

November 20, 2025



**MINUTES OF THE BUILDING AND OPERATING COMMITTEE/COMMITTEE OF  
THE WHOLE**

**These minutes are supplemented by the audio recording that is posted online at:  
<https://www.goldengate.org/district/board-of-directors/meeting-documents>.**

Honorable Board of Directors  
Golden Gate Bridge, Highway  
and Transportation District

Honorable Members:

The Building and Operating Committee/Committee of the Whole of the Golden Gate Bridge, Highway and Transportation District (District) met in regular session in the Board Room, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, on Thursday, November 20, 2025, at 9:48 a.m., with Chair Garbarino presiding. A remote audio option for public participation was available.

- (1) **Call to Order:** 9:48 a.m.
- (2) **Roll Call:** Secretary of the District Amorette Ko-Wong. **[00:37 Minute Mark on the Audio Recording]**

**Committee Members Present (6):** Chair Garbarino, Vice Chair Rodoni; Directors Giudice, Mastin and Pahre; President Cochran.

**Committee Members Absent (2):** Directors Devlin and Rabbitt.

**Other Directors Present (4):** Directors Hernández, Hill, Moulton-Peters and Snyder.

**Committee of the Whole Members Present (10):** Directors Garbarino, Giudice, Hernández, Mastin, Moulton-Peters, Pahre, Rodoni and Snyder; First Vice President Hill; President Cochran.

**Committee of the Whole Members Absent (5):** Directors Devlin, Hardeman, Parrish and Thier; Second Vice President Rabbitt.

**[Note: On this date, there were four vacancies on the Board of Directors.]**

**Staff Present:** General Manager Denis Mulligan; Auditor-Controller Jennifer Mennucci; District Engineer John Eberle; Secretary of the District Amorette Ko-Wong; Attorney Kimon Manolius; Deputy General Manager/Bridge Division David Rivera; Deputy General Manager/Ferry Division Michael Hoffman; Chief Technology Director Fang Lu;

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Director of Planning Ron Downing; Executive Administrator to the General Manager Justine Bock; and Senior Board Analyst Leticia Rosas.

Copies of all reports are available on the District's web site at <https://www.goldengate.org/district/board-of-directors/meeting-documents> or upon request from the Office of the District Secretary.

**[Director Snyder departed. With Director Snyder's departure, the Committee was no longer a Committee of the Whole.]**

**(3) Approve Actions Relative to Award of Contract No. 2025-F-023, *Ferry Fleet Replacement Program*, to Mavrik Marine, Inc. [01:55 Minutes Mark on the Audio Recording]**

Deputy General Manager/Ferry Division Michael Hoffman presented the staff report and thanked Director of Engineering and Maintenance, Ferry Division, John Gray for his work on this project.

General Manager Mulligan provided additional information regarding the project.

Chair Garbarino inquired about the water jets.

Director Giudice inquired if the new ferry boats accommodate the docking facilities.

Mr. Hoffman and General Manager Mulligan responded to the inquires.

**(a) Action by the Committee [14:43 Minutes Mark on the Audio Recording]**

Staff recommended and the Committee concurred by motion made and seconded by **Directors COCHRAN/GIUDICE** to forward the following recommendation to the Board of Directors for its consideration:

**RECOMMENDATION**

The Building and Operating Committee recommends that the Board of Directors approve the following actions relative to Contract No. 2025-F-023, *Ferry Fleet Replacement Program*:

- (i) Approve award of Contract No. 2025-F-023 to Mavrik Marine Inc. (MMI), of La Conner, WA, in the amount of \$92,429,639.02, contingent on MMI completing a satisfactory Pre-Award Buy America Audit;
- (ii) Authorize a contingency budget for Contract No. 2025-F-023 in the amount of \$8,822,696 and authorize the General Manager to approve change orders up to the approved project budgets to address unforeseen circumstances;

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- (iii) Approve a FY 25/26 capital budget increase for Project #1940, *Purchase New Vessel*, in the amount of \$29,026,833, for a total Project #1940 budget of \$59,026,833 and amend the FY 25/26 Ferry Division Capital Budget accordingly, subject to the concurrence of the Finance-Auditing Committee at its meeting of November 20, 2025; and,
- (iv) Approve a FY 25/26 capital budget increase for Project #2445, *Del Norte Replacement*, in the amount of \$29,625,134, for a total Project #2445 budget of \$59,117,134 and amend the FY 25/26 Ferry Division Capital Budget accordingly, subject to the concurrence of the Finance-Auditing Committee at its meeting of November 20, 2025.

