
From: Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>
Sent: Wednesday, November 12, 2025 3:43 PM
To: Ward, Katherine H. (CPLNKHW) <KHward@njtransit.com>
Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Hill, Corey <Corey.Hill@kimley-horn.com>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hagler, Yoav <yoav.hagler@db-eco.us>
Subject: RE: Data Request for the New York Penn Station Service Optimization Study

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Hi Kate-

Thanks for your response. Regarding your feedback on data security, FRA is unable to sign NDAs but the agency has previously utilized FOIA exemptions to protect commercial or potentially sensitive data. Although FRA is unable to sign, our consultants are able to, and they are willing to sign a NDA immediately (FWIW they already have one in place with Amtrak). If possible, please send over the draft NDA at your earliest convenience.

In terms of use of the RTC model, due to the expedited schedule, the need to account for feedback from various stakeholders, and the use of Viriato in conjunction with RTC, our consultants will need to develop simulations to deliver this project effectively. FRA and our consultants have the larger NEC RTC model, but understand from our discussions with the railroads, the need to use the most relevant simulation to achieve our outcomes – thus all three railroads have emphasized the use of the Penn Station RTC specific model. FRA wants to include as much relevant information as possible and make data informed decisions - without access to the Penn Station model or other relevant data, FRA may have to make some assumptions to deliver this project.

In terms of meeting, we could participate in a small group meeting to discuss this issue either on Tuesday 11/18 from 12:30-1pm or Wednesday 11/19 13:30-4pm. Myself and the project team will be in New York those days and can either meet with you virtually or in-person. If possible, please provide a draft agenda in advance so we can ensure we have the right project team participation.

We appreciate the help and look forward to further collaboration.

Thanks,
Lyle

Lyle Leitelt

Chief, Project Planning Division
Office of Railroad Planning & Engineering
Federal Railroad Administration
1200 New Jersey Ave SE
Washington, DC 20590

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lyle.leitelt@dot.gov

From: Ward, Katherine H. (CPLNKHW) <KHward@njtransit.com>
Sent: Tuesday, November 11, 2025 12:41 PM
To: Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>
Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Hill, Corey <Corey.Hill@kimley-horn.com>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hagler, Yoav <yoav.hagler@db-eco.us>
Subject: RE: Data Request for the New York Penn Station Service Optimization Study

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Hi Lyle

Thank you for your email. From the NJT side our main concern is data security. If you and your consultant team agreed to sign an NDA and tracked who saw and used the data then we would be able to provide the information requested.

We would also like to discuss with you use of the RTC model that ensures consistency with the way all other projects have used the model - where NJT manages the Penn Station RTC models ourselves, and input whatever infrastructure and operating plan changes you and your team would like to test. Then report out the analytical results.

We would be happy to have a meeting to discuss the NDA and approach for RTC model. Below are some dates and times that work for NJT:

- Mon Nov 17th 11-12, 1-2PM
- Tues Nov 18th 11-11:30, 12:30-1
- Wed Nov 19th 2:30-3, 3:30-4:30

Please let me know if any of those times work for your team and I will send out a calendar invite. I can work to share a draft NDA ahead of the call.

Please feel free to reach out if there are any questions in the interim.

Kate

From: Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>
Sent: Friday, November 7, 2025 10:11 AM
To: Ward, Katherine H. (CPLNKHW) <KHward@njtransit.com>; Hill, Corey <Corey.Hill@kimley-horn.com>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>
Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hagler, Yoav <yoav.hagler@db-eco.us>
Subject: Re: Data Request for the New York Penn Station Service Optimization Study

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Hi Kate-

Apologies for the multiple emails, but I wanted to provide some additional context. Receiving this information is a key first step for the study, but also understanding NJT's perspective on those asks is just as important. With that approach in mind, FRA would be happy to facilitate an informal discussion or meeting about the recent data requests if necessary. We are also looking to schedule several in-person meetings the week of December 1st, including a technical meeting on how we are converting existing data conditions into Viriato with key SMEs from the railroads. We plan to send out invitations for those in-person meetings later next week. Although if NJT would like to meet before then, please let us know. As the study progresses, we intend to facilitate both technical

meetings and general study update discussions with the railroads.

FRA appreciates NJT's participation in this effort. In the meantime, please do not hesitate to reach out to us with any questions.

