

Public Meeting Notes and Procedures

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**All questions and comments are welcomed and appreciated;
however, we do request that you refrain from any disrespectful comments.**

Zoom Meeting Controls



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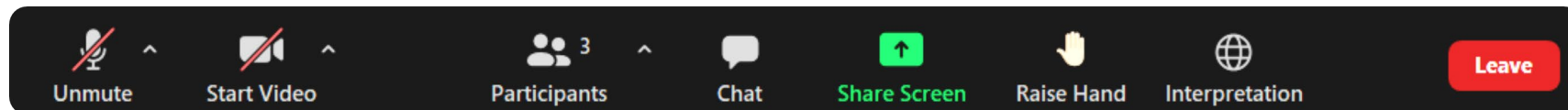
- Raise your hand
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MassDOT Service Plaza Industry Day Information Session

March 25, 2026




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Procurement Overview and Project Goals

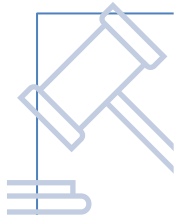
Procurement Goals and Objectives



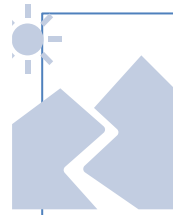
Work in conjunction with P3 Commission to develop a strong RFP




Attract qualified bidders to ensure a competitive process




Conduct a P3 Procurement through a fair and transparent process



Ensure a high-quality experience for the travelling public



Enhance truck parking and truck facilities



Reflect the unique regions of the Commonwealth and highlight and support local industries

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Procurement Overview



MassDOT will conduct this procurement process as a Design-Build-Finance-Operate-Maintain ("DBFOM") procurement pursuant to the Public Private Partnership ("P3") Statute.



The P3 Statute, M.G.L. c. 6C, §§ 62-73 authorizes MassDOT, "in conjunction with the special public-private partnership infrastructure oversight commission established in section 73 [to] solicit proposals and enter into contracts for design-build-finance-operate-maintain ["DBFOM"] or design-build-operate-maintain services ["DBOM"] . . . through the sale, lease, operation, and maintenance of a transportation facility" See G.L. c. 6C, §63 (a).



MassDOT is proposing to allow bidders to compete on up to three groupings of service plazas based on geographic location. Proposers may have the opportunity to submit "Best and Final Offers" on their bids.



