

The Honorable Maura Healey  
Governor of the Commonwealth of Massachusetts  
Massachusetts State House  
24 Beacon Street  
Boston, MA 02133

**RE: MassDOT Turnpike Lease Recommendation Contradicts Your Stated Priorities and Neglects Your Financial Responsibility to the Commonwealth**

**Dear Governor Healey,**

As someone who has always admired your public commitment to the people and economy of Massachusetts, I write to you not just as the CEO of Global Partners, but as a lifelong resident of this state, deeply concerned about a decision that threatens to undermine both public trust and fiscal responsibility.

You've said, "No one is going to compete harder as your governor than me... We've got to make sure we're competitive with other states when it comes to attracting and retaining employers and businesses and keeping our residents here in the state."<sup>1</sup>

And yet, here we are, watching a 35-year state contract awarded to a foreign-owned, private equity-backed company, while a fourth-generation, Massachusetts-based employer who offered the state nearly \$900 million more in guaranteed rent is passed over. Those funds are critical to advancing the state's priorities, supporting infrastructure, education, and the residents who need it most.

This isn't about politics or preference. This is about taxpayer dollars and integrity.

The Facts Should Speak for Themselves<sup>2</sup>. The table below is a comparison of Global's offer to Applegreen/Blackstone.

	<b>Global Partners</b>	<b>Applegreen / Blackstone</b>
<b>Total Guaranteed Rent</b>	\$1.512 billion (guaranteed)	\$623 million up to \$994 million (revenue-share, not guaranteed)
<b>Fuel Rent</b>	\$0.12/gallon (pre & post revitalization)	\$0.072/gallon (pre), dropping to \$0.059/gallon (post revitalization)

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<sup>1</sup> (March 2023, Chamber of Commerce)

<sup>2</sup> Applegreen numbers as presented in the June 18<sup>th</sup> MassDOT Board Meeting. Global Partners numbers come from our RPF submittal.

<b>Gross Sales Rent</b>	10% (pre & post revitalization)	13.8% (pre), dropping to 5.32% (post revitalization)
<b>Annual Guaranteed Rent</b>	\$25 million/year starting rent (firm)	Estimated <sup>3</sup> \$16.4 million (pre), dropping to \$14.3 million (post)
<b>Total Capital Investment</b>	\$649 million	\$750 million
<b>Supplier Diversity Commitment</b>	5% of contract value (with 15% goal)	2% of contract value (with 10% goal, including Applegreen staff)

These numbers aren't close. The gap is astounding. Despite this, MassDOT's Chief Development Officer Scott Bosworth misled the MassDOT Board by stating the proposals were "very close." They are not. To be clear, he did not share Global's numbers publicly as a comparison. Only the numbers for the selected bidder. The gap is nearly \$900 million, and we believe the public deserves to understand how that discrepancy was minimized or overlooked.

It's also important to note that this decision creates an immediate budget gap, reducing current travel plaza rent from approximately \$30–\$32 million annually to just \$14–\$16 million. The Commonwealth will now need to find nearly \$15 million a year elsewhere to fill that hole.

To make matters worse, when questioned by a Board member about the reliability of Applegreen's numbers, Mr. Bosworth opened his response stating he wanted to focus on the recommendation and not talk bad about the other bidders. He then proceeded to state he found Applegreen's numbers more reliable because of their real-life experience and operations outside the state and found the other bid numbers to be unreliable. To be clear, Global is the only company that submitted a proposal that has actually operated the convenience stores and fueling stations at these plazas. If anyone can forecast volumes and financials accurately, it's us. His comment is offensive.

During our own oral interview, Mr. Bosworth questioned Global's financials because he confused fuel gallons with fuel revenue, costing our team 5 minutes of time to explain the difference. It has also been suggested that MassDOT encouraged Applegreen to "get closer" to Global's numbers during the evaluation process. This process is deeply flawed.

