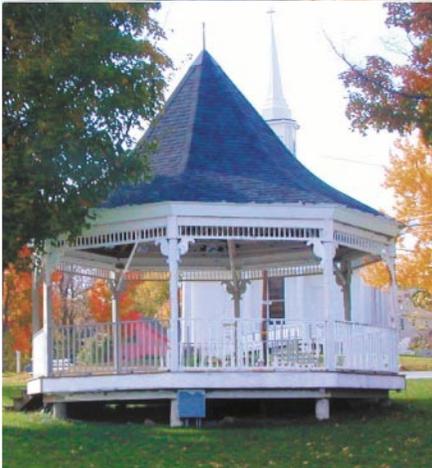
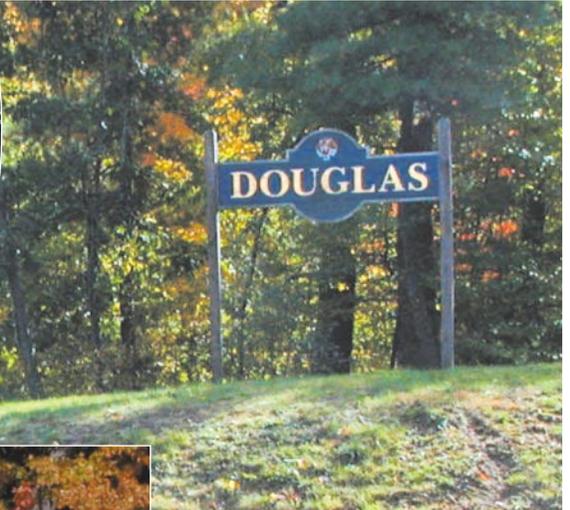


TOWN OF DOUGLAS



ANNUAL REPORT

For the Year Ending
December 31, 1999

Town of Douglas Annual Report



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MODERATOR - ELECTED

Jerome D. Jussaume

Term Expires 2000

BOARD OF SELECTMEN - ELECTED

Betty A. Therrien, Chairman
Robert J. Guiou, Vice Chairman
Ronald Forget
Thomas Navaroli, Jr.
Mark Bloomfield

Term Expires 2000
Term Expires 2000
Term Expires 2001
Term Expires 2002
Term Expires 2001

Norman MacNeill
Angela L. Ernenwein

Executive Administrator
Administrative Assistant

TOWN COUNSEL

Kopelman & Paige, P.C.

SPECIAL TOWN COUNSEL

Bowditch & Dewey

TOWN ACCOUNTANT

Louise Redding

BOARD OF ASSESSORS - ELECTED

Kevin W. Doyle, Chairman
Ida A. Ouillette, Assessor
Beth A. MacKay, Assessor

Term Expires 2001
Term Expires 2002
Term Expires 2000

BOARD OF ASSESSORS STAFF

Ida A. Ouillette
Beth A. MacKay
Julie E. Kessler

Administrative Supervisor
Principal Clerk
Temporary Junior Clerk

AGENT MOSES WALLIS DEVISE - ELECTED

Michael MacInnis

Term Expires 2000

COLLECTOR OF TAXES - ELECTED

Anne M. Burgess
Eileen F. Damore

Term Expires 2002
Assistant Tax Collector

TREASURER - ELECTED

Sharon A. Brotherton
Pamela A. Carter

Term Expires 2000
Assistant Treasurer

FINANCE COMMITTEE - APPOINTED

Dennis Bishop, Chairman	Term Expires 2002
Keith Whittaker, Vice Chairman	Term Expires 2000
Barbara Smith, Secretary	Term Expires 2002
Pamela Holmes	Term Expires 2000
William Pybas	Term Expires 2001
Paula Brouillette	Term Expires 2001
Carol Lincoln	Term Expires 2000
Maria Chesley	Committee Support Clerk

CAPITAL IMPROVEMENTS COMMITTEE - APPOINTED

Paula Brouillette, Chairperson	Term Expires 2002
Anthony Gressak, Vice Chairperson	Term Expires 2000
Betty A. Therrien, Secretary	Term Expires 2000
Mitch Cohen	Term Expires 2001
Glenn Gilbert	Term Expires 2000
Don Gonynor	Term Expires 2000
Shirley Moczynski	Term Expires 2002
Bob Saster	Term Expires 2001
Edward "Buff" Therrien	Term Expires 2000

ANIMAL CONTROL OFFICER

Jay O'Connor	Animal Control Officer
Maura O'Connor	Animal Control Officer

FIRE CHIEF

Chief Donald P. Gonynor/EMT

FIRE DEPARTMENT

Chief Donald P. Gonynor/EMT
 Deputy Chief Phillip Brule
 Assistant Chief Michael Cahill
 Capt. John Furno/EMT
 Capt. Peter Campo/EMT
 Capt. Joseph Quintal
 Lt. Jeff King
 Lt. Ted Sochia
 John Kelly
 Michael Boothby
 Nancy King/EMT
 Kent Vinson/EMT
 Don Millette
 Linda Nadeau/EMT
 Karl Martenson
 Paul Buma
 Paul Romero
 Ernest Marks, Jr.
 Aaron McLaughlin
 Pauline LeBreque/EMT
 James Halacy
 Adam Furno

Thomas Shannon
Dennis Crandall
Robert Armaral
Raymond Nadeau/EMT
Rebecca Blair/EMT
Donna Alexander/EMT
Patricia Brule

Clerk

FIRE STATION BUILDING COMMITTEE - APPOINTED

Edward A. Therrien	Term Expires 2000
Joseph S. Nedoroscik	Term Expires 2000
Donald P. Gonyornor	Term Expires 2000
Linda R. Nadeau	Term Expires 2000
John J. Kelly	Term Expires 2000

POLICE/FIRE DISPATCHERS

Patricia G. Brule
Mark V. Dunleavy
Susan E. Forget
David F. Loos
William I. Seaver
David M Vassar
Peter M. Kreft
Karen M. Bertone

POLICE DEPARTMENT

Chief Patrick T. Foley
Lieutenant Glenn G. Gilbert
Sergeant David J. Brown
Sergeant Ronald A. Fortier, Jr.
Officer Richard J. McLaughlin
Officer Brett D. Fulone
Officer Mark E. Kaminski
Officer Joseph Cadrin
Officer Maureen L. Glynn
Officer Gerald Beaupre
Officer Nicky L. Miglionico
Officer Gregory G. Gilbert
Patricia G. Brule, Administrative Secretary

RESERVE OFFICERS

Norman L. Forget
Jay M. Johnson
Leonard M. Vassar
Mark W. Dunleavy
Richard E. Scanlon
James P. Milanoski
Peter Kreft

SPECIAL RESERVE OFFICER

Edward A. Therrien

CIVIL DEFENSE DIRECTOR - APPOINTED

Ernest R. Marks, Jr.

Term Expires 2000

CONSTABLES - ELECTED

Theodore Cormier, Sr.

Term Expires 2001

Richard E. Preston

Term Expires 2001

BUILDING DEPARTMENT - APPOINTED

Adelle M. Reynolds, Building Commissioner

Term Expires 2001

Hilda Jane Lanpher

Principal Clerk

Wayne Hickey

Alternate Wiring Inspector

Joseph Saster

Plumbing Inspector

Florendo Colonero

Alternate Plumbing Inspector

HIGHWAY DEPARTMENT

Edward A. Therrien

Superintendent

Philip A. Brule

Ernest R. Marks, Jr.

Edward A. Espanet

Jeffrey King

Dexter B. Perkins

John Furno

Donald P. Gonynor

Deborah Jones

Clerk

WATER/SEWER COMMISSION - ELECTED

Robert Josey, Chairman

Term Expires 2001

Joseph Saster

Term Expires 2000

Edward Therrien

Term Expires 2002

WATER/SEWER DEPARTMENT

Anthony J. Gressak

Systems Manager

Dennis Croteau

Ralph E. Dudley III

Raymond J. Decoteau

TRANSFER STATION

Richard Downs

Transfer Station Operator

Oliva "Phil" Luneau

Transfer Station Operator

John Kocur

Transfer Station Assistant

TREE WARDEN & MOTH SUPERINTENDENT - APPOINTED

Leon H. Mosczynski

Term Expires 2000

BUILDING MAINTENANCE

Patrick Colonero

Municipal Facilities

Maintenance Manager

PLANNING BOARD - ELECTED

Richard Vanden Berg, Chairman

Term Expires 2004

Richard Preston

Term Expires 2003

Christine Anderson	Term Expires 2001
Scott T. Mello	Term Expires 2002
Ernest R. Marks, Jr.	Term Expires 2001
Anthony Ricci	Term Expires 2000
Maria Chesley	Committee Support Clerk

CONSERVATION COMMISSION - APPOINTED

Marylynn Dube, Chairwoman	Term Expires 2000
Michael Yacino	Term Expires 2000
Richard Downs	Term Expires 2000
Leon Mosczynski	Term Expires 2002
Eric Virostek	Term Expires 2001
Robert Zurowski	Term Expires 2000
Ralph Dudley, III	Term Expires 2002
Linda Brown	Consultant
Maria Chesley	Committee Support Clerk

ECONOMIC DEVELOPMENT COMMISSION - APPOINTED

Harold Davis, Chairman	Term Expires 2002
Carol Hutnak Gogolinski, Secretary	Term Expires 2001
Paul Peterson	Term Expires 2001
Cliff Van Reed	Term Expires 2000

MASTER PLAN IMPLEMENTATION COMMITTEE - APPOINTED

Richard Preston	Term Expires 2000
Christine Anderson	Term Expires 2000
John Petraglia	Term Expires 2000
Robert Werme	Term Expires 2000
Kent Brotherton	Term Expires 2000
Pamela Holmes	Term Expires 2000
Paula Brouillette	Term Expires 2000
Michael L'Heureux	Term Expires 2000
Marylynn Dube	Term Expires 2000
Linda Brown	Term Expires 2000
William Pybas	Term Expires 2000
Shirley Mosczynski	Term Expires 2000
J. Kevin Conway	Term Expires 2000
Sandra Madden	Term Expires 2000
David Kmetz	Term Expires 2000
Kevin Doyle	Term Expires 2000
Susan Theriault	Term Expires 2000
Kathleen Campbell	Term Expires 2000
Roger Manyak	Term Expires 2000
Eben Chesebrough	Term Expires 2000
Sharron Cochran	Term Expires 2000
Robert Doyon	Term Expires 2000
Ronald Forget	Term Expires 2000
Joseph Gibree	Term Expires 2000
Carol Gogolinski	Term Expires 2000
Robert Josey	Term Expires 2000
Louis Jussaume	Term Expires 2000

Chris Kearney	Term Expires 2000
Paul Peterson	Term Expires 2000
David Sherman	Term Expires 2000
Robert Stevens	Term Expires 2000
Edwin Taipale	Term Expires 2000
Merritt "Pete" Tetreault	Term Expires 2000
Richard Vanden Berg	Term Expires 2000

OPEN SPACE COMMITTEE - APPOINTED

Lisa Mosczynski, Chairman	Term Expires 2000
MaryLynne Dube	Term Expires 2000
Richard Preston	Term Expires 2000
Tom Featherstone	Term Expires 2000
Sue Perkins	Term Expires 2000

ZONING BOARD OF APPEALS - APPOINTED

Joseph E. Fitzpatrick, Chairman	Term Expires 2001
Jeffrey Gniadek, Clerk	Term Expires 2002
Harold Davis	Term Expires 2000
Edouard St. Martin, Associate	Term Expires 2002
Christine E. G. Furno	Secretary

HISTORICAL COMMISSION - APPOINTED

David G. Kmetz, Chairman	Term Expires 2000
Jean H. Peterson, Secretary	Term Expires 2000
Richard E. Preston	Term Expires 2000

CEMETERY COMMISSION - ELECTED

John D. Manning	Term Expires 2002
Charles R. McCallum	Term Expires 2000
Michael E. Cahill	Term Expires 2001

CENTRAL MASSACHUSETTS REGIONAL PLANNING COMMISSION

Thomas J. Navaroli, Jr.

