

NATIONAL RAILROAD PASSENGER CORPORATION  
**AMTRAK**

ADVANCE NOTICE FOR THE  
NEW YORK PENN STATION TRANSFORMATION PROJECT  
MASTER DEVELOPER SOLICITATION



# **Advance Notice for the New York Penn Station Transformation Project Master Developer Solicitation**

State(s)	New York
Region	Northeast
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## **Project Overview**

New York Penn Station (“Penn Station” or the “Station”), which is owned and maintained by Amtrak, is the busiest rail station in North America. Each day, more than 1,000 trains and approximately 600,000 individuals pass through Penn Station. In addition to hosting Amtrak’s intercity operation and passenger services, Penn Station is the primary terminal for the Metropolitan Transportation Authority’s (MTA) Long Island Rail Road (LIRR) and NJ TRANSIT (NJT) commuter rail services, the first and third busiest commuter railroads in the nation, respectively. Within the next few years, the Station will also begin to host MTA’s Metro-North Railroad (MNR) service. Amtrak provides LIRR and NJT with the rights to operate within the Station through long-term leases and associated agreements.

Amtrak intends to pursue a redevelopment project at Penn Station to transform the Station into a modern, iconic transportation hub and enhance its safety, functionality, and overall customer experience (“Penn Station Transformation Project” or the “Project”). The Penn Station Transformation Project is expected to involve improvements to the Station’s entrances at street-level, underground passenger concourses, back-of-house operational areas, and “trainshed” infrastructure, including the Station’s platforms and tracks. The Project will also include renovation of the Penn Station Service Building, owned by Amtrak and located on 31<sup>st</sup> Street between 7<sup>th</sup> and 8<sup>th</sup> Avenues. The scope area for the project is thus expected to focus on the Station “superblock,” stretching from 7<sup>th</sup> to 8<sup>th</sup> Avenues and 31<sup>st</sup> to 33<sup>rd</sup> Streets in midtown Manhattan, plus the Station’s underground “trainshed” extending roughly from 6<sup>th</sup> to 10<sup>th</sup> Avenues and 31<sup>st</sup> to 33<sup>rd</sup> Streets, as well as the Penn Station Service Building property.

Amtrak shall engage a Master Developer to support implementation of the Penn Station Transformation Project. Specific Project objectives, which may be further developed as planning for the project continues, include:

- Renovate and modernize the station;
- Increase concourse capacity and access;
- Enable safer and more efficient station operations;
- Accommodate passenger service growth; and
- Deliver a world-class experience for users.

Project objectives must be achieved while maintaining intercity and commuter rail service and simultaneously optimizing the use of existing infrastructure. Performance of all Services is subject to the direction of Amtrak’s Contracting Officer/Contracting Officer’s Technical Representative.

Of note, the Federal Railroad Administration is advancing a Service Optimization Study: a separate, parallel effort to evaluate ways to safely accommodate passenger service growth and more efficient station

operations at Penn Station and in the surrounding region. The findings of this study may further inform the Penn Station Transformation Project's scope elements.

### **Procurement Process**

A two-step best value procurement process will be used to procure the Master Developer for the Project. The first step will be a Letter of Interest (LOI), which invites prospective Proposers to submit their Statement of Qualifications (SOQs) to perform the Services. Each SOQ will be required to identify the Proposer, which may be an individual entity or a Joint Venture, as well as any known Subcontractors or Subconsultants and the functions they will perform. Based on those submissions, Amtrak will establish a shortlist of eligible Proposers who will be invited to participate in the second step, the Request for Proposals (RFP).

The LOI documents are expected to be available on or about **October 30, 2025** and shall be made available via Amtrak's Ariba on Demand web site and/or email. Interested parties, please email David Irving ([David.Irving@Amtrak.com](mailto:David.Irving@Amtrak.com)) and provide the following: name of firm, name of single point-of-contact, address, phone number, and email address.

Amtrak's goal is to protect the integrity, competitiveness, and fairness of this procurement process and avoid any circumstances where a potential Proposer obtains, or appears to obtain, an unfair competitive advantage ("Conflict of Interest"). Amtrak's conflict of interest requirements are set forth at 2 CFR Part 200. Each Proposer, or any employee, agent, or subconsultant thereof, is responsible to determine if it has or may have a possible Conflict of Interest, or whose participation may give the appearance of a possible Conflict of Interest.

Prospective Proposers acknowledge that Amtrak is a heavily regulated entity and the Project is subject to certain funding and legal and contractual/grant requirements and that may change based on the execution of grant agreements, applicability of grant flow-down requirements, and statutory change.