**Action by the Board at its meeting of November 21, 2025 – Resolution**

**AYES (6):** Directors Giudice, Mastin, and Pahre; Vice Chair Rodoni; Chair Garbarino and President Cochran.

**NOES (0):** None.

**ABSENT (2):** Directors Devlin and Rabbitt.

- (4) **Approve Award of Contracts Relative to Request for Proposals No. 2025-D-056, On-Call Cyber Security Professional Services** [15:35 Minutes Mark on the Audio Recording]

Chief Technology Director Fang Lu presented the staff report. Chair Garbarino thanked Ms. Lu for the report.

- (a) **Action by the Committee** [20:33 Minutes Mark on the Audio Recording]

Staff recommended and the Committee concurred by motion made and seconded by **Directors PAHRE/GIUDICE** to forward the following recommendation to the Board of Directors for its consideration:

**RECOMMENDATION**

The Building and Operating Committee recommends that the Board of Directors approve the award of eight contracts relative to Request for Proposals No. 2025-D-056, *On-Call Cyber Security Professional Services*, for on-call professional services for a three-year base term, with two one-year option terms, exercisable at the Golden Gate Bridge Highway and Transportation District (District) sole discretion, with the understanding that the total aggregate amount for all eight contracts will not exceed \$3,750,000. The eight recommended firms are as follows:

1. Cambridge Global Advisors, Washington, D.C.
2. Computer Aid, Inc., Allentown, PA
3. Converge Technology (Pellera), Peachtree Corners, GA
4. Deloitte Consulting, LLP, San Francisco, CA
5. IShift, Scottsdale, AZ

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6. NWN (InterVision Systems), LLC, Cordova, CA
7. Parsons Transportation Group, Pasadena, CA
8. RSI Security, San Diego, CA

**Action by the Board at its meeting of November 21, 2025 – Resolution**

**AYES (6):** Directors Giudice, Mastin, and Pahre; Vice Chair Rodoni; Chair Garbarino and President Cochran.  
**NOES (0):** None.  
**ABSENT (2):** Directors Devlin and Rabbitt.

**(5) Approve Actions Relative to Contract No. 2019-F-058, Larkspur Ferry Service & Parking Expansion Environmental Clearance and Preliminary Design Study [21:00 Minutes Mark on the Audio Recording]**

Director of Planning Ron Downing presented the staff report.

Director Mastin inquired about a statement on page 20 of the staff report and the steps used to mitigate. General Manager Mulligan and Mr. Downing responded.

Chair Garbarino thanked Mr. Downing for the report.

**(a) Action by the Committee [32:11 Minutes Mark on the Audio Recording]**

Staff recommended and the Committee concurred by motion made and seconded by **Directors MASTIN/COCHRAN** to forward the following recommendation to the Board of Directors for its consideration:

**RECOMMENDATION**

The Building and Operating Committee recommends that the Board of Directors (Board) approve the following actions relative to Contract No. 2019-F-058, *Larkspur Ferry Service & Parking Expansion Environmental Clearance and Preliminary Design Study*:

- (i) Authorize execution of the Third Amendment with Jacobs Engineering Group in an amount not to exceed \$2,317,910 for an expansion in their work scope, including the addition and evaluation of new project alternatives arising from public feedback received during the scoping process;
- (ii) Increase the project contingency by \$231,791 for a total of \$578,019, which is equal to 10% of the revised total contract amount; and,
- (iii) Authorize a budget increase of \$2,549,701 in the FY 25/26 Ferry Division Capital Budget for Project #2042, *Larkspur Ferry Service & Parking Expansion Environmental Clearance and Preliminary Design Study*, for a revised total project budget of \$6,741,213.

**Action by the Board at its meeting of November 21, 2025 – Resolution**

**AYES (6):** Directors Giudice, Mastin, and Pahre; Vice Chair Rodoni; Chair Garbarino and President Cochran.

**NOES (0):** None.

**ABSENT (2):** Directors Devlin and Rabbitt.

- (6) **Approve Award of Contract No. 2025-D-120, INIT ITCS NextGen Phase Two Upgrade and System Migration Project, to Innovations in Transportation, Inc. (INIT)**  
**[32:40 Minutes Mark on the Audio Recording]**

Chief Technology Director Fang Lu presented the staff report. Chair Garbarino thanked Ms. Lu for the report.