BLACKSTONE VALLEY REGIONAL ECONOMIC TARGET AREA COMMITTEE

Merritt D. Tetreault

TOWN ENGINEER

Engineer CME Associates

BOARD OF HEALTH - APPOINTED

Thomas H. Schwartz, Chairman	Term Expires 2000
Donald Nelson, Vice Chairman	Term Expires 2001
David S. McCallum	Term Expires 2000
Joseph Yacino	Term Expires 2001
Robert Brazeau	Term Expires 2002
James F. Malley	Malley Engineering
Marleen R. Bacon	Administrative Supervisor

HOUSING AUTHORITY - ELECTED

James John J. Sughrue, Jr., Chairman
Maragret V. Reed
Hillary C. Mac Innis
Richard J. Lachapelle

Term Expires 2000
Term Expires 2001
Term Expires 2002
Term Expires 2004

ANIMAL INSPECTOR - APPOINTED

Richard Downs
Jay O'Connor

Term Expires 2000
Term Expires 2000

BOARD OF HEALTH NURSE

Patricia K. Koslak, RN

TRUSTEES PUBLIC LIBRARY

Elliott G. Chesebrough*
Ramona Lachapelle*
Betty R. Holden*
Lena Quinn*
Lilian Cencak*
Susan Leuci, Secretary
Nancy Norberg
Judith Schott
(*denotes life members)

Chairman
Treasurer
Vice-Chair

Term Expires 2001
Term Expires 2002
Term Expires 2000

HONORARY LIFE MEMBERS

Jack Shughrue
William Baron
David R. Manning
Sue S. Cave

LIBRARY STAFF

Ann D. Carlsson
Maryellen Aubin
Janeen Rawson
Joanna Mattschek
Patrick Colonero

Library Director
Library Assistant
Children's Librarian
Library Page
Maintenance

COUNCIL ON AGING - APPOINTED

Lori Morini, Chairperson
Helen E. Homenick, Secretary
Rosanna Windham, Treasurer
Patrick Blake
Mary Dtugocenski
Ann Lynch
Lorraine Manning
Ada E. Murphy
Marie Ryder

Term Expires 2000
Term Expires 2000

SENIOR CENTER STAFF

Alyssa Graveson
Michael Gay

Director
Outreach

Frances Jolda
Rosanna Windham
Laura Moore

Clerk
Clerk
Senior Aide

VETERAN'S DIRECTOR - APPOINTED

Allen R. Miliefsky

Term Expires 2000

PERSONNEL BOARD - APPOINTED

Leslie Navaroli, Chairman
Edwina Whittaker, Secretary
Hillary MacInnis
Ronald Gadbois

Term Expires 2002
Term Expires 2001
Term Expires 2000
Term Expires 2001

RECREATION COMMISSION - ELECTED

Robert Saster, Chairman
Richard J. Soderberg
James A. Stand
Joseph Valliere
Robert J. Doyon

Term Expires 2001
Term Expires 2001
Term Expires 2000
Term Expires 2002
Term Expires 2002

SCHOOL COMMITTEE - ELECTED

Lawrence R. Jeznach, Chairman
Ann Brunson, Vice Chairperson
Mitchell S. Cohen
David King
Don Konapaki
Paula Markle

Term Expires 2000
Term Expires 2001
Term Expires 2002
Term Expires 2000
Term Expires 2001
Clerk

SCHOOL DEPARTMENT

Concetta A. Verge
Mary E. Stone, Principal
Cindy L. Sochia, Dean of Students
Rose Ellis, Principal
Jeff Marsden, Vice Principal
Michael Masney, Director of Special Services

Superintendent
Middle/High School
Middle/High School
Elementary School
Elementary School
Early Childhood
Learning Center

SCHOOL BUILDING COMMITTEE - APPOINTED

Jack Blatchford, Chairman
Chris Yacino, Vice Chair
Lynlee Fertal
Danielle Hippert
Sharon Brotherton
Steve Carroll
Mitch Cohen
Dan Sheehan
Ronald Forget
Janice Foran

Term Expires 2000
Term Expires 2000

BLACKSTONE VALLEY VOCATIONAL SCHOOL DISTRICT COMMITTEE - ELECTED

John Lavin

Term Expires 2002

TOWN CLERK- ELECTED

BettyAnn McCallum
Eileen F. Damore

Term Expires 2000
Assistant Town Clerk

BOARD OF REGISTRARS - APPOINTED

BettyAnn McCallum
Mary Lou Sughrue
Albina Saster
Anne E. Resan

Term Expires 2000
Term Expires 2001
Term Expires 2000
Term Expires 2002

WEIGHTS AND MEASURES

David Taylor

LOCAL CULTURAL COUNCIL - APPOINTED

Denise M. Conza, Chairman/ Treasurer #
Candace A. Ranslow

Term Expires 2000
Term Expires 2000

CABLE ADVISORY COMMITTEE - APPOINTED

Paul Crandall
Brian Devlin
Carol Field

Term Expires 2000
Term Expires 2000
Term Expires 2000

FENCE VIEWER - APPOINTED

Michael D. Yacino
Joel A. Smith
Peter A. Coppola

Term Expires 2000
Term Expires 2000
Term Expires 2000

BRIDGE VIEWER- APPOINTED

Edward A. Therrien

Term Expires 2000

MEASURER OF LUMBER - APPOINTED

Andrew J. Baca Jr.
Joel A. Smith
John M. Hagerty

Term Expires 2000
Term Expires 2000
Term Expires 2000

NATIONAL ORGANIZATION ON DISABILITY

Adelle Reynolds

IN MEMORIUM

The Town of Douglas proudly dedicates this book to the memory of the following residents who served our community and as an inspiration which made Douglas a better place to live. Our appreciation, as well as our sympathy, is extended to their families.

They are missed.

James Alan Stand
Recreation Commission

Elizabeth Manyak
Oldest Douglas Resident - 103 Years old

David M. Ballard
Douglas Fire Department

TOWN OF DOUGLAS



AT YOUR SERVICE

ACCOUNTANT	278-2655
ANIMAL CONTROL	865-1354
ASSESSORS	476-4000 ext 353
BUILDING DEPARTMENT	476-4000 ext 351
BOARD OF HEALTH	476-4000 ext 352
BOARD OF HEALTH NURSE	476-4000 ext 352
COLLECTOR OF TAXES	476-4000 ext 354
CONSERVATION COMMISSION	476-4000 ext 357
COUNCIL ON AGING/SENIOR CENTER	476-2283
EXECUTIVE ADMINISTRATOR	476-4000 ext 101
FACILITIES MAINTENANCE	476-4000 ext 126
FINANCE COMMITTEE	476-4000 ext 357
FIRE DEPARTMENT	9-1-1
Non-Emergency	476-2222
HIGHWAY DEPARTMENT	476-3378
LIBRARY, SIMON FAIRFIELD PUBLIC	476-2695
PLANNING BOARD	476-4000 ext 357
POLICE DEPARTMENT	9-1-1
Non-Emergency	476-3333
SCHOOL DEPARTMENT	
Administration	476-7901
Early Childhood Learning Center	476-4035
Elementary	476-2154
Middle/High School	476-3332
SELECTMEN	476-4000 ext 350
TOWN CLERK	476-4000 ext 355
TOWN ENGINEER	476-4014
TRANSFER STATION	476-3742
TREASURER	476-4000 ext 356
VETERANS' DIRECTOR	278-8609
WATER/WASTEWATER DIVISIONS	476-2400

**MUNICIPAL CENTER
29 DEPOT STREET
DOUGLAS, MA 01516
508 476-4000**

**MUNICIPAL CENTER
HOURS OF OPERATION**

**Monday - Thursday: 8:30 AM - 1:00 PM
1:30 PM - 4:00 PM**

Tuesday Evenings: 6:00PM - 8:00PM

Friday: CLOSED

State and Federal Holidays: CLOSED

**OFFICE HOURS:**

Monday - Thursday

8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
And Tuesday Evening from 6:00 PM - 8:00 PM
Closed Every Friday**MEETING DATE/TIME:**

2nd and 4th Tuesday of the Month at 7:00 PM

The Douglas Board of Selectmen presents its annual report for the calendar year ending December 31, 1999.

The Board of Selectmen operates as a collective decision-making body. The decisions of the entire Board govern. An individual member of the Board may act independently only when specifically authorized by the Board.

Calendar year 1999 was a year of change in the Selectmen's Office. With the resignation in late 1998 of Executive Administrator, Michael Balch, the Board began its search for an administrator with assistance from Interim Administrator, Edgar Gadbois. Our new administrator, Norm MacNeill, joined us in April. Mr. MacNeill came to us from the Town of Franklin with a wealth of knowledge and experience in municipal government.

During this past year the Board of Selectmen continued to document its procedures in written policy form to help make the day-to-day operations of the Selectmen's office consistent and more efficient; we hope to continue this practice.

The Board's work in 1999 focused on six areas:

Services Development - The Board initiated several efforts to improve the delivery of services, including (1) joining with the towns of Northbridge and Uxbridge to form a Regional Veterans Services District, (2) implementing a new program for transfer station services, (3) initiating a plan to provide staff support services to Planning and Conservation, and (4) publishing and mailing to each household a series of Voter Information Bulletins in advance of each town meeting.

Improvement of Municipal Facilities - Recognizing the need to responsibly maintain and plan for the Town's capital investments, the Board took two important initiatives: (1) sponsoring a bylaw amendment to formalize a multi-year capital planning process and formation of a standing Capital Improvements Committee, and (2) hiring a full-time facilities manager to oversee preventative maintenance and repairs. Two major projects received support and guidance from the Board - construction of the new Fire Station and a new recreational park on Martin Road. In addition, the Board supported measures to renovate the Municipal Center ladies room, kitchen, and Resource Room.

School Facility Planning - Like many of the towns in the Blackstone Valley, Douglas is faced with the need to provide additional classroom space to serve its growing population. The Board spent a considerable part of its time in 1999 on school facility issues, including (1) endorsing the School Committee and School Building Committee recommendations to develop plans for an elementary school and a high school facility and to reuse the Middle/High School for middle school grades (Option D in the NESDEC Report on classroom needs), (2) subsequently approving town meeting articles and debt exclusion ballot questions on construction plans presented by the School Building Committee, (3) overseeing site selection and evaluation, (4) supporting the School Committee's request to acquire modular classroom, and (5) presenting plans to renovate and reuse the old elementary school building behind the Post Office.

Financial Planning - The Board continued to make progress in the development of a long range financial plan in (1) supporting additional funding of the Town's Stabilization Account to offset the impact of future tax increases, (2) reducing current debt service expenses by working with the Town's financial team to restructure the Town's debt, and (3) subjecting the borrowing proposed for school construction projects to an internal review by a special debt service study committee and an external review by an outside consultant.

Roads - With the dual problem of unaccepted private roads and new subdivisions with roads to be accepted as town roads, the Board spent a considerable amount of time reviewing road conditions and developing policies. For road acceptances, the Board has developed an agreement with the Planning Board that all future transfers from private to public way status will require an engineering review and Certificate of Completion from the Planning Board. The Board also adopted a regulation on snow removal from private ways to provide residents on private roads a way to petition the Board for snow plowing services beginning in the Winter of 2000-01.

Master Plan Implementation - The Board actively supported an implementation agenda for the Town's new Master Plan by sponsoring three initiatives: (1) the designation of Economic Opportunity Areas for future business expansion, (2) the formation of an Economic Development Commission, and (3) an Interim Personal Wireless Service Facility bylaw - all measures which were adopted at special town meetings in 1999. In addition, the Board negotiated the Town's first Tax Increment Financing Agreement with Granutec, a company which decided to expand in Douglas with additional space and jobs.

Betty A. Therrien, Chairwoman
Robert J. Guiou, Vice-Chairman
Mark W. Bloomfield
Ronald P. Forget
Thomas J. Navaroli, Jr.



In this first year as your new Administrator, the challenges have been many - both for your staff and for our community. The activities described in the Board of Selectmen's annual report are a mirror image of what this busy year has been all about. I wanted to address two issues in particular through this report.

1. Your role in assuring that our town government is both responsive to your concerns and an effective provider of basic services.

The strength of town government lies in the choices made by many residents to become engaged in the process of government. Whether it is setting aside an evening to attend town meeting, joining the ranks of one of our many committees, or simply speaking out to share your view, we depend upon you to keep us accountable to your wishes. Please engage us. We are accessible. We want to hear from you. We encourage you to get involved. The beautiful thing about local government is that individuals can and do make a difference.

2. The need to provide a reasonable balance in our response to the demands of growth.

Like it or not, residential growth is transforming the face of Douglas. Growth has enriched the Town by bringing many new people into our lives eager to participate in all aspects of community life. Growth has also tested the capacity of our infrastructure and we are feeling the pressures of growth in traffic, sewer and classroom overcrowding. Establishing a new capital planning program in 1999 was a direct response to our new infrastructure challenges. By far, the most significant issue facing us in the near term is how to respond to proposals to finance new schools and other infrastructure.

Collectively, we must face the fact that the bill has come due. Somehow, each of us, in our own mind, needs to resolve what level of commitment we are willing to make. As we come to grips with what it means to say "yes" or "no" to new infrastructure, we need to keep a larger question in sight - "What kind of community do we want Douglas to become?"

For many people, it's a question of whether Douglas will remain an affordable community. Much of the tension felt in 1999 focused on a fear that tax increases would outstretch the resources of many families. For other people, it's a question of community standards and what needs to be done. The electorate said no and the challenge of 2000 is to strike a reasonable balance without polarizing the community.

Just as we plan and provide for our own future years, we need to invest in and provide for the future of our community. There will always be a Douglas to come home to; which Douglas it will be depends upon which vision you have for Douglas and what you do to assure that your vision is part of the consensus on how best to respond to the challenges of growth.

It is a privilege to serve this community and to support the Board of Selectmen in providing leadership to the day to day affairs of town government. My door is always open, please let me know what's on your mind.

Respectfully Submitted,

Norman MacNeill
Executive Administrator

TOWN OF DOUGLAS



TOWN ACCOUNTANT
278-2655

Board of Selectmen
Residents of Douglas

The following reports are presented for your information:

Balance Sheet - General Fund - June 30, 1999

Statement of Revenue and Expenditures - General Fund
Year Ended June 30, 1999

Detail Statement of Expenditures - Budget and Actual
General Fund - Year Ended June 30, 1999

Balance Sheet - Enterprise Fund - June 30, 1999

Statement of Revenue and Expenditures - Enterprise Fund -
Year Ended June 30, 1999

Please be advised that there is a copy of our audited financial statements as of and for the year ended June 30, 1999 on file with the Town Clerk, as well as, in the Treasurer's, Selectmen's and Town Accountant's offices.

Should a question arise concerning this or any other financial information for the Town of Douglas, we would be pleased to discuss it with you. Please feel free to contact our office at any time. Your involvement in the Town's fiscal affairs is important.

