

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

PENN STATION TRANSFORMATION

New York Penn Station Working Advisory Group (SWAG)

Tuesday, September 17, 2024

Safety and Security Moment

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026



Emergency Preparedness

Our physical address is 383 West 31st Street.

Who will call 911, and who is their backup?

Who is CPR/AED qualified?

Know the location of emergency equipment.



Evacuation

Communicate the need to evacuate.

Follow the Facility Emergency Plan (FEP).

Know your evacuation plan/route & muster point.

Assist those who may need help evacuating.

Wait for permission to re-enter the facility.



Safety Reporting

Proactively identify & report unsafe conditions or behaviors.

Use AVSRS through the Safety page on All Aboard or download the Enablon Go mobile app.

Report all safety concerns.



Health and Wellbeing

Take healthy actions:

Physical Activity

Healthy Nutrition

Adequate Sleep

Mental Well-being

Stay up to date with preventive services.

Take time to refresh & recharge.



Security

If You See Something, Say Something®. Call 800-331-0008 / text 27311.

Active Shooter: Run, Hide, Fight.

Always be aware of surroundings.

Display and verify proper ID on Amtrak property.



Cybersecurity

Pay attention to phishing traps in emails.

Don't click on links or attachments from unknown sources.

Report all suspicious email and cyber incidents to the Amtrak Service Desk:

800-772-4357
AmtrakServiceDesk@amtrak.com

Agenda

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

Introductions

Station Working Advisory Group

Purpose & Process

Moving the Region

Regional Rail Needs and Constraints

Penn Station in Context

Epicenter of the Regional Bottleneck

Station of the Future

Priorities & Projects

Next Steps & Questions

Refreshments



Railroad Partners

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026





Accessibility Advocates



Rail & Transit Organizations



Community Boards



Civic Organizations



Design Thought Leaders



Industry Advocates



NY & NJ Elected Officials



Business Organizations

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

SWAG Members

Serve as champions to help build support for investment in Penn Station

Share perspectives on priorities for future Penn Station complex

Investing in a Modern Complex

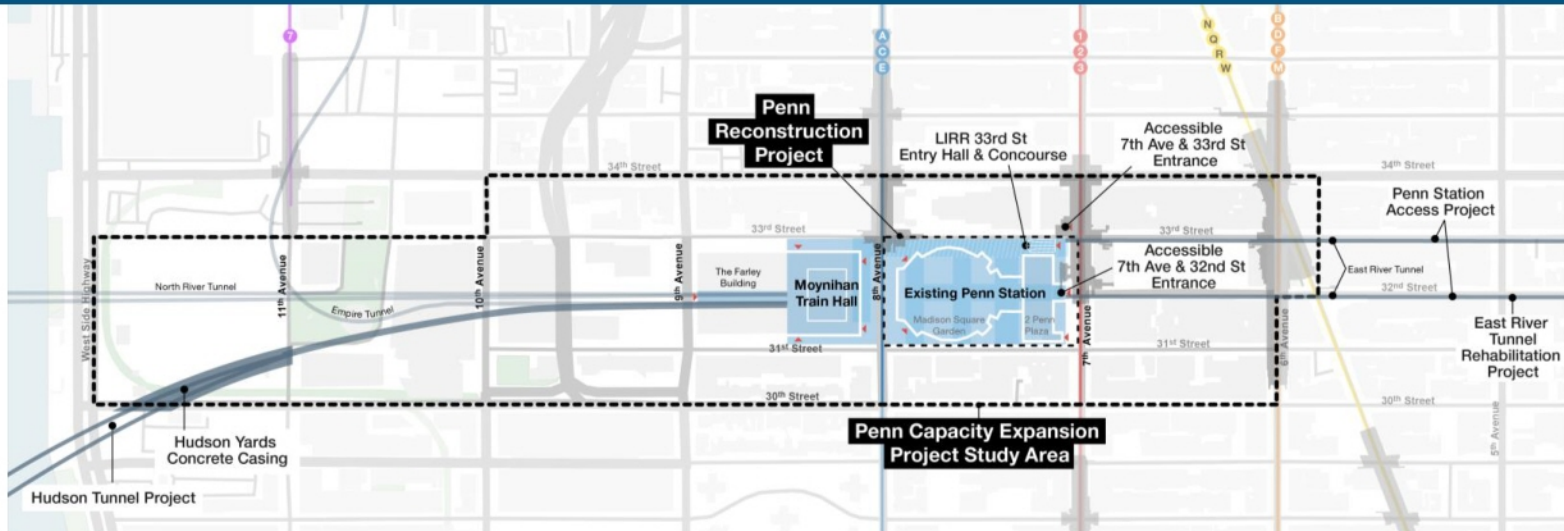
26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

Elevate Penn Station into a **modern, world-class public transportation hub** that provides **safe and reliable rail service** and supports **economic development and connectivity** throughout the region



Penn Reconstruction (PennR)

Improve safety, railroad functions, and overall experience within existing New York Penn Station by increasing passenger circulation space and relieving crowding, improving egress and accessibility, and modernizing outdated and substandard equipment and conditions

Penn Capacity Expansion (PennX)

Increase rail capacity of New York Penn Station to accommodate a doubling or more of peak-hour trans-Hudson passenger train service in support of the Gateway Program and consistent with the long-term vision established by the NEC FUTURE Program, thereby improving rail reliability, connectivity, operational flexibility, and passenger movement, and encouraging economic growth

Discussion Topics

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

- Station priorities
- Project goals, elements, and status updates
- Relevant engineering and design studies
- Project environmental review processes
- Public engagement opportunities



Expectations

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

- In-person engagement
- Two-way dialogue
- Quarterly meetings through environmental review process
- Input into summary report