It's also important to highlight a late-stage change that creates additional risk to the State. The original RFP required bidders to provide an acceptable guarantor to unconditionally guarantee the obligations of the operating entity under the lease. But in the third addendum, MassDOT removed this requirement. Despite that shift, Global Partners stands ready and willing to provide a full, unconditional guarantee—something a private equity-backed special purpose vehicle like

<sup>3</sup> By Applegreen

Applegreen's likely cannot and will not offer. The Commonwealth deserves more than a shell company backed by uncertain capital. It deserves a partner that's accountable and financially sound from day one.

Global proposed a bold, future-ready vision for these travel plazas. Tech-enabled, locally rooted, and built for what's next (we've included a few renderings to show you what that looks like).

We understand that this decision wasn't based on dollars alone. That's why our proposal delivered more than just financial value. It included a future-focused EV and fueling strategy rooted in our real-world experience deploying charging infrastructure and next-generation fuels across Massachusetts—paired with sustainable design, meaningful supplier diversity commitments, and a proven track record of operational excellence. And we backed it with \$650 million in capital investment and over \$1.5 billion in guaranteed rent for the Commonwealth.

We also partnered with organizations like CommonWealth Kitchen to ensure these plazas didn't just *look* like Massachusetts, they reflected our values and communities. We know our neighbors. We know our vendors. Applegreen can't say the same.

In fact, the individual hired to advise Applegreen on community engagement mistakenly referred to them as "Applebee's" during public testimony—like it was her first meeting with them. That says everything.

In July of 2024, you said "We're doing this all responsibly, fiscally responsibly... every taxpayer dollar is focused on making life better."

How can this decision, one that leaves nearly a billion dollars on the table be called responsible? How can an immediate \$15 million drop in revenue be responsible?

Blackstone majority-owned Applegreen sought a \$260 million taxpayer bailout in New York for cost overruns on a similar rest stop project. That's not a red flag that's a billboard. If this is the "real-world experience" MassDOT is excited about, then taxpayers should be alarmed.

Governor, you know us, but let me remind you. We built this company from a single heating oil truck to what it is today. An integrated supplier of energy products and guest focused retail experiences. We have over 1,700 employees in Massachusetts. In 2024 alone we paid over \$126 million in state taxes and supported over 110 local charities.

We're not just a bidder, we're part of the fabric of this state. We didn't just submit a proposal. We showed up, with over 300 employees, partners, and community leaders at the Board meeting. They took time off work, rode buses from every corner of the state, and stood shoulder to shoulder not because we told them to, but because they care deeply. Because they believe in this company and this state. They showed up for transparency. For fairness. For Massachusetts.

In your 2024 Budget Signing, you said, "Every taxpayer dollar must be focused on making life better... more affordable... and more competitive."

We couldn't agree more with your commitment to affordability and competitiveness. But let's be clear: we can't make life more affordable while turning our backs on nearly \$900 million; money that should go to our schools, infrastructure, and critical public services.

We can't claim to support a competitive business climate while favoring a politically connected firm and handing operations over to a private equity company, especially when a proven, Massachusetts-born operator with a 90-year track record is ready to deliver more value and less risk.

And we certainly can't rebuild public trust with a process that looks manipulated and leaves taxpayers asking serious questions.

You've always stood for fairness, fiscal responsibility, and accountable leadership. We're asking you to bring those values to bear right now.

Because this isn't just bad procurement, it's a nearly billion-dollar betrayal of public trust. I can't in my mind fathom how in good conscience, you would take that money from your constituents, and send it overseas to a private equity backed company. It makes no sense, and Maura, you are better than that.

Don't let this decision undercut your own goals and values. At the end of the day only you can lay your head down and feel confident that while you might have upset a few powerful people, you did what is right for the people who you are charged with to serve.

This is in your hands. Stand up for what's right. I urge you to intervene. Take a hard look. And ensure this decision serves the people of the Commonwealth, not just tomorrow, but for the next 35 years.

**Respectfully,**



**Eric Slifka**  
Chief Executive Officer and President  
Global Partners LP





