

From: [Samuel Turvey](#)
To: Kolluri@njtransit.com
Cc: jtrabachino@njtransit.com; [Cezar Nicolescu](#); [Byford, Andy](#)
Subject: ReThinkNYC/Penn Station/Through-Running/What's In It For New Jersey?
Date: Thursday, February 19, 2026 2:14:32 PM
Attachments: [ReThinkNYC Presentation.pdf](#)

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Dear Kris;

Congratulations on continuing your role leading New Jersey Transit. While we have never met formally, I was happy to hear that and wish you the best of luck including getting through the recent Gateway and portal bridge issues. I am a firm believer that it is "always darkest before the dawn". As to ReThinkNYC, I would like to think you know something of our efforts but make no such presumptions.

I am writing to request a meeting with you and appropriate members of your staff to directly and better explain our proposed through-running conversion for Penn Station and its benefits to the overall region in general and New Jersey in specific. While I know the FRA sponsored service optimization study is proceeding apace, we think there would be benefit to your learning of our proposals directly while this is happening. We anticipate that the study will at a minimum confirm we are a valid path forward but there will be a cost benefit analysis that needs to come into play and a later demand evaluation. We would very much like to give you our take on this in that somehow through-running opponents have been successful for nearly a decade in casting shade on this modern commuting and economic juggernaut that is already in place in virtually all of our competitor international cities abroad and increasingly domestically as well. This "shade" has mostly been accomplished by highlighting costs or obstacles of through-running and never juxtaposing that against benefits.

Please know that while our name is ReThinkNYC our proposals benefit New Jersey at least as much as New York--and some would argue even more so. We do not come to NJ Transit as "carpetbaggers" as our ranks include many present New Jersey residents and/or ex-patriots. I, for example, presently live in Monmouth County, graduated from Verona High School and have lived most

of my adult life in New Jersey (having been born on Staten Island and attended college and law school in New York). I lived in Madison for 25 years and commuted via Hoboken to New York City until the mid-town direct went operational.

At its simplest, our through-running proposals would extend access to the entirety of the region's labor force to various centers of business activity in New Jersey that have previously only been enjoyed by Manhattan. Hackensack, Paterson, Passaic, Montclair, Morristown, New Brunswick, Trenton, Princeton, Red Bank and many other locations including hospitals, sports arenas and Newark Airport would benefit greatly and indeed we think transformationally. Better commutes and a better economy are sure to follow a through-running conversion. Some of this is explained to great effect in the article I link below authored by ReThinkNYC's Cezar Nicolescu and Jim Venturi:

<https://citylimits.org/opinion-penn-station-is-the-key-to-solving-new-yorks-housing-affordability-crises/>

Apropos of everything, Nicolescu is a graduate of Ramsey High School in New Jersey.

In advance of a meeting we hope you will see fit to schedule, I attach a missive with materials that better explain our proposal including a track plan and financial projections. We share this with engineering firms and others who inquire about us. While this is a lot of information if you are so inclined, I would start with the four short vimeo/videos on Page 6 (2 to 3 minutes each). Lane Rick also gives a 17 minute master class at an earlier Cooper Union event we did on page 7. There is a link to our proposed construction schedule on Page 9 which shows how we can implement through-running with MSG in place in phases without ever taking the station out of service. This has been passed on favorably as buildable by WSP and commented on favorably by many other large engineering firms. WSP does question our ability to give one seat reverse peak rides to the far reaches of the region (e.g. Port Jervis). We do not think this should in any way disqualify our proposals. We are confident that our plan can be done more cost effectively than building a deep cavern station to the south and it is far more transformative as to commuting and economic benefits.

We have made similar presentations to Andy Byford of Amtrak (copied) and the FRA. I hope we can meet with you in the near future.

For additional information, our websites are ReThinkNYC.Org and ReThinkPennStationNYC.Org

We look forward to hearing from you.

