team that they're in a championship Stanley Cup play and you win the third round. I feel good about it, but I still have more to do. Take a break for a week, a couple of weeks. You

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can back off for a little bit. No, that was quite a big – that was the biggest in terms of pressure, was the bridges, those bridges. The Riverton Bridge was and one of the more complicated completion projects was the Keystone Metals property. That was one that- I was on that one. I really kind of put that one together. I had to figure that one out on my own.

Avigail Oren: So, well, let's move to the next section. So, you come up at the Whitaker flyover and you pretty much then are along the water until you get to the sidewalk section. Or, not the sidewalk, but...

Jack Paulik: Yeah, the two, the Waterfront Road.

Avigail Oren: Right, to Waterfront Road.

Jack Paulik: Yeah, we get to Waterfront Road and we're down at...

Avigail Oren: Did you do much work on that section? Or, is that pretty much...?

Jack Paulik: Okay, we're in Munhall now on the Waterfront Road. Okay, here's – Marsen Galey was a big company. It was owned by, I think, an accounting-based firm – and they were going to give us some of their property paralleling the sidewalk to put the trail. And, we negotiated with them in good faith for probably a year or two. And, their owners finally said, "We're not going to do this." Again, that changed the strategy. What we went with after that was, we thought that we could put a cycle track on Waterfront Drive, and put a bike lane, and shorten the road because the road was wider than what it could be.

Avigail Oren: Right.

Jack Paulik: So, we went to Munhall with that proposal. And, Munhall, surprisingly, accepted that proposal. And, we were working on negotiating with that and I know the actual meeting – I wasn't able to go to, I had another commitment. Linda Boxx went to that meeting. She's, "Oh, they approved it." And, I was like, "Wow." So, we actually got the cycle track approval from Munhall, which, it was very effective to this point and it's the first... We talked to the city and PennDOT about that. It's the first cycle track that was put in in Pittsburgh and I know the city

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has a lot of them now. Oh, Scott – I can't think of his name, Bricker, or whatever it was – he was real... They were excited about this. "Wow, I can't believe you guys did this." But, we put that in and I felt a good opportunity to put cyclists on the road safely and let people – highway drivers – see that bicycles can be compatible with vehicles.

Avigail Oren: Right.

Jack Paulik: And, what, surprising, we did not do the study, but once we put the cycle track in, it was very apparent that the speed of the road dropped way down. I wish we knew, had checked that prior to and after it was done. I think those cars drive 10 miles slower there and what they used to fly down there – like a highway. And, they slowed down immediately.

Avigail Oren: Right, because they know they're behind the- what are those called? Little... They're just sticky things out of the...

[Chuckle]

Jack Paulik: Right, right, right.

Avigail Oren: Right. That is enough to signal to the drivers that this is...

[Crosstalk]

Jack Paulik: Right, right. And, the road was shorter, too.

Avigail Oren: Right. You mean it was narrower?

Jack Paulik: The width of the road, yeah. And, we put new striping on it. It used to be 15 feet wider. And, now it's 15 feet – so it slowed them down a lot.

Avigail Oren: Okay. So, that was one of the less challenging pieces?

Jack Paulik: It, surprisingly, worked out great. It was a problem. It was a challenge but we worked it out. No one in 2006, we'd have never thought this is what we're going to do there. But, it was what we ended up with. And, again, if it could have been on the river, we would have liked it to have been on the river but bureaucracy never created that space. We're not going to do that. If it could have just followed the river all the way to...

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Avigail Oren: The Waterfront [? 1:54:49.3]?

[Crosstalk]

Jack Paulik: Actually, it would have gone all the way – it could have followed the river all the way to the Friends of the Riverfront Trail – could have followed the river the whole way down. But, that never happened – it didn't happen.

Avigail Oren: Right. It could happen in the future. We'll see. So, the Waterfront section was mostly done at that point. You didn't have to do... That was done.

[Crosstalk]

Jack Paulik: Yes. The mile was [inaudible 1:55:08.9] we really passed that and then we popped that out...

