



New York Penn Station Transformation

Station Working Advisory Group Meeting

November 18, 2025

Safety and Security Briefing



Emergency Preparedness

Our physical address is 350 W 33rd Street, New York, NY 10001

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.

Employees must 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.

Employees must 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 your company's IT department.

Agenda

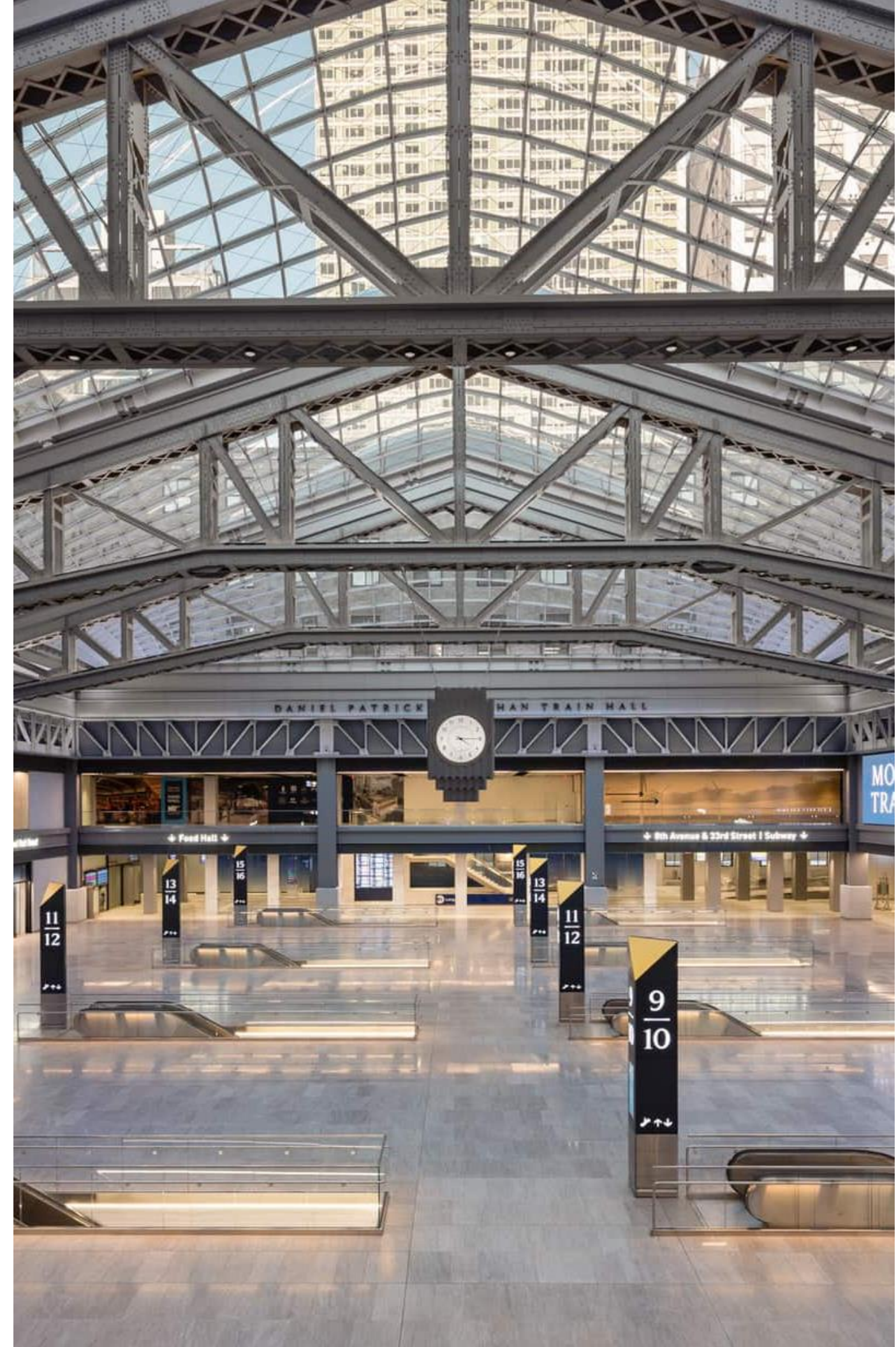
Penn Station Transformation Project Update

