The Meeting of the Board of Selectmen held on Monday, August 10, 2020 began at 6:00 p.m. Remote participation due to COVID-19.

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Members Present: Derek DeBarge, Antonio Goncalves, William Rosenblum and Manuel Silva

First Order of Business: The Pledge of Allegiance

Mr. Silva recessed the 8/10/20 meeting at 6:05 p.m. to continue the meeting from 8/4/20.

Visitation:

Police Lieutenant Interviews:

6:00 p.m. – Sgt. Irwin

Mr. Rosenblum: Just as a reminder so everyone that is watching right now knows what had happened obviously with the power outage last week, is that we got through all of the questions Sgt. Irwin had, he had done his opening statement, also fielded questions from the entire Board and when we came down to the power outage Sgt. Irwin was in the process of doing his closing statement. Also, Chief Valadas had given some comments on his thoughts also on Sgt. Irwin. So, at this point we are going to continue from last meeting as to where Sgt. Irwin you go ahead, you have the floor to do your closing statement.

Sgt. Irwin: Thank you very much and good evening.

Mr. Goncalves: Good evening.

Sgt. Irwin: First I would like to say thank you very much for allowing me to sit before you in this process and explain why I believe I am the best candidate to the next Operations Lieutenant. We are definitely going into a new era of Law Enforcement. We are not quite sure which way it is going to go yet. What comes out of State Legislature, as well as any national things that come up but I'm excited to be here even though there are some that aren't these days. You know I have always wanted to be a leader in general. I have wanted to be a leader in this Police Department and you know evidence of that is just when you become a supervisor here you start on the midnight shift and there is no Lieutenant. There is no Senior Officer to you so every decision, operational decision that I have encountered that I have had to make has been by myself and just going through that formula of you know to best serve the residents of the Town of Ludlow. Is this good for the Department, is this good for my Officers and is this good for me and I have always you know taken full responsibility for all of my decisions and actions. Obviously, I have not been reckless, if I felt that there was a situation at hand that I you know that I needed to, that was beyond me and that I should responsibly reach out to a superior, I would have done that. I never felt the need to do that. If I was calling the Lieutenant or the Chief, it was simply to let them know what had happened. One of those litmus tests, do they want to hear it on the 6 o'clock news in the morning when they wake up or would they rather hear it from me now. Chief had some very kind words before about how I actively seek out responsibility. I'd like to think it's also evidence by my record and some of the jobs that I have done here. Starting out as an Officer, volunteering to become a Court Officer and learn that process. It is very important that you can communicate with the other branches of the Criminal Justice System, ensure the cases that you bring forward are solid, we are going to win. Then volunteering to be a sexual assault investigator, which is not for everyone I can assure you. It really wasn't for me. If I had my choice, I if I really could of, it wasn't something that I wanted to do but the Department had a need for it, I was recommended and it's just not in my nature to say no when the Department needs something done. Then as a Supervisor being assigned new duties. The Domestic Violence Coordinator. That was a new position, which I got and then actively seeking out the Department Firearms Instructor and Armory Compliance job which is something that I think is really important. It has been...through every interview I have had as Lieutenant, the Chief's one and then the Lieutenant tonight how use of force is an area of high liability. It is a high-pressure situation if you are going to be in a deadly force encounter as an Officer and I have always, just a theme with all of these things, is I have always wanted to be part of the leadership in these areas. I want to be part of the solution for anything that comes. Then since Chief Valadas was appointed he has recognized my willingness to take on any and all responsibility. He assigned me the duties of being the Special Police Director and the Department Training Officer, scheduling, making sure that our Officers are ahead of the

game when it comes to training and tactics. Making sure that everyone is ready to go out onto the street and I really appreciate the fact that he recognized me for that Chief and I'm really excited to be able to do that. If rules were reversed and I was on your side of the table and I had a candidate who was 33, with 10 years on the job and who is done some of the things that you know I have done, I would be excited because now is an opportunity to start investing in the future leadership of the Department. We are in good hands right now with Chief Valadas and Lieutenant Brennan and I think it would be a privilege to become part of the command staff team and negotiate whatever challenges or circumstances are going to come out way. Furthermore, it would be an honor, like I said in my letter to you all to support, defend and guide our Officers through whatever comes our way. I really appreciate that opportunity. Thank you.

Mr. Goncalves: Thank you.

Mr. DeBarge: Thank you very much.

Mr. Rosenblum: Thank you.

6:10 p.m. Sgt. Shameklis

Mr. Rosenblum: Sgt. Shameklis?

Ms. Villano: The appointment was scheduled for 6:30 p.m.

Mr. Rosenblum: 6:30?

Ms. Villano: Would you like to have him come in early?

Mr. Rosenblum: Is he here?

Ms. Villano: He is.

Mr. Rosenblum: Good, alright. Hi Sergeant, how are you?

Sgt. Shameklis: Good, how are you?

Mr. DeBarge: Hello.

Mr. Rosenblum: Congratulations also thank you for waiting another week. Obviously, we had circumstances beyond our control. We appreciate you; I know it must have been, don't want to wait another week but thank you very much. So, what I'm going to do is just, I mean you have been in this situation before, but I am just going to kind of go over the ground rules for what we are doing today. So obviously you will introduce yourself first off, you will have an opportunity for open remarks. At which point the Board will ask you questions that you will answer to us obviously. After that's done, we will allow Chief Valadas to make a statement on your behalf also and after that at the end you will be able to make your closing remarks. So, you gentlemen are both set? Mr. DeBarge, Mr. Goncalves you are both ready?

Mr. DeBarge: Yes.

Mr. Goncalves: Yes.

Mr. Rosenblum: Okay, the floor is yours.

Sgt. Shameklis: Alright, well again thank you for hosting another interview. I know it takes time out of the Town's business, but this is important. This is an important leadership position again in the Department that we need to fill. So, I appreciate your time. I have been here, this is my third time in two years I think, two and half years interviewing, so you probably know quite a bit about me already. What I would like to do is open up about some of the things that maybe you don't know about me that are critical and make me the best candidate for this position. I have lived in Ludlow for about 25 years, I

got out of active duty and settled in Ludlow within 6 months or so of that. The reason I was attracted to Ludlow was just the home town feel and the feel of the community I love it here, I have always loved it here. I am very ingrained and in betted in the community itself, I do a lot of charity work such as the Josh Desforges challenge and some other charities. My children, I have four of them, they have all gone, are going or will go eventually to Ludlow Public Schools. So, my wife and I own our home here, so we are all in when it comes to the community, there is no question about that. My education background is I had some military service and I was able to through that military service, go to a lot of different schools, workshops, trainings and exercises to deal with leadership. It has really developed my leadership skills and my management ability. I hold a Bachelor's Degree in management with a focus on leadership and I have two Associate's Degrees both in Criminal Justice. While education is important, it lays the ground work for your leadership skills and what really hones them is actually using them. It is like any other skill, the more you use it, the better off you get with it. I am a highly decorated twenty-year veteran of the United States Air Force Security Police. I have been to thirty plus countries and almost every state in the Union in my service. I have been placed in some a variety of different leadership and management positions in that time. Some of the highlights are I was a fireteam leader, I was deployed to New Orleans after Katrina. So, I helped with the cleanup and the stabilization and the recovery of New Orleans after that devastating hurricane. In 2006 I was special duty assigned to Germany, where I was assigned to the headquarters of the Special Operations Command of Europe. There I ran a program that tracked terrorists, terrorist organizations and terrorists that might threaten our Special Operations Assets throughout the entire continents of Europe and Africa. In 2008 on my second tour in Iraq, I was initially put in charge of about a 10-mile distance perimeter of the defensive, a defensive perimeter of FOB or Forward Operating Base Warrior in...Iraq. I had about 10-miles of perimeter I had to worry about and roughly a little over 100 people that I had operational control of and I ran operations, day to day operations for that sector of defense. About two months into the deployment, they promoted me to Battle Captain. I was posted in the Base Defense Operations Center at that time and I was running day to day operations for the entire security and Law Enforcement operation of FOB Warrior. It totaled around 300 personnel and there was roughly between 8 – 10,000 coalition American and Iraqi forces and troops that we were protecting on that installation during my deployment. My last five years in the reserves, I was the Operations Superintendent at Westover at the 439th Security Forces Squadron. I was tasked with day to day operations of roughly around 80 security forces members. That included training, that included preparation, equipment, it included planning and the preparation of events such as the Great New England Air Show. I had direct responsibility for planning and overseeing the operations of two of those air shows in that time frame. Closer to home, here in Ludlow, I am a decorated veteran of the Ludlow Police Department. I have been with the Police Department for over 14 years now. In that time, I have been a Sergeant for six, almost six, next month it will be six. I have been on second shift, the 4 to 12 which is by far the busiest shift and it has given me a lot of exposure to different things and different situations for about five years of my six years. My other responsibilities at the Ludlow Police Department is I am the taser instructor and also the Program Manager for the taser program. I am a certified MPTC instructor. I am nationally certified Law Enforcement response to active shooter instructor, as well as a civilian response to active shooter instructor. I am one of the two training Officers that evaluates and schedules training for the Department. I am the Supervisor of the K9 section. I am on the Safety Committee. I think I have been on the Safety Committee five years now; I have been the Chairman for five years. I am very proud of the things we have done on the Safety Committee. Lastly, I am the Commander of the Hampden County Regional Special Response Team. I started on the Ludlow Special Response Team about 11 years ago, under Mr. DeBarge. I became the team leader for the Town for the Ludlow team, I did about four years or so as the team leader, about three years as the Commander and I have been the Commander of the regional team for about a year and half, close to two years. The Regional Team combines Ludlow, Hampden County Sheriff's Department, Palmer PD, Ware PD, Chicopee PD, South Hadley Fire Department, Chicopee Fire Department, West Springfield is coming on board as well and that's pretty much it. So, I have 40 operators that I am responsible for and 10 negotiators and 10 tactical medics that I handle in regard to training, scheduling and operational deployments. As you can see by what I just laid out, I have a vast amount of experience in leadership, management and operational leadership. So, that makes me a top candidate for this position.