Best,
Sam Turvey
Chairperson, ReThinkNYC

P.S. I was glad to recently hear rumblings that more serious thought is being given to through-run NJ Transit trains through Trenton and on into Philadelphia and vice versa. This would be very exciting if it were to happen and is a reminder that successful through-running implementations are often followed by later iterations and a greater public appetite for transportation investment. London's Thameslink, an analogous adaptive reuse to what we are proposing at Penn Station, was a precursor to the Elizabeth Line and CrossRail 2 in London. The original through-running implementation in Philadelphia may even begat such an interstate iteration through Trenton. On these matters we agree with American poet laureate Robert Frost, "the best way out is always through".

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

202-493-6081
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

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

Washington, DC 20590

202-493-6081

lyle.leitelt@dot.gov

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

You don't often get email from khward@njtransit.com. [Learn why this is important](#)

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

202-493-6081
lyle.leitelt@dot.gov

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



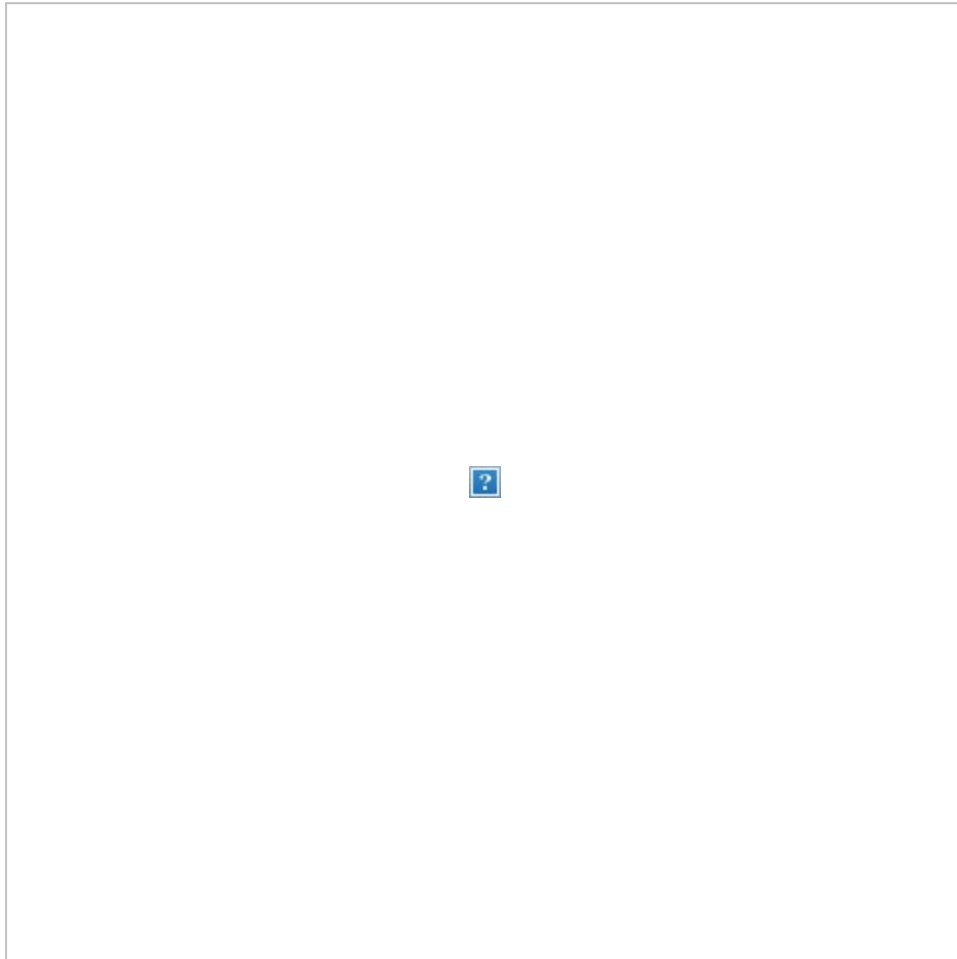
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From: [ReThinkPennStationNYC](#)
To: [Kris Kollur](#)
Subject: News Alert: City Club's Liam Blank's Daily News Opinion Piece is Sunnyside Up on Through-Running, including ReThinkNYC's Plan
Date: Monday, March 23, 2026 6:50:59 PM