Respectfully Submitted,

Louise M. Redding
Town Accountant

TOWN OF DOUGLAS
Balance Sheet - General Fund
June 30, 1999

Assets and Other Debits

Cash:

Unrestricted checking	\$2,163,294
Petty cash	100

Total cash	2,163,394
-------------------	------------------

Taxes and Excises Receivable

Property taxes:

Personal property taxes receivable	4,512
Real estate taxes receivable	234,647

Total property taxes	239,159
-----------------------------	----------------

<u>Tax liens</u>	<u>211,795</u>
------------------	----------------

Excise taxes	36,768
--------------	--------

Total taxes and excises receivable	487,722
---	----------------

Assessments:

Street assessment added to taxes	143
Street interest added to taxes	12

Total Assessments	155
--------------------------	------------

Due From Other Funds:

Due from special revenue funds	123,779
--------------------------------	---------

Total due from other funds	123,779
-----------------------------------	----------------

Amount to provide for payment of long-term bonds	5,673,134
--	-----------

Amount to provide for payment of benefits	458,136
---	---------

Loans authorized	576,875
------------------	---------

Less loans authorized and unissued	(576,875)
------------------------------------	-----------

Total Loans	0
--------------------	----------

TOTAL ASSETS AND OTHER DEBITS	\$8,906,320
--------------------------------------	--------------------

Liabilities and Other Credits

Accounts payable	\$301,278
------------------	-----------

Payroll withholdings	22,147
----------------------	--------

Other liabilities	11,258
-------------------	--------

Due to other funds	3,111
--------------------	-------

Deferred revenue	213,777
------------------	---------

Benefits payable	458,136
------------------	---------

Long-term bonds	5,673,134
-----------------	-----------

Total liabilities	6,682,841
<hr/>	
<u>Fund equity:</u>	
Fund balance reserved for appropriation deficits	(34,942)
Fund balance reserved for carryovers & encumbrance	883,723
Fund balance reserved for petty cash	100
Fund balance reserved for abatements & exemptions	274,100
Fund balance-Designated for cherry sheet (advanced payment)	111,258
Fund balance reserved for cherry sheet underestimate	0
Fund balance reserved for appropriation	160,944
Unreserved fund balance	828,296
<hr/>	
Total fund equity	2,223,479
<hr/>	
TOTAL LIABILITIES AND FUND BALANCES	\$8,906,320
<hr/> <hr/>	

TOWN OF DOUGLAS
Statement of Revenue and Expenditures - General Fund
Year Ended June 30, 1999

	Budget	Actual	Variance Favorable (Unfavorable)
	-----	-----	-----
<u>Revenue</u>			
<u>Property taxes:</u>			
Personal property	\$138,731	139,461	730
Real estate	5,572,167	5,625,885	53,718
State aid	5,063,141	5,134,271	71,130
Excise taxes	436,100	470,413	34,313
Penalties & interest on taxes	20,000	49,303	29,303
Licenses, permits, fines and fees	86,917	173,850	86,933
Interest	90,000	154,477	64,477
Refunds and other revenues	1,057	4,013	2,956
Tax titles redeemed		72,132	72,132
<hr/>		<hr/>	
Total revenue	11,408,113	11,823,805	415,692
<hr/>		<hr/>	
<u>Other financing sources:</u>			
Sanitation offset receipts	38,000	57,580	19,580
Appropriations from free cash	764,165	0	(764,165)
Prior year encumbrances	195,657	195,657	0
Appropriations carried forward from prior year	449,273	449,273	0
Prior year overestimates Cherry Sheet	2,245		
Transfers from other funds	87,770	87,770	0
<hr/>		<hr/>	
Total other financing sources	1,537,110	790,280	(744,585)
<hr/>		<hr/>	
Total revenue and other financing sources	12,945,223	12,614,085	(328,893)
<hr/>		<hr/>	

Expenditures

Appropriations:

General government	1,885,095	1,551,182	333,913
Police	698,790	666,992	31,798
Fire & ambulance	321,257	299,979	21,278
Inspectors	87,526	82,028	5,498
Highways	634,084	637,255	(3,171)
Landfill mtc. & monitor wells	14,000	11,593	2,407
Cemetery	16,700	16,283	417
Health, sanitation & inspection	43,128	38,414	4,714
Council on aging	21,770	20,753	1,017
Veterans	7,563	7,333	230
Library	90,743	88,336	2,407
Recreation	183,343	104,041	79,302
Memorial Day	1,500	0	1,500
Education	7,263,766	6,862,913	400,853
School Bldg Need Committee	100,000	24,338	75,662
Debt service	1,178,043	1,165,741	12,302
Total appropriations	12,547,308	11,577,181	970,127

Other local expenditures:

State and county charges	21,239	24,902	(3,663)
Sanitation offset payments	38,000	38,806	(806)
Snow deficit raised on recap	25,188	25,188	0
Transfers to other funds	318,207	318,207	0
	402,634	407,103	(4,469)
Total expenditures	12,949,942	11,984,284	965,658

Excess revenue and other financing sources over expenditures

(4,719)	629,801	636,765
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TOWN OF DOUGLAS
Detail Statement of Expenditures - Budget and Actual - General Fund
Year Ended June 30, 1999

	Budget	Actual	Variance Favorable (Unfavorable)
	-----	-----	-----
<u>General Government</u>			
<u>Moderator:</u>	250	250	0
<u>Selectmen:</u>			
Selectmen salaries	76,444	73,25	3,189
Expenses	126,486	78,376	48,110
Total selectmen	202,930	151,631	51,299

Finance Committee:

Salaries	0	0	0
Expenses	3,000	2,611	389
Reserve fund (untransferred)	837	0	837
Total finance committee	3,837	2,611	1,226

Town Accountant:

Salary	22,025	22,025	0
Warrant Processing	8,995	8,995	0
Expenses	1,835	1,057	778
Total town accountant	32,855	32,077	778

Town Audit	9,200	9,200	0
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Assessors:

Assessors salaries	53,742	53,146	596
Expenses	11,060	9,207	1,853
Revaluation	59,000	55,700	3,300
Special Mapping	215,000	36,610	178,390
Total assessors	338,802	154,663	184,139

Treasurer:

Treasurer salary	26,523	26,523	0
Clerical salary	17,319	17,318	1
Expenses	9,568	9,516	52
Total treasurer	53,410	53,357	53

Tax Collector:

Collector salary	29,700	29,700	0
Clerical salary	8,710	8,702	8
Expenses	16,355	15,992	363
	54,765	54,394	371

Town Counsel	25,000	25,000	0
Solid Waste Counsel	5,000	5,000	0

Tax takings & foreclosures	24,555	17,201	7,354
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Town Clerk:

Salary	26,525	26,525	0
Clerical salary	7,800	7,822	(22)
Other pay	550	550	0
Expenses	11,156	10,233	923
Total town clerk	46,031	45,130	901

Election & Registration:

Election expenses	28	28	0
Total election & registration	28	28	0

Planning Board:

Salaries	400	43	357
Expenses	4,721	4,124	597
Master Plan	0	0	0
Total planning board	5,121	4,167	954

Zoning Board:

Salaries	1,700	1,700	0
Expenses	2,106	2,053	53
Total Zoning Board	3,806	3,753	53

Open Space Plan	1,000	243	757
Conservation Commission	7,521	4,514	3,007
Cons Wetland Protection	9,217	9,217	0

Public Buildings:

Town Hall janitor	4,330	1,433	2,897
Town Hall expense	12,115	3,181	8,934
Memorial H.S. Mun.Ctr. Mtce.	89,719	52,597	37,122
Douglas Center maintenance	7,590	1,192	6,398
Mun Ctr Remodel Ladies Rm	34,650	33,301	1,349
Total public buildings	148,404	91,704	56,700

Town reports	2,000	0	2,000
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Town Hall Office Supply / Equipment	72,463	56,800	15,663
Cable TV Telecasting Improve	0	0	0
County retirement & medicare tax 243,548	243,132	416	
Unemployment	5,000	471	4,529
Group insurance	507,352	507,121	231
Blanket insurance	83,000	79,518	3,482
Total general government	1,885,095	1,551,182	333,913

Police department:

Salaries	593,294	573,750	19,544
Expenses	73,424	72,783	641
Police Dept Vests	5,400	0	5,400
Emergency 911 Project	842	401	441
Police cruisers	9,000	8,261	739
Police update Computer System	7,500	3,272	4,228
Police 9 Portable Radios	0	0	0
Police 5 Security Cameras	9,330	8,525	805
Total police department	698,790	666,992	31,798

Fire department:

Salaries	34,499	33,325	1,174
Expenses	57,020	56,247	773
Fire Station Plan	2,086	2,086	0
Fire Dept. Used Ladder Truck	45,000	35,485	9,515
Fire Dept Attack Pumper	150,000	149,763	237
Ambulance	32,652	23,073	9,579
Total fire & ambulance	321,257	299,979	21,278

Inspectors:

Building dept. salaries	73,501	73,501	0
Building dept expenses	8,425	3,297	5,128
Civil defense salary	200	200	0
Civil defense expense	100	0	100
Tree warden salary	500	500	0
Tree warden expense	4,800	4,530	270
Total inspectors	87,526	82,028	5,498

Highways:

Salaries & overtime	278,216	261,540	16,676
Expenses	48,158	40,411	7,747
Highway signs	3,153	2,641	512
Highway road sander	8,900	8,686	214
Machinery maintenance	45,017	41,264	3,753
Local road improvements	55,700	63,031	(7,331)
Sidewalk repair	8,000	8,316	(316)
Highway railings	1,030	835	195
Highway bridges	6,030	765	5,265
Highway oilings	55,280	55,247	33
Highway Pickup Truck 1/2 Ton	0	0	0
Highway Loader Lease Purchase	20,000	19,958	42
Snow removal	65,000	99,942	(34,942)
Street lighting	39,600	34,619	4,981
Total highways	634,084	637,255	(3,171)

Landfill:

Landfill maintenance	2,000	1,343	657
Monitor wells	12,000	10,250	1,750
Total landfill	14,000	11,593	2,407

Cemetery:

16,700	16,283	417
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Health, sanitation & inspection:

Health salaries	26,679	23,969	2,710
Board of health expense	4,725	4,236	489
Meat/ Animal salary	1,200	1,200	0
Meat/ Animal expense	306	209	97
Sanitation fees	1,000	0	1,000

Rabies control	434	16	418
Nurses salary	8,784	8,784	0
Total health, sanitation& inspection	43,128	38,414	4,714
<u>Council on aging:</u>			
Salaries	14,010	12,837	1,173
Expenses	7,760	7,916	(156)
Total Council on aging	21,770	20,753	1,017
<u>Veterans:</u>			
Director salary	3,638	3,638	0
Vet's benefits & expense	3,925	3,695	230
Total veterans	7,563	7,333	230
<u>Library:</u>			
Salaries	60,372	59,323	1,049
Expenses	30,371	29,013	1,358
Total library	90,743	88,336	2,407
Recreation Salaries	0	3,881	(3,881)
Recreation expense	29,343	25,411	3,932
Recreation Capital Project	26,000	9,500	16,500
Recreation Martin Road	128,000	65,249	62,751
Memorial Day	1,500	0	1,500
Education	7,263,766	6,862,913	400,853
School Bldg Needs Committee	100,000	24,338	75,662
Debt service	1,178,043	1,165,741	12,302
Total appropriations	12,547,308	11,577,181	970,127

TOWN OF DOUGLAS
Balance Sheet - Enterprise Fund
June 30, 1999

Assets and Other Debits

Cash:

Unrestricted checking	950,514
Water/Sewer Charges Receivable:	
Water User Charges	11,140
Sewer User Charges	8,334
Water Special Charges	1,867
Water Bond Charges	6,989
Total User Charges Receivable	28,330

Water Liens Added to Tax	0
Sewer Liens Added to Tax	0
Sewer Assessments Apportioned Not Yet Due	20,027

<u>Assessments:</u>	
Sewer Assessments Added to Tax	407
Committed Interest Added to Tax	88

	495

Total Receivables	48,852

Total Assets and Other Debits	999,366
	=====
<u>Liabilities and Other Credits:</u>	
Accounts Payable	18,628
Deferred Revenue	48,852

Total Liabilities and Other Credits	67,480

<u>Fund equity:</u>	
Reserved for Approp. Encumb. & Carryforwards	6,357
Reserved for Bond Payments	199,963
Reserved for Capital Projects	286,866
Reserved for Appropriation	194,877
Unreserved Fund Balance	243,823

Total Liabilities and Fund Balance	999,366
	=====

TOWN OF DOUGLAS
Statement of Revenue and Expenditures - Enterprise Fund
Year Ended June 30, 199

	Budget	Actual	Variance Favorable (Unfavorable)
	-----	-----	-----
<u>Revenue</u>			
<u>User Charges:</u>			
Water	190,000	207,200	17,200
Sewer	150,000	163,053	13,053
Water Bond Charges	83,303	159,115	75,812
Water Special Charges	10,000	8,629	(1,371)
Water/Sewer Permits	0	1,160	1,160
<u>Assessments:</u>			
Betterments Added to Taxes	0	5,212	5,212
Committed Int. on Betterments	0	1,277	1,277

Betterment Payoffs Restricted	0	837	837
Water System Development	62,000	17,500	(44,500)
Sewer System Development	32,000	7,500	(24,500)
Interest on late payments	1,700	5,530	3,830
Interest on investments	10,000	21,935	11,935
Misc. Revenue	0	670	670
	-----	-----	-----
Total revenue	539,003	599,618	60,615
	-----	-----	-----

Expenditures

Appropriations:

Salaries & Fringe Benefits	142,000	140,010	1,990
Expenses	167,317	104,612	62,705
Insurance	12,907	12,987	(80)
Capital Projects	104,000	82,488	21,512
Debt Service	164,419	164,417	2
	-----	-----	-----
Total expenditures	590,643	504,514	86,129
	-----	-----	-----

Excess revenue over (under) expenditures	(51,640)	95,104	146,744
	=====	=====	=====

TOWN OF DOUGLAS



BOARD OF ASSESSORS 476-4000 ext. 353



Ida Ouillette, Administrative Supervisor

OFFICE HOURS:
Monday - Thursday
8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
And Tuesday Evening from 6:00 PM - 8:00 PM
Closed Every Friday

MEETING DATE/TIME:
1st Tuesday of the Month at 6:00 PM

The Board of Assessors is composed of three elected members and is required by Massachusetts General Laws to value all real and personal property based on "full and fair cash value" within their community. Every three years the Board of Assessors must submit these values to the Department of Revenue for certification. The Board of Assessors is required to annually assess taxes in an amount sufficient to cover the state and local appropriations chargeable to the Town, and subsequent to the determination of the total assessment, the Board of Assessors must annually fix the tax rate. All maintenance of the real and personal property databases, the processing of commitments of real and personal property, and motor vehicle and boat excise taxes are performed by two full time staff members under the direction of the Board of Assessors. Taxpayers have a formal right to file for an abatement of taxes, once the tax bills have been distributed. Certain taxpayers are also allowed exemptions from their property tax bills. Taxpayers having questions relative to a bill, the abatement process, or statutory exemptions are advised to contact the Assessors' Office as soon as the bill is received.