Co-Chairs

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026



Regional Plan Association



26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

MOVING THE REGION

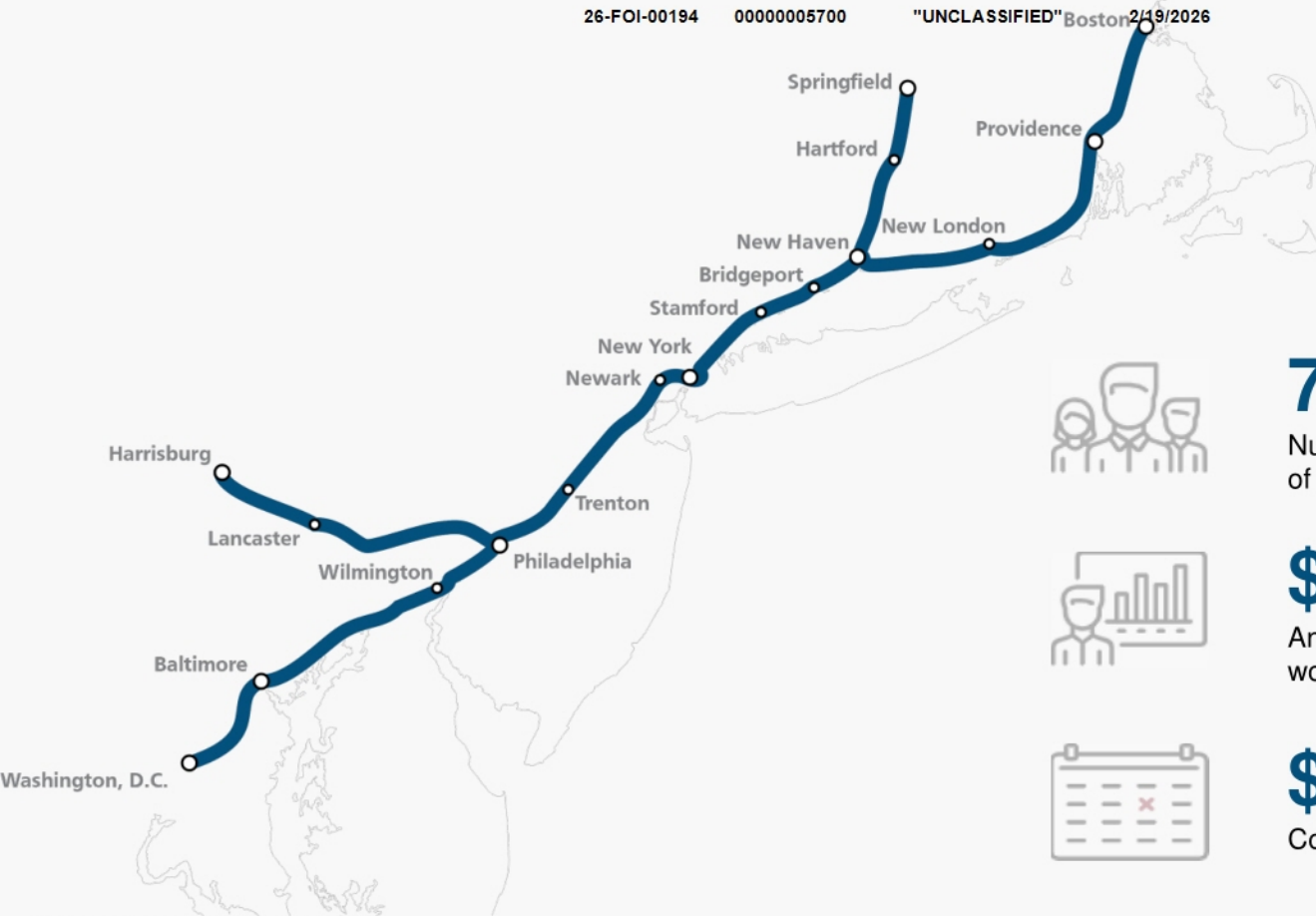
Regional Rail Needs & Constraints

The Northeast Corridor

26-FOI-00194

00000005700

"UNCLASSIFIED" Boston 2/19/2026



7M

Number of Jobs located within 5 miles of a Northeast Corridor (NEC) station



\$50B

Annual contribution to the US economy by workers riding NEC



\$100M

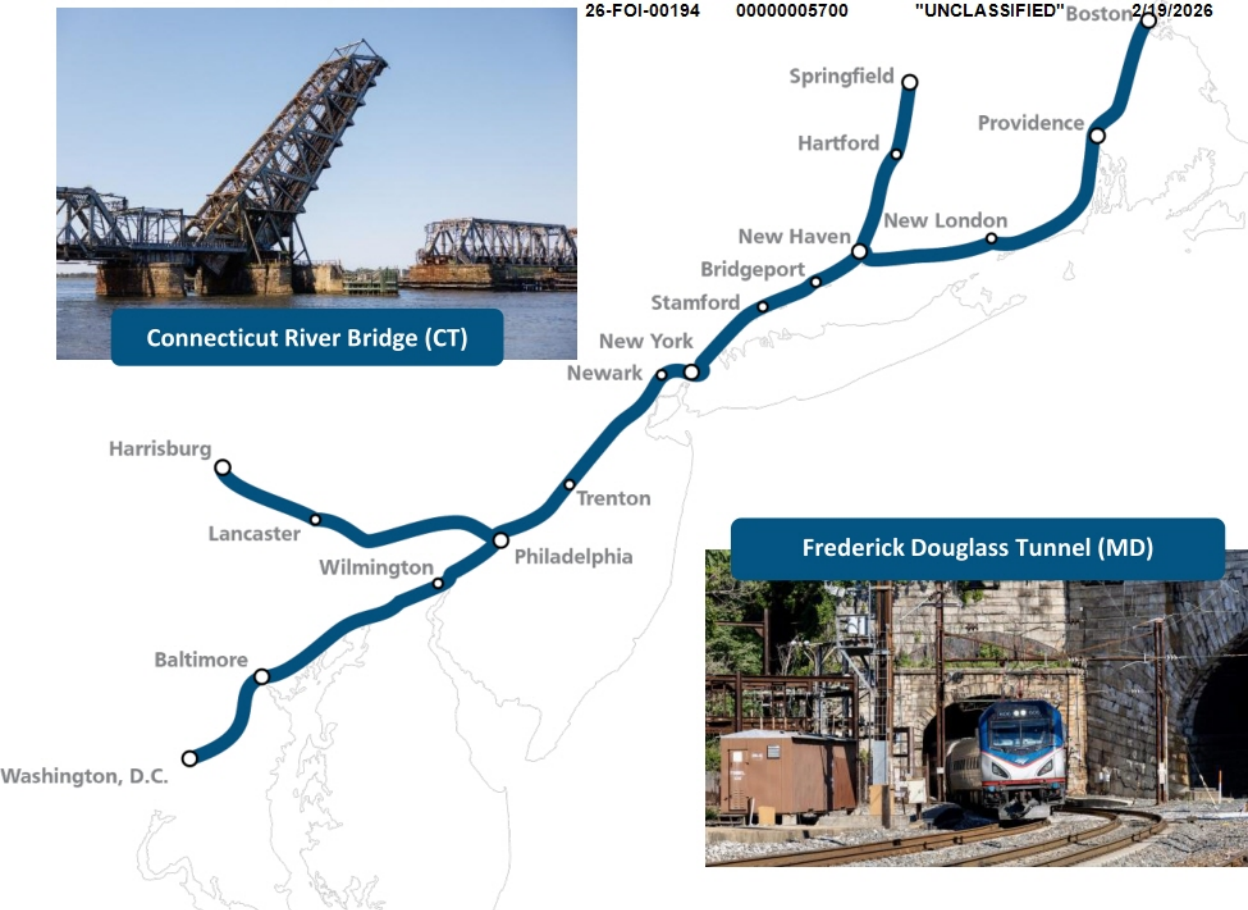
Cost to the US per day if NEC inoperable

Renewing & Expanding NEC Infrastructure for the Future



Connecticut River Bridge (CT)

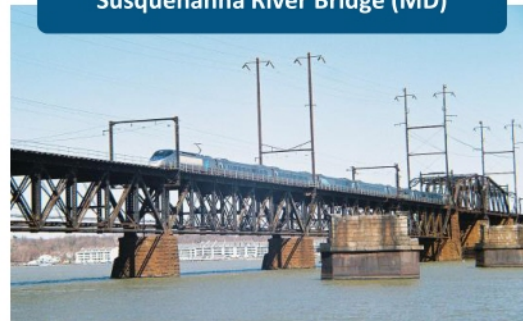
26-FOI-00194 00000005700 "UNCLASSIFIED" Boston 2/19/2026