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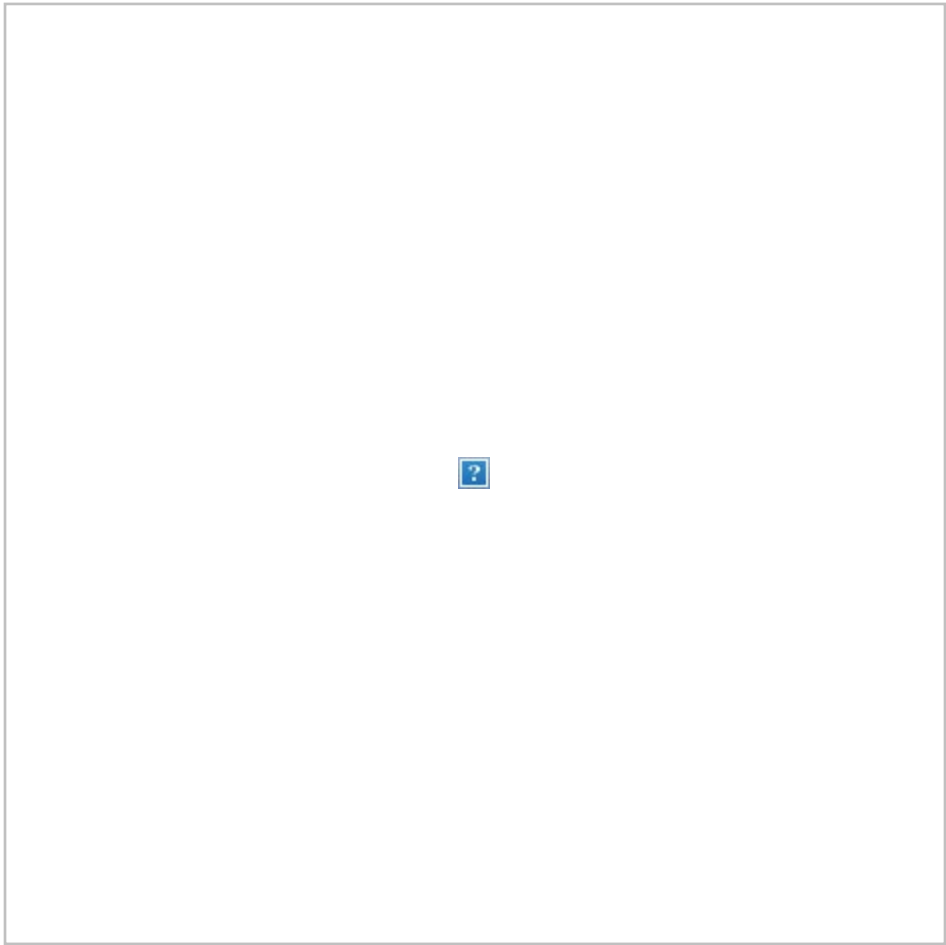
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News Alert: City Club's Liam Blank's *Daily News* Opinion Piece is Sunnyside Up on Through-Running, including ReThinkNYC's Plan

Set forth below is a piece Liam Blank of City Club had published in the *Daily News* last week. We are directionally supportive of much of what Mr. Blank writes. And where we may differ, we feel his points

are worthy of entry into the Penn Station debate. We would advise that the Sunnyside/Long Island City communities be meaningfully engaged on any proposals at Sunnyside Yards and environs. While it is true that Sunnyside Yards has regional and even national transit implications and its sheer size may present urgently-needed affordable housing opportunities, we believe the best path forward will be to find the highest common denominator of competing concerns in partnership with the impacted communities.