1999 ANNUAL REPORT OF THE BOARD OF ASSESSORS

FY2000 Assessed Valuation of Town 375,745,533.00

CLASSIFICATION

I Residential	345,537,745.00
II Open Space	-0-
III Commercial	9,939,498.00
IV Industrial	9,699,140.00
V Personal Property	8,569,150.00
Total Taxes Levied for Fiscal Year 2000	6,349,918.20
Real Estate	6,204,330.88
Personal Property	145,587.32
Number of Parcels Assessed	4087.00
Valuation of Exempt Property (i.e. Town owned, State owned, non-profit charitable)	27,903,300.00
Valuation of Chapter Land Properties (i.e. Ch.61-Forestry, Ch.61A-Agriculture, Ch.61B-Recreation)	627,903.00

Average Assessed Value of Single Family Residence	133,000.00
FY 1999 Real Estate and Personal Property Abatements	43,697.69
FY 1999 Real Estate Exemptions	29,562.50
Motor Vehicle Excise Commitments	
January 1999 thru December 1999	563,329.09
Number of Motor Vehicles Assessed	7741.00
FY 1999 Boat Excise Commitment	2,188.00

The Board of Assessors and Assessing Staff has continued to meet all its obligations to Massachusetts General Laws and under the guidelines of the Massachusetts Department of Revenue, and face the challenges of special projects to improve assessment and appraisal practices. Our usual annual work proceeded smoothly, which included processing recorded deeds and locally approved plans, value file changes as a result of abatements and building permit data collections, review and disposition of statutory exemptions, and motor vehicle and boat excise tax commitments and abatements.

Calendar year 1999 began with Department of Revenue approval of the FY 1999 revaluation of all real and personal property. Having committed third quarter preliminary tax bills, upon the preliminary revaluation certification, the taxpayer informal hearings took place. With the assistance of Patriot Properties, we had opportunity to address pre-tax any taxpayer concerns regarding classifications, data and valuations of properties. The thoroughness with which we handled this informal process made it possible to issue timely fourth quarter tax bills, accept and address abatements, and to create a timely file for FY 2000 first quarter tax bills, including file changes through the assessment date 01-01-1999. Still, due to the occurrence of a late fall Town meeting, we, along with the other Town financial officers, were almost not able to send timely third quarter tax bills by year's end. The added efforts of our Tax Vendor Danny Berman and Deputy Tax Collector Kelley & Ryan Associates completed the team effort to succeed.

The Board of Assessors has awarded a contract for the complete new digital tax-mapping program to Cartographic Associates, Inc. of Littleton, NH. By year's end the aerial photography and deed research had been done. We look forward in 2000 to have new tax maps providing acreage and frontage clarifications, and determinations of uncertain parcel locations and Unknown Owners. While we continue to explore our GIS (Geographic Information System) options, our priority remains in the establishment and reconciliation of new tax maps to our appraisal and assessment administration database.

Proudly, the Board concludes this century of progress and looks ahead to the challenges of the next century. We wish to thank retiring Assessor Jim Sughrue for his service and welcome new Assessor Beth MacKay, rounding out the professionalism and talent of the Board. As well, we welcome Julie Kessler to the Staff as a part-time clerk to assist us during this extremely busy time. Also, we thank the other Town Officials and Town Employees, as well as all the citizens of the Town of Douglas for their appreciation and support throughout the year.

Respectfully submitted,

DOUGLAS BOARD OF ASSESSORS
Kevin W. Doyle, Chairman
Ida A. Ouillette, Assessor
Beth A. MacKay, Assessor

TOWN OF DOUGLAS



COLLECTOR OF TAXES 476-4000 ext. 354



Anne Burgess, Collector

OFFICE HOURS:
Monday - Thursday
8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
And Tuesday Evening from 6:00 PM - 8:00 PM
Closed Every Friday

The following is a breakdown of all monies collected and turned over to the Treasurer for fiscal 1999, July 1, 1998 through June 30, 1999:

Real Estate

1999	\$5,523,891.17
1998	\$121,017.94
1997	\$6,486.18
	<hr/>
	\$5,651,395.29

Personal Property

1999	\$138,264.16
1998	\$1,649.96
1997	\$644.40
1996	\$36.31
	<hr/>
	\$140,594.83

Motor Vehicle Excise Tax

1999	\$353,678.06
1998	\$117,419.08
1997	\$3,221.63
1996	\$651.67
1995	\$234.18
1994	\$79.06
1993	\$71.46
1992	\$146.56
1991	\$144.27
1990	\$10.00

1989	\$15.00
1988	\$36.25
1987	\$85.31
1986	\$21.48

\$475,814.01

Water Use

1999	\$206,764.25
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Sewer Use

1999	\$161,977.65
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Service Charge

1999	\$159,114.98
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Water/Sewer Development Fees & Repair Accounts.

1999	\$33,728.57
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Water Liens

1998	\$565.68
------	----------

Sewer Liens

1998	\$1,132.30
------	------------

Sewer Assessments

1999	5,966.69
1998	82.80

6,049.49

Committed Interest

1999	1,252.20
1998	24.84

1,277.04

Miscellaneous revenues

Lock Box earned interest	814.99
Checking acct. Earned interest	3,398.83

Municipal lien certificates	15,400.00
Boat excise	1,927.00
Check charges	75.00
Betterment release fees	14.00
Motor Vehicle Mark/Clear fees	4,385.00
Roll back taxes	8,306.29
	<hr/>
	\$34,321.11

Interest

1999	\$18,762.58
1998	10,408.14
1997	1,226.39
1996	23.95
1995-1986	32.93
	<hr/>
	\$30,453.99

Fees

1999	3,905.00
1998	4,471.00
1997	475.00
1996	130.00
1995-1986	225.00
	<hr/>
	9,206.00

Assessments collected	\$6,838,414.09
Fees and interest	39,659.99
Misc. revenues	34,321.11
	<hr/>
TOTAL COLLECTED	\$6,912,395.19

On July 1, 1999, Eileen F. Damore was appointed as assistant tax collector.

Respectfully Submitted,

Anne Burgess
Collector of Taxes

TOWN OF DOUGLAS



TREASURER
476-4000 ext. 356



Sharon Brotherton, Treasurer

OFFICE HOURS:
Monday - Thursday
8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
And Tuesday Evening from 6:00 PM - 8:00 PM
Closed Every Friday

To the Selectmen of the Town of Douglas:

The following is my report for Fiscal Year 1999, as the Treasurer of the Town of Douglas, as recommended by the Division of Local Services, Department of Revenue, called for by Chapter 40, Section 49, of the Massachusetts General Laws.

Schedule of Treasurer's Cash June 30, 1999

Interest Bearing Bank Accounts:

MMDT	\$2,793,907.48
State Street	\$138,545.23
Unibank	\$1,599,192.49
Bankboston	\$180,720.38
Unibank-Performance Bonds	\$181,544.94
Total	<u>\$4,893,910.52</u>

Stabilization Fund:

MMDT	\$978,034.90
Total	<u>\$978,034.90</u>

Other:

Trust Fund Assets	\$230,018.51
Total	<u>\$230,018.51</u>

Total of all cash and investments: \$6,101,963.93

Respectfully Submitted,

Sharon Brotherton
Treasurer

TOWN OF DOUGLAS



W-2
1999

SCHOOL DEPARTMENT

ANDERSON, CHRISTINE E	\$90.00
ARCHAMBAULT, KATHLEEN B	\$2,439.38
AVEDIAN, JENNIFER A	\$31,561.85
BACHAND, KANE E	\$700.50
BACHELDER, BEVERLY	\$51,545.90
BALDINO, CHERYL A	\$3,082.50
BARSAMIAN, REBECCA A	\$13,807.40
BARSANO, MELISSA A	\$453.00
BEGLEY, JUDITH C	\$900.00
BERG, SHARRON	\$47,573.74
BIAGIONI, SUSAN L	\$4,465.50
BLANCHARD, FAYE E	\$9,216.32
BOLIO, PAUL	\$43,928.61
BROSNAHAN, KATHY	\$24,635.57
BROWN, DOUGLAS	\$51,321.81
BROWN, JAMES G	\$45.00
BROWN-CLINTON, ROBIN	\$11,214.00
BUTLER, BRIAN J	\$27,840.60
BUTLER, THOMAS J	\$31,933.08
BYERS, GEORGE	\$52,623.90
CARDONE, REGINA	\$34,621.40
CARRAHER, DENISE	\$43,701.02
CLARK, DENISE S	\$3,916.00
CODER, MARSHA	\$46,584.49
COLABELLO, LOUIS PAUL	\$42,483.78
COLLINS, ALBERTA	\$59,476.90
COLLINS, AMY L	\$30,477.60
CONNORS, KEVIN	\$49,474.90
CONZA, DENISE M	\$8,877.41
COOPER, JULIE M	\$8,991.36
COSTELLO, CAROL A	\$24,210.63
CREASEY, DIANE M	\$8,917.19
CRIZ DE SILVA, SOFIA	\$18,532.75
CULLEN, BRIAN A	\$48,353.90
CULLINAN, LEANNE	\$11,905.19
CUTTING, ANDREA L	\$11,673.77
CUTTING, TIFFANY M	\$199.50
DAGENAIS, STEPHANIE	\$46,666.85
DAVIS, CARMEN L	\$12,242.27
DENONCOUR, ALBERT J	\$38,325.91
DETARANDO, ALICIA M	\$18,009.44
DICKINSON, MARSHA	\$44,340.16
DIONIS, MARIA	\$46,634.90
D'AMBRA, PAUL	\$50,086.85
DORAN, GRACE A	\$29,368.87
DORAN, PATRICK M	\$315.00
DORR, SHANNON E	\$225.00
DOWNS, SHIRLEY ANN	\$6,255.34
DOYLE, NANCY A	\$37,612.46
DRANGINIS, LOUIS S	\$60.00
DUBEAU, ANNE-MARIE	\$1,168.75
DUFAULT, ANADRE R	\$29,224.33
DUMAS, NICOLE D	\$1,458.00
DUPRE, NANCY A	\$49,420.46

DURKIN, DEBORAH A	\$4,226.38
ELLIOT, GERALD	\$48,534.90
ELLIS, ROSE	\$67,259.39
FARRAR, JACQUELINE A	\$53,849.27
FINAMORE, DARLENE L	\$31,084.85
FITZPATRICK, JEAN	\$50,025.52
FOREST, MICHELLE	\$33,312.09
FORGET, KIM	\$19,878.07
FRAGA, LINDA M	\$46,634.90
GAJEWSKI, KIMBERLY A	\$4,998.25
GALLANT, AMY T	\$5,662.50
GARCES, MARLENE I	\$29,833.08
GARCIA, BERNICE	\$50.00
GARRITY, JOHN A	\$150.00
GASKELL, LYNNE M	\$43,676.02
GAUTHIER, KATHLEEN	\$43,601.02
GEOFFREY, HEATHER ANN	\$28,915.60
GEORGE, CHRISTINA M	\$1,477.50
GILREIN, CATHERINE	\$31,895.73
GIONET, DENISE B	\$19,369.25
GIRARD, THOMAS E	\$450.00
GIROUX, SANDRA M	\$230.00
GIUSTINA, ROBERT	\$48,171.90
GNIADEK, LORI A	\$2,074.33
GODBOUT, ROBERT G	\$31,083.08
GORMAN, MARIA L	\$976.00
GOULD, RAYMOND J	\$189.00
GRADY SUSANNE M	\$2,470.00
GREENE, KERI L	\$540.00
GROVERSTEIN, EVELYN	\$45,634.90
GRUBER, XAQUE	\$32,897.28
GUINANE, ANN E	\$10,491.36
HAIGH, SHEILA	\$47,634.90
HALACY, JAMES	\$28,243.28
HALACY, PAUL	\$35,386.68
HARKINS, STEPHANIE L	\$28,090.60
HARVEY, EMILY J	\$8,991.36
HAYES, NANCY	\$46,894.90
HEBERT, JENNIFER L	\$8,991.36
HELDENBERG, GLADYS	\$16,411.62
HIPPERT, DANIELLE J	\$34,189.07
HOPKINSON, LINDA M	\$11,309.50
HUGHES, KRISTIN E	\$310.50
HUGHES, RACHEL N	\$4,479.00
HURLEY, JESSICA S	\$23,599.76
HUTNAK, GAYLE L	\$11,136.00
JACKMAN, JANE V	\$24,458.88
JANE', ANDREA	\$8,174.02
JEZNACH, LESLIE	\$3,392.00
JOHNSON, CHERYL L	\$12,375.00
JOST, KATHLEEN	\$40,536.01
JURKOWITZ, ALIZA L	\$135.00
JURKOWITZ, RENA	\$33,643.94
JUSSAUME, NICOLE M	\$684.00
JUSSAUME-RICHARDS, TAMMIE L	\$2,778.00
KEATING, LARAINE E	\$47,596.22
KEITH, KAREN	\$46,471.86
KELLY, CHERYL L	\$2,922.21
KING, STEPHANIE L	\$15,843.96
KIRSCHNER, AMY M	\$45.00