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Mr. Rosenblum: Thank you. Who would like to go first this evening?

Mr. Goncalves: Me.

Mr. Rosenblum: You. Mr. Goncalves.

Mr. Goncalves: Thank you for your service. That's very impressive, especially that Department of Defense stuff. I know I have read that a couple of times, fantastic. We got to know you with the Chief's interview so we got to cover a lot of stuff there. I want to maybe go in a little bit different direction. You would agree the drug problem in this town has probably created a lot of the other problems that are going on. What is your position as far as staffing and do you think we need more emphasis on the drugs, do we need more plain clothes, do we need a narc team made up like the Hampden County, the Hampden County group there? Are we doing enough with that in your opinion or could we pay a little bit more attention to that you think?

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Sgt. Shameklis: So, very similar to what I answered in the Chief interview, I think there are three pieces to the puzzle right. There is not just the Law Enforcement piece like I said before we can't just arrest our way out of this. It is a clique, but it is absolutely true. We have tried I mean we have served warrants on multiple times on the same address, same people over and over again and it you know it is kind of like throwing a pebble into the ocean I guess for lack of a better term. So, I think there really are those three pieces, there is the education piece right, the education piece starts with our Dare Officers in the school, it also is grass roots organizations like the CARES coalition that bring in people that can talk to the kids and the parents prior to them trying any drugs to begin with right because as soon as they step down that path, it's a slippery slope and they end up sliding right into the problem. So, if we can head it off, we can give them education, we can give parents hot points and hot button pieces to look for, I think that would go a long way and that's the education portion. There is the Law Enforcement portion. That is where we come in to play. That is where the Eastern Hampden County Drug Task Force would come into play. Our Detective Unit comes into play. This is where we target those dealers. The dealer is really what we want to look for. We want to target the dealer, the people that pushing this poison to our citizens, our residents, our folks. So, we can target those people and we have. We have done a great job here in Ludlow. Are there still people dealing in Ludlow, yes. Have we knocked out most, not knocked out that's a bad word, have we taken out most of the big-time dealers, I think we have at this point? I think most people that are using here in Ludlow are tripping out to other cities, municipalities to get those drugs like Holyoke, Springfield. Those are just two examples. So, that's where the Eastern Hampden County Drug Task Force really comes into play because that gives us that wider intel gathering, that wider reach where we can get somebody here in town to give us some information and then we can pass that on and we can help with the investigation to kind of nip that in the bud where you know in the other communities where we don't have jurisdiction in. Here in town we have two drug detectives that are about 90% dedicated to the drug investigations and they work on my shift and also, they are both on the Regional Special Response Team with me. So, very close, I understand exactly what they are doing and what they are working on. So, I have eyes on that and what they are looking for is to interdict drugs here in town. So, we are looking to grab the users that may be selling to support their habit. We are looking for people that transit into town and those drug transactions that happen in some of our parking lots. They are difficult to pin point because it's not a house, we are looking at moving target that moves around. So, they are working on those types of things and that is really where we have to be for the Police Department. Are we staffed correctly for it? Well, right now we have taken one of those Detectives and he is actually an acting Sergeant, so we really do need to have two Detectives on my shift working the drug problem because it is just not safe for one Detective to work it on his own. So, we probably could use a plus up there.

Mr. Goncalves: Yeah, it's... Oh, sorry go ahead.

Sgt. Shameklis: Sorry. Then the third piece is your rehabilitation right I mean, when we identify users, when we identify people, we want to try and vector them, I mean it's up to the Courts and the Court's system in this case but if they can vector them more towards rehabilitation and get them the help they need. Now the problem is you are not going to rehab unless you want to rehab right but that is no reason to give up on people. Like I said in the Chief's interview, I have a very close family member that has fallen into a drug problem. So, I understand from a family perspective and I understand from the Law Enforcement perspective the two points of view, which are pretty much the same, we want to rid it, rid people of this. But, that person really needs to want to get help and over the years I have seen people that were rock bottom that have said you know I was arrested and they said I can't do this anymore, I can't do this anymore and we will get them help, we have resources that we can give them the information that we have and they have made a turnaround. There is one particular person that

was deep into drugs when I first started 14 years ago and only about 4 years ago or so is when they really turned their life around and now, I don't even know if I would recognize them on the street you know because they are a completely different person. They are clean, they have an outstanding job, they are sober, their life is headed in the right direction and those little glimmers of hope that give me hope that other people can certainly take that same path.

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Mr. Goncalves: Yeah and just to caveat on that idea that there is two people on one shift is kind of like the other 12 hours and two full days probably a week that we are not getting that type of coverage and that to me I'd love to see a little bit more, a little bit more attention on that in the future.

Sgt. Shameklis: Just to clarify those two can move their shift, move their schedule, it is very malleable. We don't count on them as being on our shift. Alright so we don't count on them to handle calls. That is patrol, they do their thing and they certainly can and have move their shift to whatever is best.

Mr. Goncalves: It's just that I know in addition to the drugs they are probably doing the domestics, the follow ups on the B & E's, just you know a lot of other stuff going on. A lot of work for 2, 2 ½ or 3 people even. So, it just seems that years and years ago, probably when you came on, there was a lot more interest in becoming a Police Officer. What do you think is going on that we are not getting the kids aren't as excited you know I want to be a Fireman when I grow up, I want to be a Policeman, a nurse that sort of thing? Policeman just isn't that attractive anymore. What do you...

Sgt. Shameklis: Yeah, I think there are a lot of different factors there involved. I think since roughly 2014 when Ferguson occurred, I think that Police have taken it on the chin in the news media and we have become well we have just taken it on the chin in the news media. I think some of that might be our fault, we don't push back, not push back, we don't educate exactly what it is we are doing. So, people who casually watch the news or whatever it may be just kind of think alright well that is just the way policing is I guess, and it gives us kind of a bad name. I think we do a lot of great things, but we just don't publicize those great things a lot of times. So, I think that is a piece to it. I also think that the economy was a big factor there as well right. You had a roaring economy prior to this COVID shift and there are a lot of people that are like alright well I can work you know I can work at a corporation for so many six figures or whatever when I get out of college or I can work nights, weekends, holidays you know. It definitely takes a certain type of person right; you have to know that this is for you because if you come into this profession you have to want to be here and doing this job and that's something that people look at and then maybe they turn away from it. I think the military is probably the same as well. There is not so much emphasis on public service you know there is not that raising of people to want to do that public service, to want to sacrifice and make those commitments to something bigger than yourself.

Mr. Goncalves: And I think talk about Ferguson even now what is going on right now, it is not a great time to be a cop probably right. Everybody, everybody says their the bad guys everywhere, that nobody wants them anymore, defund them and so the last question, what if the Chief just said you know what you can implement one idea, you are going to get one shot, one great idea to transform this Department for the better, transform the Town, help out fix whatever problem that you think is a big problem. Give me that one thing that you would do on the Department?

Sgt. Shameklis: I am a big believer in community outreach, community policing, problem solving, reaching out and trying to identify problems prior to them becoming actual problems you know. A great example we just instituted the bicycle patrol right and it's only been going on for a couple of weeks now and I already got an email from two of the bike Patrol Officers that said hey the pathway between Wilson Street housing and the backside of Big Y, which a lot of seniors use to transit to get their groceries and such is overgrown. I imagine it is probably worse now because there are trees. There were trees that were overgrowing, it was making it difficult to ride their bike through the path. So, I mean those are the kinds of things you know somebody passing that way might be alright that is someone else's problem but if we can identify that and get that cleaned up and I was able to contact the housing and I forget there was another person who owned another piece to it and then the community service program from the Courts, I was able to contact them and they are going to come out and clear that area so that we don't have anyone falling or anything falling on someone or something along those lines. Plus, I mean if you walked down the pathway and it just looks like it's been deserted and abandoned does that make you feel safe? It doesn't, alright it is not going to make you feel safe and you

got some of our most vulnerable population in the seniors that are transiting that area. So, we want to make sure we make them feel safe. So, identifying problems like that I think is key. So, I would do community outreach. I would have meetings with different neighborhoods, you know they may not be well attended at first, but I think as soon as you get it going, I think you will get some interest. We had a problem with breaking and entering's in an area on the West side of Town it was just like a three-street block and we had just a string of breaking and entering's and the people the residents there were just up to here with it. It just seemed like we weren't, they thought that we weren't doing anything. We were but we weren't communicating that we were doing anything. They didn't know what we were doing so to them it looked like we weren't we didn't care right. So, if we reached out earlier on and built those relationships that line of communication was already open where they could go hey, we have had a couple of B & E's here and we are a little on edge. Can you help us out? Absolutely. This is what we are already doing right so you know we are already on it; this is what we are doing. I think that would alleviate some of those pieces of anxiety that people feel.