East River Tunnel (NY)



Frederick Douglass Tunnel (MD)



Susquehanna River Bridge (MD)

Zooming In on New York & New Jersey

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

Post-COVID Recovery Continues

Amtrak at or above pre-COVID ridership

Commuter railroads at 80-100% depending on weekday

More Trains to More Places

Expansion to new markets

Additional frequencies

Goal: *Make Rail a Mode of Choice*

Challenge: Trans-Hudson Constraint

Without additional transit capacity, even with more people working from home, overcrowding on subways, buses, and trains would reach pre-pandemic levels by the time the Hudson Tunnel Project is complete.

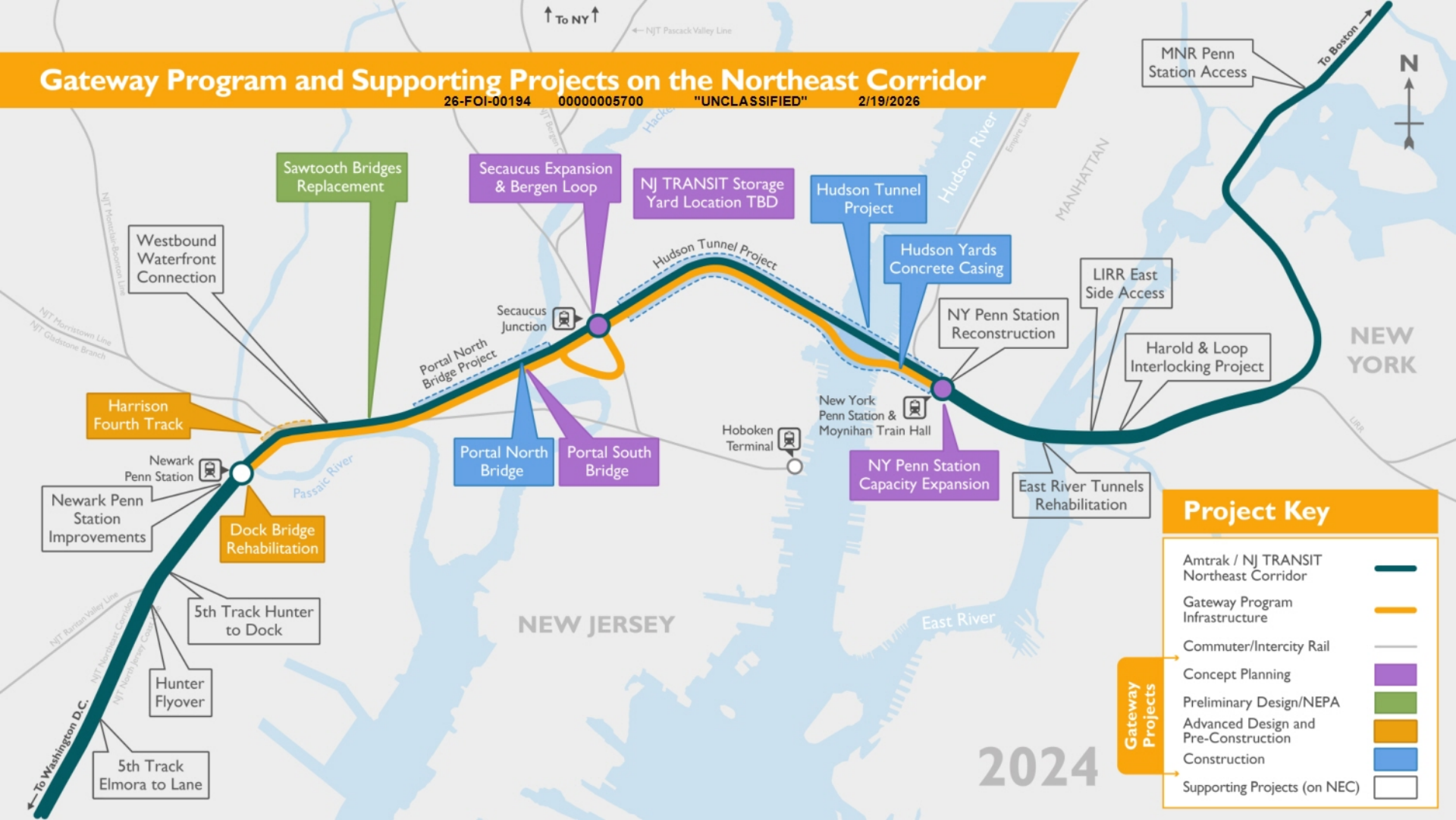
Gateway Program and Supporting Projects on the Northeast Corridor