**Group Activity:
Prioritizing Project Design Objectives**

Master Developer Procurement Process

Upcoming Milestones

Discussion





Penn Station Transformation Project Update



Developments Since Last Meeting



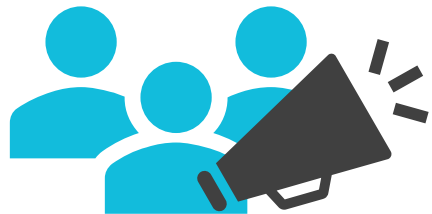
New “One Project” Approach & Leadership



Initial \$43M Federal Grant



Specialized Advisors



Stakeholder Collaboration

Penn Station Transformation Goals



Renovate and modernize the station

1



Increase concourse capacity and access

2



Enable safer and more efficient station operations

3



Accommodate passenger service growth

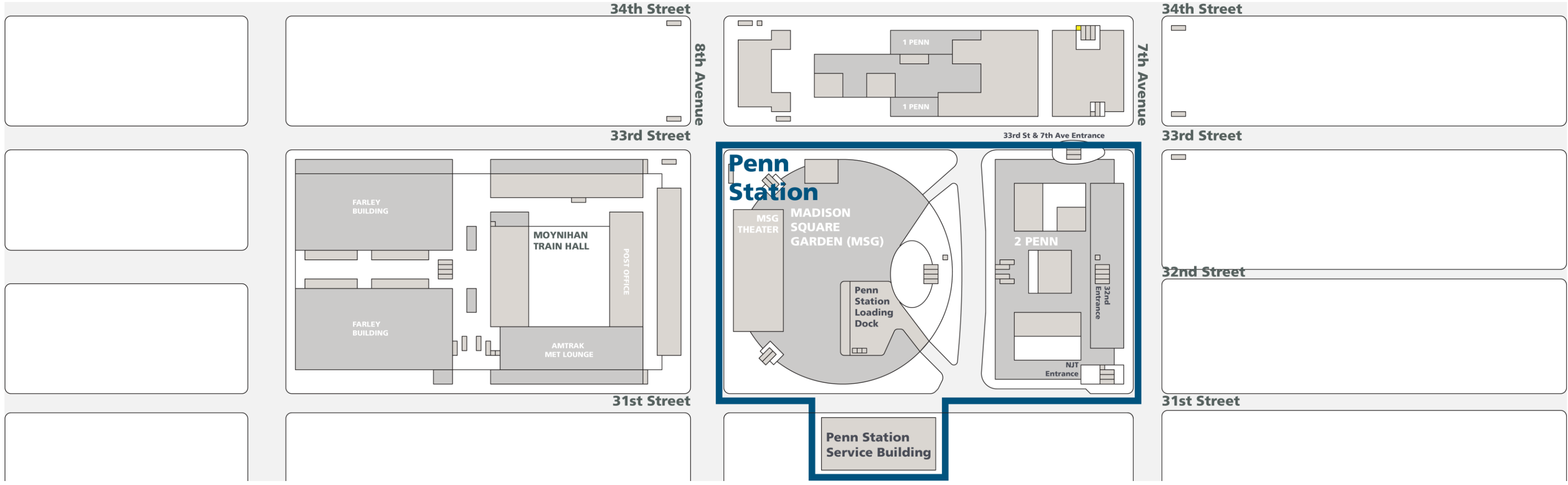
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Deliver a world-class experience for users

5

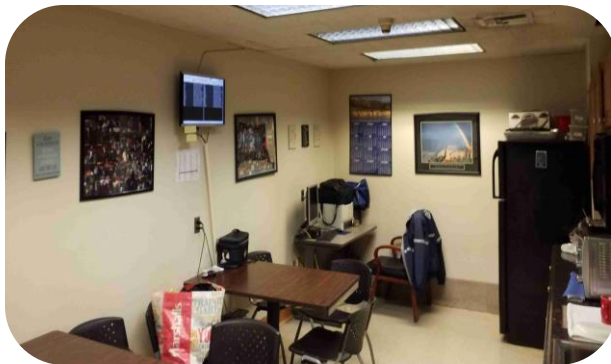
Project Base Scope



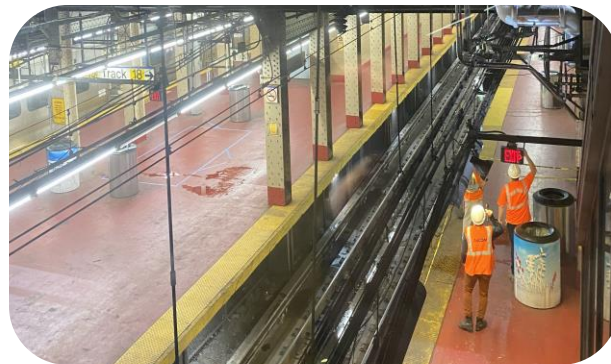
Renovate or replace all unrenovated station entrances