[Crosstalk]

Avigail Oren: So then, this brings us up to Sandcastle and Keystone Metals.

[Crosstalk]

Jack Paulik: We could pop that section and then we'd pop back out on Waterfront Drive in front of the hotels.

Avigail Oren: Right.

Jack Paulik: Okay. And, what existed there was a sidewalk. It was four, six-foot wide – a narrow sidewalk. And, we approached the Waterfront Authority about putting a cycle track there also, which it could have worked.

Avigail Oren: Yeah.

Jack Paulik: But, they were adamantly, "We do not want to do that there." So, we looked at the easements in front of the hotels and when the trail was initially thought of, there was an easement for the trails, it was 10 or 12 feet of dedicated open space. So, we approached the municipalities and told them that we would like to widen that to a 10-foot width for the bike trail. And, they agreed to that. So, we took out the walkway, put in a new walkway, a 10-foot width with all the correct stop signs and markers to take the walkway all the way down to Costco. And

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then, Costco, when it was being developed, which was probably – I may be wrong on this – back in, probably, 2007, or '08, or '06. The municipality, West Homestead, I think it would be – they negotiated a deal with them to put in a walkway 10-foot wide. So, they did that when they were building Costco.

Avigail Oren: Okay.

Jack Paulik: But, we wanted, right-of-way along the river, but that never happened. But, we did get the walkway with ten-foot, which took it to Sandcastle and then it's kind of stopped there. And, I may just pass over to Sandcastle and go to Keystone Metals because I know a lot about Sandcastle and it was frustrating, and we ended up with a really good trail there, but it was extremely frustrating dealing with those owners in bad faith to get through Sandcastle.

Avigail Oren: So, we got some of that story from Hannah and Darla.

Jack Paulik: You're going to get a lot of information from them and I'll just go into what my part was there. When I initially did the survey work for Sandcastle, we found out that their road was actually on Norfolk Southern property.

Avigail Oren: Ah.

Jack Paulik: And, they said, "Oh, we knew that, but we never told anybody." And, that was just part of what we were dealing with. So, the county, through a lot of pressure, dealt with Norfolk Southern Railroad and Sandcastle management to create an easement for the trail and then we worked with Kimball Engineering to come up with the best design possible for what we had to work with. I think it turned out pretty good for what we had as an easement. They originally were going to give us six feet, and then eight feet, and then eventually, 10 feet, when we wouldn't settle for anything less than that. But, they were surprisingly willing to settle for that. And then, there was a mix of funding to do that. And, there was county money in that, state money grants – it was a real mix of funding to get that section done.

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- Avigail Oren:** And, that was the last section, correct, in terms of the timeline?
- Jack Paulik:** No.
- Avigail Oren:** No?
- Jack Paulik:** Well, it was simultaneous with Keystone Metals.
- Avigail Oren:** Okay.
- Jack Paulik:** They were both being done at the same time with the same critical timeline for completion. The Keystone Metals started, probably, a little earlier. They worked through the winter because you could do that work in the winter. That would have been the winter of 2009 then, into 2010. No, it was 2013. Because when was it...? Wasn't 2013 the big event?
- Avigail Oren:** Was the...
- Jack Paulik:** Then it would have been 2013.
- Avigail Oren:** Okay.
- Jack Paulik:** And, that's when McKeesport did theirs, too. They actually, they didn't do it until 2013.
- Avigail Oren:** Did that link or track better?
- Jack Paulik:** Right. So, that was – get it done or it's not going to be seen. So, in 2013, we had Sandcastle, McKeesport, and Keystone. I was in there again. I had three projects all going with the timelines with 50 to 100 [inaudible 1:59:48.1] items on each one.
- Avigail Oren:** Oh, my God, that's crazy.
- [Laughter]
- So, yeah, tell me a little bit about Keystone Metals. If I recall correctly, there were environmental mitigation issues there.
- Jack Paulik:** Well, Keystone Metals was – I'm going to say, if it wasn't for us doing it – non-government – it wouldn't even be done today. Because we talked to Keystone Metals – probably the day I got there...