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026



Momentum for the Gateway Program

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

- **Major new funding** via Infrastructure Investment & Jobs Act
- **Bi-State Gateway Development Commission**
- **Hudson Tunnel Project** and **Portal North Bridge** in active construction
- **Sawtooth Bridges, Dock Bridge, Harrison 4th Track** approaching construction
- **Conceptual design of Penn Station** improvements underway



*The Hudson Tunnel Project
Full Funding Grant Agreement in Place*



Construction at Portal North Bridge Nearly 70% Complete



Dock Bridge: Secured \$300 million Fed Funding



Expansion of One-Seat Ride: All Lines, All Days, All Times

26-FOI-00194

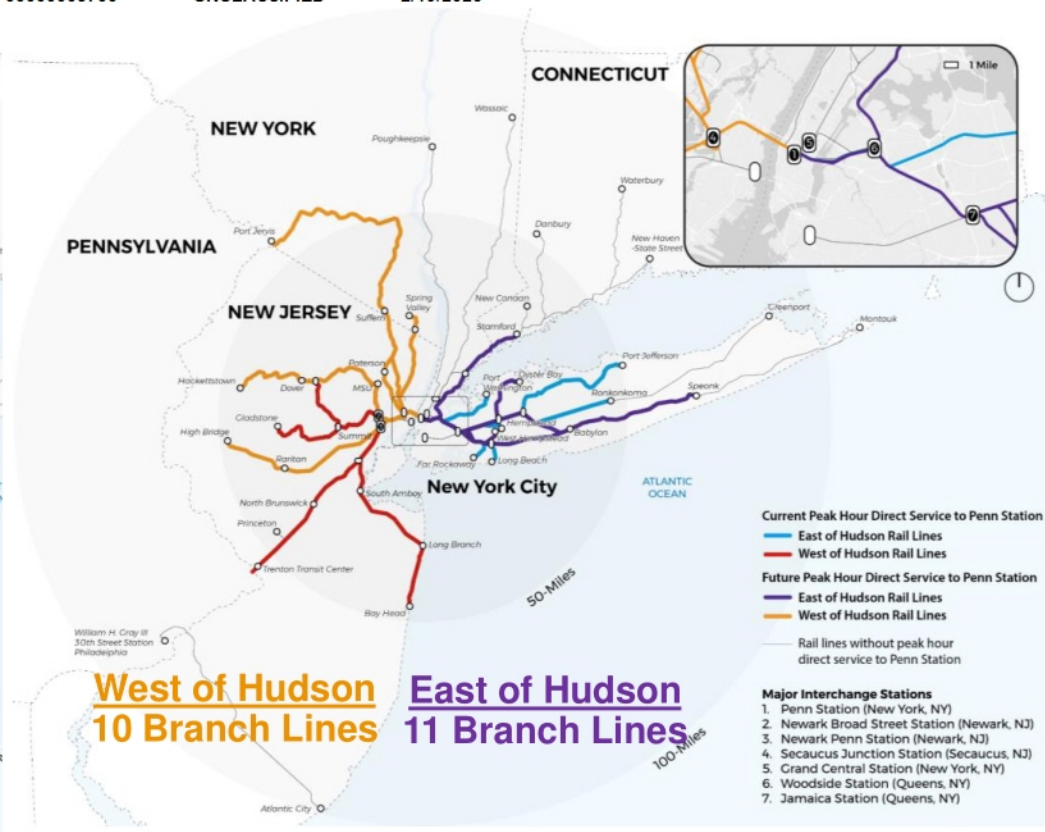
00000005700

"UNCLASSIFIED"