- (a) **Action by the Committee** **[37:50 Minutes Mark on the Audio Recording]**

Staff recommended and the Committee concurred by motion made and seconded by **Directors GIUDICE/MASTIN** to forward the following recommendation to the Board of Directors for its consideration:

**RECOMMENDATION**

The Building and Operating Committee recommends that the Board of Directors approve award of Contract No. 2025-D-120, *INIT ITCS NextGen Phase 2 Upgrade and System Migration Project*, to Innovations in Transportation, Inc. (INIT), of Chesapeake, VA, for the INIT Computer Aided Dispatch and Automated Vehicle Location (CAD/AVL) system, in the amount of \$465,242.

**Action by the Board at its meeting of November 21, 2025 – Resolution**

**AYES (6):** Directors Giudice, Mastin, and Pahre; Vice Chair Rodoni; Chair Garbarino and President Cochran.

**NOES (0):** None.

**ABSENT (2):** Directors Devlin and Rabbitt.

- (7) **Approve Actions Relative to the Revised Award of Contract No. 2025-MD-053, District Wide Janitorial Services, to Aim to Please Janitorial Services, Inc.** **[38:16 Minutes Mark on the Audio Recording]**

Deputy General Manager/Bridge Division David Rivera presented the staff report. Chair Garbarino thanked Mr. Rivera for the report.

- (a) **Action by the Committee** **[40:25 Minutes Mark on the Audio Recording]**



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Staff recommended and the Committee concurred by motion made and seconded by **Directors MASTIN/GIUDICE** to forward the following recommendation to the Board of Directors for its consideration:

**RECOMMENDATION**

The Building and Operating Committee recommends that the Board of Directors approve actions relative to the revised award of Contract No. 2025-MD-053, *District Wide Janitorial Services*, to Aim to Please Janitorial Services, Inc. as follows:

- (i) Rescind Board Resolution No. 2025-064 from the September 26, 2025 Board of Directors Meeting; and,
- (ii) Approve award of Contract No. 2025-MD-053, District Wide Janitorial Services, to Aim to Please Janitorial Services, Inc. of San Francisco, CA, in a total amount not-to-exceed \$2,215,434 for a base term of two years and up to three one-year option terms, which are exercisable at the General Manager's discretion, to perform janitorial services at the Golden Gate Bridge Toll Plaza facilities, the Golden Gate Transit Bus facilities in San Rafael, Golden Gate Ferry vessels, and the Larkspur Golden Gate Ferry Terminal.

**Action by the Board at its meeting of November 21, 2025 – Resolution**

**AYES (6):** Directors Giudice, Mastin, and Pahre; Vice Chair Rodoni; Chair Garbarino and President Cochran.

**NOES (0):** None.

**ABSENT (2):** Directors Devlin and Rabbitt.

**(8) Status Report from Board Appointee(s) on Sonoma-Marín Area Rail Transit Board [41:10 Minutes Mark on the Audio Recording]**

Chair Garbarino and Director Pahre provided an informational status report, and no action was taken.

General Manager Mulligan stated that he will provide a Clipper update at the December meeting.

**(9) Status Report on Engineering Projects [49:55 Minute Mark on the Audio Recording]**

District Engineer John Eberle presented an informational report, and no action was taken. He stated that staff has submitted the required documentation to Caltrans for its review of the Golden Gate Bridge Seismic Retrofit Contract. He further reported on the status of the Bridge Electrical System repairs and the San Rafael Parking Lot Improvements Project. He also reported that on October 25, an emergency contract was executed for railing repairs due to an accident which damaged the rail above the Lincoln Avenue undercrossing.

**(10) Public Comment [53:18 Minute Mark on the Audio Recording]**

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There were no public comments.

**(11) Adjournment [53:28 Minute Mark on the Audio Recording]**

All business having been concluded, **Directors GIUDICE/MASTIN** moved and seconded that the meeting be adjourned at 10:42 a.m.

**Carried**

Respectfully submitted,



Patricia Garbarino, Chair  
Building and Operating Committee

PG:AMK:lr