Thanks,
Lyle Leitelt

From: Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>
Sent: Thursday, November 6, 2025 3:56 PM
To: Ward, Katherine H. (CPLNKHWH) <KHward@njtransit.com>; Hill, Corey <Corey.Hill@kimley-horn.com>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>
Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hagler, Yoav <yoav.hagler@db-eco.us>
Subject: RE: Data Request for the New York Penn Station Service Optimization Study

Hi Kate-

Thanks for the update. We appreciate all the work in getting this data together. One immediate ask – we would like access to the Penn Station specific RTC model developed in coordination with MTA and Amtrak. We've been told to review that RTC model along with the NEC RTC model (which FRA has). The most immediate need would be for NJT to sign off on releasing that model to FRA. Amtrak noted earlier this week that NJT sign off was still pending – once that's complete, we can work with Amtrak on obtaining that model directly.

Thanks for your assistance and please do not hesitate to reach out to us with any questions.

Lyle

Lyle Leitelt

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From: Ward, Katherine H. (CPLNKHW) <KHward@njtransit.com>

Sent: Wednesday, November 5, 2025 3:46 PM

To: Hill, Corey <Corey.Hill@kimley-horn.com>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>

Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hagler, Yoav <yoav.hagler@db-eco.us>

Subject: RE: Data Request for the New York Penn Station Service Optimization Study

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Hi Corey

We are still reviewing and working on this. Hope to have a response for you on this soon.
Thanks for your patience with us.

Kate

From: Hill, Corey <Corey.Hill@kimley-horn.com>

Sent: Wednesday, November 5, 2025 11:13 AM

To: Ward, Katherine H. (CPLNKHW) <KHward@njtransit.com>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Kolluri, Kris (CEDOKXK) <KOLLuri@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>

Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hagler, Yoav <yoav.hagler@db-eco.us>

Subject: Data Request for the New York Penn Station Service Optimization Study

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Good morning Kate,

Hope you are doing well. Just checking in on the status of the data request we discussed during our October 29th Service Optimization Study kick-off meeting. Please let me know if you have any updates when you get a chance.

Sincerely,

Corey Hill, Vice President

Kimley-Horn | 2035 Maywill Street, Suite 200, Richmond, VA 23230

Direct: (804) 672-4707

Cell: (804) 418-0907

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From: Ward, Katherine H. (CPLNKHW) <KHward@njtransit.com>

Sent: Monday, October 20, 2025 12:11 PM

To: Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Kolluri, Kris (CEDOKXX) <Kolluri@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>

Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hill, Corey <Corey.Hill@kimley-horn.com>; Hagler, Yoav <yoav.hagler@db-eco.us>

Subject: RE: Penn Transformation - NJT Coordination

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Hi Lyle,

Thank you for the introductions. We received your data request and are working on compiling what we have to send in one batch.

For the kick-off meeting we would be happy to host here in our office in Newark. If you could send me the list of people from your side who plan to attend in person I can get their names to our security desk. Happy to include a Teams link for the meeting in case some people need to be virtual.

As for scheduling it looks like Wednesday Oct 29th is preferred for our group, anytime between 9-11AM. Let me know what is best for your project team and I can send out an invite.

Kate

From: Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>

Sent: Friday, October 17, 2025 9:52 AM

To: Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>; Ward, Katherine H. (CPLNKHV) <KHward@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>; Kolluri, Kris (CEDOKXX) <Kolluri@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>

Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>; Hill, Corey <corey.hill@kimley-horn.com>; Hagler, Yoav <yoav.hagler@db-eco.us>

Subject: RE: Penn Transformation - NJT Coordination

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Good Morning Jeremy,

Thanks for your response to Rebecca's request for points of contact from NJT for the Service Optimization Study being conducted by FRA as part of the Penn Station Transformation Project.

Kate and Joe - Quick email introduction: my name is Lyle Leitelt and I'm Division Chief of Project Planning at FRA. Ramona Burns and I are leading the FRA SOS effort. FRA's project team, including its consultants that will be supporting the effort (primary contacts are cc'd as well), would like to schedule an in-person, one-hour, kick-off meeting at NJT's Newark Headquarters on 10/28 or 10/29, if possible. During the meeting we plan to discuss the project goals, approach and schedule and gain insights from NJT on parameters and constraints that will help inform the service planning analysis and conceptual engineering work for Phase I of the study.