2/19/2026



One-Seat Rides Today



After Gateway & Other Investments

Gateway Increases Off-Peak and Weekend Service

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

**>100% Growth Weekday
Off-Peak**

**>150% Growth Weekend
Service**



New York & New Jersey: An Economic Partnership

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

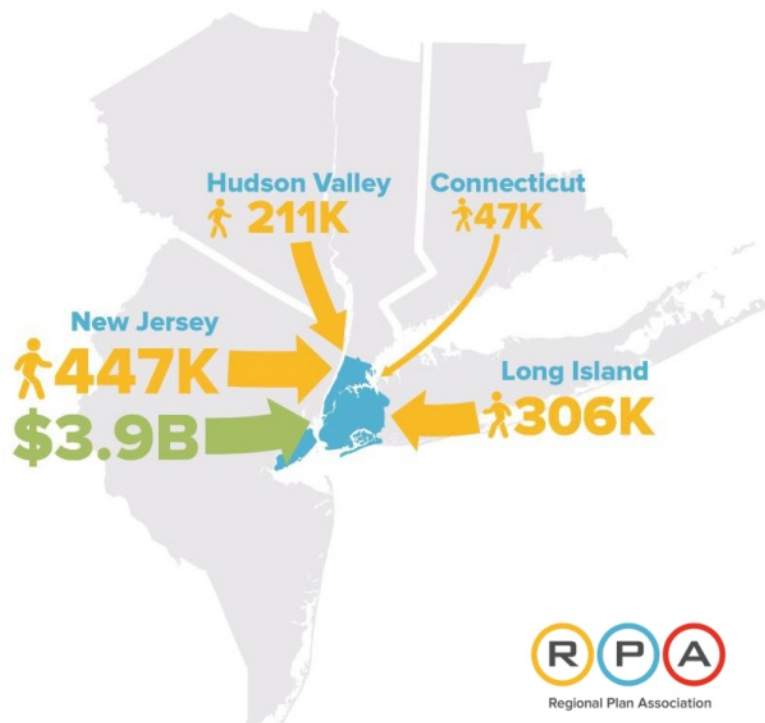
In 2022, New York City employers relied on workers living outside the city to fill more than one in five jobs

Northern New Jersey provides the largest and fastest-growing share of these workers. 276,000 daily commuters in 1990, 447,000 today (62% increase)

\$3.9 billion (7% of total NY tax revenue) in personal income taxes

New Jersey residents drawn to comparatively affordable housing near transit stations with ready access to high paying jobs in New York

New York employers benefit from access to labor



New York City's Suburban Commuters

Sources: "Gateway and the Post-COVID Economy"
RPA 2022; "Commuter Dividend" RPA 2023

Principles for the Future

26-FOI-00194 00000005700

"UNCLASSIFIED"