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- Avigail Oren:** 2006.
- Jack Paulik:** ...well, with the county and Friends of the Riverfront. And, Friends of the Riverfront initially was going to build that with the county.
- Avigail Oren:** Going to build what?
- Jack Paulik:** They were going to build Keystone Metals.
- Avigail Oren:** Okay, the trail section?
- Jack Paulik:** The trail section. I was going there, trying to help it, and then eventually that got turned over to, "Well, we will just do it in completing the Great Allegheny Passage. I'll do it through the Regional Trail Corporation nonprofit and ATA to complete this." And, it was supposed to be turned over to the Friends of the Riverfront. They agreed to that. But, that has never happened to this date. We'll say, "We're going to build it for you since we're not able to achieve that objective," so we built it for them. But, they still have yet to...
- Avigail Oren:** Take ownership.
- Jack Paulik:** ...take up ownership and that's documented in the... That's one thing that kind of disappointed me and to this point they never completed their end of the deal. But, to build that – that was a lot going on there. Remember, I was telling you about the federal money?
- Avigail Oren:** Mm-hmm.
- Jack Paulik:** Well, I still had about \$1 million of federal money and I, "Well, I'm going to use it here."
- Avigail Oren:** Okay.
- Jack Paulik:** But, it was pretty difficult to use because we were going through a metal recycling facility and obviously, there's metal components within that facility. Well, PennDOT – because we're dealing with PennDOT now – we partnered with them pretty closely and their environmental department because they liked trails. So, they agreed to do the Phase 1 study on that for us so that we could get a clearance to use their money. So, that would probably never happen anywhere else

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to get PennDOT to do the environmental and come up with an acceptable result to build the bike trail. And, they're doing and they did. It probably saved us \$50,000 to \$100,000 by doing that study.

Avigail Oren: Wow.

Jack Paulik: I'm going to try to jump to – so I don't miss anything – we're now at Keystone Metals and we're concentrating on closing the gap...

Avigail Oren: Right.

Jack Paulik: ...the last section. So, the county had several engineers look at the project area. And, it didn't look like – it wasn't an easy site. It was a steep slope with a lot of vegetation, some drainage issues, and the railroad was very close – Norfolk Southern was right at the bottom- or CSX is now the mainline track we have to deal with. And, people were using it illegally at the time, all the time to make the connection to get up to ride the trail that's already been done.

Avigail Oren: Right.

Jack Paulik: So, the county engineer, the city engineers – and I was out there with one them – they looked at it. And, these are engineers they have these retainers to do- so they, both the county and the city engineer. One of them was Baker, and I'm not sure which one the other one was, but both of them had estimated that the project between \$8 and \$11 million.

Avigail Oren: Wow. To do- it's what, 22 miles or something?

Jack Paulik: Yeah, 1,200 feet. And, I looked at that. And, from \$8 to \$11 million.

Avigail Oren: Wow.

Jack Paulik: So, I looked at their studies and I told both of them, "Well, we're not using your engineers. We're not using them." So, I had gotten, again, Tom Carey – he was a very good liaison in terms of providing us – me – with good information on this because he was a friend of the trail. He wanted to see this done. They were doing things at-cost – all these projects. And,

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I said to him, "What does it cost to build a wall, the walls you see along the highways?" He said \$1,000 a foot.

Avigail Oren: That's it?

Jack Paulik: I said, "Well, that's \$1.2 million and why am I going to pay \$8 to \$11 million to build a wall?" I said, "Okay, so my budget is \$1.5." I said, "Well, I have enough money to do this the way I want to do it." So, we hired GAI – you'll see it in the notes – who we hired to do our engineering. And, I gave them the budget. I told them what I wanted. The prerequisite to that was befriending Keystone – Vinnie Thompson, the owner. I went up to him and I became a good working relationship friend with him. I said, "Here's what we want to do. We want to build this trail through your property. And, you do have an agreement with the city and the county to provide it." He said, "Well, yeah, you can have 15 feet along the track." I said, "Well, that's not at the bottom of the hill. It really is my- I want to build... I want to build the trail on top of the hill instead of at the bottom because there's so many drainage issues, but that requires you giving me more than my 15-foot easement." And, he said, "Well, I'm willing to listen to you, but I want to see what you have in mind." He said, "You go ahead and clear this off."