Fix Penn Station and Build Sunnyside

By Liam Blank
March 20, 2026

Reprint below and link to the article [here](#).



New York City Mayor Mamdani posted this photo of himself with President Donald Trump to social media on Thursday, Feb. 26, 2026. In the image, Trump is holding in his left hand a famous 1975 front page of the *New York Daily News* with the headline, “Ford to city: Drop dead.” In Trump’s right hand, he’s holding a mock *Daily News* front page with the headline, “Trump to city: Let’s build.”

[Mayor Mamdani asked President Trump for \\$21 billion](#) to deck over Queens’ Sunnyside Yards. Sen. Chuck Schumer rejected Trump’s offer to unfreeze \$16 billion in Gateway tunnel funds in exchange for putting his name on Penn Station. These fights miss a better solution: through-running.

[Amtrak wants to spend \\$16.7 billion on Penn South](#), bulldozing Block 780 — a Manhattan neighborhood of homes, businesses, and a church. Nearly 200 peak-hour trains pull into Penn, sit idle, and reverse out. These trains cross paths, causing delays. Through-running sends trains through. That speeds service, removes crossing conflicts, and boosts capacity without expanding the station’s footprint.

Amtrak and NJTransit claim the station’s layout makes through-running impossible, but MTA Chair Janno Lieber admitted the MTA supports it and said the demolition push comes from Amtrak and NJT. [If Gov. Hochul promised not to destroy a neighborhood for Penn South](#), why is Block 780’s demolition merely “on hold” instead of canceled?

Eight of Penn’s 11 platforms are 19 feet wide, trapping riders in long dwell times. But the answer is not razing a city block; it is widening the platforms. [ReThinkNYC offers the blueprint](#): deck over alternating tracks to create 30-foot-wide platforms, leaving 12 through-tracks. Modern systems like London’s Elizabeth Line clear wide platforms in 90 seconds. Yet Amtrak assumed a five-minute clearance, capping the 12-track layout at 32 trains per hour.

Worse, the railroads faked the math. Their October 2024 feasibility study said simulations showed the wide-platform concept failed. But when my organization filed a Freedom of Information Act request, Amtrak admitted “no simulations or modeling data” exist.

Even using that five-minute assumption, the railroads admit the 12-track through-running plan can handle 32 trains per hour. A buried 2015 memo shows their preferred \$16.7 billion demolition plan would operate Block 780 as a stub-end terminal handling just 19 trains per hour. They want to destroy a neighborhood for a project that moves fewer trains than the alternative they dismissed without evidence.

We should emulate German cities that forced agencies to cooperate under a unified regional network manager. Every transit dollar should carry one condition: Amtrak, NJT, and the MTA must share tracks and implement through-running.

This is where Mamdani's Sunnyside plan comes in. Empty deadhead NJT trains now clog Sunnyside Yards. Through-running replaces those idle trains with active service or sends them to peripheral yards. Fewer idle trains at Sunnyside means fewer tracks are needed, cutting the cost of the mayor's housing deck.

This plan also depends on a new Sunnyside rail hub, served by Amtrak, NJT, LIRR, and Metro-North, opening the region's labor market outside Manhattan.

Here is the grand bargain: name this new Sunnyside hub after Trump. Offering the president a station in his home borough of Queens is the cleanest trade to unfreeze \$16 billion for Gateway and secure Mamdani's Sunnyside funds.

Hochul must lead. Andy Byford is overseeing Penn Station's transformation and has no interest in Penn South's extra tracks. Let him work. Yet Lieber recently declined Byford's offer to make the MTA a partner, calling the MTA a "tenant" to Amtrak's "landlord." We cannot run the continent's busiest transit hub like a lease dispute.

New Yorkers deserve better than a \$16.7 billion demolition plan built on fake math and bureaucratic cowardice. We have the leverage to cut the ultimate deal: save Block 780, build the Sunnyside hub, give the president his prize, and mandate through-running. The region knows what's wrong. Now let's fix it.