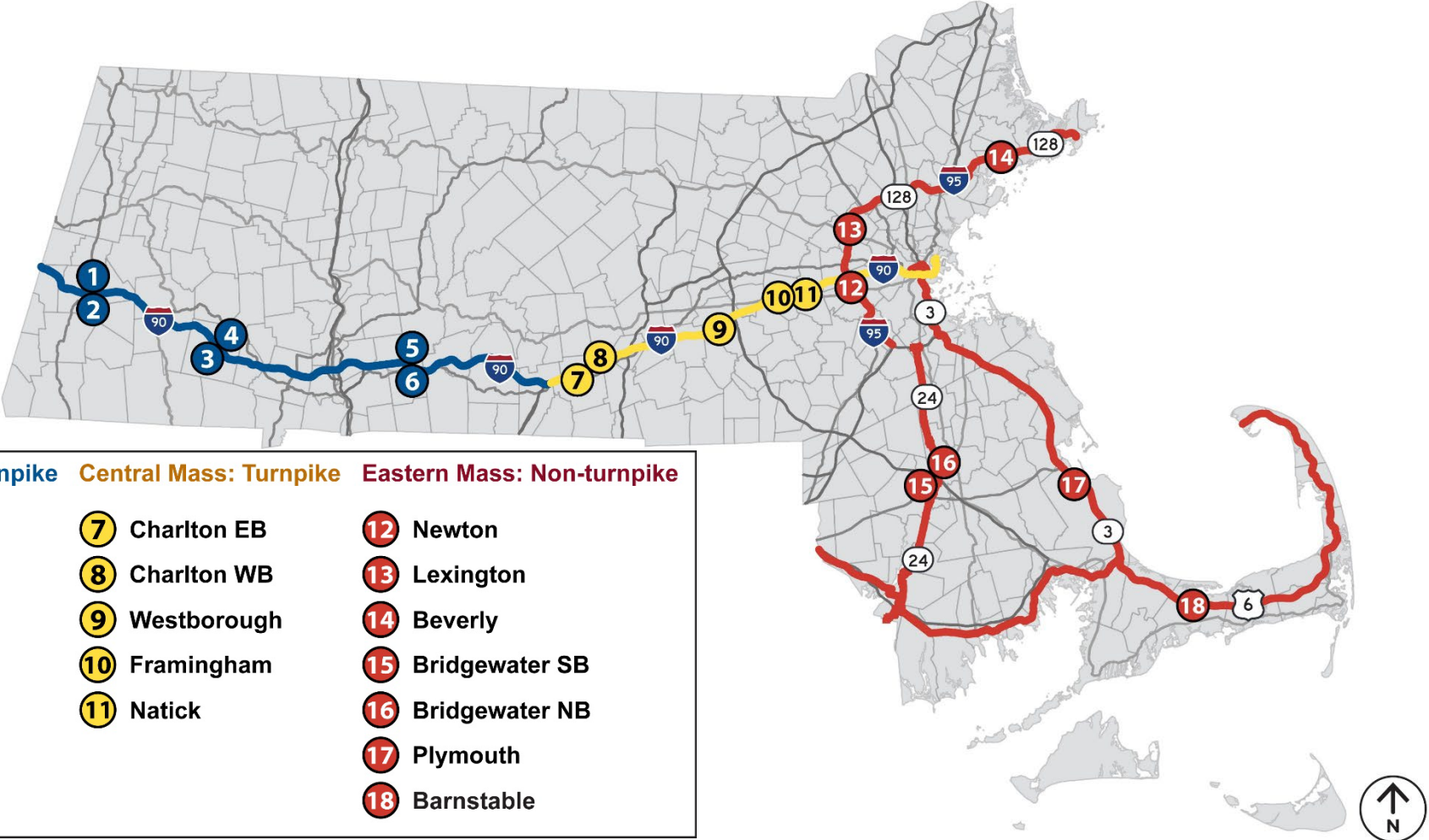
MassDOT expects to provide Design Requirements (Base Technical Concept) at 5-10% design level for each service plaza. Proposers will have the opportunity to submit Alternative Technical Concepts (ATCs) for alternative improvements to plazas.



MassDOT proposes a 30-35 year Lease agreement between the selected Operator and MassDOT.

Proposed Service Plaza Groupings

Proposed Service Plaza Groupings



Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Western Mass Proposed Turnpike Grouping



Western Mass: Turnpike

- 1 Lee WB
- 2 Lee EB
- 3 Blandford WB
- 4 Blandford EB
- 5 Ludlow WB
- 6 Ludlow EB



Ludlow food court

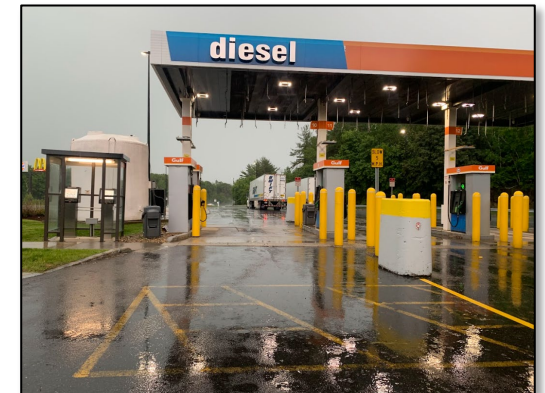


Lee amenities

- All locations offer both food and fuel amenities
- E-Z Pass Customer Service Center at Lee EB and Ludlow WB