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Mr. Goncalves: I think those types of things and I know with Indian Orchard Citizen's Council and Sixteen Acres Greenleaf; the Police do come in at least quarterly. Planning, zoning comes in has meetings with individual blocks to talk about what is going on their areas. Gives them some dialogue back and forth.

Sgt. Shameklis: Absolutely. You build those bridges now right and you can use those meetings as platforms to do some training for people as well.

Mr. Goncalves: It makes it easier for people to pick up the phone afterwards.

Sgt. Shameklis: Well, it does. You have already done the face to face. They feel comfortable talking to you as opposed to going through a phone tree and finding whoever and leaving a message. They feel comfortable talking to you. You know it builds those bridges. You know for the most part here in Ludlow, this community is very supportive of the things we do in our Police Department. But like any relationship you have to nurture the relationship, it has to be a two-way street, there has to be communication. You know it can't be a one-way street and one-way communication. So, I think community outreach would be the key to really taking the department to the next level and really building that rapport with the community and you know I think that helps us out to in the long run with one of your other questions with...

Mr. Goncalves: Drug issues.

Sgt. Shameklis: Drug issues, why are kids not interested in being Police Officers. You know when they know a Police Officer and they see him and he interacts with him you know face to face that makes a big difference. I think we take for granted the calls that we go on right. To us, we are going from call to call from personal disaster to personal disaster, whatever the case may be. I think we forget the kind of impact that even the small things make. Prime example, maybe four years ago a father and son came into the lobby of the Police Department. It was right before Christmas and they were distraught. The father told me that he was a victim of an internet scam and he had lost thousands of dollars to this scam and he was hoping against hope that I would somehow be able to get this money back. As you can imagine this scam in particular the money is almost overseas you know,

Mr. Goncalves: The minute you hang up.

Sgt. Shameklis: The minute you, yeah, the minute you wire it to where ever they tell you to wire it. So, the money is just not recoverable. I did my best you know just to be honest; I don't think I can get this back and he was so distraught he actually had a medical emergency in the lobby. Had the Fire Department come over and they transported him to the hospital. Before the son left I, you know it's right before Christmas, this was the money they were counting on to make a good Christmas. So, I dug in my pocket and pulled out whatever I had, I think it was $60 or $80 in cash and I just go hey this is the best I can do, I wish I could do more. I almost feel insulting giving you this but you know I don't know what else to do. Have the best Christmas you can right. Went back in and I actually spoke with some of the dispatchers and some of the Patrol and they found out what I did and we all took a collection the next day and sent a card to where they resided. Just an anonymous card with I don't even know what we came up with maybe a couple hundred bucks in cash. So fast forward about a year or two and I am

in a local establishment, a local business here in Town and I am in my uniform in official police capacity and you know I am here to see someone else, I am talking to the person at the front desk and she looks at me and she looks at my name tag and I can see her face is turning white and I'm like what is going on and she just breaks out in tears, stands up, comes around and just hugs me. Now Police Officers aren't used to being hugged out of the blue, so I was like I don't know what did I do to, are you okay? I wasn't sure if I should return the hug or what and then she explained that that was her husband and son that at first I'm like I don't, oh Christmas yes and she explained to me how incredibly touching and moving you know that was and that I it just a gesture I did and I forgot about it within the week but it meant something to somebody you know two years later. So, those things just the little things that we don't know that we are affecting people for the good and the bad it goes both ways. You treat someone poorly and they are going to remember forever, you treat somebody good, they will remember forever.

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Mr. Goncalves: Probably not as long but they will remember.

Sgt. Shameklis: Right, right so yeah that is true. So, it's those little things that we kind of forget about you know when we are interacting with the public and those little things make all the difference in the world.

Mr. Goncalves: True. Thank you.

Mr. Rosenblum: Mr. DeBarge.

Mr. DeBarge: Yeah.

Mr. Rosenblum: You have the floor.

Mr. DeBarge: Nice to see you again.

Sgt. Shamkelis: Good to see you too.

Mr. DeBarge: Alright. Let's get into it. Your opening statement took half of my first question. It has two parts and I will get into the second one. It's about the position actually. So, the second part was what in your background or training specifically will assist you in transitioning from your position as Sergeant to this position as Operations Lieutenant, I think you covered that in your background listing. You know your various repertoire in training with the Military and inside the Police Department as well. The first part, however, was I would like to hear in your own words what the actual job description of Operations Lieutenant is to you. Like I said in your own words.

Sgt. Shameklis: Okay. Well Operations Lieutenant as is in the name, is oversees and has operational control over the operations of the Department. That means patrol, bike patrol, special police, augmentation of our shifts, the K-9, all falls under operations. In addition to that when it comes to operations, you are also looking at the schedule. You are trying to make sure that the manning for the shift matches the statistics and the data of our call volume. Putting somebody on, putting 8 guys on at 3 o'clock in the morning may not be the wisest thing. Where as you know between 8 p.m. and like 2 a.m. or so is probably our big spike. Our typical call volume depending on the day, the day of the week. But looking at those statistics and matching our manning to those statistics is key. We want to utilize our resources the best we can at the best cost, the cost benefit, we want to get the most benefit for the cost of our personnel. So, that's operations. It also includes planning. So, you plan for future events such as with Festa or the Celebrate Ludlow. That requires a police presence. It requires a police input into those certainly and police resources. So, that needs to be planned as well and this is all using the budget as well. We always have to keep the budget in mind when we are moving people around, moving resources around and in that manner. You also want to plan for unexpected events. Very recently we had as you know a protest in town. That was something I didn't think we would ever see in Ludlow. It was the Chiefs first couple of weeks on, the Chief was the Operations Lieutenant. So, when he vacated and went to Chief, he vacated the Operations Lieutenant and that would be where the Operations Lieutenant would step in and develop an operations plan to deal with the protest. So, through my military experience and experience with the regional special response team, I am very skilled at being able to build an operational plan. It's something I have had a lot of experience with and a lot of training on. I have through my experience built the ability to sit with a commander or a Chief

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Executive and glean their intent, their goal, what their you know their vision is for the operation, what a good outcome entail's. So, sitting with the Chief for a little bit, I was able to glean that. So, I took that information, I was able to reach out to my sources at the regional special response team because we had already deployed a tiny little element, little support element to three other agencies, three other municipalities that had similar protests, similar events. So, I was able to get their operational plan and more importantly I was able to get their after-action reports and after-action is essentially where the operation is done and somebody looks back and looks at what went well and what didn't go well and the lessons learned from that. Additionally, I also read again the Ferguson report from that 17 days' worth of unrest and I was able to, I mean they have a hundred or a little over a hundred suggestions or lessons learned. Things that didn't go well, that I was able to be sure that we didn't fall into that same that same pitfall. So, I was able to build a with all this together I was able to build an operational plan that allowed Chief and Lieutenant Brennan the flexibility to kind of roll with whatever occurred during the protests and we had contingencies for every possibility. I'm happy to say that the protest went off without a hitch. The protestors were able to have a safe area where they were able to voice their opinions, which is their constitutional you know right. We protected that, we protected them from any outside agitators that might try to crash the protest. So, no arrests, no property damage, no one injured. We just had three heat injuries because it was fairly hot that day but we had already built that contingency into our plan so it wasn't a surprise for us, we just rolled right into our contingency for heat injuries. Alright, so moving on. Training is another piece that the Operations Lieutenant handles. In regards again, training is in every officer needs a certain amount of in-service training every year. So, that needs to be built into our schedule because if you take an officer off of shift to go to an in-service training, there may be a need to replace that officer in the schedule. So, you need to be cognizant of our budgeting when we are doing that again. Training as in finding or setting up a training plan for the year, for the next three years, for the next five years. Where do we want to take the Department in the future in regards to our training? Building a plan and having that laid out for a five-year outlook, gives us that overview, that 30,000-foot view of the whole situation. So, we can make plans, we can set monies aside to make sure we get an instructor to go to some of these instructor courses and we bring those you know courses back to the Department to cut costs of sending people places for training, we can do it all in house. A majority of it in house. Evaluation is also another piece of Operations Lieutenant position and that like I said before about the after-action report, that's looking at the operation plan, how well did that work? What where some of the problems we ran into you know. I did the same thing for the black lives matter protest. After the protest I did a comprehensive after-action report that we learned from some of the things that didn't go as well as we had hoped and we can fix those in the future. Also, evaluating our Officer's performance. Evaluating use of force reports. As a supervisor, I am the initial use of force overseer but then that goes to the Lieutenant for a second set of eyes, to make sure that we are on point with everything that we are doing in regards to use of force. I think that pretty much covers what I see the Lieutenant, the Operations Lieutenant at the Ludlow Police Department main responsibilities and how I can fit into that role. I can actually walk right into that role tomorrow and be successful without any question.