Blank chairs the transportation and infrastructure committee of the [City Club of New York](#).

March 23, 2026

Contact:

Sam Turvey, Chairperson

turveysa@gmail.com

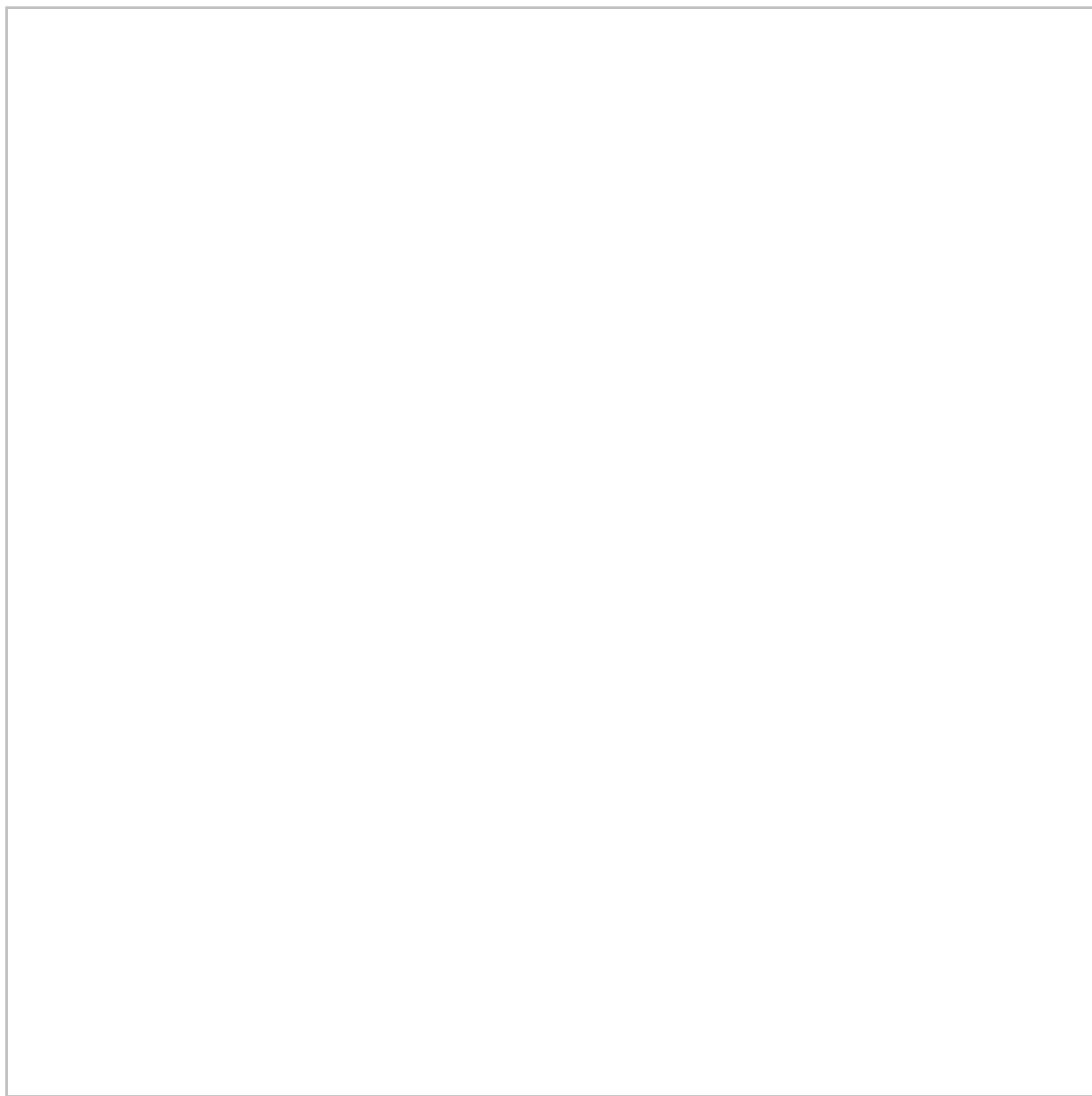
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ReThinkPennStationNYC is proud to be a founding member of the [Empire Station Coalition](#), which is a collection of more than 15 neighborhood and block associations, think tanks and civic organizations advocating for real and equitable solutions at Penn Station. The Empire Station Coalition shares these same values and is doing much to keep this debate open and before the public.



