



2025-12

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**

**MEMORANDUM OF MINUTES**

**BOARD OF DIRECTORS MEETING**

**NOVEMBER 21, 2025**

**These minutes are supplemented by the audio recording that is posted online at:**

**<https://www.goldengate.org/district/board-of-directors/meeting-documents>**

The Board of Directors (Board) 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 Friday, November 21, 2025, at 10:04 a.m., with President Cochran presiding. A remote audio option for public participation was available.

- (1) **CALL TO ORDER:** President Gerald D. Cochran.
- (2) **ROLL CALL:** Secretary of the District Amorette M. Ko-Wong. **[00:22 Minute Mark on the Audio Recording]**

**Directors Present (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**Directors Absent (3):** Directors Devlin, Hernández and Parrish.

**[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; Executive Administrator to the General Manager Justine Bock; 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.

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- (3) **PLEDGE OF ALLEGIANCE:** Director Stephanie Moulton-Peters [01:25 Minutes Mark on the Audio Recording]

- (4) **PUBLIC COMMENT:** [01:52 Minutes Mark on the Audio Recording]

The following individuals spoke under Public Comment:

- Shane Weinstein (in person)
- Dave Rhody (in person)
- Hayden Miller (remotely)

President Cochran thanked the speakers for their comments and noted that members of the public are welcome to submit additional comments to [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org).

- (5) **CONSENT CALENDAR:** [12:18 Minute Mark on the Audio Recording]

**Directors RABBITT/MASTIN** moved and seconded to approve the Consent Calendar. All items were approved by the following vote of the Board of Directors:

**AYES (10):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, and Snyder; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSTAINED (1):** Director Thier.

**ABSENT (4):** Directors Devlin, Hernández, Parrish and Rodoni.

- (A) **Approve the Minutes of the following Meetings:**

- (1) Transportation Committee of October 23, 2025;
- (2) Building and Operating Committee of October 23, 2025;
- (3) Finance-Auditing Committee of October 23, 2025;
- (4) Rules, Policy and Industrial Relations Committee of October 24, 2025
- (5) Governmental Affairs and Public Information Committee of October 24, 2025; and
- (6) Board of Directors of October 24, 2025; **Carried**

- (B) **Ratification of Previous Actions by the Auditor-Controller:**

**Resolution No. 2025-076** (as detailed in the November 20, 2025, Finance-Auditing Committee meeting)

- (1) Ratify Commitments and/or Expenditures
- (2) Ratify Previous Investments
- (3) Authorize Reinvestments
- (4) Accept Investment Report of October 2025 **Adopted**

- (6) **REPORTS OF OFFICERS:**

- (A) **General Manager** [13:14 Minute Mark on the Audio Recording]

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General Manager Denis Mulligan highlighted several items in the report including: 1) A possible risk to Federal Transit Administration grant funds resulting from a lawsuit filed by the Amalgamated Transit Union; 2) The U.S. Department of Transportation Secretary's two proposals to the Office of Management and Budget that could potentially affect transit funding; 3) Ongoing challenges with ferry service due to king tides; 4) Recognition of Employee Chad Allan for his years of service; and 5) Recognition of Sheila Haugen as Employee of the Month.

**(B) Attorney [27:19 Minute Mark on the Audio Recording]**

Attorney Manolius reported that a Closed Session, listed on the Board Agenda as Item No. 10.C.1., would take place just prior to the conclusion of this meeting:

- 10.C.1. Public Employee Performance Evaluation and Conference with Labor Negotiator  
Pursuant to Government Code Sections 54957 and 54957.6  
Report of Advisory Committee for Review of Officers
- (a) General Manager
  - (b) District Engineer
  - (c) Auditor-Controller
  - (d) Secretary of the District
  - (e) Attorney of the District

**(C) District Engineer [27:41 Minute Mark on the Audio Recording]**

District Engineer John Eberle presented the District Engineer Report, which was for informational purposes only and no action was taken.

**(7) OTHER REPORTS:**

There were no Other Reports to discuss.

[Director Rodoni arrived.]