So, I hired Caruso to- because we had worked with him on other projects – I said, "I'm going to have him clear this off and the owner is going to look at this and evaluate what I want to do for a project." So, we ended up – I went back to the ATA RTC and said, "Look, I need to spend money on a long-shot here. But, the long-shot is, it could save us a lot of money." So, we entered into a contract with them to clear this site very nicely and make it look like a workable site. Now, they have two plusses to that – they cleared it off and then it...

Avigail Oren: Did they run a backhoe?

Jack Paulik: They ran a bulldozer and a grader. There were trees – we hired someone to come in and remove all the trees, all the stumps, re-grade the slope, move all of their products that they had out there off-site.

Avigail Oren: Okay.

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Jack Paulik: And then, I got the owner to come out and look at it. And, we took a couple of weeks to do this. I said, "Let's go out and take a look at this." And, I staked out where I wanted the trail. And, since I told him, "Oh, it's only going to take 20-some feet," the line ended up being crooked, but it still worked up there.

Avigail Oren: Mm-hmm.

Jack Paulik: So, I took him up there and I'm like, "This is one of those kinds of pressure days because I have a lot invested here and here's what I want to do." So, I had him look at the alignment. I had it laid out where I was going to put the trail. And, he looks at it and he looks at the lines because it wasn't straight, but it was to the 20-something feet, and he said, "Why don't you just make a straight line?" I said, "Okay, we'll make a straight line."

[Laughter/Crosstalk]

Avigail Oren: Right. I'll pull it up to make a straight line.

Jack Paulik: "Yeah, and I'll give you an extra five feet. Make it a straight line." So, he gave us – he said, "Okay, I'll do this."

Jack Paulik: So, based on that, we had the survey work done and obtained the property through the Regional Trail Corporation. He sold to us. And, that is a story in itself because it's a PennDOT project. PennDOT has this process now that anyone selling property for a project has to go through an evaluation process and have their property appraised. Even though they were giving us the property, PennDOT made us do this long process that costs us a lot of money, and they were very slow at it. But, we eventually got through it. And, again, our attorney was huge, and he basically walked their attorney through it to get it done in a timely fashion, getting the property for the project. And, GAI, my designer, they were going to build me a wall that- the wall, where it is now, they were going to put wooden slats in between. It was held by a construction wall. And, I was real adamant and said, "I wanted a steady wall. I want something that looks okay. The back of the wall had to be designed for impact if they hit it with a piece of equipment, it wouldn't break because there was major fencing and meshing behind there that if a big piece of equipment hits it, the wall is not going to go over because it's protected."

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- Avigail Oren:** It's a shock absorber.
- Jack Paulik:** It's like a shock absorber. So, that's the kind you can't see and it's on the back of the wall or the front of the wall. Eventually, I got what I wanted and stayed within the price line we wanted to stay with. But, I know that would not have happened because it was, under the original concept, the wall was going to be – both those engineers were going to put the wall down at the railroad level. It would make it 30 feet taller.
- Avigail Oren:** Right.
- Jack Paulik:** So, by going in at the top, we could do it – I think it's 12 foot tall. It's only a 12-foot wall, it's over a 30-foot wall.
- Avigail Oren:** Right. It's much...
- Jack Paulik:** Which saved us \$8 million.
- Avigail Oren:** Right. So, just to clarify – this wall was needed to protect the trail from the commercial activity?
- Jack Paulik:** Commercial activity on the metal recycling plant side. Right, it's to protect them And, it's also a steady wall so people can't look in there and maybe want to steal something or do something.
- Avigail Oren:** Okay. But, it is not a retaining wall in the sense of holding up a slope or something?
- [Crosstalk]
- Jack Paulik:** No, no. It's the same type of wall you see along the highways, but this one is reinforced on the inside for an impact.
- Avigail Oren:** Right, okay. And, that was the request of the property owner?
- Jack Paulik:** The property owner had a lot of requests and we met all of them. And, his reaction was – he liked dealing with me and us. And, he personally said that this would have never happened if I had continued to negotiate with the people I was negotiating with. He said, "I like the fact that all of you do what you say you're going to do and deliver whatever you say you're going to deliver."