As Rebecca noted in her introductory email, we are seeking some initial critical data elements. We would like to request the following information in advance to help support the study:

- Equipment Cycle Sheets for all NJT moves that show train length and cycling
- Employee Train Schedules for NJT showing all revenue and non-revenue moves
- Employee Timetables for NJT
- PSNY Base Track Assignment plan for all NJT moves
- Track Chart for NJT rail lines
- NJT ridership by train number

We look forward to working with the NJT team on this important project. In the meantime, please do not hesitate to reach out to Ramona or myself with any questions.

Sincerely,
Lyle Leitelt

Lyle Leitelt
Chief, Project Planning Division
Office of Railroad Planning & Engineering
Federal Railroad Administration
1200 New Jersey Ave SE
Washington, DC 20590

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From: Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>
Sent: Thursday, October 9, 2025 9:17 AM
To: Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>
Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>; Kolluri, Kris (CEDOKXX) <KOLLuri@njtransit.com>; Ward, Katherine H. (CPLNKHW) <KHward@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>
Subject: Re: Penn Transformation - NJT Coordination

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Good morning Rebecca,

Thank you very much for your email. NJT appreciates having a direct line of communication with FRA. For the SOS specifically, Kate Ward will be NJT's point of contact. Kate leads our "trans Hudson" planning group and has been heavily involved in a range of efforts to expand NJT's rail capacity into New York City. She has been working closely with NJT rail service planning on these matters.

For the overall Penn Transformation project, Joe Quinty is NJT's point of contact. In addition to his NECC duties Joe has been NJT's planning lead on physical planning at Penn Station New York for a number of years. We understand that "PennT" is led by Amtrak but I wanted you to be aware of the roles of both Kate and Joe.

Thank you,
Jeremy

From: Reyes-Alicea, Rebecca (FRA) <Rebecca.Reyesalicea@dot.gov>
Sent: Tuesday, October 7, 2025 10:38 AM
To: Kolluri, Kris (CEDOKXK) <Kolluri@njtransit.com>; Colangelo-Bryan, Jeremy C. (CPLNJCB) <JColangelo-bryan@njtransit.com>
Cc: Hatcher, Melissa (FRA) <melissa.hatcher@dot.gov>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>
Subject: Penn Transformation - NJT Coordination

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Good Morning – I hope this reaches you both well.

As part of the Penn Station Transformation Project, FRA is conducting a Service Optimization Study (SOS), which is a critical planning effort necessary to initiate early activities for the redevelopment of Penn Station to renovate and modernize the station, increase concourse capacity and access, enable safer and more efficient station operations, and expand passenger services to deliver a world class passenger rail experience. The FRA-led SOS will identify an optimal approach to advance passenger rail service at Penn Station, to deliver maximum service improvements while reducing impacts and minimizing costs. FRA will collaborate with you and the other railroad partners throughout the various stages of the SOS and will incorporate your feedback as appropriate.

FRA's initial analysis (Phase 1) will require data collection on any existing conditions that would impact any improvements recommended for the track and platform level. Your agency's participation in our data collection efforts and completion of the study are critical to the overall success and the future of New York Penn Station. Who from your team should we coordinate with to obtain information?

We look forward to working with your agency as we complete the study, which will be conducted in two phases:

- Phase 1 – This phase will analyze Penn Station's track and platform capacity and will

propose track and platform level infrastructure improvements to increase and preserve train capacity at Penn Station for future increases in service. The timeline for Phase 1 will be 6 months. Phase 1 will be conducted in close coordination with the P3/Master Developer procurement for Penn Station, ensuring that the results from Phase 1 are incorporated into the design of the above-ground facilities.

- Phase 2 – Following the completion of Phase 1, this phase will identify infrastructure and operational improvements throughout the New York Metropolitan Region that will achieve the future service growth that will be anticipated in Phase 1. The timeline for Phase 2 will be 2 years after completion of Phase I.

FRA intends to engage the railroad partners throughout the process to ensure that SOS outputs are shared and applied to parallel work led by Amtrak occurring within Penn Station. We appreciate your support and cooperation in this effort.

Let me know if you would like to meet to discuss further or if you have any immediate questions. Those cc'd on this email are the primary FRA POCs on the project team. Please let us know who the primary points of contact on the NJT team are as this work will be gets underway.

Best,
Rebecca

Rebecca Reyes-Alicea
Director, Office of Amtrak & Northeast Corridor Program Delivery
(202) 281-0194



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