Mr. DeBarge: Okay. Thank you. Alright my next one, okay I see the title of Operations Lieutenant as hands on. The Lieutenant position that gets sort of in the trenches with the troops. Supervising, scheduling as you just mentioned. Training, swaps, details, reviews. Well there always must be that open respect and decorum for rank position. Patrol needs to see that that respect can be earned and not just simply given. Your job is to keep accountability among all staff. The staff that's under you while still leading them and hopefully build their trust and gain their respect. How do you approach and retain this?

Sgt. Shameklis: There's a lot in there and some great points.

Mr. DeBarge: Why, thank you.

Sgt. Shameklis: I wrote it myself.

Mr. DeBarge: I did actually.

Sgt. Shameklis: So, I think a lot of people especially new supervisors, people who don't have experience or a lot of experience confuse gaining trust and respect and buy in from your troops or your people with I'm going to tell you what to do, I'm the Lieutenant, you are going to do it and they do it. Mission

accomplished, right. You are not really leading though, that's the difference that you are using your authority right and that gets it done, however, you are not getting everything you could out of your people. They are doing what they have to do and that's it, right. They don't respect you, there's no you know, they are just doing what you tell them to do and that's it. You know leading is a completely different situation. Leading you are getting those people, you are getting your people to perform at a higher level, you are getting them to perform for the team. You are getting them to perform for themselves. How do gain trust; you give trust. You gain trust by giving trust. A great example of that would be, so I, Mr. DeBarge I know that you have some specialty that you feel comfortable in handling, I task you with that specialty and I give you what I am looking for and the parameters and let you go. If you have any questions, you know come see me and you're like oh alright he trusts me, he trusts me with this project. It's a small project at first right. You come back and that project is complete and it's acceptable and it's outstanding or whatever. Then I give you something maybe a little outside of your purvey, maybe it's a little something that you are not comfortable with. Maybe it takes you a little longer but you are building that trust and I am also building you, building you into a more complete person right, a more complete Officer and that's how you build trust. Well that's a piece of it, that's the foundation. Knowing your people, letting them know that you care about them alright. I mean this is how you build respect. You build respect for you by giving respect. I respect you; you respect me. I know your family; I mean I don't need to know every single detail about you but I should know if you are expecting a baby, if you are having a hard time or you are having a graduation for your daughter or something along those lines. I should know these things. I should have a baseline of how you act and how you interact and how you react. That way if you are outside that baseline, I know woah okay red flag, something is going on, I need to delve into this a little bit and make sure it's not going to affect your work, your work responsibility, your work load, your work ability.

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Mr. DeBarge: And if they don't want to tell you.

Sgt. Shameklis: They don't have to tell me, but if I am doing my job right as a leader and I build that rapport then I think they would feel comfortable in perhaps letting me know you know something's wrong or everything is okay I have it handled.

Mr. DeBarge: Fair enough.

Sgt. Shameklis: You know that's fine. I mean we have that rapport though and I think I think me asking hey I noticed you know it seems like you're off a little bit, I'm not trying to pry or anything but I just want to make sure you are okay. That builds respect too and trust right because wow you know this guy cares about me, I mean he has noticed that I'm off a little bit. Like that's kind of big deal, like my wife didn't even notice I was off. You know here's this, here's my Sergeant, my Lieutenant noticing something small that's there that I need to perhaps, maybe I will open up to him and I can get some help, maybe he can help me, I trust him more now. Alright, building that rapport, building that respect, building that trust and then building by-in is kind of along the same lines you include everybody same lines as trust and respect, you include them in some of these decisions. You know these are decisions you have to make in the moment right. We have a barricade situation or a hostage or active shooter situation, there is no time to debate the tactics we are going to use, we just have to do it right. We have to go. But there are times when you know maybe we are going to change some of our tactics on the Special Response Team and I don't know everything and I could say this is a new tactic and this is what we are going to do and it may not work out at all. Where somebody from a different point of view may say hey that's not going to work and this is the reason. Alright, so you have this kind of conversation with your people, you say hey this is a new tactic what do you guys think, let's pull it apart, even with operation orders let's pull it apart what am I missing, what am I missing? Here's the piece of paper, here is the report, what am I missing? What can you guys see that I can't see, right. So, you get those different points of view that gets by-in from them because they have a piece, they have a piece of this. Another thing with operation orders that we use in the SRT Team, is we divvy out different pieces right. I will give Mr. Rosenblum you know the entry plan. I will give Mr. DeBarge the containment plan. I will give Mr. Goncalves the contingency plans and you guys all work independently but together but you all have a piece of that plan. That means it's not just a plan I shoved down your throat, it's a plan that you have a piece of so you know intimately that it is going to work. That you put you know your effort into it and this a piece, this is something that you had help with. You were able to piece together with me. Did I answer everything? Was there anything I missed on that?

Mr. DeBarge: No, I think you...

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Sgt. Shameklis: So, overall, that's kind of my thoughts on leadership and I gleaned a lot of that from Jocko Willink, I don't know if you have read any of his books, fantastic books. Here I am stumping for Jocko Willink. The Dichotomy of Leadership and Extreme Ownership. Jocko Willink is a former Navy Seal. He was the commander or the unit in Ramadi during the battle of Ramadi and a lot of the philosophies and pieces of information and advice he has developed has been from years as a Navy Seal Commander and a lot from that battle.

Mr. DeBarge: I'm more of a Richard Marcinko kind of guy. Do you know who he is?

Sgt. Shameklis: That's old school, that's the old school Seal yes.

Audio faded out, could not hear Mr. Goncalves remarks.

Mr. DeBarge: Okay, next. There has been an enormous amount of attention to Law Enforcement, you touched a little bit on this, many aspects of it's use of force policies. We have politicians and civilians that think they know better as to how these policies should change, though the vast majority of them have never dealt with violent offenders. How do you feel about these departments in our State's use of force policy and training compared to the National narrative and where do you see it going forward?

Sgt. Shameklis: Yeah that is one of more of the troubling things that I think that's moving through the legislature, is they are trying to change the use of force you know rules of engagement for lack of a better term. Use of force is tough, I mean use of force is a hot button topic on the civilian side because I think they don't necessarily understand like you said politicians but I think that the citizens don't understand the whole, all of the nuances that surround use of force.

Mr. DeBarge: Key thing, our State.

Sgt. Shamkelis: Our State?

Mr. DeBarge: Key thing in my question is out State versus the national.

Sgt. Shameklis: Oh, okay, okay.

Mr. DeBarge: Yeah.

Sgt. Shameklis: Yeah, so our state is looking to, from what I understand and none of this legislation has passed yet, it's still in committee but they are looking to restrict use of force to either an arrest, making a lawful arrest or to intervening with some whereas bodily harm or death like someone is killing someone and anything else is kind of outside the range there. So, like a section 12, so somebody says they want to hurt themselves, they don't want to get in the ambulance, you know under this we really can't touch them but now we can. We can forcefully cuff them and place them on the ambulance and bring them into the hospital so we can help they need. So, nationally I think and there are some states that have actually adopted some of these already. I believe Pennsylvania, I believe Connecticut is there as well, Colorado. So, that trend is kind of heading in that direction. I think Massachusetts is teetering on that same thing as well. I mean Supreme Court has ruled over and over again objective reasonable officer and that's what we have trained. We have trained since I joined the military objective reasonable officer you know 30 years ago as of August 2nd. Thirty years of military experience or 30 years ago they were training objective reasonable officer and now they want to change it to something that is beyond or different than that. I think that sets people up for lawsuits, you know it sets people up for injury. You are putting a you know a hesitation in someone's mind whether they can do this or not in a matter of seconds, where a fraction of second is when the decision needs to be made. So, I think that can be a problem if it ends up here in Massachusetts and ends upgoing State wide or Nationwide. Usually what happens in one state cascades to other states. So, it may be the national narrative at some point.

Mr. DeBarge: Thank you. I have one more. A scenario. It's a little lengthy so if you have to ask me some points back to it, feel free. Okay first and foremost, Chief Valadas is on vacation, no cell service you can't call him.

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Sgt. Shameklis: Okay.

Mr. DeBarge: Okay, you are on your regular shift, one of your Officers comes in off patrol, comes to see his Sergeant about an incident and asks to talk to a Detective. He goes into the DB, talks to the DB about his findings, then leaves, heads to dispatch while passing two of his fellow Officers in the hallway. As he goes into dispatch just to get a printout of his response times and suspect info, while in dispatch the Officer gets sick and throws up on the floor. You immediately don full PPE and take his temperature. You get a reading of 101.8 degrees.

Sgt. Shameklis: Okay.

Mr. DeBarge: After that reading, you immediately send him to the hospital so that he can get tested for COVID-19. First question, once he is out of the station for transport, what do you do? Second question, and we can go back if you need to, the next morning the test comes back positive for COVID-19, what steps do you take from there.