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Avigail Oren: You mean, that you didn't like people at the county, or he didn't – or was it Friends of the Riverfront that...? Who was...?

Jack Paulik: He didn't either because they never came up with a solution. They didn't...

Avigail Oren: Delivered. Yeah. Got it. Okay.

Jack Paulik: Right.

Avigail Oren: Okay. And so, once Sandcastle gets done, once Keystone Metal gets done, you're officially connected with the Friends of the Riverfront.

Jack Paulik: Yes.

Avigail Oren: And, you're done?

Jack Paulik: Okay. That's a good question. I'm done. And, this is outside the scope – in the city, there were two components that were on the docket to be completed the same... We're doing nine miles and we don't own anything. Well, in the city, it's River Light, I think, was trying to make the ramp connection.

Avigail Oren: The Mon Wharf?

Jack Paulik: Took you down to the wharf. They want to make the ramp down to the Mon Wharf and they were going to take the trail to the Point. Well, I only went to one meeting with them and I'm not sure who their landscape architect was, but I went to one meeting down at the Point and their alignment was to take the trail out in the river. And, to do that, it's going to cost you a lot of money because I know what you have to do to get permits to do that. The DCNR people were there. I made some changing comments to the DCNR. I said, "Look, you can do it. You don't have to go out on the river. You can change the slope." And, that's why I think they were going to proceed with that but they never completed that section. And then, the Mon Wharf connection – they just finished that this year. So, I guess my disgruntled-ness was the fact that they didn't deliver on that end and we delivered the golden goose, you know.

[Laughter/Crosstalk]

Avigail Oren: Right, right. You guys [inaudible 2:13:38.2].

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Jack Paulik: And, I felt it. And, Tracey Stack, who was a DCNR representative – she had an unfortunate accident and was killed several years ago. She was a very committed employee of DCNR and she'd always said, "Why don't you guys just – you guys should do those and then get them done." She's the one that told me to go meet with them the one time. She really recognized that we... And, I will say this about the organization, us being able to do that – the overhead was very minimal. I mean, in terms of we had very low overhead. RTC is a nonprofit and people- Leslie who works in that office is great, what she does and is able to keep control over these funds. And, the grants that came into do all this – my job was to mix it. I mix the money – taking the TEA money and moving it someplace else – the federal money, the state money. Because of my experience in projects, I was able to mix the right money for the right project knowing what the sticking points were and where they weren't.

Avigail Oren: Right. What – how to do match, what, you know, right.

Jack Paulik: Or, we can't get this through. We have to get an environmental review just because it's required and that's going to take us two years as opposed to, I'm going to use his money and...

[Crosstalk]

Avigail Oren: Right. So, we'll save for this for that. [inaudible 2:15:05.5] environmental review anyway and, right, that sort of thing.

Jack Paulik: And, the Sandcastle one was a huge mix of funds and you'll get that information. It was a huge mix of money to finish Sandcastle.

Avigail Oren: Mm-hmm. So, your job is finished with June 2013.

Jack Paulik: Yeah, so then I was retiring then, you know.

[Laughter]

Avigail Oren: So, that was my question. Did you feel like you needed a long vacation after that?