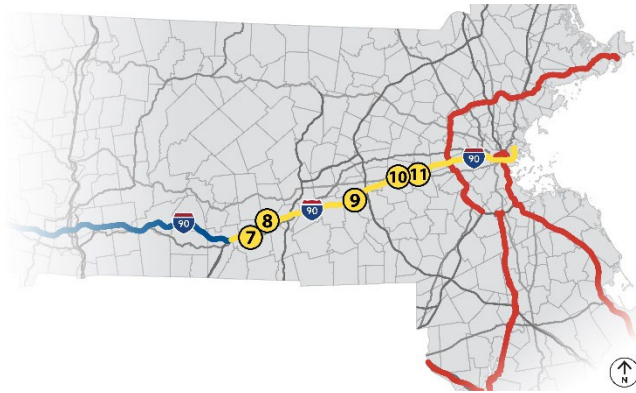
Lee fueling area



Blandford diesel fueling

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Central Mass Proposed Turnpike Grouping



Central Mass: Turnpike

- 7 Charlton EB
- 8 Charlton WB
- 9 Westborough
- 10 Framingham
- 11 Natick

- All locations offer both food and fuel amenities
- E-Z Pass Customer Service Center at Natick
- RMV Customer Service Center at Natick



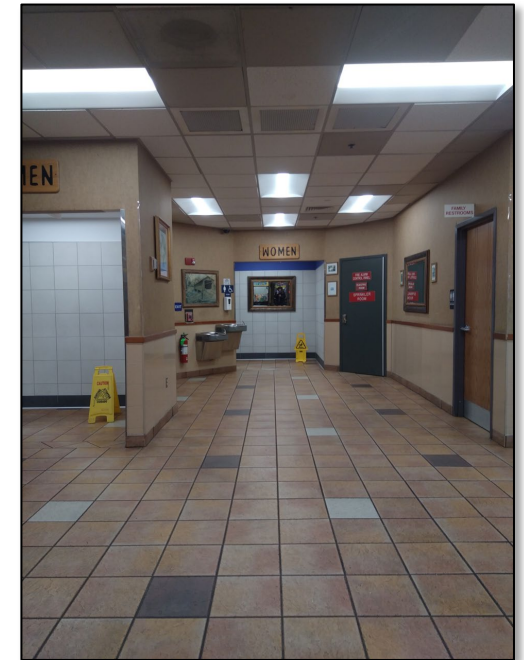
Charlton EV charging station



Natick food court



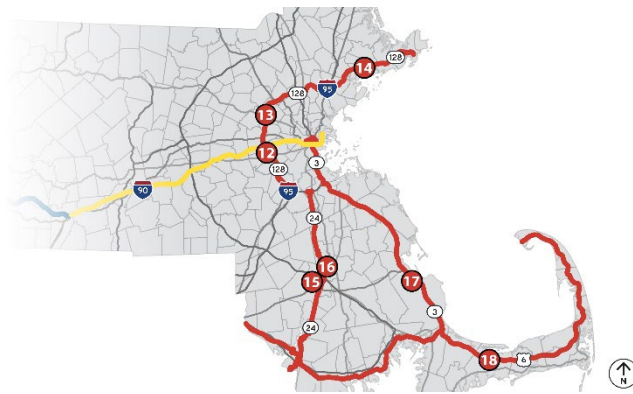
Framingham picnic area



Framingham interior

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Eastern Mass Proposed Non-Turnpike Grouping



- Eastern Mass: Non-turnpike**
- 12 Newton
 - 13 Lexington
 - 14 Beverly
 - 15 Bridgewater SB
 - 16 Bridgewater NB
 - 17 Plymouth
 - 18 Barnstable

- Food and fuel offered at Newton, Lexington, Beverly, Bridgewater NB and SB, and Barnstable
- Currently, no fuel offered at Plymouth