KOLLETT, JEFFREY R	\$27,806.51
KROUNER, MITCHELL S	\$45,187.42
KRYGSMAN, PAMELA G	\$10,061.00
LACHAPELLE, EDWARD J	\$47,323.91
LANCASTER, SANDRA	\$27,982.83
LANE, BARBARA J	\$3,600.00
LATIMER, LEAH A	\$880.75
LAWRENCE, CAROLYN S	\$45,134.90
LEACH, JILL S	\$425.63
LEANDER, MICHAEL S	\$15,416.04
LEONARD, PAUL	\$34,312.09
LEUCI, SUSAN B	\$28,955.70
LORING, JENNIFER R	\$202.50
LORING, KIMBERLY A	\$24,141.99
LUUKO, DAVID G	\$1,300.00
LYDON, KAREN	\$46,958.02
MACDONALD, MARIAN R	\$16,802.32
MAGUIRE, CLAIRE L	\$2,693.26
MALONEY, MAUREEN M	\$10,216.38
MANNING, CAROL	\$11,561.75
MANYAK, FAYE	\$49,435.33
MARA, BEVERLY	\$715.00
MARCHAND, KATHLEEN H	\$920.00
MARKLE, PAULA A	\$30,475.10
MARQUES, TANYA M	\$225.00
MARSDEN, JEFFREY	\$51,324.44
MARTINELLI, GAIL A	\$31,096.85
MARTINSEN, STACEY L	\$117.00
MASNY, MICHAEL	\$66,063.43
MCCANN, PATRICIA A	\$1,028.50
MCCORMICK, CAROL A	\$33,297.65
MCDONALD, BONNIE J	\$558.00
MCDONALD, CAROL A	\$1,300.00
MCDONALD, SARA A	\$225.00
MCGEARY, KIMBERLY	\$32,610.15
MCGRATH, BRIAN	\$12,695.89
MCGRATH, JUDITH	\$7,028.75
MCKEON, DONALD	\$48,361.90
MCLAUGHLIN, CHERYL E	\$28,665.60
MCPHERSON, JR, JOHN A	\$2,080.00
MEDEIROS, LISA M	\$855.00
MEHARG, KELLY J	\$262.50
MEOMARTINO, MICHELLE	\$48,038.54
MEOMARTINO, ROBERT	\$51,132.28
MERTEN, DENISE	\$48,638.02
MICHNA, JR, KENNETH J	\$360.00
MIGLIACCI, LISA B	\$10,886.50
MIKOLAYCIK, GAIL A	\$17,430.04
MILLS, CATHRYN E	\$270.00
MINIOR, SHIRLEY	\$11,282.50
MOEGELIN, DANIEL F	\$34,135.36
MOLVAR, MELISSA	\$23,109.95
MOORE, JR, JOHN E	\$547.82
MORRISON, ELEANOR	\$48,413.90
MULLER, DEBORAH L	\$11,292.00
MURPHY, ANDREA	\$32,351.85
MYERS, GREGORY B	\$31,846.23
NICHOLS, SUSAN S	\$48,086.79
NOTIDIS, ANDREA	\$67.50
NOTIDIS, HEATHER	\$6,062.50

O'CONNOR, JORDAN C	\$29,290.13
OGRABISZ, LINDA	\$28,007.60
PALERMO, ROBYN	\$5,662.50
PAPPAS, HARRY	\$20,828.07
PARTRIDGE, SHELLIE J	\$38,544.42
PASTORE, RAMONA R	\$247.50
PELCHAT, SHARON	\$51,761.33
PELKUS-ESTERS, LAURE	\$48,495.90
PELLETIER, PAMELA D	\$19,476.20
PHELAN, JOYCE M	\$24,955.85
PHELPS, JASON	\$49,020.81
PICARD, MICHELLE L	\$28,479.60
PICARD, RYAN P	\$180.00
PIERCE, KIMBERLY K	\$45,835.70
PIERCE, LARRY	\$47,167.73
PIRES, APRIL L	\$3,826.32
PINCINCE, DEBRA L	\$49,657.69
PLANTINGA, CYNTHIA L	\$7,454.27
PLUCHINO, SANDRA M	\$1,800.00
POIRIER, RAYMOND A	\$28,208.36
POULIN, ROLAND P	\$1,300.00
QUINN, EILEN M	\$50,666.69
REMILLARD, ANN M	\$8,991.36
RENNELL, MELINDA K	\$594.00
RICHARD, SUSAN	\$24,500.73
RIVARD, LAURIE J	\$7,060.25
RODIO, ALICA A	\$8,991.36
RUSSELL, LORI J	\$6,839.26
RUSSO, BARBARA	\$47,338.02
SABOUR, DEBRA E	\$2,185.96
SACCOL, ROBIN L	\$8,991.36
SCHWARTZ, PAMELA K	\$48,734.90
SIMONELLI, DEBORAH A	\$49,134.90
SIRACO, ELIZABETH T	\$1,500.00
SOCHA, CINDY L	\$15,854.03
SODERBERG, MICHAEL J	\$408.00
SODERBERG, ROSEMARY P	\$25,313.67
SODERMAN, DEBRA A	\$10,843.90
SOKOL, MARYDOLORES	\$41,716.27
SNOW, JEREMY LE	\$6,619.45
STACK, IMOGENE	\$38,249.98
STAND, ELLEN L	\$4,211.35
STEWART, GLORIALYN	\$11,300.50
STONE, MARY E	\$69,951.44
TESSIER,-WOUPIOM, DIANE	\$45,634.90
TKACIK, JOSEPH E	\$22,821.39
TOLOCZKO, JENNIFER L	\$225.00
TORRES, LUIS A	\$1,800.00
VAILLANT, EMILY S	\$30,795.70
VALIPOUR, PAMELA J	\$13,897.20
VASAR, APRIL	\$500.00
VERGE, CONCETTA	\$83,479.13
VOAS, DEANNE J	\$2,108.25
WARNER, ELIZABETH J	\$19,732.75
WATKINS, SAMANTHA J	\$717.00
WEINSTEIN, MAXINE JOAN	\$3,976.95
WHITE, RICHARD A	\$3,010.80
WILLARD, CAROLINE	\$11,591.90
WOOLFSON, RUTH A	\$8,991.36
YACINO, MARILYN	\$48,513.90

BARRETT, DONNA	\$4,288.95
BOLEN, JOAN	\$3,414.99
BOLTE, THERESA	\$3,299.24
CARLSON, SUZANNE C	\$209.00
CHASE, MICHELLE M	\$143.00
CORMIER, SANDRA L	\$129.25
DANAHEY, NANCY	\$9,743.41
DAUTRICH, JENNIFER	\$280.49
DEVLIN, ELAINE J	\$19.25
EBBELING, FRANCES V	\$3,104.75
FITZPATRICK, JANINE	\$429.00
HENDRICKSON, VERA	\$567.86
JUSSAUME, JANICE	\$11,557.41
KELBAUGH, FRANCINE L	\$3,763.54
KEOUGH, SHEILA A	\$305.25
LAPIERRE, MARGARET	\$11,449.63
LUUKKO, CHARLENE R	\$7,571.01
MACCHI, CAROL S	\$389.12
MANYAK, JUDITH A	\$24,695.78
NEWELL, JOYCE L	\$3,173.49
OLESKY, DEBORAH L	\$77.25
PICARD, ROSE	\$4,922.94
ROSE, GENEVIEVE A	\$33.00
TOTAL SCHOOL & CAFETERIA	\$5,193,374.91

POLICE DEPARTMENT

1999 W-2

BEAUPRE, GERALD	\$16,792.32
BERTONE, KAREN M	\$10,508.41
BROWN, DAVID JAMES	\$47,210.37
BRULE, PATRICIA	\$31,964.65
CADRIN, JOSEPH L	\$45,431.20
DELLANNOY, DENISE	\$1,099.58
DINARDO, DANIEL	\$844.00
DUNLEAVY, JR, DANIEL W	\$12,743.65
DUNLEAVY, MARK W	\$6,389.53
FOLEY, PATRICK T	\$53,668.04
FORGET, NORMAN L	\$4,692.28
FORGET, SUSAN	\$25,198.02
FORTIER JR, RONALD A	\$51,265.03
FULONE, BRETT D	\$50,470.01
GIGLIOTTI, ANTHONY J	\$1,879.86
GILBERT, GLENN G	\$48,288.71
GILBERT, GREGORY G	\$28,671.36
GLYNN, MAAUREEN L	\$43,792.73
JOHNSON, JAY M	\$3,217.27
KAMINSKI, MARK E	\$45,406.86
KREFT, PETER M	\$8,743.26
MAJEAU, JR, RAYMOND R	\$1,045.38
MARTINSEN, MICHAEL S	\$2,615.05
MCLAUGHLIN, AARON	\$3,878.82
MCLAUGHLIN, RICHARD JR	\$48,514.45
MIGLIONICO, NICKY L	\$20,634.59
MILANOSKI, JAMES P	\$8,965.38
SCANLON, JR, RICHARD R	\$2,075.61
SEAVER, WILLIAM	\$10,604.93
SEWWEW, LISSA A	\$6,243.81
ST GEORGE, DIANE	\$1,000.00
VASSAR, LEONARD M	\$1,228.64
TOTAL POLICE	\$645,083.80

FIRE DEPARTMENT

BOOTHBY, MICHAEL	<u>1999 W-2</u>
BRULE, PHILLIP	\$805.00
BUMA, PAUL	REPORTED IN HIGHWAY
CAHILL, MICHAEL	\$805.00
CAMPO, PETER	\$2,040.00
FURNO, ADAM	\$2,128.75
FURNO, DAVID A	\$821.00
FURNO, JOHN J	\$410.00
GONYOR, DONALD P	REPORTED IN HIGHWAY
KELLY, JOHN J	REPORTED IN HIGHWAY
KING, JEFFREY	\$805.00
MARKS, EARNEST JR	REPORTED IN HIGHWAY
MARTINSEN, KARL G	REPORTED IN HIGHWAY
MCGLAUGHLIN, AARON	REPORTED IN HIGHWAY
MILLETTE, DON	REPORTED IN HIGHWAY
QUINTAL, JOSEPH JR	\$805.00
ROMEIRO, PAUL J	\$969.50
SHANNON, THOMAS E	\$805.00
SHOCHIA, LEON T IV	\$805.00
SOMERS, LOUIS PAUL	\$830.00
VINSON, KENT F	\$805.00
	\$875.00
TOTAL FIRE DEPARTMENT	\$13,709.25

AMBULANCE

ALEXANDER, DONNA	<u>1999 W-2</u>
BERUBE, LAURETTE A	\$2,983.00
BLAIR, REBECCA	\$128.00
HAMILTON, EARLE J	\$607.00
HEUKLOM, LISA J	\$32.00
KING, NANCY L	\$287.00
LABRECQUE, PAULINE	\$2,358.50
NADEAU, LINDA	\$3,296.00
NADEAU, RAYMOND	\$3,800.25
PERKINS, DEBRA	\$3,007.00
	\$48.00
TOTAL AMBULANCE	\$16,546.75

HIGHWAY DEPARTMENT

BRULE, PHILIP	<u>1999 W-2</u>
ESPANET, EDWARD	\$44,607.76
FURNO, JOHN J	\$25,316.27
GONYNOR, DONALD P	\$40,202.60
HILL, JOHN D	\$44,909.20
HILL, WILLIAM JAMES	\$2,280.95
JONES, DEBORAH A	\$1,335.95
KING, JEFFREY	\$11,887.33
MARKS, JR, ERNEST	\$30,281.22
MARTINSEN, KARL G	\$24,394.25
PERKINS, DEXTER	\$4,094.79
QUINTAL, HEATH J	\$29,897.69
ST. GEORGE, SAMUEL O	\$3,362.58
THERRIEN, EDWARD A	\$3,275.97
	\$49,263.57
TOTAL HIGHWAY	\$315,110.13

WATER/SEWER DEPARTMENT

CROTEAU, DENNIS	<u>1999 W-2</u>
DECOTEAU, RAYMOND J	\$35,488.56
DUDLEY, III, RALPH E	\$27,733.57
GRESSAK, ANTHONY J	\$35,488.56
JOSEY, ROBERT A	\$39,196.32
	\$800.00

SASTER, JOSEPH
THERRIEN, EDWARD

REPORTED IN BUILDING
REPORTED IN HIGHWAY
\$138,707.01

TOTAL WATER/SEWER

BOARD OF HEALTH

1999 W-2

BACON, MARLEEN
BOGDAN, SHAWN
DOWNS, RICHARD
GJELTEMA, HAROLD
KOCUR, JOHN P
KOSLAK, PATRICIA K
LUNEAU, OLIVA P
MCCALLUM, MARYBETH
SCHWARTZ, THOMAS H

\$21,537.44
\$2,701.92
\$7,062.24
\$1,064.16
\$10,689.00
\$8,885.29
\$7,024.39
\$792.00
\$870.00

