Massachusetts Department of Transportation Service Plaza Operator Procurement Recommendation

June 11, 2025

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Procurement Process Steps

Issued Request for Proposals

Issued the RFP, which served as a solicitation for both Initial Proposals and final Proposals.

COMPLETED

Initial Proposals Submitted

Proposers submitted Initial Proposals for evaluation and short-listing. The evaluation criteria were focused on qualifications.

COMPLETED

Short-List

A short-list of four of the most highly qualified Proposers were selected to submit final Proposals.

COMPLETED

Evaluation and Selection

Three of the short-listed Proposers submitted final Proposals. MassDOT conducted the evaluation and selection process. The evaluation criteria focused on both technical/quality and financial factors.

COMPLETED

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Procurement and Contracting Process

MassDOT Goals

- Seamless transition to the new Operator
- Dramatic improvement of the on-going operations and maintenance of the Service Plazas
- Significant investment of capital by the new Operator to revitalize the Service Plazas
- Creation of “best in class” hospitality hubs that benefit the traveling public and reflect the character and values of Massachusetts

Pre-Procurement

- Pre-procurement, issued a Request for Information (RFI) on April 8, 2024
- One-on-one meetings with eligible respondents
- Community meetings and stakeholder outreach

Contracting

- Upon Board approval, MassDOT and selected Operator will enter into a six-month Transition Agreement, during which the Operator will prepare a Master Revitalization Plan
- Lease and Concessions Agreement effective January 1, 2026, at which time Operator begins operations and maintenance of the existing Services Plazas

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Selected Proposer: Applegreen MA Investments LLC