Barnstable fuel area



Plymouth food court



Lexington service plaza



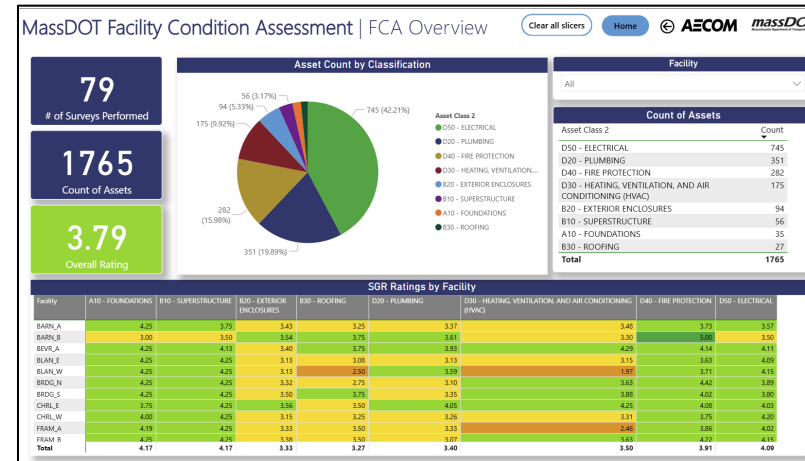
Beverly service plaza signs

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Asset Assessments

Building assessment

- Fire safety
 - Structural
 - Utilities
 - Building envelope
 - HVAC
-
- Site survey
 - Drainage
 - Wetlands
 - Parking lot
 - Grading
 - Traffic Counts
 - Truck counts



MassDOT's Facility Condition Assessment Dashboard

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Scope of Work

Table of Contents – Scope of Work

- *Operations and Maintenance Responsibilities*
- *Design Requirements: Site/Civil*
- *Design Requirements: Building*
- *ATC: Site, Building, and Truck Parking*
- *Energy/EV*
- *Linking Service Plazas to Local Culture and Industry*
- *Project Labor Agreement (PLA)*

Operations and Maintenance Responsibilities

The Operator's obligation to perform and provide the operations and maintenance work includes compliance with all O&M Performance Standards, as will be defined in the Lease. Major obligations are listed below:

- Accessibility
- Restroom Cleaning & Upkeep
- Snow & Ice Removal
- Parking Lot/Roadway Conditions
- Buildings and Structures-External and Internal
- Security and Surveillance
- Food and Beverage Options
- ATM/Carts/Kiosks/Racks/Vending/Tourism
- Grounds Landscaping
- Drainage, Sewerage, & Water System
- Personnel
- Fuel and Electric Vehicle Charging



Design Requirements: Site/Civil

- Site/Civil Design Requirements:
 - Parking lot accessibility and site circulation safety improvements
 - Truck parking expansion
 - Drainage and stormwater infrastructure
 - Greenspace and open space for pedestrian and outdoor amenities
 - Fueling station layout and standards, add electric vehicle charging stations
 - Underground storage tanks
 - Signage and Wayfinding
 - Site Lighting

Design Requirements: Building

- Plaza investments classified by Small (S), Medium (M), and Large (L)
 - Small: includes renovations and a new roof
 - Medium: small improvements plus an addition to the building
 - Large: new building
- Base requirements for each site and proposed investments
 - Improve restroom facilities
 - Support co-located Commonwealth services at select Service Plazas
 - Accessibility and modernization
 - Reflect the unique regions of the Commonwealth and highlight and support local industries

Our Technical Approach

- BTC** MassDOT will outline a Base Technical Concept (BTC) at 5-10% design for each plaza, both the site and building consistent with existing MassDOT standards and state building code.
- ATC** Proposers will have the opportunity and are encouraged to submit Alternative Technical Concepts (ATCs) for alternative improvements to plazas.

Alternative Technical Concept (ATC): Site

- Solar panels
- landscaping
- Outdoor dining area
- Play areas for kids
- Drive-thru configuration



Service plaza site rendering



Service plaza entrance rendering

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Alternative Technical Concept (ATC): Building

- Expanded footprints
- Enhanced programming
- Business centers
- Shower facilities
- LEED-certified building standards



Interior food court rendering

Alternative Technical Concept (ATC): Truck Parking

- Truck stop snow removal solutions
- Expanded lots
- Shower facilities
- Pre-reserved spots



Newton truck parking



Charlton EB truck parking



Lexington truck parking



Westborough truck parking

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Energy and Electric Vehicles