TOTAL BOARD OF HEALTH

\$60,626.44

VETERANS AGENT

1999 W-2

CORMIER, THEODORE SR
MILIEFSKY, ALLEN R

\$2,305.65
\$1,539.12

TOTAL VETERANS AGENT

\$3,844.77

BUILDING AND INSPECTORS

1999 W-2

CHESLEY, MARIA D
COLONERO, FLORENDO
HICKEY, WAYNE
LANPHER, HILDA-JANE
REYNOLDS, ADELLE
SASTER, JOSEPH
WALLIS, RICHARD

\$19,075.54
\$225.00
\$325.00
\$17,976.42
\$30,948.88
\$5,287.94
\$5,916.00

TOTAL BUILDINGS & INSPECTORS

\$79,754.78

RECREATION

1999 W-2

KENNON, DEBORAH A
PIERANGELI, JASON R
RENAULD, DEREK L
ROURKE, EMILY L
WROE, SHIRLEY A

\$2,800.00
\$756.00
\$42.00
\$720.00
\$931.00

TOTAL RECREATION

\$5,249.00

TREASURER

1999 W-2

BROTHERTON, SHARON A
CARTER, PAMELA A

\$26,827.49
\$17,859.00

TOTAL TREASURER

\$44,686.49

TOWN ACCOUNTANT

1999 W-2

REDDING, LOUISE

\$31,375.86

TOTAL TOWN ACCOUNTANT

\$31,375.86

TAX COLLECTOR

1999 W-2

BURGESS, ANNE M
PRUNIER, MONICA

\$30,161.20
\$73.50

TOTAL TAX COLLECTOR

\$30,234.70

TOWN CLERK

1999 W-2

DAMORE, EILEEN F
MCCALLUM, BETTYANN
SMITH, BARBARA

\$17,501.45
\$27,139.98
\$26.25

TOTAL TOWN CLERK

\$44,667.68

COUNCIL ON AGING

1999 W-2

GRAVESON, ALYSSA M	\$9,274.93
JOLDA, FRANCES	\$2,307.45
WINDHAM, ROSANNA E	\$2,115.50
TOTAL COUNCIL ON AGING	\$13,697.88
<u>ZONING BOARD OF APPEALS</u>	<u>1999 W-2</u>
FURNO, CHRISTINE E G	\$2,600.00
TOTAL ZONING BOARD	\$2,600.00
<u>ANIMAL CONTROL</u>	<u>1999 W-2</u>
O'CONNOR, JAY S	\$14,186.37
TOTAL ANIMAL CONTROL	\$14,186.37
<u>TOWN MODERATOR</u>	<u>1999 W-2</u>
JUSSAUME, JEROME D	\$250.00
TOTAL TOWN MODERATOR	\$250.00
<u>TREE WARDEN</u>	<u>1999 W-2</u>
MOSCZYNSKI, LEON	\$500.00
TOTAL TREE WARDEN	\$500.00
<u>ASSESSORS</u>	<u>W-2</u>
DOYLE, KEVIN W	\$1,300.00
KESSLER, JULIE E	\$6,466.71
MACKAY, BETH A	\$19,659.97
OUILLETTE, IDA A	\$27,633.12
SUGHRUE, JR, JAMES J	\$200.00
TOTAL ASSESSORS	\$55,259.80
<u>LIBRARY</u>	<u>1999 W-2</u>
AUBIN, MARYELLEN	\$13,961.88
CARLSSON, ANN D	\$27,392.27
HOLDEN, BETTY	\$488.07
LACHAPELLE, RAMONA J	\$150.00
LARSON, THOMAS S	\$183.76
RAWSON, JANEEN	\$15,515.10
MATTSHECK, JOANNA M	\$1,934.65
TOTAL LIBRARY	\$59,625.73
<u>SELECTMEN</u>	<u>1999 W-2</u>
BALCH, MICHAEL J	\$1,560.08
BLOOMFIELD, MARK	\$300.00
COLONER, PATRICK J	\$18,280.80
ERNENWEIN, ANGELA L	\$5,178.45
FORGET, RONALD	\$300.00
GADBOIS, EDGAR	\$18,200.00
GUIOU, ROBERT	\$300.00
HOLMES, PAMELA R	\$225.00
MACNEILL, NORMAN A	\$38,068.88
NAVAROLLI, JR, THOMAS J	\$75.00
ROSE, MARY	\$12,323.28
THERRIEN, BETTY A	\$400.00
TOTAL SELECTMEN	\$95,211.49
TOTAL TOWN OF DOUGLAS	\$6,864,302.84

Respectfully Submitted,

Sharon A Brotherton
Treasurer



Meeting Date/Time:

2nd and 4th Monday of the month at 7:00PM

By MGL Chp 39, S16 a Finance Committee may be established by town bylaw for any Town whose valuation exceeds one million dollars. This committee shall consider any or all municipal questions for the purpose of making reports or recommendations to the Town. While the statute receives varying interpretations the Town of Douglas established the Finance Committee in 1992 at an Annual Town Meeting eliminating the need for Selectmen to also act impartially on financial matters.

Finance Committee impartiality is extremely important. To be impartial there cannot be any preconceived notions. For this to occur there must be access to information that is and of itself unbiased and reflective of the proposal. The Finance Committee must strive for information and understand different viewpoints. Also, it must look at a singular project as but one of many projects that are in process or on the near horizon.

Typically the Finance Committee meets twice a month except during the budget season (Jan-May) where it can meet up to 3 times a month. This has not been a typical year. Challenged by residential growth and the need for improving and sustaining town and municipal services it has required some Finance Committee members to meet 2-3 times per week for several months. Major Capital Proposals such as new school construction, water & sewer and elementary school renovations needed to be balanced with operational increases and the ever uncertainty of state aide. A number of Special Town Meetings occurred that were far greater than any other year.

Only you can decide how effective we were in our mission. As Chairman however, I can advise you that we endeavored to look at the big picture, gather financial and project information and provide information to the voters. We spoke with financial members of our community, elected and appointed. We reviewed spreadsheets of financial information and contrasted it with the compelling requests and needs. We challenged facts and assumptions presented until as many stones as possible were turned over to allow us to make a committee determination and present our position to you – the Residents of Douglas.

Some of the highlights:

- More timely information to voters on warrant articles with a Voter Information Bulletin
- A balanced budget for FY00 of \$12.8 Million
- Increased the Town's Stabilization account in preparation for major construction initiatives
- Supported the development of a Capital Planning Bylaw
- Continued to assist internal improvements in highway, public safety, school and

recreation.

- Brought a financial awareness to Town Voters on School Construction Impacts.

The Finance Committee of the future must continue to be impartial, seek financial information and present expenditures as a complete picture. It must also strive to develop more comprehensive revenue models that will be needed to continue to support the needs of the community. Only through your understanding of the roles and responsibilities of the Finance Committee and the due diligence we are asked to perform can we be successful in our mission.

Respectfully submitted,

Dennis Bishop, Chairman
Keith Whittaker, Vice-Chairman
Pam Holmes
Bill Pybas
Paula Brouillette
Barbara Smith
Carol Lincoln



MEETING DATE/TIME:
Thursdays as posted at 7:00PM

Along with the whole Blackstone Valley, Douglas is poised at a unique time in it's history. We have the exciting opportunity and responsibility to make decisions and choices which will affect not only our lives but the lives of future generations of Douglas citizens. The Capital Improvements Committee's goal is to provide information about the projects and plans concerning our community's growth. With that information we, as a community, can make informed choices about projects that will help propel us into the coming years.

The Capital Improvements Committee was created early in 1999 and our Capital Improvements By-law was enacted in November, 1999. The committee is composed of 6 Douglas department heads or their representative and 5 Douglas residents. Our charter is to identify capital projects for the six years (current year plus the next 5 years) and consolidate those projects into an on-going capital plan. The information required for this 6 year plan is being drawn from all departments and committees in town, as well as from the Master Plan. The plan will be updated on an annual basis with the current year's plan to be included in the overall annual budget. Fiscal Year 2001 will be the first presentation of the Capital Improvements Plan.

The Committee's goals are the identification, prioritization and proposed funding sources of capital projects. The Committee's definition of a capital expenditure is any non-recurring expenditure having a substantial useful life (greater than four years) and whose total cost exceeds \$10,000. Capital expenditures differ from operating expenses. Operating expenses are expended, or used-up, in a single year while capital expenditures have a useful life which is longer than a year and do not appear in the operating budget every year. New buildings or roads, for example, are capital expenditures. But their operation and maintenance will, or may, increase the department's operating or annual expenses.

The Capital Improvements Committee's goal is to provide Douglas citizens with the information needed to make decisions on existing and future projects. We look forward to this exciting period in Douglas' history.

Respectfully Submitted,

Paula Brouillette, Chairperson
Tony Gressak, Vice Chairperson
Betty Therrien, Secretary
Glenn Gilbert
Mitch Cohen
Don Gonyor
Shirley Moczyński
Bob Saster
Buff Therrien



Report of the Animal Control Officer to the Honorable Board of Selectmen and the Citizens of Douglas:

We hereby submit our annual report as the Animal Control Officers for the year ending December 31, 1999.

Complaints	858
Loose Dogs Picked Up	63
Returned To Owner	42
Adopted Out	16
Dogs Destroyed	5
Loose Dogs Unable To Be Caught	23
Reported Lost Dogs	67
Returned To Owner	53
Hurt Dogs Brought to Tufts	7
Dead Dogs Disposed Of	3
Neglected Animal Cases	5
Lost Cats Reported	9
Stray Cats	12
Dead Cats Disposed Of	5
Sick Or Hurt Cats Brought To Tufts	3

We wish to thank the Douglas Police Department and the Board of Selectmen for their help and cooperation, and to the residents who license their dogs.

Respectfully Submitted,

Jay and Maura O'Connor
Animal Control Officers



New Fire Station - Route 16

Officers

Chief Donald P. Gonynor/EMT
 Assistant Chief Michael Cahill
 Capt. Peter Campo/EMT
 Capt. Joseph Quintal

Deputy Chief Phillip Brule
 Capt. John Furno/EMT
 Lt. Ted Sochia
 Lt. Jeff King

Firefighters

John Kelly
 Nancy King/EMT
 Don Millette
 Karl Martinson
 Paul Romero
 Aaron McLaughlin
 James Halacy
 Thomas Shannon
 Robert Armaral
 Rebecca Blair/EMT

Michael Boothby
 Kent Vinson/EMT
 Linda Nadeau/EMT
 Paul Buma
 Ernie Marks
 Pauline LeBreque/EMT
 Adam Furno
 Dennis Crandall
 Raymond Nadeau/EMT
 Donna Alexander/EMT

Dept. Clerk Patricia Brule

INSPECTIONS & PERMITS

Oil Burner	112	Truck Cargo Tankers	0
Smoke Detectors	218	Blasting	9
L.P.G. Containers	28	Gas Stations	2
Gun Powder	5	Public Safety	13
Fireworks	1	New Business	2
Oil Tanks Removal	1	Open Burning	486

TOTAL INSPECTIONS & PERMITS: 877

FIRE & MEDICAL CALLS

Structure Fires	6	Vehicle Fires	7
Outside structures (sheds, etc.)	9	Spills, Leaks, Hazmat	4
Forest/Brush	25	Medical	354
Extrication	7	Hazardous Conditions	28
Unclassified rescues	3	Service calls	7
Mutual aid	3	Malicious false alarm	6
System malfunctions	26	Drowning	1
Illegal burning	15		

TOTAL CALLS: 501

FIRE LOSSES

Structure:\$270,000

Vehicle: \$46,000

Contents: \$75,000

TRAINING

This year firefighters were trained on Basic Firefighter I skills as well as safety, S.O.P., initial attack, air mask, handling hose, live fire burns, ladders, ventilation & overhaul, water & ice rescue, and search & rescue

This year has been a particularly busy one for our department. I would like to thank all the officers and firefighters and their families for their support and time that they so unselfishly gave to our community. I would also like to thank all the EMTs for their unselfish support and conviction to their job and for the asset that they are to our community. Once again, thanks to all and to the residents of Douglas for their support to our department.

Respectfully submitted,

Donald P. Gonynor, Chief
Douglas Fire Department



Fire Station - Cottage Street



“To protect and serve the Community”

The Douglas Police Department is a professional organization which is staffed by eleven full-time personnel to include the Chief of Police, Patrol Lieutenant, two Patrol Sergeants and seven Patrol Officers, as well as, ten reserve/part-time Patrol Officers. The Department is supplemented by a public safety communication staff consisting of an Administrative Secretary/Dispatcher, two Dispatchers, and seven part-time dispatchers. They are responsible for the dispatching of Police, Fire and EMS, as well as, the many other duties associated with public safety communications.

From January 1, 1999 to December 31, 1999, the Douglas Police Department handled 10,907 calls for service, which resulted in 220 criminal arrests, of which 47 were for domestic violence and 27 arrests for operating under the influence of alcohol/drugs, including four seconded offenses and two third offenses.

During 1999, the Department served 50 restraining orders pertaining to domestic violence. In addition, the Department investigated 130 motor vehicle accidents, which resulted in injuries to 62 people, seven of which were serious. The majority of these accidents occurred during the daylight hours, 67%, on dry roads, 59%, and on clear days, 56%. Sunday, Saturday and Tuesday are the days when the majority of these occurred.

As everyone is aware, Douglas is “growing” and with growth there is an increase in vehicular traffic through the Town. Statistics from a traffic count showed that 8,000 vehicles use Main Street. The Department has taken an aggressive stance toward traffic safety in that speeding is the number one violation. During this past year the Department has placed into service a hand held radar unit, which is used by all officers, to include our bicycle unit. This unit allows the Department to go on any street to check for violators. The Department issued 1,427 citations during 1999 of which 1,287 were for speeding. The average MPH(mile per hour) over the speed limit was 14mph.

On a more positive note, the Department continues to provide various programs to the Douglas School system and the Town of Douglas, to include; D.A.R.E. (Drug Abuse Resistance Education) and the Officer Phil Safety and Chemical Awareness program, which is supported and sponsored by the Douglas business community. Many thanks to all the businesses who have donated to the program. Programs also included, school bus safety and bicycle safety. We again participated with the Douglas High School on an intern program, where two students were taught law enforcement courses at the Department. With respect to the Town, our first Civilian Police Academy was held, with sixteen citizens participating in the program. In the fall of 2000, another school will be held. This provides an excellent insight to the day to day activities of our Department. If you have the time, please sign up to participate. Also, our “Watch Your Car” program was a success. This program gave owners of motor vehicles a little more protection by etching their VIN number onto the window of their vehicles, which is a deterrent to auto theft. To all the Officers and Dispatchers that participated in these programs, many thanks.