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From: [Donovan, Kerry \(VISSKXD1\)](#)
To: [Davis, Justin P. \(CEDOJPD\)](#); [Dogra, Vikram \(CCAPVXD\)](#)
Subject: Fw: NJT Feedback on Penn Service Optimization Study RTC Files
Date: Monday, March 30, 2026 11:49:50 AM
Attachments: [LTR C-Hill KHorn SOS Data 3-24-26.pdf](#)

Hi Guys,

[REDACTED]

Kerry

From: Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>
Sent: Friday, March 27, 2026 2:42 PM
To: Kolluri, Kris (CEDOKXK) <KOLLuri@njtransit.com>
Subject: Fw: NJT Feedback on Penn Service Optimization Study RTC Files

Hi Kris,

[REDACTED]

[REDACTED]

[REDACTED]

Kerry

From: Hill, Corey <Corey.Hill@kimley-horn.com>
Sent: Friday, March 27, 2026 1:21 PM
To: Ward, Katherine H. (CPLNKHW) <KHWARD@njtransit.com>; Johanson, Clayton <clayton.johanson@db-eco.us>; Hagler, Yoav <yoav.hagler@db-eco.us>; Burns, Ramona (FRA)

<ramona.burns@dot.gov>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>

Cc: Dean, John D. (CCAPJDD) <JDean@njtransit.com>; Trabachino, Jack R. (CROPJRT) <JTrabachino@njtransit.com>; Zisook, Aaron H. (CROPAHZ) <AZisook@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>

Subject: RE: NJT Feedback on Penn Service Optimization Study RTC Files

CAUTION: This e-mail originated from outside of NJ TRANSIT. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon Kate,

Thank you for your email and the letter from Kerry Donovan. The team is continuing to work through your concerns about the TPH capacity figures and looks forward to continued collaboration with your team.

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: Tuesday, March 24, 2026 1:00 PM

To: Hill, Corey <Corey.Hill@kimley-horn.com>; Johanson, Clayton <clayton.johanson@db-eco.us>; Hagler, Yoav <yoav.hagler@db-eco.us>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>

Cc: Dean, John D. (CCAPJDD) <JDean@njtransit.com>; Trabachino, Jack R. (CROPJRT) <JTrabachino@njtransit.com>; Zisook, Aaron H. (CROPAHZ) <AZisook@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>; Quinty, Joseph J. (CCAPJJQ) <JQuinty@njtransit.com>

Subject: RE: NJT Feedback on Penn Service Optimization Study RTC Files

Good Afternoon Corey,

Thank you for sending over your team's responses to our feedback. NJ TRANSIT has continued to review the RTC files provided by the SOS team. Based on this review, and the responses below, we have identified significant deficiencies in both the modeling assumptions and the resulting analysis that materially undermine the validity of the RTC results. The attached letter provides further detail regarding these concerns.

We remain available to coordinate with your team, as well as the other Railroads, to review the RTC files and work to ensure that any future analysis meets the required standard of technical accuracy and operational realism.