Sgt. Shameklis: Okay, so question one, what do I do after he leaves? So, we certainly can't have our dispatchers in the dispatch center with vomit on the floor so we are going to need to displace them. We can pull them out of the dispatch center, we can have our, our 911 center and they can forward the calls to Wilbraham, Wilbraham is our sister P-CAP. They are already set up, even roll over calls will end up going to Wilbraham, they will all be answered. I can call, we use 24-trauma, it's our biohazard, infection control company that we use on a regular basis to come in and clean up. They are really fast, especially if I have a 911 center that is down in our department. You know I'm sure they would expedite that within the hour, they are really quick. In the meantime, again I will inform Wilbraham and they have a radio that can talk into our net so there is no, really no lag time whatsoever there. So, they can take 911 calls and dispatch us without any problems. So, if we are suspecting COVID then what I might do is call in the next shift worth of dispatchers and send them right to Wilbraham so they can help Wilbraham with fielding our 911 calls and dispatching our Officers. So, looking at all of the Officers that he spoke to, what are we talking Sergeant, did he actually talk to the Sergeant Mr. DeBarge?

Mr. DeBarge: Yes.

Sgt. Shameklis: Okay, so he talked to the Sergeant, he went to the DB and he talked to two Officers or just past two Officers.

Mr. DeBarge: He passed them in the hallway.

Sgt. Shameklis: And our dispatchers, so you are talking roughly six people may have been contaminated by him. So, suspecting that we can send those people home. I can bring in the next shift in or I can page out for help to help six people. So really, I have already taken care of the dispatchers so it's really four. I can bring in the next shift of worth of Supervisor and two Officers. On my shift there is no DB after me so there is no need to replace the DB at that point but I can bring those Officers in. So, the second piece is we get the results back the next day, correct?

Mr. DeBarge: Correct.

Sgt. Shameklis: That he has COVID-19.

Mr. DeBarge: He is positive.

Sgt. Shameklis: So, in that case, everyone else should follow the same protocols as going to get tested. He has to be out for at least 14 days or whatever the doctor recommends at this point. I may consider bringing 24-trauma back in and maybe scrubbing down the hallway, the DB officer and the Sergeant office because those are the areas he went into. I also want to find out what the call was he was on prior to this and the calls he has been on this entire shift because we are going to need to notify the

citizens that interacted with him at that point. I mean our policies for the most part is that you wear a mask on every call so I think the chances of anyone that he interacted with outside the department being exposed to the COVID to where they can be infected are probably low or lowish or whatever the percentages are now. But we still want to notify those people that hey we had an Officer at your house or he handled your accident, you might want to get yourself tested. So, we are kind of contact tracing back to who he contacted that shift. So, then what we would have to do is kind of go through the schedule book and place those Officers that were infected or possibly infected out for a certain period of time until they get a test and we can fill that overtime with other Officers.

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Mr. DeBarge: Alright. We are good. Thank you. That's all I have.

Sgt. Shamkelis: Thank you.

Mr. Rosenblum: My turn. I'm going to start with one that Mr. Goncalves had said, it kind of spins off in the same way. Where he had asked what are you passionate about and it's kind of where this question is a little bit too but what initiative would you like to champion, meaning where does your greatest passion lie in the betterment of the Department, of the Ludlow Police Department? So, that kind of probably goes back to a question I had asked before, you know that what would you like to be yeah champion of basically?

Sgt. Shameklis: Right. Yeah, I think community outreach to answer that question. Second behind that I think is training. I don't think you can train enough. You know, you can consider training as your maintenance on your people and your people are the most important asset, the most important piece of equipment that you can have in your department. You can have all the shiny gear but if your people are lackluster because of training or lack of training then none of that makes any difference. So, I will just go off to a different set, so training. You know you wouldn't drive a car 200,000 miles without changing the oil. You wouldn't have an Officer on for five years without any kind of in-service training or any kind of updated training. So, much changes in just a week in Law Enforcement that you need to continue to stay up and abreast of it. God forbid anything happens, the first thing that Lawyers and lawsuits look for are your training records and in Law Enforcement as with anything else, if it isn't written down, it isn't documented correctly, you weren't trained, it didn't exist. So, I think training, documenting the training and bringing our training level up, not that it's bad, but I think bringing our training level up would be what I would go with. We have really done a lot of work at the Department with active shooter preparation. That's one of the things I know Mr. DeBarge was very passionate about when he was with the Department and he kind of instilled it into me when I was training with him. So really, we have trained the Department from top to bottom a couple of times on active shooter response. So, we are able to, my Officers are very efficient and prepared to go in and stop the killing. Then we noticed alright what happens after this? That's where our exercises and our scenarios would end, where we neutralized or took in custody or whatever the active attack. Now we have a handful of people who are bleeding out. They survived the initial attack, now they are endangered of not surviving the next five minutes. So, identifying that I went next door to the Fire Department and spoke Chief Pease and the Deputy Chief and we came up with a, after some research, rescue taskforce training. After the Pulse Nightclub, which was a similar situation. The shooter went in, he shot up the club, he was contained in a bathroom, so they backed him into a bathroom. But the Fire Department wouldn't come and help, do any kind of triage or any initial point of injury care because there was still a threat in the bathroom. So, this is a ....zone. So, Officers had to commandeer trucks and just pile people into vehicles and move them down to where you now the Fire Department was staging. Incredibly, inefficient and that was one of their after-action report pieces that they noted they could have changed. So, we instituted the regional, sorry the Rescue Task Force training. So, we sent a couple of Officers and a couple of Firefighters to train the trainer, we brought them back and last fall we had the first ever joint training with the Fire Department and the Police Department to now we stopped the killing, now we can efficiently stop the dying and evacuate the people. So, trainings that's an example of some of the training at a higher level that I would like to see and that is what I would champion, training at a higher level.

Mr. Rosenblum: Okay, thank you. So, what do you believe to be your greatest failure as a Police Officer and how did you learn from it?

Sgt. Shameklis: Greatest failure, I think probably my greatest failure you know and I am not one that is going to try to gloss over failures or shortcomings because I don't see them as failures or shortcomings or errors, I see them as learning points. My greatest failure was probably not taking advantage of opportunities for to take the Sergeant exam earlier. I think I was ready, I think I could have done some great things in the Department, I think I could have had 3-4 more years of impact on the Department as a Sergeant, as a Supervisor. But for whatever reason that time in my life I decided not to do it and I kind of kick myself now that I didn't do that. I think that has turned me around and driven me, you know in the direction I am headed now. I want to make a difference in the Department. I think I owe it to my guys to look out for them, to be there for them and at every capacity I possibly can and I guess that would be my greatest failure at this point.

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Mr. Rosenblum: The question that I feel that has to be asked but if you saw a fellow Officer committing a crime, what would you do?

Sgt. Shameklis: Oh, I would have to stop it. I mean as a Supervisor you know the integrity of the Department is foremost. I mean we cannot be breaking the law because we certainly can't enforce the law if we break the law right. It goes back to giving trust to get trust. I mean we are giving trust to the community; we are giving respect to the community to gain respect back. That's not, that the complete opposite of giving trust and respect. That can't be tolerated at any level and we have dealt with that in the Department and I think the way we dealt with that in the past has been spot on. We have done it absolutely correct and I think the Town, I think the community respects us more for it.

Mr. Rosenblum: Perfect. My last one, if I asked your peers to describe you in three words, what would those three words be?

Sgt. Shamesklis: Fair, just and honorable.

Mr. Rosenblum: Okay. That's all I have. Mr. Goncalves, Mr. DeBarge are you both all set?

Mr. Goncalves: Just real quick, was you.....was it the game plan or...

Sgt. Shameklis: Yes. That really wasn't the game plan. I got out of the service mostly because my last year I was in I spent about well actually the last two years I was in I probably spent 20 months deployed or away and at that time I had my son and was what two years old. What really broke my heart was when I came back from one deployment and I walked in the house expecting like a hero's welcome from him and he turned around and ran behind you know my wife and said who is this stranger in the house and I'm like oh boy come on. So, I got out and I guess I really didn't have, I really didn't have a plan at that point. I was kind of figuring out, I got out and I was kind of figuring out what I wanted to do and then some things changed, 9-11 is one of those that changed me. So, and then it kind of crystalized my direction.

Mr. Goncalves: Good. Thank you.

Mr. Rosenblum: Thank you for answering our questions. Chief Valadas if you have any comments that you would like to make?

Chief Valadas: Yes, I do thank you. Good evening. Sergeant Shameklis he went over a lot of what constitutes his background, I want to say that he is a seasoned man okay. So, when you look at his entirety, you are looking at someone who has reached a point in time in their life where they had quite a lot of accomplishments and quite a lot of success and they have experienced a lot in life okay. When he I mean you look through his background here, there is something to say for someone who had some point and time in their life leaves the comfort of their home, goes somewhere else, completely alone and goes through a....to do what he has to do and then serves his country for many different reasons but you do it because you want to do it. When you look at Sergeant Shameklis' career I mean that epitomizes, he mentioned you know being honorable, to be that epitomizes sacrifice, what he's willing to do. I mean I'm going over his deployments and a man who deploys in the first Gulf War in 91', deploys to Pakistan in 2002, deploys to Iraq in 2003, Katrina, as he mentioned in 2005, Germany at the command in 2006, 2008 a second tour in Iraq. I mean this is someone who is, you are not talking about someone who is in their twenties. You know you are not talking about someone who spent their time

you know working on a research project or something, this man lived it and he's done it. Now he has carried that over, when he came on the Police Department he was a graduate of the 41st MPOC in Springfield and when he came on you could tell right away he was, he was, you know this was a man that was tempered and you know for his you know and older candidate and he has been with the Police Department for 14 years and Sergeant Shameklis immediately joined the midnight shift and the second shift and we happened to work a lot together. So, we developed a closed friendship and he's a quiet leader. It says a lot about him that his men respect him and they like him. To me I think that that means a lot because he goes to work and not only commands their respect but he knows them, they get along with him. That doesn't mean that their best friends and going to dinner on their days off but they speak highly of him. When I worked with him, I felt the same way. So, someone who makes your work environment better, that's Sergeant Shameklis. So, he is a quiet, confident, veteran leader. Couple that with he hasn't stopped, he went and got his education. You know on and above his military career, you know a family man. I can't stress that enough. I mean, I think that you know that experience and having someone invested in the Town and who like he said, you got a lot of, you got your family here and it means a lot to you and so I consider like you know a stalworth or a cornerstone of the Police Department. I look at Sergeant Shameklis and I say like you know these are the people that I'm glad that the Town of Ludlow and the Ludlow Police Department have. So, I don't know what more else to say, again he is a very respectful man and I trust him. I care for him also so I thank you.