Jack Paulik: A vacation, yes. Yeah, I was done with trails for a while. After that, I went ahead and I was the project manager for the

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Pinkerton Tunnel and I took that job because it was an interesting project. But, it was a tunnel and the Big Savage Tunnel, which I don't have much information on – but the Big Savage Tunnel – and I'm sure there's a lot of factors that come into play, but it started out at \$5 or \$6 million and it ended up being \$12. And, what I said I was going to bring to the table is that I'm going to keep the project on budget because that's one thing that I will say, that there's always something that can change it, but I really stress staying within my budget. And, on many of these items that we were dealing with on these projects, if I had an overrun item... And, contractors didn't like it, I would say, "Well, then I'm not going to do this." They always the more- the additional funds to do something. And, they're very good at getting that. So, you have to just be...

Avigail Oren:

Stickler, right.

Jack Paulik:

Yeah.

Avigail Oren:

And, you worked with Rhody on that?

Jack Paulik:

I didn't work with him at all.

Avigail Oren:

On the Pinkerton project?

Jack Paulik:

No, no. I worked with...

Avigail Oren:

Brett?

Jack Paulik:

Brett, yeah, Brett. Brett was a Somerset guy. Yeah. Rhody was not involved in that project.

Avigail Oren:

Okay.

Jack Paulik:

Brett and I did that project. It turned out really good. It turned out great.

Avigail Oren:

And so, then, Pinkerton is done and then you were officially done with trail building?

Jack Paulik:

People call me all the time. I had a call- actually, it was down at the Waterfront where Fuddruckers was. Well, they are putting- the connection there was very bad. That building was demolished and they're putting in a new trail connection there

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with a new building and they wanted me to take a look at that. So, I looked at the plan and reviewed that. I enjoy that. If I could help, I really enjoy helping out if I have the resource data, I'm willing to share it with anyone. I enjoy it because I like to do that, so I'm always... As long as the amount of time isn't more than I want to spend on it.

Avigail Oren:

Right.

Jack Paulik:

The only other project I am working on and I do like this – working with the C&O Canal – helping them...

Avigail Oren:

The consulting for...

Jack Paulik:

...consulting for them to operate the canal safety and to change the surface to what we have on the Great Allegheny Passage. And, I think we're doing really well on that. And, we're looking at a, in July, site showing for another 20 miles of trail to be restored. So, we'll be looking at- that'll put it at about 50 miles.

Avigail Oren:

Wow. Well, you've been talking for two and a half hours, but I wanted to conclude...

Jack Paulik:

I told you...

Avigail Oren:

I know. You were so right.

Jack Paulik:

I said, "I'm telling you..." If I was going in more detail, I could go on here all day. But, I think I've cut it to where... Because I didn't even look at my notes. I just went from doing my notes. I just went off of that.

Avigail Oren:

Right. Well, let's give Linda the challenge of reading through what will likely be a 50-page transcript and where she has more questions.

Jack Paulik:

I told you to do that. I said, "I'm going to tell you, I'm going to give you things that people don't know."

Avigail Oren:

Yeah, which is...

Jack Paulik:

That's why I said this would be an interesting story.

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Avigail Oren: Well, so, before we conclude, are there any final essential bits you want to mention, or...?

Jack Paulik: Not right now, but I think we really covered more than I thought we would get to cover. I thought I wouldn't get this far. And, some of those parts I was just going to leave out, but we actually covered them. And, I think we did a pretty good job and I'm sure I'll go, "Why did I say that?" in some places. And, I think Linda mentioned, she said, "Well, maybe you just want to do it, edit it, and you could actually mention people. But, I didn't do a whole lot of that – like, this person was really good and this person was really bad. There's a lot of really good players like this and what I really liked about this was it was really a concerted effort. If it wasn't for the conference and bringing those people to the table, I wouldn't have been any more successful than those other people

Avigail Oren: Right.

Jack Paulik: They provided the tools. You just had to work hard at implementing them.

Avigail Oren: Right, right. All right, well, I'm going to stop the recording. Thank you.

Jack Paulik: Okay. I told you there was a lot here.

[Chuckle]

[End 2:20:30.5]

jvh-t/cr-p

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