



1. What is the New York Penn Station Transformation Project and why is it needed?

The New York Penn Station Transformation Project (Project) is a major initiative spearheaded by Amtrak, in partnership with, and through support from, the U.S. Department of Transportation (USDOT) and Federal Railroad Administration (FRA), to modernize and enhance the station, provide a world-class experience commensurate with New York City, improve safety and operational efficiency, enable accessibility, including compliance with the Americans with Disabilities Act (ADA), and accommodate increased train and passenger capacity.

2. What are the goals of the Project?

Amtrak is committed to pursuing five primary Project goals:

Goal 1. Renovate and Modernize the Station

Goal 2. Increase Concourse Capacity and Access

Goal 3. Enable Safer and More Efficient Operations

Goal 4. Accommodate Passenger Service Growth

Goal 5. Deliver a World-Class Experience for Users

3. What is the scope of the Project?

Elements of the Project include:

- Design and renovation or replacement of all unrenovated station entrances;
- Design and construction of a new public concourse or concourses with all passenger services and amenities consolidated on a single level of the station;
- Design and construction of new operational spaces for use by Amtrak, MTA, and NJ TRANSIT within the station and/or Penn Station Service Building, separated from public areas;
- Design and installation of modern building equipment and systems within the station and/or Penn Station Service Building;
- Design and renovation of the interior of the Penn Station Service Building; and
- Modernization of the station's trainshed infrastructure, including design and renovation or replacement of the Station's platforms, including additional vertical circulation elements (stairs, escalators, elevators) to the public concourse(s).

4. How is Amtrak planning to advance the Project?

Amtrak plans to advance the Project collaboratively and transparently, routinely engaging with key Project partners such as USDOT, FRA, NJ TRANSIT, the MTA, the Penn Station Working Advisory Group, as well as other stakeholders and members of the public.

Amtrak is delivering the Project through a “progressive public-private partnership” model. Public-private partnerships (P3s) are long-term contractual agreements between a public agency and a private entity to deliver an infrastructure project more efficiently, effectively, with private capital, and often at a better value than traditional tax and spend delivery models. Unlike traditional project delivery models, in P3s, the private sector plays a greater role and takes on additional project responsibilities and risks, while bringing private sector efficiencies, capital, and expertise to the project. P3s can provide public agencies and projects with access to private capital, accelerate project delivery, allocate project risks among public and private sector entities, and bring innovation to public projects.

5. What is the anticipated Project schedule?

The anticipated Project schedule is available [here](#).

6. How will Amtrak select a Master Developer to work on the Project?

Amtrak is following a rigorous two-phase procurement process to select the Master Developer. During each phase of the procurement process, Amtrak provided specific submission requirements and evaluation criteria in instructive documents provided to prospective bidders. A Technical Evaluation Committee specifically created for the Master Developer procurement and comprised of representatives of Amtrak and NJ TRANSIT will evaluate submissions against specified criteria and select a preferred proposer to advance the Project.

During the first phase of the procurement, initiated in October 2025, Amtrak issued a Request for Letters of Interest – publicly available online through the Amtrak procurement portal and [Project website](#) – which instructed firms interested in becoming the Master Developer to submit materials identifying themselves and their qualifications to deliver a project of this complexity. This was a completely transparent and open process, and anyone could have submitted materials to Amtrak. The Technical Evaluation Committee evaluated submissions based on their technical and financial experience and “shortlisted” three of the four teams to participate in the second phase of the procurement:

- Penn Forward Now (Lead: Fengate)
- Penn Transformation Partners (Lead: Halmar)
- Grand Penn Partners (Lead: Macquarie)

In the second phase of the procurement, which began in January 2026, Amtrak issued a Request for Proposals (RFP) to the three shortlisted teams. Only shortlisted teams are eligible to submit proposals in response to the RFP and proposals must be submitted by May 4, 2026.

After proposal submission, the Technical Evaluation Committee will evaluate the submissions based on the technical evaluation criteria described in the RFP and summarized below:

- Project Understanding: Proposer's Unique Concept for Transforming Penn Station
- Feasibility and Constructability: Proposer's Approach to Project Delivery and Implementation
- Implementation: Proposer's Plan for Implementation of the Project

Financial elements of proposals will also be evaluated against evaluation criteria described in the RFP that focus on each proposer's indicative financing plan and other financial metrics.