Mr. Rosenblum: Thank you Chief. So, I believe at this point we are all set for the evening.

Mr. Goncalves: His closing comments.

Mr. Rosenblum: Oh, that's right you do, that's right I'm sorry and I have it written in my notes. You have a closing statement.

Sgt. Shameklis: Okay. Again, thank you for this. I appreciate the time you have taken out to do this, even with the storm and whatnot. Monday, it's probably not where you want to be but it's, I appreciate it. I would like just to take a moment here to inform you last Tuesday the storm, I left here after the cancellation or the postponements of the interviews and I went to work. Even though I had the night off, I knew that my team was knee deep in it and when I got there it was no different then I thought it was going to be. However, the town of Ludlow has by far the best team working for them. There is no doubt about it. I was so proud, so impressed by their performance when I stepped in there, you are talking over an 8-hour block from 4-midnight, my team answered over 100 calls for service and which included seventy, over seventy 911 calls in just that 8-hour block. You know, I got there I took off my suit and put on my uniform and got right in the trenches as it were with the guys, with my people. That's what you got to do as a leader, you have to be right in the trenches. So, I just want everybody to know that that team works incredibly hard and they went from call to call, clearing calls left and right and it wasn't just the Fire Department, I mean the Police Department, it's also the Fire Department. We work hand in hand with them. Our training's together have formed a brand-new bond with our Fire brothers and sisters that can't be broken at this point and the DPW was out there in full force too. So, everybody worked as a cohesive team and we got the Town or the community, the Town of Ludlow back on its feet as quickly as possibly could. So, that's that piece. I wanted to talk a little bit about just to let you know why I'm here in the first place. What drives me, what motivates me, why I'm a Police Officer and why I'm opting for Lieutenant. If you could for just a moment think about September 11, 2001 and this kind of goes to your follow up question Mr. Goncalves. Remember how you felt that morning when you saw the towers, remember what you thought with the smoke, the terror. September 10th, Mr. Goncalves, I really was trying to figure out where I was going and I had done the six years of military service, fought in the war already and I was trying to figure out where my life, the next stage of my life was going to be. On September 11th, that's where it all became crystalized. Through all that smoke and through all that terror, there was a group of people that really spoke to me and those were the Firefighters and the Police Officers and EMS that ran into the building. That's where I knew that I was meant to do something more. Two months later I was back in the military and five years later, yeah five years later I was raising my right hand and putting the badge of a Ludlow Police Officer on my chest. Every day I go to work, I drive past the 9-11 memorial that's out in front of the Fire Department and it reinstalls that feeling, those emotions, the reason why I am here in the first place. Sacrifice, service, honor, commitment. So, I thought that it would be important for you to know what drove me here in the first place and what drives me today and every day and that's what it is. So, again I thank you for your time and God bless.

Mr. DeBarge: Thank you.

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Mr. Rosenblum: Thank you. We will take a few minutes just to kind of go over... yeah, I think so. We will take an official recess so that we can go over our numbers and...

Mr. Rosenblum: We're back? Okay, we are back from a short recess just to go over our notes for appointment of a new Lieutenant for the open position of Operations Lieutenant. So, we will go into discussion. Who would like to begin? Would you like to say anything, do you have any comments? Oh, you got a tic tac in your mouth?

Mr. DeBarge: What did he say?

Mr. Rosenblum: He said go ahead.

Mr. DeBarge: Alright, so I approach these, I have been doing interviews for I don't know how long now. I have been on the Select Board now for a little over five years or whatever I don't even remember now. I have employed a point system per question. I don't know what the totals are until after I usually ask for a break so I can total them up. I take each question individually, my own and as each individual Selectman asks each individual question and there are certain criteria that I look for in every answer and I don't you know I don't know what the other Selectman do nor do I care. These are how I grade them. I try to do as much homework as I can for my own questions and research what I think are pertinent to our times and to the position as well. Obviously, you go through each candidate's background, their resumes' and all that other stuff. I take into account the position on the list. I believe that we need to follow the Civil Service criteria when it comes to deciding this as well. Sergeant Irwin, Sergeant Shameklis have been here before. They have been here for Sergeant interviews obviously for the rank that they are now, they have been here before for the Lieutenant's interview, they have been here for the Chief's interview and here they are again. In the positions that they have been in, Sergeant Irwin was here number one for Lieutenant, number two for Chief, number one again for Lieutenant. Sergeant Shameklis was here number three for Lieutenant, number three for Chief and again number two for Lieutenant. Nothing at all to, I mean unbelievable. None the less we have a responsibility to the Police Department and to our Town to make a decision. So, getting into my questions, the ingenuity of our, of our Police Department for these individuals going from Patrol to Sergeant and then subsequently for one of them to Lieutenant, is incredible to me. I have personally worked with both of them and to see them grow with knowledge is a great thing. It says a lot about our Department, it says a lot about the Officer's that have trained them and for I mean I write notes, I have notes for both as far as some of the things I was looking for and the grades that I have for them. I have Sergeant Irwin grading higher than Sergeant Shameklis total for the answers and to be specific about some things, let me go to for example my third question, the question about the attention to the enormous amount of Law Enforcement to the use of force policies and what I was specifically talking about was our State versus a national narrative and what I was looking for and some things that I have talked about as a Selectman, especially with the kind of things that we have been getting towards our Town both as a Police Department and a Select Board from certain factions is even in the national narrative of defunding the Police and wanting to make statements from us is how forward thinking our municipal training council is in Massachusetts. Whereas our use of force policy is we never, we haven't taught putting knees on necks since I was in the academy in 2000 and that was way before any of this became such a huge topic. We haven't and I was talking to, well we were all talking to Chief Valadas about this, on how the Mass Criminal Justice training council in Massachusetts is sought after in many states. That you go to our, you could become a sworn Police Officer in Massachusetts and be able to go to other states and just take their motor vehicle law and become sworn because our use of force policy, our training, our Police Academy are so forward thinking in use of force, in defensive tactics and everything else that we are beyond what other states do and that's the kind of thing I was looking for with that. To go further the description for the Operations Lieutenant was descriptive by both candidates, extremely descriptive. Laid out very well. One thing I was missing from Sergeant Shameklis was the support portion of the Operations Lieutenant and that was something I was really looking for. To be supportive of the Chief and to be supportive of the Administrative Lieutenant as well and though he mentioned the fact of training and evaluation of patrol, it was the support portion of both the S1 and S2 that I was really looking for. Listen the, his background, I you know there are some positions in, without getting into a conversation with candidates which you know is not really pertinent in this position but I would wonder if the responsibility of the SRT

Commander, especially when you laid out, when that position is laid out with that much responsibility I would wonder if there was anyone else qualified in the Department for that position and both positions can be done by one man. That being said, I cannot be blind to the fact that Sergeant Irwin has been number one for the last Lieutenant's interview, number two for the Chief's interview and number one again for this, I'm sorry number one in the Lieutenant's position last time in Civil Service, number two in the assessment for Chief and number one again this time, I can't I just can't be blind to that fact with Civil Service being as it is, I can't let that go. So, for now those are my comments.

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Mr. Goncalves: I think we are very fortunate as a Town to have two applicants like we had. I mean if we ever got invaded, I would be happy to be with either one of you in the trenches and I'd feel really protected, trust me. I look at it and it's kind of funny in doing some math when Sergeant Irwin was born, you had about 11 years, I think of service already and you have been in the war a couple of times and that meant a lot. There is definitely, not the age thing, but the years of experience and the years of life and that type of experience. But, keep along the same idea with Derek, the position and the testing and where we may have in the past, jumped over a Civil Service, Civil Service result and we had that justification, I don't know if there is enough here to justify the jump in Civil Service. You guys are both outstanding and I got to ask if we asked you ten more questions each, you would be equally impressive and we would be stuck probably with the same, the same dilemma we are in right now and having the same thoughts. I was sitting here and some of the things that crossed my mind is they work two shifts, can we get a third Lieutenant and maybe loosen the load on these guys and I say this only because once upon a time and Carrie can tell me on this and it kind of crossed my mind, are we paying Sergeant's Lieutenant's pay when there isn't a Lieutenant in the building? At no time because I thought I remembered something like that coming through. I know It's a discussion for a different day but...