2/19/2026



Meet Capacity Goals



Renew Capital Assets



Improve Connectivity



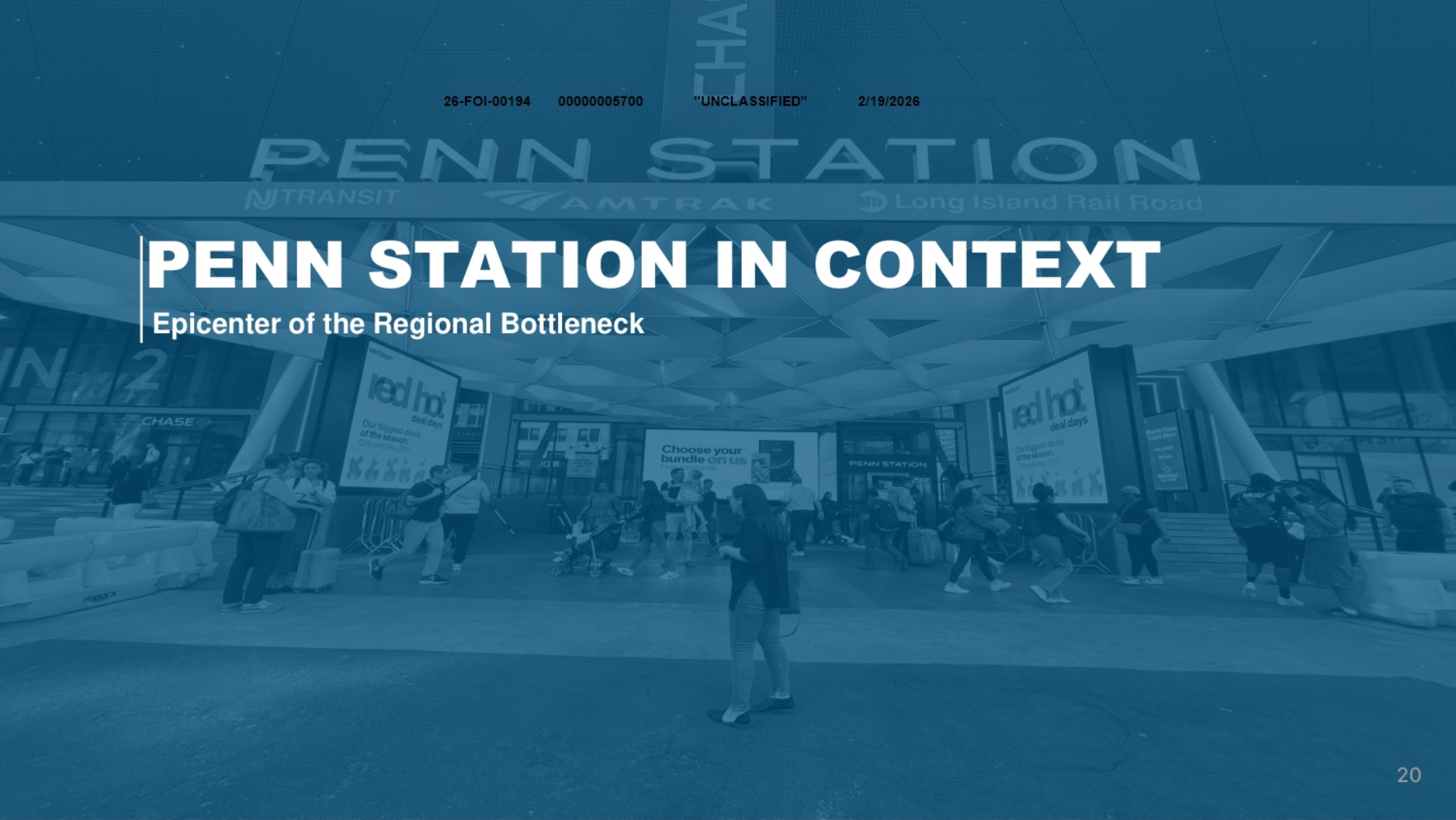
Partner with Communities



Build Climate Resiliency



Encourage Mode Shift



PENN STATION

NJ TRANSIT

AMTRAK

Long Island Rail Road

PENN STATION IN CONTEXT

Epicenter of the Regional Bottleneck

Penn Station Through the Years

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026



1910 - 1963

- North River Tunnel, East River Tunnel, and original Penn Station opened 1910 by Pennsylvania Railroad
- Enabled direct rail access to New York City from the south for the first time
- Connected East River Tunnel and North River Tunnel



1968 - Today

- Demolished 1963; rebuilt 1968, below Madison Square Garden
- Moynihan Train Hall opened in January 2021
- Currently serving significantly more trains and passengers than anticipated

Penn Station Today: The Central Hub for the Region

26-FOI-00194

00000005700

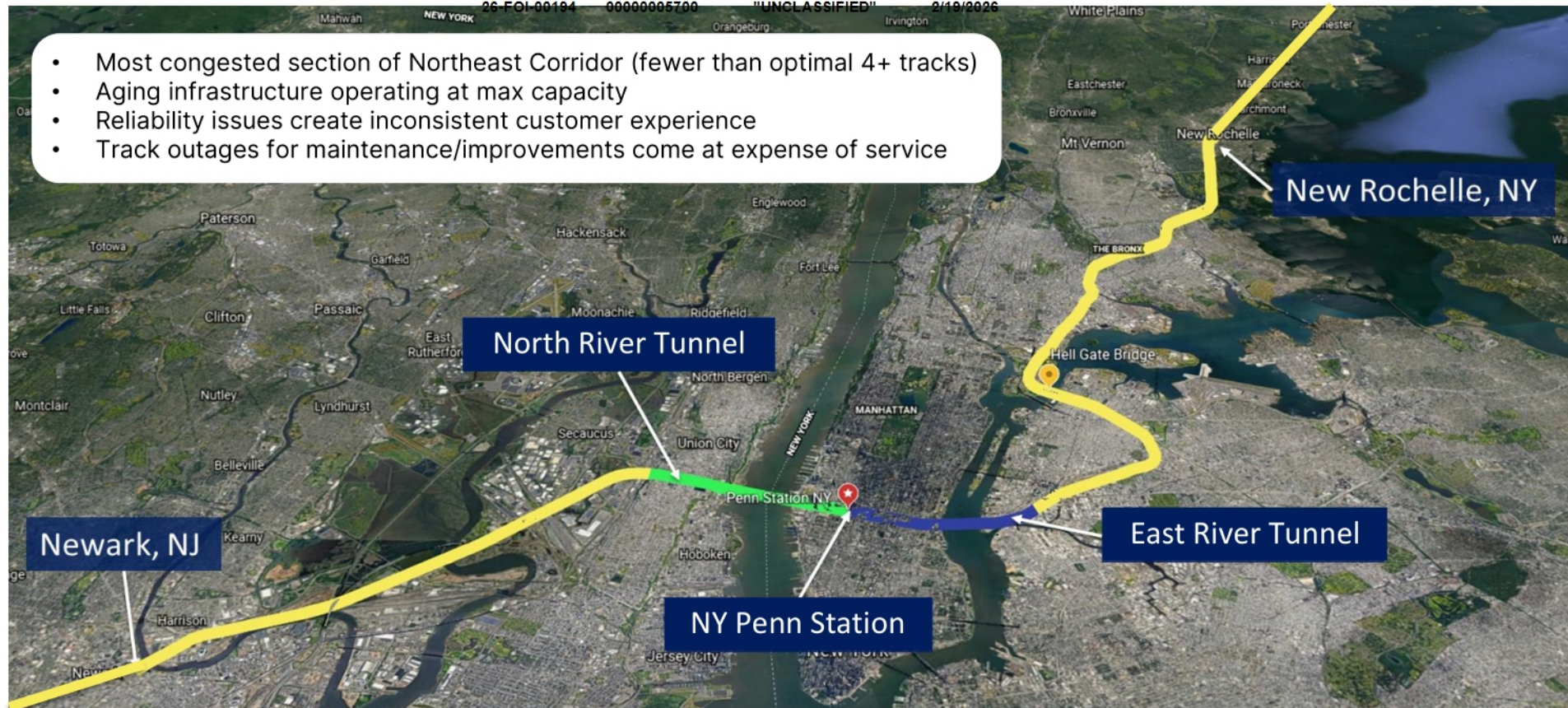
"UNCLASSIFIED"

- Owned by Amtrak, operated in partnership with NJ TRANSIT and Long Island Rail Road
- Welcoming Metro-North Railroad via Penn Access project
- A "Station Complex," with opening of Moynihan
- 1,000+ daily train movements involving complex mix of equipment
- 1,000+ employees supporting regional rail service
- Consistent commuting patterns, despite increase in hybrid/remote work
- Major investment needed to modernize and support future service improvements