Examples



Solar panels at MassDOT Park & Ride



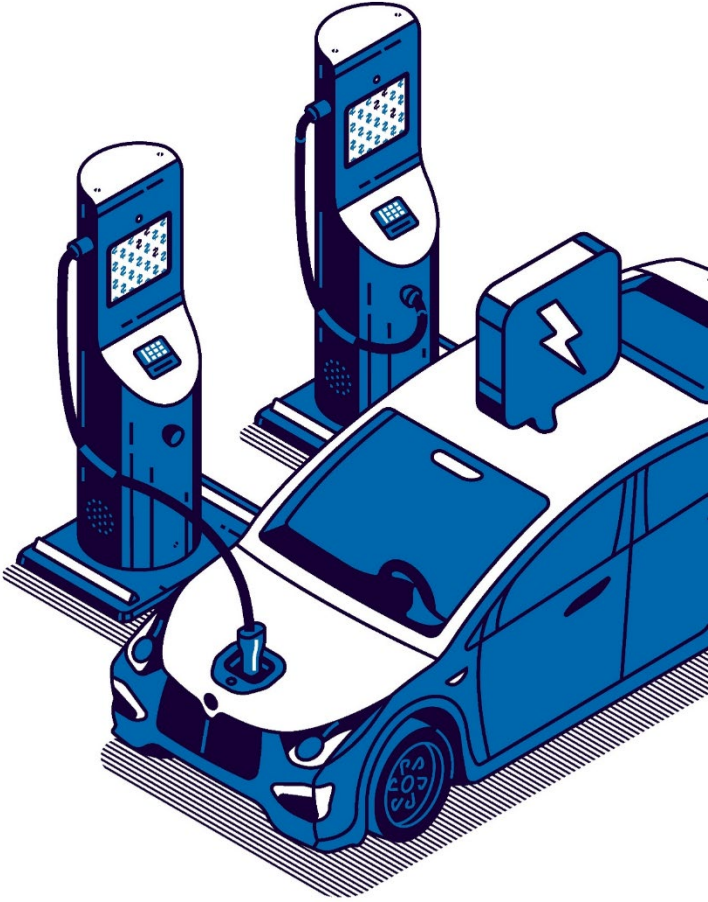
Solar panels at MassDOT Lab



Lighting



Accessibility



Design Considerations

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Linking Service Plazas to Local Culture and Industry

- Monuments
- Local artists' art installations
- Informational kiosks
- Local food vendors
- Community bulletin board
- Heritage architecture



