

Criteria That Did Not Prioritize the Best Outcome for the Commonwealth

Category	Weight	Type	
Minimum Annual Guaranteed Rent	25%	Objective	Global offered \$1.5B in guaranteed rent —nearly \$900M more than Applegreen’s variable rent. Predictable revenue for the Commonwealth. Note, Day 1 the state will lose \$15M in annual revenue with Applegreen.
Revitalization Plan	25%	Subjective	Applegreen proposed \$100M more than Global in CapEx. That figure is not guaranteed. Only ~\$383M is tied to initial revitalization. The remaining \$367M is speculative and not contractually obligated. Under MassDOT’s own lease, actual capital spend is contingent on future Plaza Management Plans—none of which exist today.
Transition Plan	15%	Subjective	Global already operates at least a portion of 15 of the 18 travel plazas , ensuring a seamless, low-risk transition . Our dedicated Massachusetts employees are trained, on-site, and ready.
Operations and Maintenance Plan	10%	Subjective	This is Global’s business. We operate or supply over 1,700 convenience stores and gas stations, most of them in New England. We know these assets, we know these guests, and we have the infrastructure and track record to run them efficiently and safely.
Supplier Diversity Program (SDP)	10%	Subjective	Global committed to 5% of total contract value (OpEx + CapEx), with a goal of 15% . Applegreen’s was just 2% (the minimum required to bid) . Global already partners with CommonWealth Kitchen and other local, diverse suppliers.
Additional Revenue / Services Plan	10%	Subjective	Global made the commitment to operate five non-revenue-generating rest areas at no cost to the Commonwealth, while partnering with MassDOT to redevelop them into long-term revenue assets. We also proposed a variety of other ideas like vendor markets, and paid truck parking.
Program Understanding	5%	Highly Subjective	This subjective category was likely used by the committee to tip the scales to their politically connected bidder.