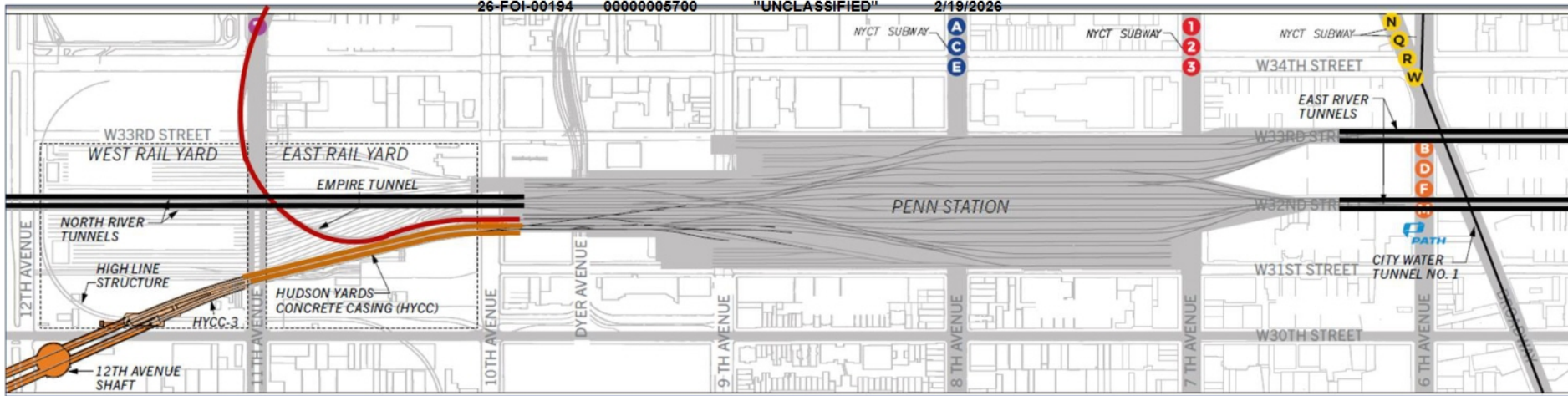


The Trans-Hudson Bottleneck

- Most congested section of Northeast Corridor (fewer than optimal 4+ tracks)
- Aging infrastructure operating at max capacity
- Reliability issues create inconsistent customer experience
- Track outages for maintenance/improvements come at expense of service



Tunnel Connections + Yards on the East and West



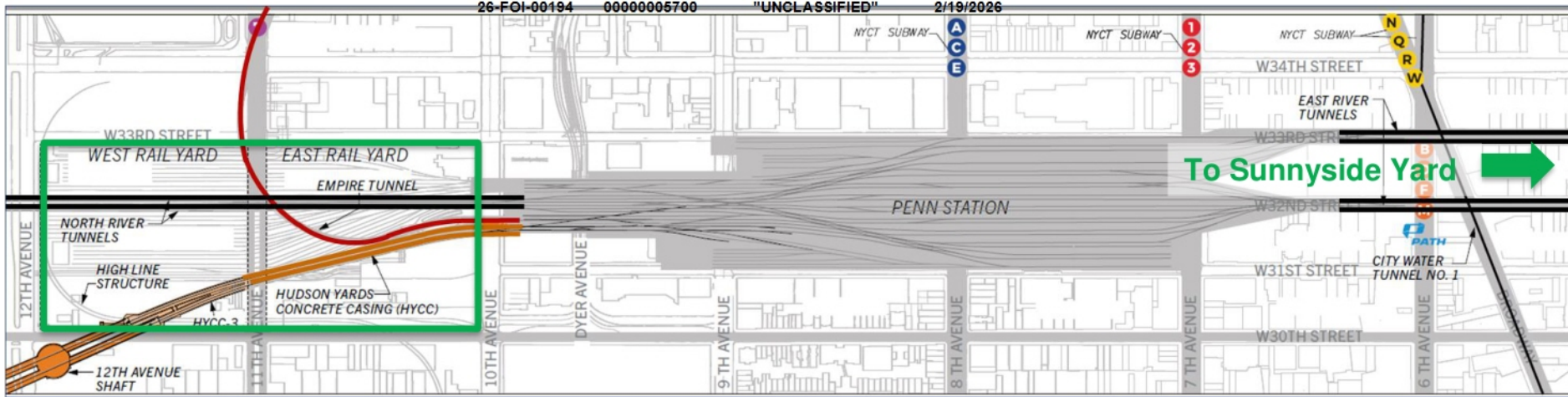
From the West:

- North River Tunnel: 2 Tracks
- Future Hudson River Tunnel: 2 Tracks
- Empire Tunnel: 1 Track

From the East:

- East River Tunnel: 4 Tracks

Tunnel Connections + Yards on the East and West



From the West:

- North River Tunnel: 2 Tracks
- Future Hudson River Tunnel: 2 Tracks
- Empire Tunnel: 1 Track
- West Side Yard

From the East:

- East River Tunnel: 4 Tracks
- Sunnyside Yard

Sunnyside Yard + West Side Storage Yard are critical for efficient operation of Penn Station