In July, Gregory G. Gilbert and Nicky L. Miglionico became full-time Patrol Officers. They began the Police Academy in July and graduated in December. Throughout the year officers and dispatchers attended numerous law enforcement training programs

The Department continues at every opportunity to pursue law enforcement grants and have received funding for the following;

DARE, fifth year.

COPS MORE.

COMMUNITY POLICING, third year.

UNIVERSAL HIRING, second year.

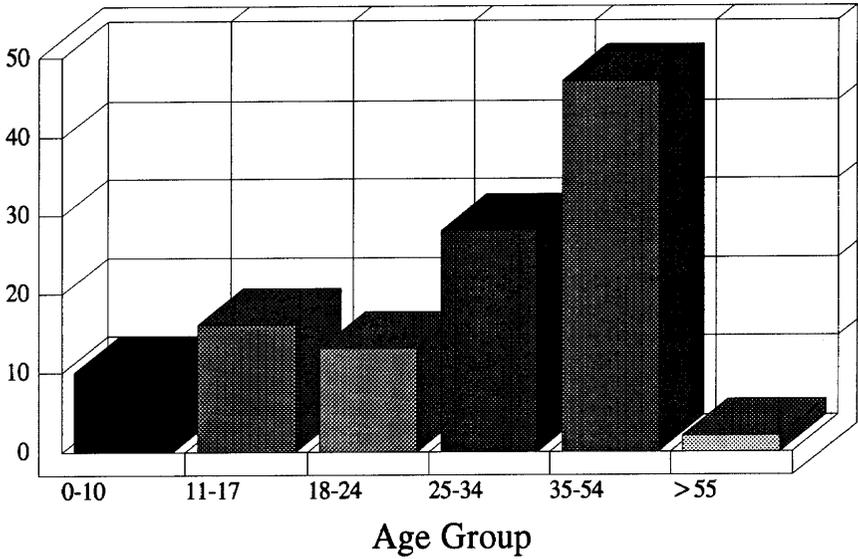
LAW ENFORCEMENT BLOCK GRANT, second year.

This past year, my fourth one as Chief of Police, was a personal challenge. On September 29th. I suffered a heart attack. The dedication and professionalism of all the personnel associated with the Department was tremendous, during my absence. I thank all of them for their support and commitment to the profession and the community of Douglas. To the people of Douglas, thanks for all your cards, plants, flowers and well wishes. I am back, and the Douglas Police Department will continue to protect and serve the community.

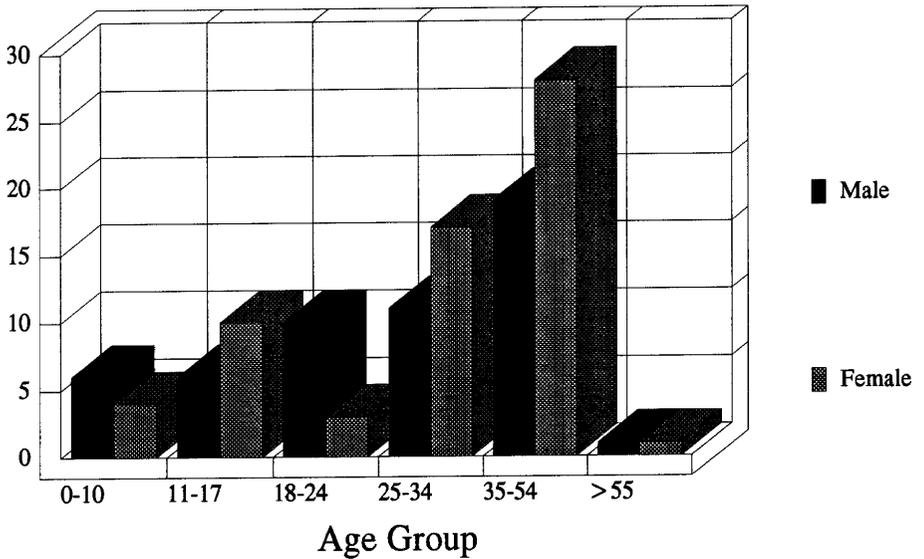
Respectfully submitted,

Patrick T. Foley
Chief of Police

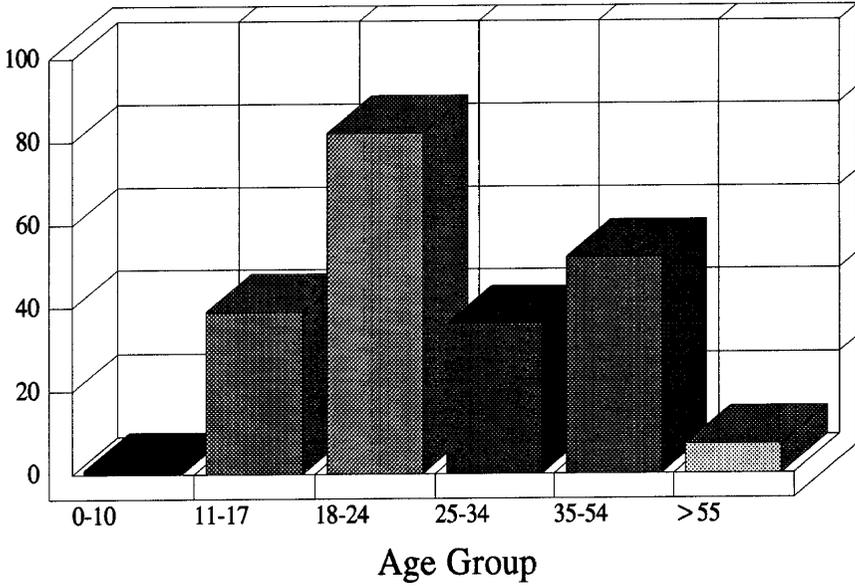
Victim By Age Group



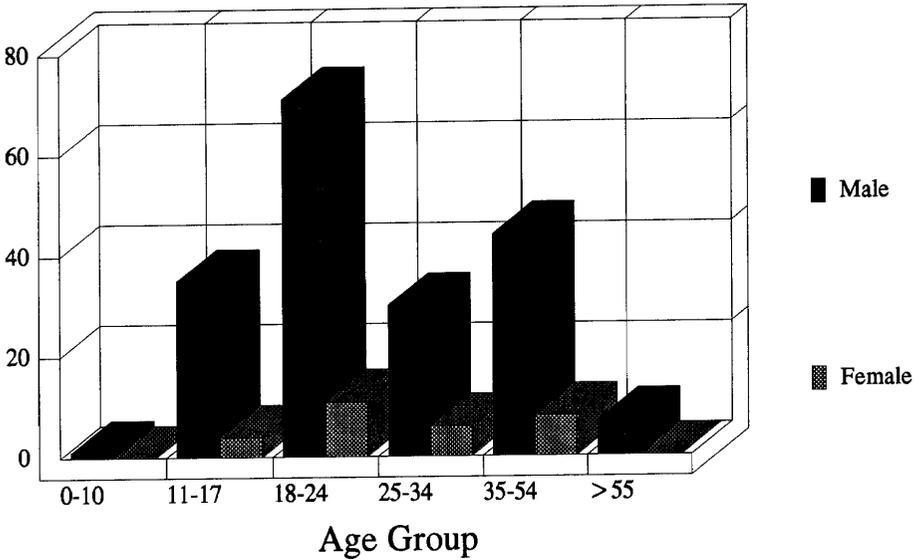
Victim By Age / Sex



Arrestee By Age Group



Arrestee By Age / Sex



Offense Listing

01/01/1999 — 12/31/1999

Offenses (State Law) By Month (IBR Grouped)

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTALS
IBR: KIDNAPPING/ ABDUCTION													
KIDNAPPING	0	0	0	0	0	0	0	0	0	0	1	0	1
TOTALS FOR IBR CODE: 100	0	1	0	1									
IBR: FORCIBLE RAPE													
RAPE OF CHILD WITH FORCE	0	0	0	0	0	1	0	0	0	0	0	0	1
TOTALS FOR IBR CODE: 11A	0	0	0	0	0	1	0	0	0	0	0	0	1
IBR: AGGRAVATED ASSAULT													
A&B	0	0	0	1	0	0	0	0	1	0	0	1	3
A&B — DOMESTIC ASSAULT	0	0	0	0	0	0	0	1	0	0	0	0	1
A&B ARRESTED FOR SHREWSBURY P.	0	0	0	0	1	0	0	0	0	0	0	0	1
A&B DOMESTIC	0	0	0	0	0	0	0	1	0	0	1	0	2
A&B WITH DANGEROUS WEAPON	0	0	0	2	0	1	2	0	0	0	0	0	5
A&B WITH DANGEROUS WEAPON (SHO	0	0	0	0	0	0	0	0	1	0	0	0	1
A&B WITH DANGEROUS WEAPON - CE	0	0	0	0	0	1	0	0	0	0	0	0	1
A&B WITH DANGEROUS WEAPON TO W	0	0	0	1	0	0	0	0	0	0	0	0	1
A&B/ DOMESTIC	0	0	0	0	0	0	0	0	0	0	1	0	1
A&B/ DOMESTIC VIOLENCE	0	0	0	0	0	0	0	1	0	0	0	0	1
ASSAULT & BATTERY (DOMESTIC)	0	0	0	0	0	0	0	1	0	0	0	0	1
ASSAULT & BATTERY-DOMESTIC	0	0	0	1	0	0	0	0	0	0	0	0	1
ASSAULT & BATTERY-DOMESTIC	0	0	1	0	0	0	0	0	0	0	0	0	1
ASSAULT & BATTERY/ DOMESTIC	0	0	0	0	0	0	0	0	1	0	0	0	1
ASSAULT AND BATTERY	0	0	0	0	1	1	0	0	0	0	0	0	2
ASSAULT AND BATTERY (DOMESTIC	0	0	0	0	0	0	0	1	0	0	0	0	1
ASSAULT AND BATTERY (DOMESTIC	0	0	0	1	0	0	0	0	0	0	0	0	1
ASSAULT AND BATTERY (DOMESTIC	0	0	0	0	0	1	0	0	0	0	0	0	1
ASSAULT AND BATTERY W/ A DANGE	0	1	0	0	0	0	0	0	0	0	0	0	1
ASSAULT AND BATTERY- DOMESTIC	0	0	1	0	0	0	0	0	0	0	0	0	1
DOMESTO A & B	0	0	0	0	0	0	1	0	0	0	0	0	1
DOMESTIC ASSAULT & BATTERY	0	0	0	0	0	1	0	0	0	0	0	0	1
DOMESTIC ASSAULT AND BATTERY	0	2	0	0	0	2	0	0	0	0	0	0	4
A&B WITH DANGEROUS WEAPON	0	0	0	0	0	0	0	0	0	0	1	0	1
INDECENT A&B ON PERSON 14 OR 0	0	0	0	0	1	0	0	0	0	0	0	1	2
ASSAULT & BATTERY W/ DANG WEA	0	0	0	0	1	0	0	0	0	0	0	0	1

IBR: THEFT FROM MOTOR VEHICLE													
LARCENY OVER \$250	0	0	1	0	0	0	0	0	0	0	0	0	1
TOTALS FOR IBR CODE: 23F	0	0	1	0	1								
IBR: ALL OTHER LARCENY													
DESTRUCTION OF PROPERTY - \$250	0	0	0	0	0	0	1	0	0	0	0	0	1
B&E DAYTIME FOR FELONY	0	0	0	0	0	0	1	0	0	0	0	0	1
LARCENY OVER \$250	0	0	2	0	1	2	3	1	0	0	1	1	11
TOTALS FOR IBR CODE: 23H	0	0	2	0	1	2	5	1	0	0	1	1	13
IBR: MOTOR VEHICLE THEFT													
MOTOR VEH, LARCENY OF	1	0	0	0	0	0	0	0	0	0	0	0	1
TOTALS FOR IBR CODE: 240	1	0	1										
IBR: FALSE PRETENSES/SWINDLE/CO													
LARCENY OVER \$250	0	0	0	0	0	2	2	0	0	3	0	0	7
LARCENY OVER \$250, FALSE PRETE	0	0	0	0	0	0	0	0	1	0	0	0	1
LARCENY UNDER \$250	0	0	0	0	0	0	0	0	0	1	0	0	1
OFFER UNTRUE AND MISLEADING AD	0	0	0	0	0	0	1	0	0	3	0	0	4
UNTRUE / MISLEADING ADVERTISEM	0	0	0	0	0	2	1	0	0	1	0	0	4
UNTRUE/ MISLEADING ADVERTISEM	0	0	0	0	0	0	1	0	0	0	0	0	1
TOTALS FOR IBR CODE: 26A	0	0	0	0	0	4	5	0	1	8	0	0	18
IBR: STOLEN PROPERTY OFFENSES													
RECEIVE STOLEN PROPERTY +\$250	0	0	0	0	0	0	0	0	0	0	0	2	2
RECEIVE STOLEN PROPERTY -\$250	0	0	0	0	0	0	0	0	0	0	0	5	5
TOTALS FOR IBR CODE: 280	0	7	7										
IBR: DESTRUCTION/DAMAGE/VANDALI													
GLASS, BREAK IN BUILDING	0	0	0	0	0	0	1	0	0	0	0	0	1
VANDALIZE PROPERTY	0	0	0	0	0	0	0	0	0	1	0	0	1
TAGGING PROPERTY	0	0	0	0	0	0	0	0	0	1	0	0	1
DESTRUCTION OF PROPERTY +\$250,	0	0	4	1	0	2	4	1	0	0	0	0	12
DESTRUCTION OF PROPERTY -\$250,	0	0	0	0	1	0	0	0	0	0	0	0	1
DESTRUCTION OF PROPERTY -\$250,	0	0	0	0	1	0	0	0	0	0	0	0	1
MALICIOUS DESTRUCTION OF PROPE	0	0	0	0	0	1	0	0	0	0	1	0	2
MALICIOUS DESTRUCTION OF PROPE	0	0	1	0	0	0	0	0	0	0	0	0	1
MALICIOUS DESTRUCTION OF PROPE	0	0	0	0	0	0	0	1	0	0	0	0	1
MALICIOUS DESTRUCTION OF PROPE	0	0	2	0	0	0	0	0	0	0	0	0	2
TOTALS FOR IBR CODE: 290	0	0	7	1	2	3	5	2	0	2	1	0	23