Construct a single level passenger concourse



Design purpose built operational spaces



Modernize trainshed infrastructure



Interior renovation of Penn Station Service Building

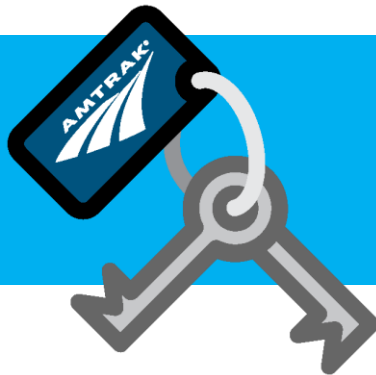
Project Scope & Commercial Development Innovation



Proposals may include innovative ideas for Station improvements extending beyond the Base Scope Area



Proposals are encouraged to include commercial development opportunities



Proposals may include work on land not owned or controlled by Amtrak



Proposals including work outside the Base Scope Area must demonstrate its feasibility, benefits, and costs

Project Schedule

New York Penn Station Transformation Schedule



Master developer solicitation advance notice



August 2025



Contracting industry stakeholder engagement



Fall 2025



Master developer solicitation release



October 2025



Master developer selection



May 2026



Preliminary design and National Environmental Policy Act (NEPA) activities



Summer 2026 to End 2027



Construction initiation



End of 2027

FRA Service Optimization Study



Began in October 2025

Penn Station-oriented results expected Spring 2026

Study completion in ~2 years



Objective: Evaluate approaches to accommodate passenger service growth and more efficient operations at Penn Station & throughout tri-state area



Project Implications: Amtrak will work with FRA & selected Master Developer to potentially **integrate study findings into Project design if appropriate**

Project Funding and Financing



Initial \$43M federal grant to support Master Developer procurement + select development work



Contemplating stipend for unselected shortlisted Proposers + **design fee** for selected Proposer



Significant additional federal funding expected



Contemplating Availability Payment structure but seeking creative strategies to reduce payments



Master Developer expected to contribute funds and arrange financing



Financing tools may include PABs, TIFIA, and RRIF loans

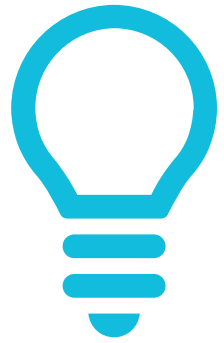


Group Activity: Prioritizing Project Design Objectives



Group Activity:

Prioritizing Project Design Objectives



Project Design Objectives:

Each Project goal has a corresponding list of design objectives that has been printed for you. Please review each set of objectives.



Discuss with Your Group:

As a group, please try to rank the objectives listed for each goal in order of criticality and importance.