**(8) REPORT OF COMMITTEES: [30:05 Minute Mark on the Audio Recording]**

**(A) Transportation Committee/Committee of the Whole [30:16 Minute Mark on the Audio Recording]  
November 20, 2025  
Chair Elbert Hill**

- (1) Approve Proposed Changes to Golden Gate Transit Bus Routes and Paratransit Service as Identified in the Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan, with Revisions Based on Public Outreach**

Director Rodoni inquired about the cost of adding late-night service between Sonoma and Marin counties.

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Director Thier inquired about Sonoma County Transit bus service after 8:00 pm. She expressed support for the MASCOTS program but stated that additional work is needed.

Director Mastin inquired about the Sonoma-Marín Area Rail Transit (SMART) schedule and asked if SMART Connect Service was still operating.

Director Moulton-Peters stated that the MASCOTS plan was designed to organize and align service with other local transit agencies, and that a three-month transition plan had been established to identify late-night riders and their destinations. She encouraged the Board to move forward with the proposed plan.

Director Rabbitt said that COVID-19 had adversely affected public transit and that the MASCOTS plan represented an opportunity to improve service moving forward. He added that California had not invested in transit to the same extent as other states.

Director Garbarino said she was grateful for the pilot period and that no bus operators would lose their jobs because of the proposed plan.

Director Rodoni stated that he supports the MASCOTS plan but would like to see assurances that late-night passengers would be taken care of.

The following individual spoke under public comment: **[51:56 Minute Mark on the Audio Recording]**

- Shane Weinstein (in person)

Director Thier echoed Director Rodoni's comments and reiterated that she thought more time was needed to work on the plan.

Director Pahre stated that it is the Board's responsibility to make decisions that benefit the greatest number of constituents. She encouraged the Board to move forward with the three-month pilot period.

Director Rabbitt noted that the plan had already received approval from other transit organizations and that the Board should move forward with it.

Director Giudice suggested that the Board move forward with an amended motion that the other transit partners guarantee southbound service.

Director Hill proposed that staff provide monthly reports on ridership.

Director Snyder inquired about the last bus leaving the San Rafael Transit Center and its connection with SMART.

Director Rodoni said he would prefer a longer pilot period than three months.

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Director Thier inquired whether MASCOTS would decide on late-night bus service after the three-month pilot period.

Director Moulton-Peters noted that there was more than three months' time to solve the late ridership situation. She inquired about the District's procedure if the Board should vote no on the proposal.

Director Rabbitt echoed Director Moulton-Peter's comments.

Director Snyder stated that he was in support of the MASCOTS plan and inquired about continuing the item to December.

President Cochran said there was a motion on the floor and that he wished to move forward.

Director Pahre asked Director Hill to read the motion again.

Director Giudice stated that his suggestion to amend the motion was not on the floor.

Director Rodoni said he wanted staff to continue addressing the late-night ridership issue beyond the three-month pilot period, as needed.

General Manager Mulligan responded to the Directors' inquiries and comments and in response to Director Rodoni's concerns about late-night riders, the General Manager agreed to give the board updates monthly and to continue to search for a long-term solution for these late-night riders with MASCOT partners.

**Directors HILL/RABBITT**

**Resolution No. 2025-077** approves proposed changes to the Golden Gate Bridge, Highway and Transportation District's bus routes and regional paratransit service as part of the Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan, as described in the staff report for the October 23, 2025, Transportation Committee meeting, with the understanding that, if approved, the proposed implementation will be in April 2026, that the MASCOTS agencies will provide late-night connectivity between Marin and Sonoma for three months after the implementation of MASCOTS, and, between now and June 2026 the MASCOTS agencies will survey current late-night riders to better understand their travel needs.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier\*; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

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(\*Upon reconvening after the recess, Director Thier requested to change her “No” vote to “Aye” for Board Agenda Item No. 8.A.1. The Board unanimously approved her request.)