Once the Technical Evaluation Committee has evaluated the proposal submissions, Amtrak's Project Executive, Andy Byford, will present the Technical Evaluation Committee's recommendation to the Amtrak Board of Directors and FRA and seek approval to enter into a contract with the Master Developer.

7. What designs for Penn Station have the shortlisted teams proposed to Amtrak?

Design ideas or concepts for Penn Station have not been presented to Amtrak. Proposers will submit preliminary design concepts to Amtrak as part of their RFP submission due on May 4, 2026.

8. Are documents pertaining to Amtrak's Master Developer procurement available to the public?

The following documents relating to the Master Developer procurement are available to any member of the public via the following links:

- [Advance Notice](#) – a one-page document that communicated to the industry that Amtrak intended to initiate the procurement process for a Master Developer in October 2025.
- [Request for Letters of Interest](#) – an instructive document that requested information about the teams interested in becoming the Project's Master Developer and their team's qualifications.

- [Letters of Interest Evaluation Explainer](#) – A short document explaining what was required of proposers and how they were evaluated in the first phase of the procurement process.
- [List of Shortlisted Teams](#) – A list of team names and their team leads that were shortlisted to receive the RFP and continue to compete to become the Master Developer.

Members of the public can also view all presentations and meeting summaries of the Penn Station Working Advisory Group online [here](#).

In order to protect the integrity of the procurement process, ensure fairness among proposing firms, and maintain a competitive commercial dynamic that helps ensure that agencies and taxpayers receive the best value from private firms, Amtrak does not publish certain procurement documents, including proposals received during the course of active solicitations. Amtrak is required to follow federal statute 2 CFR 200 *et seq.*, which requires the agency to ensure that all procurement activities are conducted in a manner that protects the confidentiality of the procurement process and promotes fair competition.

Upon conclusion of the Master Developer procurement process, Amtrak intends to publish a summary of the procurement process, including participating teams, overviews of the proposals submitted that proposers will have prepared for public dissemination, and the selection process followed as part of Amtrak's commitment to transparency.

9. Who is funding the early work on the Project? What is the budget for this work?

Amtrak has budgeted an initial approximately \$53 million to fund procurement of the project's Master Developer and other early project development activities. The FRA is supporting the majority of the \$53 million budget through provision of an approximately \$43 million grant delivered to Amtrak and announced in August 2025, with Amtrak and NJ TRANSIT funding the remaining \$10 million. Additional funds will be required to complete design and all project development activities once the Master Developer is under contract and to ultimately construct the Project.

10. When will the Project's cost be known?

The budget for the project's implementation is expected to be fully developed by 2027, once design and other project development activities are completed.

11. Has the project received its environmental approvals yet?

In partnership with the FRA, Amtrak has initiated preparatory work to ready the project for the National Environmental Policy Act (NEPA) process. Amtrak expects the NEPA process

will be initiated after the Master Developer is selected and will involve public presentations and engagement. The FRA will serve as lead federal agency for the project's NEPA analysis.

12. How will the public be involved in the development of the Project?

Amtrak has been engaging with key stakeholders and organizations regarding the Project for months and plans to increase public engagement activities once the Master Developer is selected and design work is underway.

Examples of Amtrak's early public engagement include:

- In November 2025, Amtrak reconvened the Penn Station Working Advisory Group, which serves as a forum for conversations about the future of Penn Station with over 50 organizations that represent different constituencies and perspectives. Group members, meeting summaries, and meeting presentations are publicly available on Amtrak's [Project website](#).
- Amtrak conducts regular project progress briefings for key stakeholders including local government officials, elected officials, and Community Board leaders.
- Amtrak officials have provided presentations regarding the Project at more than 12 high-profile public and/or industry events since summer 2025, including interactions with the press and extensive media coverage of the Project.

13. How can I remain apprised of Project updates?

Amtrak regularly posts updates to the [New York Penn Station Transformation Project Website](#).