Regards

KATE WARD

Senior Director, Trans-Hudson & Intermodal Planning

DIRECT: 201-207-9183

KHWARD@NJTRANSIT.COM

preferred pronouns: she/her/hers

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

Sent: Friday, March 20, 2026 8:30 AM

To: Ward, Katherine H. (CPLNKHW) <KHWARD@njtransit.com>; Johanson, Clayton <clayton.johanson@db-eco.us>; Hagler, Yoav <yoav.hagler@db-eco.us>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>

Cc: Dean, John D. (CCAPJDD) <JDean@njtransit.com>; Trabachino, Jack R. (CROPJRT) <JTrabachino@njtransit.com>; Zisook, Aaron H. (CROPAHZ) <AZisook@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>

Subject: RE: NJT Feedback on Penn Service Optimization Study RTC Files

CAUTION: This e-mail originated from outside of NJ TRANSIT. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning Kate,

Thanks for your comments on the initial set of RTC files that were provided by DB.

Please see below responses to the four factors you identified:

Train lengths are significantly shorter than most current trains for all three operators and well below train lengths called for in future plans.

Response: Throughout service planning, the study team has not differentiated between different lines and equipment consists for each operator. Therefore in RTC, DB used simplified equipment consists for each operator, following a “least common denominator” approach with consists that fit in every platform available to the operator. Several of the new turnouts (those in the westward extension component) were assigned zero-second Switch handling time.

Response: DB will update this to be consistent with the rest of the infrastructure and rerun the analysis.

There are significant mismatches between the track drawings and the position of key track infrastructure (turnouts/slips) in the RTC case.

Response: At this stage of the project, we focused on modeling correct connections rather than specific locations of switches. As the modeling effort and conceptual design continues, we will incorporate greater levels of detail. To the extent that signal placements are related to the switch locations in the first infrastructure-related comment, we will incorporate more detailed signal designs as the modeling effort continues.

NJ TRANSIT found numerous instances in which the RTC simulation files violated the stated dwell parameters for parameter set C.

Response: As communicated in previous meetings, parameter set C shows the scheduled dwell times used for planning purposes. Scheduled dwell times implicitly incorporate some amount of recovery time. To capture the effects of this recovery time, DB further defined a set of minimum dwell times representing the absolute fastest a train can complete its station stop. These minimum dwell times (up to a few minutes faster than the scheduled dwell times) were then lengthened with randomized dwell delays.

Regarding the additional comments that were attached to your email, we have provided a response to the comments in the attached. Please let me know if you need any additional information.

Sincerely,

Corey Hill, Vice President

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

Direct: (804) 672-4707

Cell: (804) 418-0907

Connect with us: [Twitter](#) | [LinkedIn](#) | [Facebook](#) | [Instagram](#)

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

Sent: Tuesday, March 17, 2026 1:28 PM

To: Hill, Corey <Corey.Hill@kimley-horn.com>; Johanson, Clayton <clayton.johanson@db-eco.us>; Hagler, Yoav <yoav.hagler@db-eco.us>; Burns, Ramona (FRA) <ramona.burns@dot.gov>; Leitelt, Lyle (FRA) <lyle.leitelt@dot.gov>

Cc: Dean, John D. (CCAPJDD) <JDean@njtransit.com>; Trabachino, Jack R. (CROPJRT) <JTrabachino@njtransit.com>; Zisook, Aaron H. (CROPAHZ) <AZisook@njtransit.com>; Donovan, Kerry (VISSKXD1) <KDonovan1@njtransit.com>

Subject: NJT Feedback on Penn Service Optimization Study RTC Files

Corey,

Late yesterday morning NJ TRANSIT received an initial set of RTC files from DB representing their Concept 1 Proposal. Rail Service Planning reviewed the RTC cases since then and have identified a number of problems. A more comprehensive list is attached to this email.

