

**3<sup>rd</sup> Email from Councilman Agold sent to residents on 12/29/25:**

My thoughts continue...

I have been the Chief Executive. I was Master aboard USNS BENAVIDEZ, USNS HAYES, USNS OBREGON, USNS RED CLOUD, USNS SODERMAN. These are all ships owned by the US Navy and managed by the Military Sealift Command. All are government owned, contractor operated.

The position is Master, the title is Captain.

Implicitly, the ship's Master has all the authority on the ship. Of course, this isn't true.

I was constrained by US law, International Law, Union Rules, Military Sealift Command requirements, US Navy requirements, etc.

So, I have experience having all the authority and responsibility, but of course I did not have all the power.

In the summer of 2018, I was aboard USNS SODERMAN. Our tasking was to remain inport, moored at Pier 8 Busan, Korea. (SODERMAN is/was a prepositioned ship carrying US ARMY equipment forward deployed in the Far East.) Well, typhoons form in the summer, and one was predicted to enter the Yellow Sea. As the daily prediction developed, the storm track moved more and more toward Busan.

No one, no one, in the hierarchy was watching the storm track. That was my job. The storm was my problem.

It was not within my purview to simply leave port and burn up the Navy's diesel just for my own entertainment. But, it was my job to be alert for danger and to take early and decisive action.

I advised the Navy that we would sortie for storm evasion. All good.

I was the custodian of USNS SODERMAN, not the owner. I could not consume the Navy's resources for my own entertainment, but I could for the proper stewardship of the ship and cargo.

I see parallels between that experience and the stewardship of ENCHANTED OAKS. The Mayor has delegated authorities. For the normal day-to-day operations, there is a staff to assist, etc.

The Chief Executive has freedom of action when there is no time for committee deliberation. Just like I was constrained by multiple sets of rules and laws, the Mayor is constrained. As the ship's Master, I had to orchestrate the function of a ship and cargo valued at about \$1 billion. My task was the proper care of ship, cargo, and crew.

For routine business, there is a bureaucracy that takes care of nearly everything. Let the bureaucracy serve the city. Let the staff do their work. The city ordinances and other regulatory constraints will guide many, many staff actions. Let the City Council represent the people and make the best decisions they can regarding the allocation of resources. Let the Mayor make those choices that must be made NOW knowing that the City Council will be looking at those choices after the fact. These are the types of decisions that cannot wait for the next Council meeting, but that should be examined after the fact.

I made several decisions as Master on scene in the moment that were scrutinized after the fact. I was required to explain what I did and why. That's the reason that I got to sit in the big chair in the Wheel House.

When I said this was "my ship" it wasn't because I had bought and paid for it. I didn't own the cargo. The crew were not my employees. I was the steward, the manager, the one point of contact for the ship. The Mayor gets to chair the Council Meetings, but the Mayor doesn't employ us. The Mayor doesn't own the city.

Don Agold  
Alderman