**The Board, at the request of President Cochran, took a five-minute recess.  
[01:22:20 Hour Mark on the Audio Recording]**

**The Board reconvened. [01:30:40 Hour Mark on the Audio Recording]**

**(B) Building and Operating Committee/Committee of the Whole [01:31:00 Hour Mark on the Audio Recording]  
November 20, 2025  
Chair Patricia Garbarino**

**(1) Approve Actions Relative to Award of Contract No. 2025-F-023, *Ferry Fleet Replacement Program*, to Mavrik Marine, Inc.**

**Directors GARBARINO/MASTIN**

**Resolution No. 2025-078 approves the following actions relative to Contract No. 2025-F-023, *Ferry Fleet Replacement Program*:**

- (a) Approves 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; and,
- (b) Authorizes 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; and,
- (c) Approves 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,
- (d) Approves 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.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.



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**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

**[Director Thier departed.]**

**(2) Approve Award of Contracts Relative to Request for Proposals No. 2025-D-056, On-Call Cyber Security Professional Services**

**Directors GARBARINO/HILL**

**Resolution No. 2025-079** approves 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 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
6. NWN (InterVision Systems), LLC, Cordova, CA
7. Parsons Transportation Group, Pasadena, CA
8. RSI Security, San Diego, CA

**Adopted**

**AYES (11):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni and Snyder; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (4):** Directors Devlin, Hernández, Parrish and Thier.

**(3) Approve Actions Relative to Contract No. 2019-F-058, Larkspur Ferry Service & Parking Expansion Environmental Clearance and Preliminary Design Study**

**Directors GARBARINO/PAHRE**

**Resolution No. 2025-080** approves the following actions relative to Contract No. 2019-F-058, *Larkspur Ferry Service & Parking Expansion Environmental Clearance and Preliminary Design Study*:

- (a) Authorizes 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; and
- (b) Increases the project contingency by \$231,791 for a total of \$578,019,

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which is equal to 10% of the revised total contract amount; and,

- (c) Authorizes 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.

**Adopted**

**AYES (11):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni and Snyder; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (4):** Directors Devlin, Hernández, Parrish and Thier.

**[Director Thier returned.]**

- (4) **Approve Award of Contract No. 2025-D-120, INIT ITCS NextGen Phase Two Upgrade and System Migration Project, to Innovations in Transportation, Inc. (INIT)**

**Directors GARBARINO/SNYDER**

**Resolution No. 2025-081** approves 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.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

- (5) **Approve Actions Relative to the Revised Award of Contract No. 2025-MD-053, District Wide Janitorial Services, to Aim to Please Janitorial Services, Inc.**

**Directors GARBARINO/RABBITT**

**Resolution No. 2025-082** approves 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:

- (a) Rescinds Board Resolution No. 2025-064 from the September 26, 2025 Board of Directors Meeting; and,



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- (b) Approves 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.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

- (C) **Finance-Auditing Committee/Committee of the Whole** [01:40:50 Hour Mark on the Audio Recording]  
**November 20, 2025**  
**Chair David Rabbitt**

- (1) **Receive the Annual Report of the OPEB Retirement Investment Trust Board**

**Directors RABBITT/SNYDER**

**Resolution No. 2025-083** receives the Annual Report of the OPEB Retirement Investment Trust Board. This report summarizes the OPEB Retirement Investment Trust Board's annual review of its investment policy, service personnel and Charter.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

- (9) **ADDRESSES TO BOARD:**

There were no Addresses to the Board.

- (10) **SPECIAL ORDER OF BUSINESS**

- (A) **Approve the 2026 Golden Gate Bridge, Highway, and Transportation District's Board of Directors Meeting Schedule** [01:45:40 Hour Mark on the Audio Recording]

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**Directors MASTIN/HILL**

**Resolution No. 2025-084** approves the *2026 Board of Directors Meeting Schedule* as detailed in the staff report.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

- (B) **Authorize a Resolution of Appreciation to Danny Sauter in Recognition of His Dedicated Service as Director of the Golden Gate Bridge, Highway and Transportation District Board** **[01:46:55 Hour Mark on the Audio Recording]**

**Directors MASTIN/RABBITT**

**Resolution No. 2025-085** approves the preparation and presentation of a Resolution of Appreciation to Danny Sauter in recognition of his dedicated service as a Golden Gate Bridge, Highway and Transportation District Director.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

- (C) **Report of Advisory Committee for Review of Officers** **[01:47:55 Hour Mark on the Audio Recording]**

(1) **Closed Session**

At the request of President Cochran, Attorney Kimon Manolius stated that the Board would convene in Closed Session, as permitted by the Brown Act, to discuss the matters listed on the Board Agenda as Closed Session, Item No. 10.C.1.