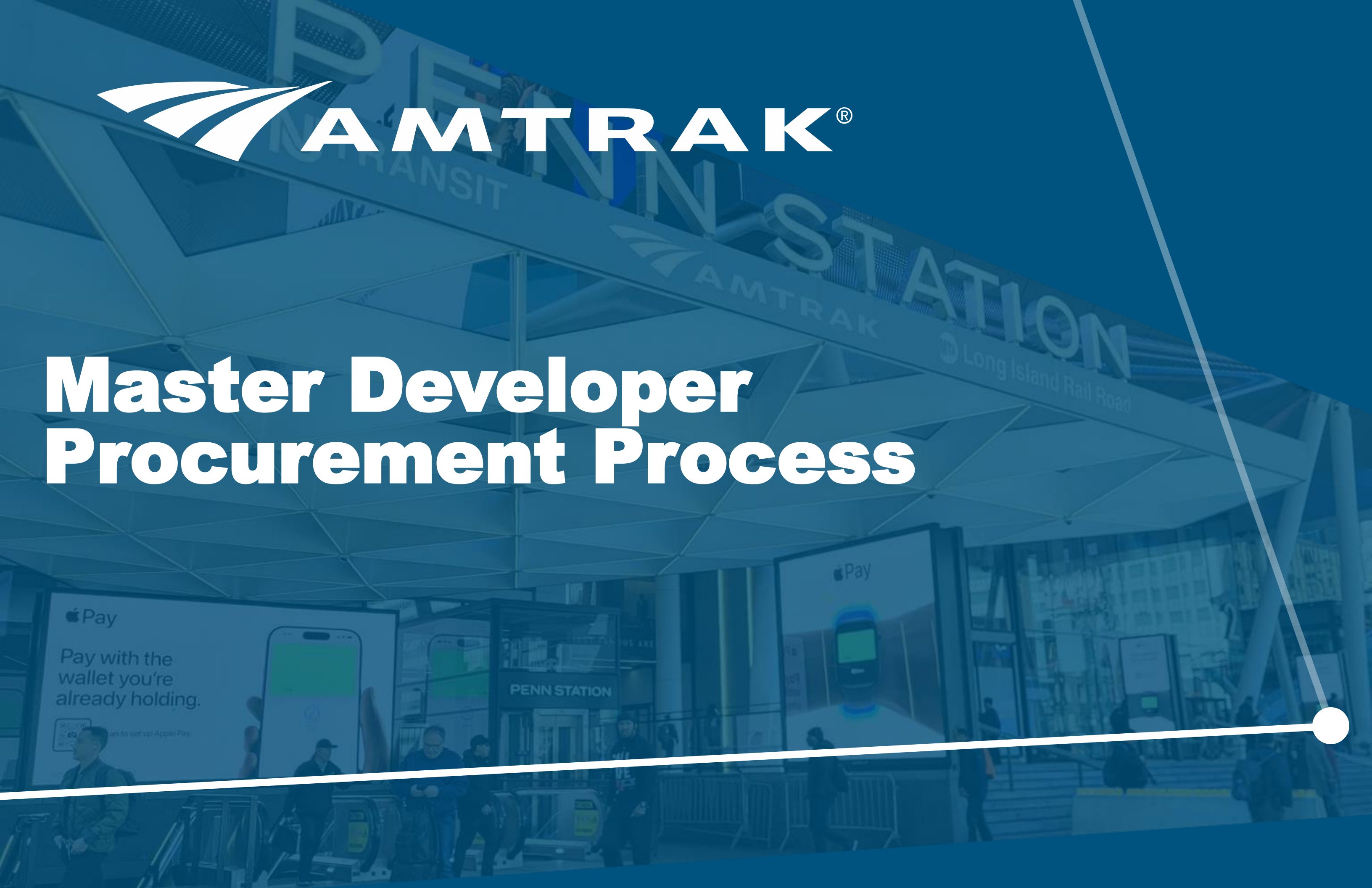
Report Out:

We will ask each group to share their top objective for each goal, as well as any general reactions. Did your group struggle to agree on any rankings?

Please make sure to hand in a copy of your group's rankings.



Master Developer Procurement Process

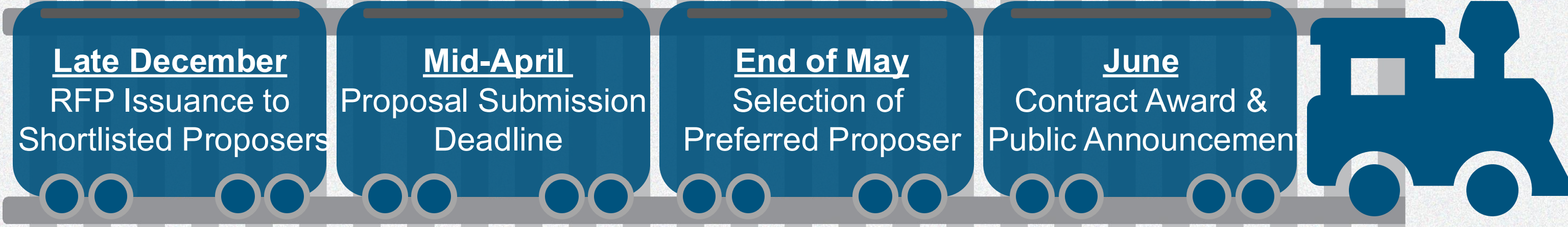


Master Developer Procurement Process

Phase 1: Request for Letters Of Interest (RFLOI)



Phase 2: Request for Proposals (RFP) – Shortlisted Proposers Only



Letters of Interest | Submittal Requirements

1.1 General

- ✓ Transmittal Letter
- ✓ Executive Summary

1.2 Respondent Structure and Experience

- ✓ Respondents
- ✓ Equity Members
- ✓ Major Team Members / Non-Major Team Members
- ✓ Management Structure
- ✓ Organizational Charts
- ✓ Team Structure
- ✓ Relevant Project Experience
- ✓ Key Personnel
- ✓ Legal Issues
- ✓ Legal Liabilities
- ✓ Legal Proceedings