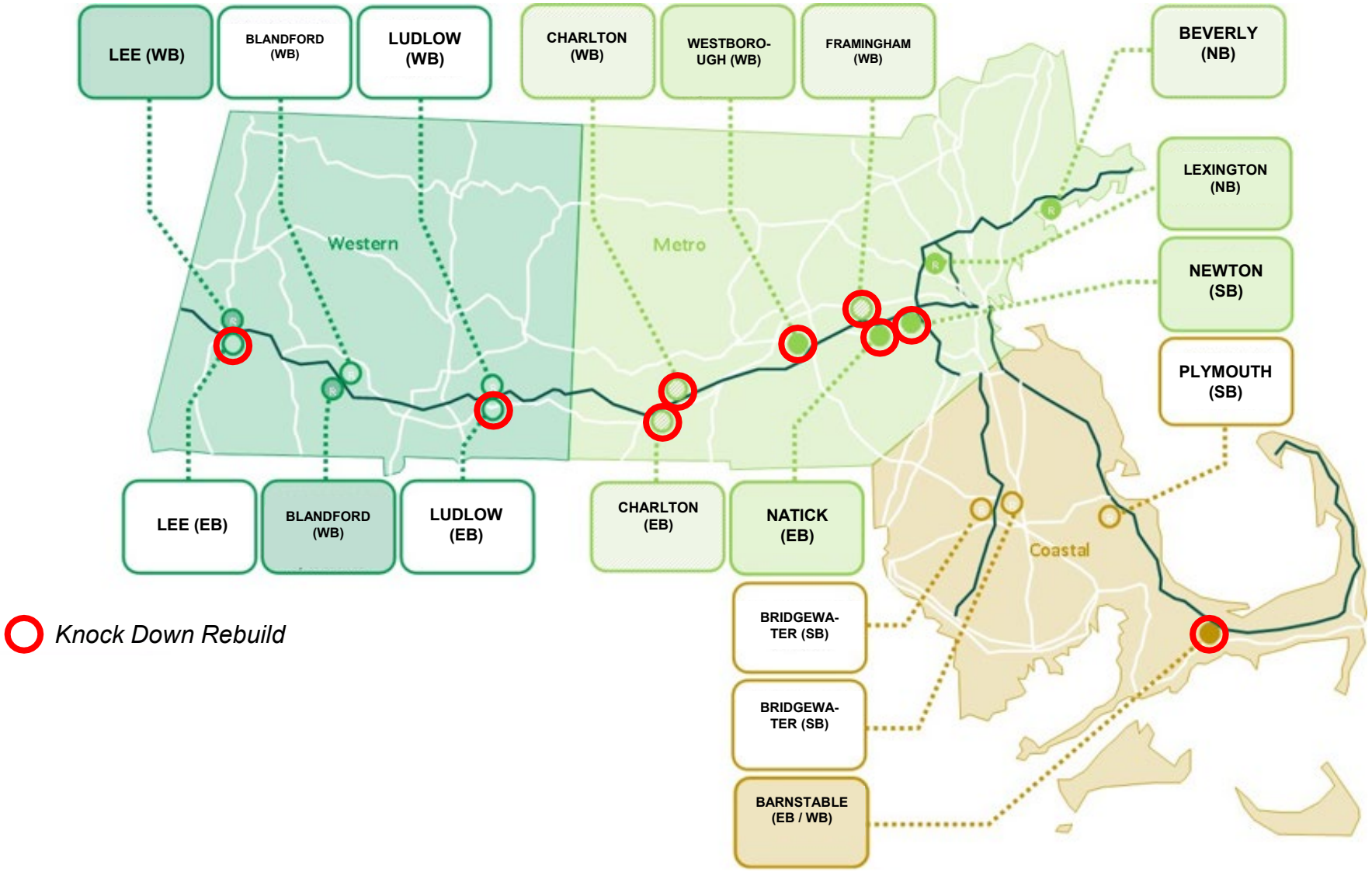
Background

- Applegreen (parent company) is the largest operator of service plazas in the US, Ireland and the UK
    - 530 locations and over 700 food and beverage offerings
    - Operations and concession contracts with 10 US state transportation agencies
    - Parent company employs 18,000 individuals globally and 7,000 in the US
    - Demonstrated success with state-of-the-art revitalization programs including the 27-service plaza portfolio of the New York State Thruway Authority

Qualifications

- Service plaza operations are Applegreen's core business
    - Self-operates the full-range of services including plaza operations, food & beverage, C-Store, fuel and EV charging (Applegreen Electric MA LLC)
    - Assembled a highly experienced team including Massachusetts companies: Suffolk Construction, Upland Architects and Consensus Building Institute
    - Pledged commitment to sustainable buildings, diversity, revenue growth and stakeholder engagement

Applegreen's Revitalization Approach



Applegreen Regional Plaza Concepts: Exterior







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Applegreen Regional Plaza Concepts: Interior







Applegreen Regional Plaza Concepts: Facilities & Amenities











Proposal Highlights

Revitalization

- Nine “raze and rebuilds” and nine “significant refurbishments”
- $750 million proposed capital investment over life of Lease and Concessions Agreement
- Sustainable building design with three regionally themed, locally inspired design concepts
- Plazas right-sized to demand
- Customer-friendly open floor layouts including family areas and trucker amenities
- Rapid increase in electric vehicle charging portals
- Significant increase in car and truck parking within existing plaza boundaries

Operations and Concessions

- Customer satisfaction program provides immediate feedback
- Stringent cleaning and maintenance protocols with on-site personnel
- Committed to Net Zero and sustainable practices in operations and maintenance
- Self-operates all food and beverage, convenience store, fuel and Electric Vehicle charging
- Diverse brand mix with proven quality, innovation and consistency
- Strong revenue projections that balance quality, capital investment, and amenities

Recommendation

That the Capital Programs Committee recommend that the Board of Directors authorize the Secretary, or her designee, to award and execute the Transition Agreement (MassDOT Contract No. SPO-1-2025) and Lease and Concessions Agreement (MassDOT Contract No. SPO-2-2026), entitled Service Plaza Operator, with, Applegreen MA Investments LLC, in a form approved by the General Counsel, and to execute any necessary or ancillary documents in the name and on behalf of the Massachusetts Department of Transportation to effectuate this Agreement.

Thank you!

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