Local products for sale



Johnny Appleseed Visitor Center in Lancaster



Enisketomp (Human Being) by Peter Wolf Toth at Plymouth

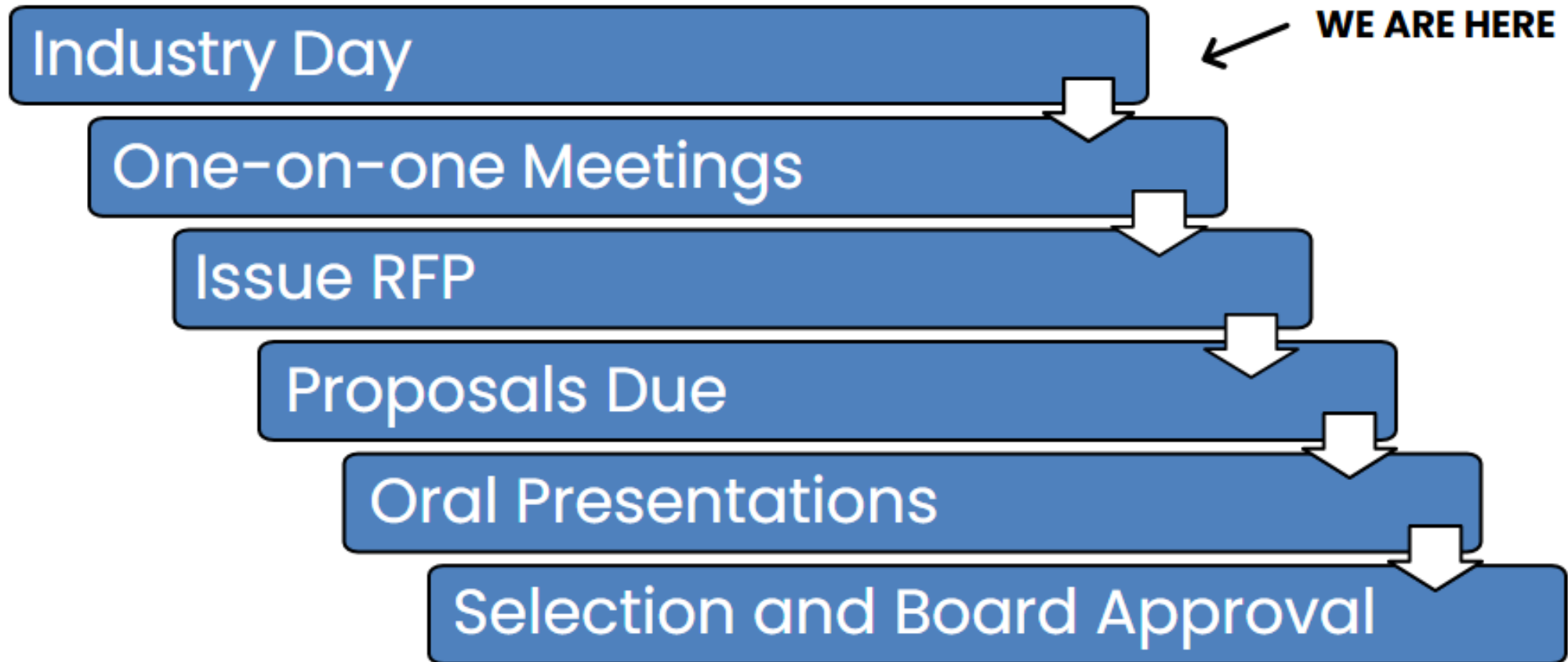
Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Project Labor Agreement (PLA)

Due to the size, duration, timing and complexity of the Project, in leasing the Service Plazas the Operator certifies its understanding that this Lease is conditioned upon the Operator's agreement to **enter into a project labor agreement(s) for all Construction Work** with applicable building trade councils or other labor organizations and that the Operator is ready, willing and able to do so prior to the commencement of any Construction Work on the Service Plazas.

Procurement Process

Proposed Procurement Process Flow



Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Proposed Procurement Timeline