2.1 Financial Statements

2.2 Additional Financial Information

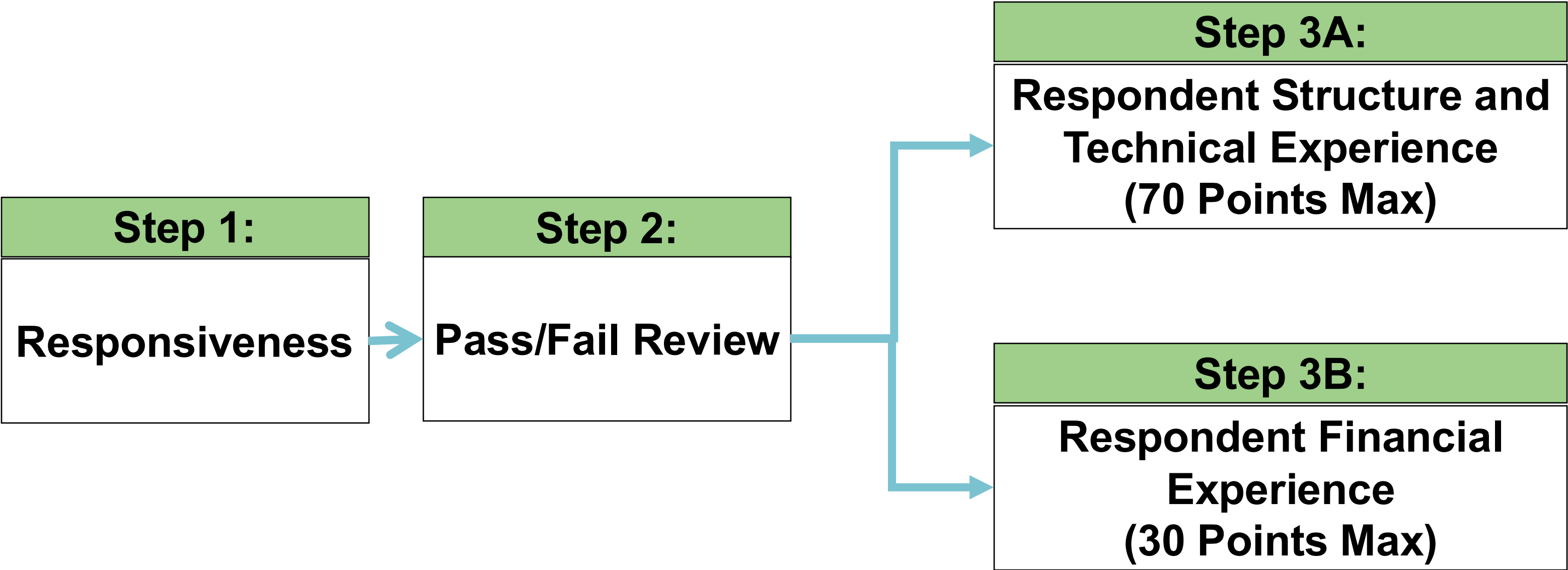
- ✓ Financial Condition
- ✓ Off-Balance Sheet Liabilities
- ✓ Credit Ratings
- ✓ Financially Responsible Party Letter of Support
- ✓ Surety or Bank/Financial Institution
- ✓ Financial Letters

3.1 Team Member Information

3.2 Key Personnel Qualifications

- ✓ Resumes of Key Personnel
- ✓ Statements of Commitments for Key Personnel

Evaluation of LOIs



Letters of Interest | Step 1: Pass/Fail Criteria

Respondents must obtain a 'pass' on all pass/fail items for their LOI to be further evaluated

- ✓ Respondents must be **legally qualified to perform work for the federal government**, any state government, or any municipal government.
- ✓ Respondents must have the **ability to carry out project responsibilities**.
- ✓ Respondents must have **technical capabilities to deliver** a multi-billion-dollar infrastructure project.
- ✓ Respondents must **have financial capacity** and a feasible approach to arrange equity commitments to fund delivery of the Project.