Mr. DeBarge: Let's not get carried away now.

Mr. Goncalves: Yeah, but I'm just saying we are very, very fortunate and we are lucky when someday Dan decides to call it a day, we got some really good choices and I thank you both and I know you guys are going to do fantastic in the future in your respective positions and thank you for keeping Ludlow safe.

Mr. Rosenblum: I have always been and this goes back to one of my questions, someone that is possibly naïve into the fact that I trust people too much and that's to where I go with something that I look at as my weakness. So, what I always do when I look at things through the business side of being someone that's in business. I have dealt a lot and I have done education in customer relations but also like interpersonal skills, being able to be self-reflective and I am someone that actually looks a lot at what do you think of yourself, how do you portray yourself, can you find fault in yourself? Something that kind of stood out to me is that and again this just again as Mr. DeBarge was saying, there are a lot of things that we look for individually as Selectman as to what we are looking for in a candidate and for me I was hoping to see maybe a little bit more of a, of a self-reflection from Sergeant Shameklis is just and I understand for you but for you in the same sense that reflection of having maybe gone after Sergeant a little bit earlier you might, to you that would be where your failure was. I was just hoping for a little bit more, a little more of a willingness to acknowledge error. That was just one thing but what I really did like is that being someone that deals with customer relations, interpersonal skills and training, supervising and delegating people is that you kind of referred to a delegation matrix that we work with as you base your appointments or what you give to people as an assignment based on if they need to be directive or supportive or someone that needs to have their hand held through a project but also saying that if you know someone, let's say Mr. DeBarge is specialized in something and you know that he would fit it perfectly and you know that he could come up with the answers in the program and the procedure, that you could give it to him and he could run with it and obviously he would come back to you just for...so I really did like that point of it, is that you kind of answered the question for me on something like that. Again, like we said we do look at Civil Service, we look at the rankings that come before us and it is hard for me to not notice the fact that Sergeant Irwin has been one, two and one I believe. First out of 39 in his class, this has only happened a couple of times. You did the self-reflection of where you felt, I believe that your statement was about is that you felt that you had to keep an eye on the old guard would be the ones that would give you trouble but it was actually flip flop. But you know that was looking at the self-reflection and I think that you both answered the question well about talking about what you would champion. Just me in general, again I would be amiss if I didn't look at the Civil Service and I know that we have gone beyond that in the past. You know I agree with Mr. DeBarge is that the

supportive portion, I was looking for a little bit more of the support towards the Chief or more supportive toward the Chief and support position for the Chief but that's pretty much all I have.

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Mr. DeBarge: Mr. Chairman.

Mr. Rosenblum: What's that?

Mr. DeBarge: I said Mr. Chairman.

Mr. Rosenblum: You have something else Mr. DeBarge?

Mr. DeBarge: Yes, I do.

Mr. Rosenblum: Okay.

Mr. DeBarge: There was something else that I wanted to bring up, a couple of other things actually. I'm just trying to actually find them because there were the oh you know why I can't find them because it wasn't my question. Yes, I do it was Mr. Goncalves question, the thing you had changed, I thought I actually wanted to bring this up because I wanted to give, I wanted to give both, both candidates credit on this question. But most especially I cannot, I cannot state more Sergeant Shameklis had put, had said community outreach, community policing, bike patrol, meeting with different neighborhoods and that's you know, obviously nobody would argue with that, Police interactions. I had written down Police interactions because of B & E's and stuff like that, I had written down individual Officer initiative and the reason why I wrote that down was because I have known in my career individual Officer's to have done that. So, I have known them to do that on their own but to make it policy or something like that is obviously a good idea. What, what I was actually blown away by to be totally honest was Sergeant Irwin's answer to this question was a change in the vehicle pursuit policy. Where a second vehicle controls the communication when it, when he arrives, he/she arrives behind the first vehicle and I was, I thought it was an outstanding answer, I wrote it next to the answer. I don't know if Sergeant Irwin had thought about this or you know if this was something he was thinking about but I think it's a fantastic idea. I know it was something that was actually done when I was on a chase by the second Officer that came up behind me. I was actually talking about with Mrs. Villano before and what a burden it had taken off of me as the lead pursuit vehicle and it was just simply done by the second Officer that arrived behind me on his own initiative, allowing me to put both hands on the wheel as opposed to one and one on the radio because there are so many things that you have to report while you are pursuing a vehicle. So, I thought Officer safety most important was such a great idea for and not so much a policy change but just a great idea for some, for a thought for this question. Also, I think it needs to be said about both candidate's college degrees, one with a Master's, one with two Associates and a Batchelor's, there is just a litany of experience here but again I think that in this case as I said with my scoring, I have Irwin on top.

Mr. Rosenblum: Do you have any comments Chief Valadas?

Chief Valadas: Sure, the so the Operations Lieutenant when this position was conceived the way that I think of the Operations Lieutenant is, is different then the Administrative Lieutenant okay. This Officer will have hands on over a lot of operations that are occurring, especially on off-shift hours. I expect this Officer to be involved a lot. I had the privilege to work with Officer's who included me in investigations and in operations and I really thought that even for an experienced Officer I thought that that was something, that was where I needed to be as a commanding Officer. If you are going to relate with other agencies and other departments, it is instrumental for a Police Department at some level, to have a commanding Officer on scene and be present and that means going in at all hours and that means doing what you have to do. You can't be on 24 hours a day, of course but I expect this Lieutenant to be more of that, he should know what his staffing is, he should know and provide some information to the Chief as far as like you now we are a little light here, this is a pattern we are seeing, we are seeing more activity here. Maybe we can engage in some extra hours here, maybe we can engage in this tactic over here, hey the DB has this going on, I've been kind of filled in, this is what they are working on and it's happening and it's carrying over to the midnight shift. I would love a third Lieutenant, give me a third Lieutenant or give me another Sergeant or a couple more Sergeant's, give me a third Lieutenant you will have more activities going on. My Sergeant's and my Lieutenant's we are a small department but they

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are very much taxed. It's, as I said as Chief, it's a small group of people. Seven Sergeant's 365 24/7, add on two Lieutenant's and they take the backbone of the paperwork. The paperwork is getting insurmountable. We get accreditation and it's only going to be worse. I will need a third Lieutenant. So, that's a personal statement. So, you have two men here who have all the skills and capabilities to do that operations position. That's what I think it is but they are two different men and I think you seen that through the interviews and who they are. You have two men at two different stages in their lives okay. Two different levels of experience. They each have their own skills sets, they will each be successful. Actually, coincidentally they are both like new fathers relatively, you know at different stages of their lives. I think that's wonderful okay; I think that's wonderful. They have great family structures. I think that I will always be there for them no matter what I got to do. They are my brothers in and what I said about Sergeant Irwin he's a little bit more like my son because of his age but they are both my brothers. I am not, I am certainly, I am not going to make a recommendation. I love them both, I care for them both. So, I just wanted to give you my insight. So, you have a tough decision. A little bit about Civil Service is an expedient, efficient, expensive way to get candidates. That's what it is. They shouldn't be telling you who your positions and your commanders are. They know nothing about Ludlow, nothing. That's my thirty years of experience. Pick the people you want; we have good candidates. We're, I think we are pretty lucky. We get to choose some pretty top-notch people. It's a great Town so thank you for allowing me to give my opinion.

Mr. Rosenblum: Thank you Chief. Do you have anything from HR Ms. Ribeiro? No.

Mr. Goncalves: Carrie, can you speak up a little?

Ms. Ribeiro: I just said I wasn't here last week...

Mr. Rosenblum: Okay.

Mr. DeBarge: I can't hear.

Mr. Rosenblum: She said she wasn't here last week.

Mr. DeBarge: No, I said I couldn't hear him.

Mr. Rosenblum: Oh, couldn't hear him, okay. Any other, you guys have anything else? No. Do I have a motion?

Moved by Mr. DeBarge, seconded by Mr. Goncalves to appoint Sergeant Irwin as the Operations Lieutenant effective at midnight. Vote 3-0. All in favor.

Mr. Rosenblum: Mr. Irwin has been selected as the next Operations Lieutenant on a vote of 3-0. Congratulations sir.

Sgt. Irwin: Thank you.

Mr. Rosenblum: And that will be effective this evening.

Mr. Goncalves: Thank you and seriously it is something that I would support. If you can get together with the Chief and let us know what it would cost to get a third Lieutenant on.

Chief Valdas: It will be proposed in my next year's budget.

Mr. DeBarge: Let's get through COVID first guys, come on now.

Mr. Goncalves: COVID?

Chief Valadas: It would certainly help with that; I can tell you that.

Mr. DeBarge: Yeah, let's get through COVID first, come on now.

Chief Valdas: Absolutely would love it. Much needed.

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Mr. Goncalves: And two more Detectives.

Mr. DeBarge: Oh yeah, let's just start throwing money around.

Mr. Rosenblum: Did you read the State's stuff?

Chief Valadas: If I can say these men, that COVID has changed nothing for the Ludlow Police Department. These men go to work every day, all of my staff go to work every day. They have been there every minute, going everywhere they need to be. COVID has changed nothing for us, other than change the dynamic of it's even more dangerous. Add the civil unrest and add the demeanor it's just, they go to work every day.