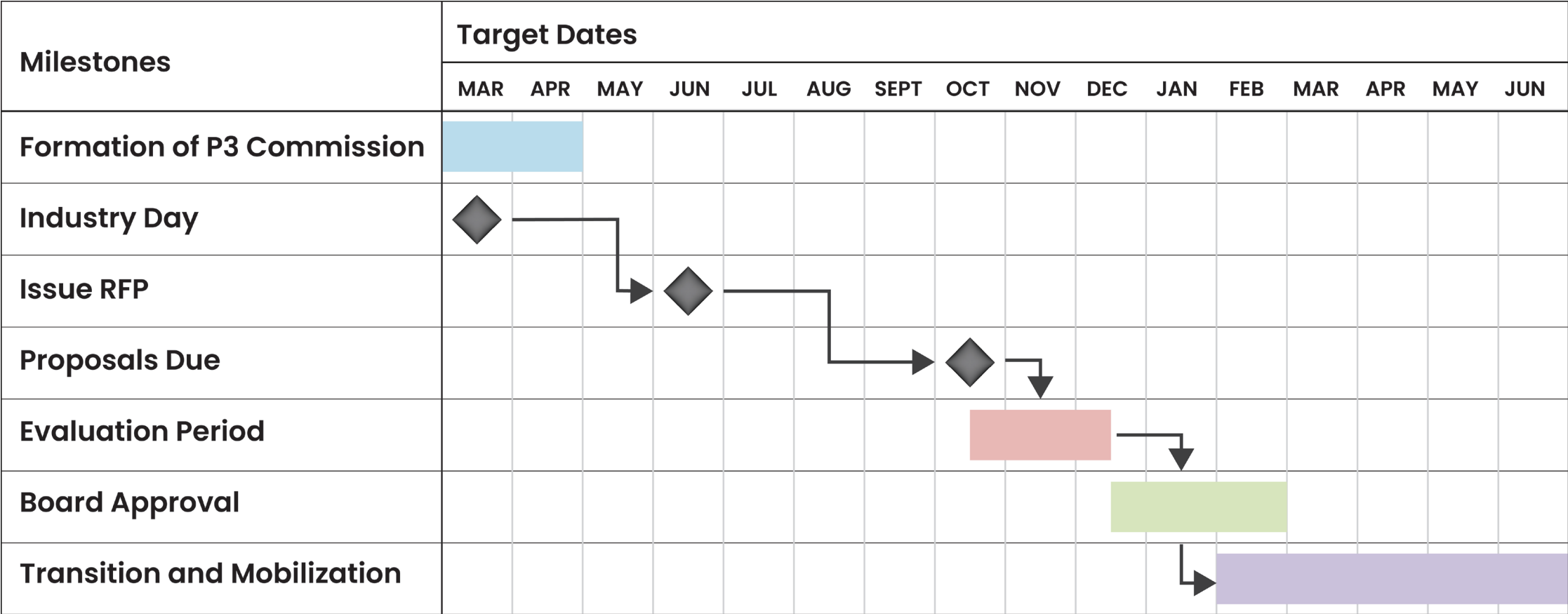


Figure 4 – Proposed timeline

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternat post-Industry Day.

Proposed Evaluation Criteria

Proposed Evaluation Criteria	
Technical Proposal (40%)	
Project Understanding	
Team Experience and Performance	
Team Structure and Capacity	
Operating Plan	
Revitalization Plan	
Financial Proposal (60%)	
Minimum Annual Guaranteed Rent (MAG)	
Revenue Percentage Share above MAG	
Revitalization Investment	
Financing Plan	

All evaluation criteria are subject to approval by the P3 Commission. Sub-criteria are currently being developed and will be included in the RFP.

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Rules of Engagement

- No Proposer, or any of its team members, may communicate with another Proposer or its team members with regard to this RFP or either team's Proposal.
- No Proposer, or any of its team members, shall have any communications regarding the procurement with any member of the MassDOT Board of Directors or with any MassDOT staff, advisors, contractors, or consultants involved with the procurement except through official channels.
- MassDOT will not be responsible for any oral exchange or any other information or exchange that occurs outside the official process.
- Proposers shall not contact any U.S. DOT or FHWA program office, representative, or consultant regarding this procurement.
- Any official information regarding the procurement will be disseminated from MassDOT. Any official correspondence will be in writing from MassDOT's designated Program representative* or designee.
- **Any communications determined by MassDOT, in its sole discretion, to be improper may result in disqualification.**
- All materials presented today are for informational purposes only. The final version of the procurement documents will be approved by the P3 Commission.

*Contact information for designated program representative included on last slide.

Final decisions pending completion of RFP. MassDOT has the discretion to move forward with alternative options post-Industry Day.

Q&A



Scan this QR code to take our industry survey and provide direct feedback on today's presentation.

Questions and Answers



- “Raise your hand” to be unmuted for verbal questions.



- Submit your questions and comments using the Q&A button.



- Please state your name before your question.



- Please share only 1 question or comment at a time, limited to 2 minutes, to allow others to participate.



- To ask a question via phone, dial *9 and the moderator will call out the last 4-digits of your phone number and unmute your audio when it is your turn.

**All questions and comments are subject to disclosure for public records.
Please use these functions for project-related business only.**

Thank You!

For general inquiries/questions, reach out to: serviceplazaprourement@dot.state.ma.us

To speak with our designated program representative, please contact:

Pamela Liaperdos

Pamela.Liaperdos@dot.state.ma.us