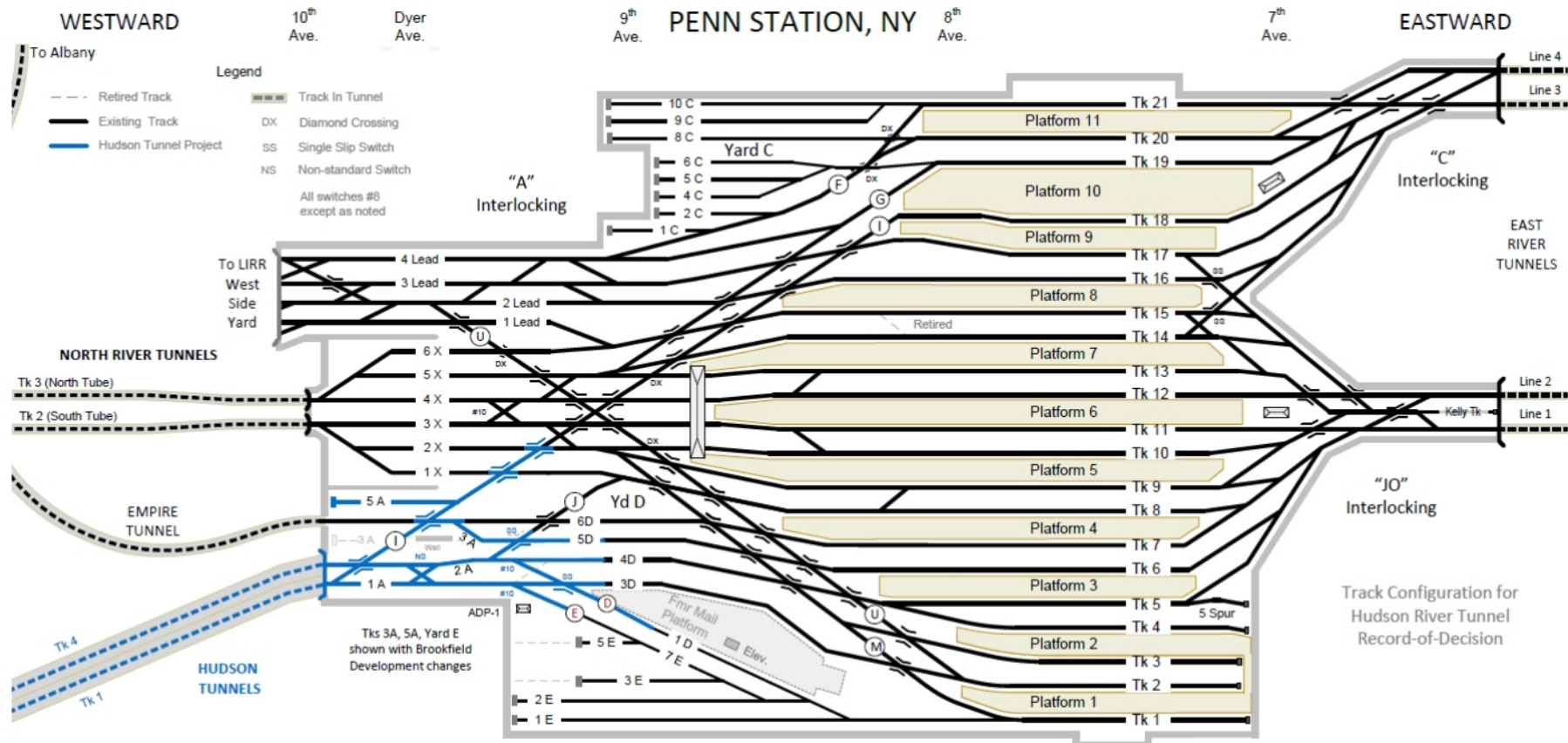
Planned Hudson River Tunnel Connection to Penn Station, NY

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026



26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

STATION OF THE FUTURE

Priorities & Projects



Current Station Challenges

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026



Growing Demand for Rail Capacity



Confusing Layout with Low Ceilings



Crowding & Inadequate Accessibility



Limited Street Presence



Underperforming Equipment & Systems



Outdated Workspaces

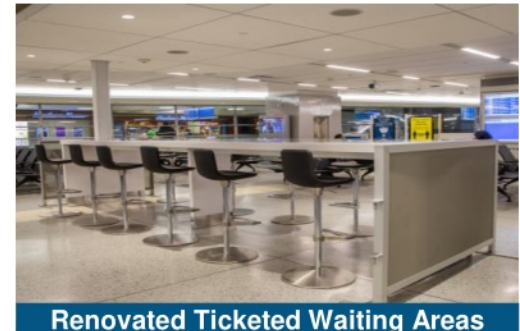
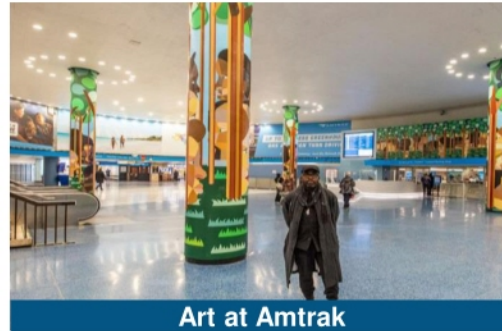
Recent Station Improvements

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026



Penn Reconstruction Goals

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

Enhance safety

by improving platform accessibility and egress, modernizing critical fire-life safety systems, and increasing ceiling heights

Elevate the customer experience

by enhancing the station's visibility and accessibility, widening and modernizing concourses, and introducing daylight where possible

Upgrade building systems

to improve performance, efficiency, and sustainability

Improve station operations

by modernizing and consolidating railroad support spaces

Optimize project delivery

by minimizing construction impacts to customers, construction duration, and project costs



Preliminary illustrative image



Penn Capacity Expansion Goals

26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

Increase rail capacity

to accommodate future demand, meet policy goals, and increase reliability

Create a unified customer experience

within a fully integrated Penn Station complex

Develop a stronger connection

between Penn Station and the surrounding neighborhood

Minimize impacts

on the human and natural environment

Support local and regional policy priorities

across communities served by Penn Station

Optimize project delivery

by minimizing construction impacts to customers, construction duration, and project costs



Preliminary illustrative image



26-FOI-00194

00000005700

"UNCLASSIFIED"

2/19/2026

NEXT STEPS

Tuesday, October 8 – Moynihan Train Hall

Tuesday, October 29 – NYU Wagner