Letters of Interest | Step 2: Weighted Criteria

Respondents Structure and Technical Experience (70 Points Maximum)

- Extent, depth and relevant **project experience of respondent.**
- The respondent's experience **collaborating and partnering with rail and transit operators and other Project stakeholders.**
- The stability, strength and likelihood of success of the respondent's management structure and team.**
- The respondent's success in working with each other.**

Respondents Financial Experience (30 Points Maximum)

- The respondent's success in achieving financial close on schedule or earlier.**
- The respondent's experience with securing financing for comparable projects.**
- The respondent's ability to leverage conventional and innovative finance approaches**



Upcoming Milestones



Upcoming Milestones

Early December:

- P3 Project Management / Construction Management Partner Selection
- LOI Submission Deadline

Late December:

- RFP Issuance to Shortlisted Proposers

Continued Community Engagement

Stay in Touch!



<https://amtraknewera.com/new-york-penn-station>



nypennstationtransformation@amtrak.com





Discussion





Appendix



Project Design Goals & Objectives



Renovate and modernize the station

1

Objective 1.1 Transform all public areas into modern, welcoming spaces with iconic features that delight Station users.

Objective 1.2 Enhance the street presence of the Station, including by modernizing all unrenovated Station entrances and/or constructing new entrances.

Objective 1.3 Create accessible and ADA-compliant pathways, signage, and consistent wayfinding throughout the Station.

Objective 1.4 Improve conditions and the overall environment on Station platforms, including complying with the ADA, as applicable.

Objective 1.5 Improve non-public operational areas' space utilization, functionality, and separation from public spaces.

Objective 1.6 Take advantage of opportunities for adaptive reuse to minimize costs.

Objective 1.7 Minimize disruption to the Station's daily operations and the surrounding neighborhood during construction.

Project Design Goals & Objectives



Increase
concourse
capacity and
access

2

Objective 2.1 Simplify the Station's layout and centralize all public services and amenities on a single level to ease user orientation and wayfinding.

Objective 2.2 Expand public concourses and passageways to address crowded and cramped conditions and comply with the ADA, as applicable.

Objective 2.3 Add and optimize platform vertical circulation elements to ensure safer, swifter, and more seamless ingress and egress from Station platforms and comply with the ADA, as applicable.



Project Design Goals & Objectives



Enable safer and more efficient station operations

3

Objective 3.1 Improve fire life safety and air quality throughout the Station.

Objective 3.2 Purposefully design the Station to promote security and reduce potential hazards.

Objective 3.3 Install modern, efficient building systems and ensure full utility redundancy.

Objective 3.4 Create a modern, centralized station operations center.

Objective 3.5 Bring the historic Penn Station Service Building into a state of good repair, comply with the ADA, as applicable, and maximize its utility in supporting the Project.

Objective 3.6 Optimize Station commercial loading operations around the Penn Station complex.

Objective 3.7 Enhance Station operations and maintenance efficiency, cost effectiveness, and outcomes.

Objective 3.8 Improve the performance of Station retail, advertising, and other revenue streams to enhance the Station's financial sustainability.

Project Design Goals & Objectives



Accommodate
passenger
service growth

4

Objective 4.1 Upgrade Station trainshed infrastructure to improve rail service performance, capacity, flexibility, and reliability to the maximum extent practicable within Project boundaries in a manner informed by the Service Optimization Study.

Objective 4.2 Improve the ability to efficiently perform infrastructure maintenance within the Station trainshed.



Project Design Goals & Objectives



Deliver a world-class experience for users

5

Objective 5.1 Create a destination enjoyed by travelers, neighborhood residents, and tourists alike.

Objective 5.2 Create a seamless, intuitive environment that enables Station users to quickly reach their mode of transportation through consistent and informative signage, passenger information display screens, and other visual and audio aids.

Objective 5.3 Incorporate consistent architectural features throughout the Station, with a sense of presence appropriate for an iconic, world-class Station.

Objective 5.4 Create central, highly visible customer service areas with sufficient space.

Objective 5.5 Create spaces for retail and amenities, including central ticketed waiting area(s), to enhance Station user satisfaction and comfort.

Objective 5.6 Improve thermal comfort throughout the Station.

Objective 5.7 Enhance lighting and introduce daylight where feasible to create a more pleasant environment and visual connections to the surrounding neighborhood.

Objective 5.8 Promote connectivity and consistency of experience throughout the Penn Station complex to solidify a campus feel between Penn Station and Moynihan Train Hall.

Objective 5.9 Maximize opportunities for multi-modal connectivity and seamless transfers to other transportation facilities.