Mr. DeBarge: Okay.

Chief Valadas: They shower together. They cruise together. They, we have to limit sometimes how much they work out together but they're brothers and sisters, nothing has changed for them. They have done everything and the rest of the support staff have been right there too. The most important in the building is the person who cleans the building. She does a fantastic job and she is the most important person. So, I can't thank them or my staff enough. Thank you.

Mr. Rosenblum: Thank you.

Mr. Goncalves: Thank you. Hi Mr. Silva, nice to see you.

Mr. Rosenblum: Do we need to close or just continue?

Mr. DeBarge: No, we need to adjourn this.

Mr. Rosenblum: We need to adjourn this meeting.

Moved by Mr. DeBarge, seconded by Mr. Goncalves to adjourn the meeting of August 4th at 8:03 p.m. Vote 3-0. All in favor.

Correspondence:

178. Board to approve a request to charge off medical expenses and lost wages to Chapter 41, Section 111F for an injury sustained by a Police Officer as a result of an incident that occurred on July 24, 2020.

Moved by Mr. DeBarge, seconded by Mr. Goncalves to approve the request to charge off medical expenses
and lost wages to Chapter 41, Section 111F for an injury sustained by a Police Officer as a result of an incident that occurred on July 24, 2020. Vote 4-0. All in favor.

179. Justin Larivee, Building Commissioner & Zoning Enforcement Officer – informing the Board of an Unkempt Property – 1st Notice of Violations.

Moved by Mr. DeBarge, seconded by Mr. Goncalves to file. Vote 4-0. All in favor.

180. Douglas J. Stefancik, Town Planner – advising the Board that at the Planning Board meeting of July 23, 2020, the Board voted to approve the Definitive Subdivision Plan for Riverside Drive – 100 State Street, designed by Wright-Pierce Engineering, dated June 2020, with revisions on July 6 & 23, 2020.

Moved by Mr. Goncalves, seconded by Mr. DeBarge to file. Vote 4-0. All in favor.

181. Nira Flatley – requesting to be appointed as an unenrolled poll worker. Town Clerk recommends appointment.

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Moved by Mr. Rosenblum, seconded by Mr. DeBarge to appoint Nira Flatley as unenrolled poll worker as recommended by the Town Clerk. Vote 4-0. All in favor.

181a. Theresa Eckert- requesting to be appointed as a Democratic poll worker. Democratic Town Committee Chairman recommend appointment.

Moved by Mr. Rosenblum, seconded by Mr. Goncalves to appoint Theresa Eckert as a Democratic poll worker as recommended by the Democratic Town Committee Chairperson. Vote 4-0. All in favor.

182. Daniel M. Nitzsche, Senior Project Manager, GZA GeoEnvironmental, Inc. (GZA) – informing the Board of a Notice of Intent Application submission on behalf of Massachusetts Municipal Wholesale Electric Company (MMWEC) structure Replacement Project, Ludlow, MA. (a copy is in the office for perusal).

Moved by Mr. DeBarge, seconded by Mr. Goncalves to file. Vote 4-0. All in favor.

183. Michael G. Suprenant, P.E. Director of Public Works/Town Engineer – advising the Board that at the Board of Public Works meeting of July 21, 2020, the Board voted to approve the Trash Fee for FY2021 at $100.00 per Household with a Senior Discount set at $75.00 per Household to be effective October 1, 2020.

Moved by Mr. Goncalves, seconded by Mr. DeBarge to file. Vote 4-0. All in favor.

184. Notice of Intent to Remove Property from Chapter 61B Lot 11R and 19 West Street, Ludlow – Right of First Refusal Waiting on letters from Conservation and Board of Assessors.

Moved by Mr. DeBarge, seconded by Mr. Goncalves to table. Vote 4-0. All in favor.

185. John R. Maher, Director of Governmental Affairs, Charter Communications – notification of channel line-up changes.

Moved by Mr. Rosenblum, seconded by Mr. Goncalves to file. Vote 4-0. All in favor.

186. Mary Chenaille and Albert Chenaille – notifying the Board of their resignation from the Town Democratic Officer Positions effective July 2020.

Moved by Mr. DeBarge, seconded by Mr. Goncalves to accept the resignation of Mary and Albert Chenaille for the Town Democratic Officer Positions as of July 2020. Vote 4-0. All in favor.

187. Jerry Withinton, Project Manager Transmission Maintenance, Eversource Energy – notification of their commitment to deliver safe and reliable service to customers during the ongoing coronavirus public health crisis.

Moved by Mr. Goncalves, seconded by Mr. DeBarge to file. Vote 4-0. All in favor.

188. Ryan Howe, American Legion Post Commander – requesting the approval of the Board to hold American Legion post meetings in the Town Hall parking lot starting on the 3rd Tuesday in August (8/18/2020).

Moved by Mr. Rosenblum, seconded by Mr. Goncalves to approve the American Legion to hold their post meetings in the Town Hall parking lot starting on the 3rd Tuesday in August (8/18/2020). Vote 3-1. One Abstention.

189. Shonda D. Green, Commonwealth of Massachusetts Department of Telecommunications and Cable – notifying the Board that the town's cable television license is set to expire on September 16, 2020.

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Moved by Mr. DeBarge, seconded by Mr. Goncalves to file. Vote 4-0. All in favor.

Unfinished Business:

Moved by Mr. DeBarge, seconded by Mr. Rosenblum to accept and read the resolution for the PACE program. Vote 4-0. All in favor.

Moved by Mr. Rosenblum, seconded by Mr. DeBarge to move forward with the Senior Abatement Program for those departments that are able to stay within the established guidelines set forth by the Governor. Vote 4-0. All in favor.

Town Administrator to update the Board on the gravel bank renewals. There are some issues with doing the inspections as no current surveys of property being mined have been received. A letter will be sent to all gravel bank permit holders requesting an updated survey.

New Business:

Moved by Mr. Rosenblum, seconded by Mr. Goncalves to approve the vacation buy-back policy as stated by the Human Resource Director. Vote 4-0. All in favor.

Moved by Mr. Rosenblum, seconded by Mr. Goncalves to approve the Vacation Travel Policy as given forth by the HR Director and allow her the opportunity to change it as changes arise from the State. Vote 4-0. All in favor.

Moved by Mr. Goncalves, seconded by Mr. DeBarge to open the warrant for the October 5, 2020 Special Town Meeting. Vote 4-0. All in favor.

Moved by Mr. Rosenblum, seconded by Mr. to approve and sign the contract between South Shore Pools and the Town for the repairs to the Ludlow Community Center pool. Vote 4-0. All in favor.

Town Administrator to discuss the hiring of an outside consultant to assist in the reporting of the CARES Act and FEMA reimbursement for COVID-19.

Ms. Villano explained that Strategic Solutions will assist the Town in reporting any COVID-19 expenses in order to recoup as much as possible. Also, the cost of this consulting firm is reimbursed from the CARES Act.

Moved by Mr. DeBarge, seconded by Mr. Rosenblum the new Animal Control Officer will report to the Police Chief as opposed to the Town Administrator. Vote 4-0. All in favor.

Moved by Mr. DeBarge, seconded by Mr. Rosenblum to approve and sign the warrant for the call of the election for the September 1, 2020 State Primaries. Vote 4-0. All in favor.

Board perused Selectmen Meeting Minutes of May 26, 2020.

Board perused Selectmen Meeting Minutes of June 30, 2020.

Moved by Mr. DeBarge, seconded by Mr. Rosenblum to authorize the Town Administrator to sign on behalf of the Town for the Notice of Intent for the DEP filing for Westmass. Vote 4-0. All in favor.

Board to discuss Governor's Order No. 46 to be effective August 11, 2020.

Ms. Villano explained that effective August 11, 2020 an item of prepared food must be served at the same time as the initial alcoholic beverage order and one or more shareable food items may be ordered as long as they would sufficiently serve the number of people at the table. Such items such as potato

chips, pretzels and prepackaged or manufactured foods, do not constitute on sight. A copy of the order, the new regulations and the ABCC rules for on premise consumption will be emailed to all of the establishments in Town that are affected and must close immediately if they cannot comply with these rules.

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Miscellaneous:

Moved by Mr. Goncalves, seconded by Mr. DeBarge to adjourn this meeting at 9:18 p.m., not return to open session, and to enter Executive Session for the purposes of discussing strategy for the Local 98, DPW and L.A.T.O.S.S. union contracts. Vote 4-0 all in favor.

Closing Comments:

Mr. Goncalves would like to remind residents to continue to stay safe and practice good hygiene. Let residents know that there are people posing as census takers to get information from someone such as your social security number. This is a scam and census takers will NOT call you so do not give any information to them.

Mr. Silva mentioned the Indian Orchard Council and how they beautify the Town for certain events and holidays. Some Ludlow residents have been asking about the Town and who handles these types of things for Ludlow. Suggests that we come up with a committee for that.

Mr. DeBarge explained that he and Kevin Vestal who is President of the Rotary Club are forming a committee to 'beautify the Town'.

Ludlow Board of Selectmen

All related documents can be viewed at the Board of Selectmen's Office during regular business hours.