(2) **Open Session** **[02:08:56 Hour Mark on the Audio Recording]**

After Closed Session, President Cochran called the meeting to order in Open Session with a quorum present. At the request of President Cochran, Attorney Manolius reported that the Board had met in Closed Session, as permitted by the Brown Act, regarding agenda Item No. 10.C.1. He said that the Board received a report from President Cochran, the Chair of the Advisory Committee for Review of Officers, regarding the evaluation process of its five officers: the General Manager, District Engineer, Auditor-Controller, District Secretary and Attorney. He said that President Cochran had a report for Open Session.

(a) **Consideration of Compensation Adjustment for the General**

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**Manager, District Engineer, Auditor-Controller and Secretary  
of the District [01:53:40 Hour Mark on the Audio Recording]**

President Cochran reviewed the Advisory Committee report and recommendations as outlined below. He expressed appreciation to the Advisory Committee members and Attorney Kimon Manolius for their assistance with the evaluation process.

**Directors COCHRAN/SNYDER**

**Resolution No. 2025-086** finds the General Manager's performance this year to have been exemplary and approves a salary increase by 3.75% to \$417,275.82 annually, effective the following period.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

**Directors COCHRAN/GARBARINO**

**Resolution No. 2025-087** finds the Auditor-Controller's performance this year to have been exemplary and approves a salary increase by 3.75% to \$330,986.24 annually, effective the following period.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

**Directors COCHRAN/PAHRE**

**Resolution No. 2025-088** finds the District (Chief) Engineer's performance this year to have been exemplary and approves a salary increase by 3.75% to \$330,986.24 annually, effective the following period.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish

**Directors COCHRAN/GIUDICE**

**Resolution No. 2025-089** finds the Secretary of the District's performance this year to have been exemplary and approves a salary increase to \$259,750 annually, effective the following period.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

**(b) Consideration of Compensation/Rate Adjustment/Fixed Fee for the Attorney of the District [02:13:43 Hour Mark on the Audio Recording]**

**Directors COCHRAN/SNYDER**

**Resolution No. 2025-090** approves an increase in the hourly blended rate for legal services provided by Hanson Bridgett to \$555.00 per hour for the period January 1, 2026, through December 31, 2027, and to \$610.00 per hour for the period January 1, 2028 through December 31, 2029.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

**Directors COCHRAN/GIUDICE**

**Resolution No. 2025-091** approves an increase in the monthly Fixed Fee component of the Legal Budget from \$110,000.00 per month to \$125,000.00 per month, effective January 1, 2026.

**Adopted**

**AYES (12):** Directors Garbarino, Giudice, Hardeman, Mastin, Moulton-Peters, Pahre, Rodoni, Snyder and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (3):** Directors Devlin, Hernández and Parrish.

**(11) UNFINISHED BUSINESS**

There was no Unfinished Business.

**(12) NEW BUSINESS**

There was no New Business.

**(13) COMMUNICATIONS [02:16:54 Hour Mark on the Audio Recording]**

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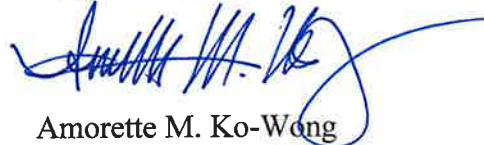
President Cochran stated that copies of Communications are available from the District Secretary's Office.

**(14) ADJOURNMENT: [02:16:59 Hour Mark on the Audio Recording]**

All business having been concluded Directors PAHRE/SNYDER moved and seconded that the meeting be adjourned in honor of District employees Derrick Johnson and Michael Spegar, at 12:22 p.m.

**Carried**

Respectfully submitted,



Amorette M. Ko-Wong  
Secretary of the District

AMK:LR:tnm