At this time, DB's claimed conclusions do not seem to be supported by the RTC case files when dispatched. Most concerning are several methodological and operational errors that tilt the model runs toward favorable results. While the attached list has more detail, the four most significant factors were as follows:

- Train lengths are significantly shorter than most current trains for all three operators and well below train lengths called for in future plans. This allows train movements to clear conflict points significantly more quickly. It also allows for conflict avoidance using unrealistic routings that would not be beneficial to longer trains.
- Several of the new turnouts (those in the westward extension component) were assigned zero-second Switch handling time. In real life operations, there is a systemic delay to establish a new clear route. In the RTC model, omitting this input means switches and routes can be established instantly. In Penn Station, due to the volume of movements, this is a significant factor affecting overall capacity.
- There are significant mismatches between the track drawings and the position of key track infrastructure (turnouts/slips) in the RTC case.
- NJ TRANSIT found numerous instances in which the RTC simulation files violated the stated dwell parameters for parameter set C. This including several NJ TRANSIT station turns assigned minimum dwells under 10 minutes, revenue through trains (NJT-MNR) assigned under 9 minutes, and Amtrak trains assigned under 10 minutes.

Despite the above, reviewing the RTC dispatch in detail showed that both the AM and PM peaks operated with often significant delays. DB's reporting of delay per 100 train-miles is very optimistic and they did not break out their metric by time of day. All trains, including off-peak trains, were included in the reported results. This yields overly optimistic results because off-peak trains provide a large number of train-miles for which little or no delay was incurred.

Based on the above observations, and the compounding effect they would have on simulation performance, it is not clear to NJ TRANSIT whether option 1.1 would

successfully dispatch with these factors corrected. DB should address these points or withhold from presenting the initial results in the Phase I Report.

Regards,

KATE WARD

Senior Director, Trans-Hudson & Intermodal Planning

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preferred pronouns: she/her/hers

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Corey Hill
Vice President
Kimley-Horn
2035 Maywill Street, Suite 200,
Richmond, VA 23230

March 24, 2026

Dear Mr. Hill,

NJ TRANSIT has completed its review of the RTC files provided by the SOS Team, along with Kimley-Horn's recent responses. Based on that review, we have identified significant deficiencies in both the modeling assumptions and the resulting analysis that materially undermine the validity of the RTC results.

At this time, NJ TRANSIT does not concur with the SOS Team's inclusion of Train Per Hour (TPH) capacity figures in any public-facing report. The current RTC analysis does not meet the level of technical rigor required to support such conclusions, nor does it accurately reflect real-world operations or planned service conditions.

Key issues include, but are not limited to:

- **Inaccurate train consists:** The use of uniformly shortened train lengths is not representative of current or planned operations across Amtrak, NJ TRANSIT, or LIRR. This approach materially understates platform occupancy, operational constraints, and true system capacity. As a result, any TPH-based conclusions are misleading unless evaluated in terms of actual **seated capacity delivered**, which would significantly reduce the implied capacity gains.
- **Model–infrastructure inconsistencies:** The RTC model does not accurately reflect the underlying track geometry and design drawings, particularly with respect to turnout and slip locations. A simulation that does not align with the referenced design basis cannot be relied upon to validate capacity claims tied to that infrastructure.
- **Unrealistic operating assumptions:** The widespread use of minimum dwell times at a frequency far exceeding established operational practice indicates the system is being evaluated under non-representative and unsustainable conditions. This fundamentally skews capacity results and masks operational failures.
- **Insufficient analytical fidelity:** The current level of analysis is conceptual and lacks the precision required to support the report's stated conclusions. As acknowledged, the modeling effort is not yet tied to a fully defined or validated infrastructure configuration.

Collectively, these issues result in RTC outputs that are not fit for use in supporting conclusions regarding system capacity. Any claims of increased TPH or overall throughput are therefore not credible in their current form.

NJ TRANSIT maintains that, until these fundamental deficiencies are addressed and the RTC model is brought into alignment with actual operating conditions, design intent, and validated infrastructure, the RTC results—including all TPH-based conclusions—should be excluded from any public report.

We remain available to coordinate with MTA and Amtrak, and to participate in a focused tri-agency RTC review, to ensure that any future analysis meets the required standard of technical accuracy and operational realism.

Regards,



Kerry Donovan
Senior Advisor to the CEO – Interim Chief of the Gateway
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