IBR: NARCOTICS VIOLATIONS													
DRUG, DISTRIBUTE CLASS D	0	0	0	0	0	0	0	0	0	0	1	0	1
DRUG, POSSESS CLASS C - PSILOCY	1	0	0	0	0	0	0	0	0	0	0	0	1
DRUG, POSSESS CLASS C - PSILOCY	1	0	0	0	0	0	0	0	0	0	0	0	1
DRUG, POSSESS CLASS C - VALIUM	0	0	0	0	0	0	1	0	0	0	0	0	1
DRUG, POSSESS CLASS D	1	0	0	1	2	0	2	0	0	0	2	1	9
DRUG, POSSESS CLASS D MARIJUANA	0	1	0	0	0	0	0	0	0	0	0	0	1
DRUG, POSSESS CLASS D - MARIJUA	1	0	0	0	0	0	1	1	0	0	0	0	3
DRUG, POSSESS CLASS D, SUBSQ. OFF	1	0	0	0	0	0	0	0	0	0	0	0	1
DRUGS; POSSESSION OF CLASS D	0	2	0	0	0	0	0	0	0	0	0	0	2
ILLEGAL POSSESSION / CLASS D S	0	0	0	1	0	0	0	0	0	0	0	0	1
ILLEGAL POSSESSION CLASS D SUB	0	0	0	0	0	0	0	1	0	0	0	0	1
ILLEGAL POSSESSION OF CLASS D	0	0	0	0	0	0	0	0	0	0	1	0	1
POSSESSION CLASS D MARIJUANA	0	0	0	0	0	0	0	1	0	0	0	0	1
POSSESSION CLASS D SUBSTANCE	0	0	0	0	0	0	0	0	0	1	0	0	1
TOTALS FOR IBR CODE: 35A	5	3	0	2	2	0	4	3	0	1	4	1	25
IBR: DRUG EQUIPMENT VIOLATIONS													
POSSESSION NARCOTICS PARAPHERN	0	0	0	0	0	0	0	0	0	0	1	0	1
TOTALS FOR IBR CODE: 35B	0	1	0	1									
IBR: WEAPON LAW VIOLATION													
DANGEROUS WEAPON, CARRY	0	0	0	0	0	0	4	0	0	0	0	0	4
TOTALS FOR IBR CODE: 520	0	0	0	0	0	0	4	0	0	0	0	0	4
IBR: DISORDERLY CONDUCT													
DISORDERLY CONDUCT	0	0	0	0	0	1	1	0	0	0	1	2	5
DISTURBING THE PEACE	0	0	0	0	1	0	0	0	0	3	0	0	4
TOTALS FOR IBR CODE: 90C	0	0	0	0	1	1	1	0	0	3	1	2	9
IBR: DRIVING UNDER THE INFLUENCE													
DRIVING UNDER THE INFLUENCE-WA	0	0	0	0	0	0	0	0	0	0	0	1	1
OPER. UNDER THE INFLUENCE OF A	0	0	0	0	0	0	0	0	0	0	0	1	1
OPER. UNDER THE INFLUENCE OF A	0	0	0	0	1	0	0	0	0	0	0	0	1
OPERATING UNDER THE INFLUENCE	0	0	0	0	0	0	0	0	0	1	0	0	1
OUI-DRUGS - MARIJUANA	0	0	0	0	0	0	0	0	0	0	0	1	1
OUI-LIQUOR	1	2	1	2	0	0	2	1	0	1	2	2	14
OUI-LIQUOR, 2ND OFFENSE	0	1	1	0	1	1	0	0	0	0	0	0	4
OUI-LIQUOR, 3RD OFFENSE	2	0	0	0	0	0	0	0	0	1	0	1	4
TOTALS FOR IBR CODE: 90D	3	3	2	2	2	1	2	1	0	3	2	6	27

IBR: DRUNKENNESS													
DRUNKENNESS	0	0	0	0	0	0	0	1	0	0	0	0	1
PROTECTIVE CUSTODY (ALCOHOL IN	0	0	1	0	0	0	0	0	0	0	0	0	1
PROTECTIVE CUSTODY (INTOXICATI	0	0	1	0	0	0	0	0	0	0	0	0	1
DRUNKENNESS	0	0	0	0	0	1	0	1	0	0	0	2	4
PROTECTIVE CUSTODY	0	0	0	0	0	1	0	0	0	0	0	0	1
PROTECTIVE CUSTODY (ALCOHOL)	0	0	0	0	0	1	0	0	0	0	0	0	1
TOTALS FOR IBR CODE: 90E	0	0	2	0	0	3	0	2	0	0	0	2	9
IBR: LIQUOR LAW VIOLATIONS													
PROCURING ALCOHOL TO A PERSON	0	0	0	2	0	0	0	0	0	0	0	0	2
PROCURING/FURNISHING ALCOHOL T	0	1	0	0	0	0	0	0	0	0	0	0	1
PROCURING/FURNISHING LIQUOR TO	0	1	0	0	0	0	0	0	0	0	0	0	1
LIQUOR, PERSON UNDER 21 ATTEMPT	0	0	0	0	0	0	0	0	1	0	0	0	1
LIQUOR, PERSON UNDER 21 POSSESS	0	0	0	1	7	5	5	3	1	0	0	0	22
LIQUOR, PERSON UNDER 21 POSSESS	0	0	0	0	1	0	0	0	0	0	0	0	1
LIQUOR, PERSON UNDER 21 POSSESS	0	0	0	0	1	0	0	0	0	0	0	0	1
LIQUOR, PERSON UNDER 21 POSSESS	1	0	0	0	0	0	0	0	0	0	0	0	1
MINOR IN POSSESSION OF ALCOHOL	0	0	0	0	1	0	0	0	0	0	0	0	1
PERSON UNDER 21 IN POSSESSION	0	0	0	1	0	0	0	0	0	0	0	0	1
PERSON UNDER 21IN POSSESSION	0	3	0	0	0	0	1	0	0	0	0	0	4
PERSON UNDER 21 IN POSSESSION	0	0	0	4	0	0	0	0	0	0	0	0	4
PERSON UNDER 21 TRANSPORTING A	0	1	0	0	0	0	0	0	0	0	0	0	1
PERSON UNDER 21, POSSESSION OF	0	2	0	0	0	0	0	0	0	0	0	0	2
TOTAL FOR IBR CODE: 90G	1	8	0	8	10	5	6	3	2	0	0	0	43
IBR: RUNAWAY													
CHILD IN NEED OF SERVICES-RUNA	0	0	1	0	0	0	0	0	0	0	0	0	1
RUNAWAY	0	0	1	0	0	0	0	0	0	0	0	0	1
RUNAWAY DOCKET #8811CP00002	0	1	0	0	0	0	0	0	0	0	0	0	3
TOTALS FOR IBR CODE: 90I	0	1	2	0	0	0	0	0	0	0	0	0	3
IBR: TRESPASS OF REAL PROPERTY													
TRESPASS	0	0	0	0	1	0	1	0	0	0	0	2	4
TOTALS FOR IBR CODE: 90J	0	0	0	0	1	0	1	0	0	0	0	2	4
IBR: ALL OTHER OFFENSES													
209A VIOLATION (WARRANT #W5120	0	0	0	0	0	0	0	0	0	0	0	1	1
ACTIVE WARRANT /W4755979	0	0	0	0	0	0	1	0	0	0	0	0	1
ALL OTHER OFFENSES W4917063	0	0	0	1	0	0	0	0	0	0	0	0	1
ALL OTHER OFFENSES (DEFAULT WA	0	0	0	1	0	0	0	0	0	0	0	0	1
ALL OTHER OFFENSES - WARRANT	0	0	0	0	0	0	0	1	0	0	0	0	1

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Police Department

ALL OTHER OFFENSES/W4849463 /	0	0	0	0	0	0	1	0	0	0	0	0	1
DEFAULT WARRANT	0	0	0	0	0	0	0	0	0	0	0	0	1
DEFAULT WARRANT # 9664CR3014	0	0	1	0	0	0	0	0	0	0	0	0	1
DEFAULT WARRANT #W4942639	0	0	0	0	0	1	0	0	0	0	0	0	1
DEFAULT WARRANT (MALICIOUS DES	0	0	0	0	0	0	0	0	0	0	0	0	1
SRTEIGHT WARRANT # W4887677	0	0	1	0	0	0	0	0	0	0	0	0	1
UNWITNESSED DEATH OF INDIVIDUA	0	0	1	0	0	0	0	0	0	0	0	0	1
VIOLATION OF 209A RESTRAINING	0	0	0	0	0	0	0	1	0	0	0	0	1
WARRANT	0	0	0	1	0	0	0	0	0	0	1	0	2
WARRANT #W4912381	0	0	0	0	1	0	0	0	0	0	0	0	1
WARRANT ARREST	0	0	0	0	1	0	1	0	0	0	0	0	2
WARRANT ARREST W4124177	0	0	0	0	1	0	0	0	0	0	0	0	1
WARRANT FROM PAROLE #WOR-98-85	0	0	0	1	0	0	0	0	0	0	0	0	1
WARRANTS	0	0	0	0	0	1	0	0	0	0	0	0	1
WARRANTS W4973226, W4973232	0	0	0	0	0	0	1	0	0	0	0	0	1
PROTECTIVE CUSTODY	0	0	0	0	1	0	0	0	0	0	0	0	1
PROTECTIVE CUSTODY	0	0	0	0	1	0	0	0	1	0	0	0	2



Adelle Reynolds,
Building Commissioner

OFFICE HOURS:
Monday - Thursday
8:30 AM to 1:00 PM
and 1:30 PM to 4:00 PM
And Tuesday Evening
from 6:00 PM - 8:00 PM
Closed Every Friday



Jane Lanpher, Support Clerk

Our department has been striving through the past year to accommodate the growth in the Town of Douglas. We would like to thank the people of Douglas for their cooperation.

Our office is working on better processing and communication tactics on a daily basis. There are several Boards and Departments involved in the process of building that makes streamlining a little more difficult to achieve.

The Building Department is responsible for all building permits that are reviewed by numerous departments depending on the project. A building permit is required for new construction, reconstruction, alterations, repairs, demolition, change of use, and change of occupancy.

Along with the building aspects, our department is also responsible for zoning enforcement. Our role is enforcement and not changing it. We, in the department do not have the authority to grant waivers to the codes, laws, by-laws or regulations. That is only allowed through various appeal boards.

Although at times processes may seem redundant or meaningless and time consuming, they are necessary for the welfare and safety of the Town. However, we are constantly working on ways to improve and maintain open communication with everyone involved in the permitting process.

Permits issued in 1999

Houses	80
Gas	28
Electrical	161
Plumbing	93
Barns	4
Garages	12

Miscellaneous Buildings	35
Alterations/ Additions	74
Fences	12
Swimming Pools	40
Demolish	5
Chimney/ Stoves/ Fireplaces	16
Signs	6

Revenue collected from Building Department fees totaled \$62,167.73. This was submitted to the Town Treasurer for the Town of Douglas General Fund.

Respectively submitted,

Adelle Reynolds
Building Commissioner

Building Department staff:

Adelle Reynolds, Building Commissioner
Richard Wallis, Electrical Inspector
Joseph Saster, Plumbing and Gas Inspector
Wayne Hickey, Alternate Electrical Inspector
Florendo Colonero, Alternate Plumbing Inspector
Jane Lanpher, Support Clerk



OFFICE HOURS:
Monday - Friday
8:00 AM - 2:00 PM

The Highway Department consistently works for the Town of Douglas to provide safe, passable roadways and sidewalks. As part of this effort, roadside brush was cut, roads were patched, and streets were swept. The Highway Department also repaired/replaced catch basins and road drainage, specifically improving road drainage on Northwest Main Street and completing Southeast Main Street drainage and road repair.

The Highway Department reconstructed 1000 lineal feet of sidewalk along the south side of Route 16 by the Common. And under Chapter 90, along with additional funding, various roads were resurfaced including parts of Southwest Main Street, Cook Street, Franklin Street, Gilboa Street, Northwest Main Street, Wallis Pond, Walnut Street, West Street, and Yew Street; funds were also used to purchase sand and oil for sealing roads that had been resurfaced with the Chapter 90 funds.

The Highway Department provided basic repair and maintenance of guard railings and new guard rails were installed at three locations on Gilboa Street. The Highway Department also provided general bridge repair and maintenance and replaced planking on the Cedar Street Bridge.

In order for the construction of the new fire station to begin, the Highway Department removed 3000 to 3500 yards of loam. The department also hauled in 5000 to 6000 yards of fill in for this project. Near that same area, per orders of the Selectmen, the Highway Department improved, graded and paved the Buxton Access Road located behind the new Fire Station.

During the warmer months, the Highway Department maintains and cuts the grass of the Town Commons and public squares. During the winter months, snow removal from streets as well as the downtown sidewalks is a safety concern. Materials such as sand, salt, and calcium were purchased in order to aid the Department in keeping the streets and sidewalks passable for townspeople. The Highway Department also worked diligently on the repair and maintenance of sanders, plows, calcium sprayers and a sidewalk tractor.

Respectfully Submitted,

Edward A. Therrien
Highway Superintendent



OFFICE HOURS:
Monday thru Friday 7:00 AM to 3:30 PM
MEETING DATE/TIME:
1st Tuesday of each month at 7:00 PM
at the WWTF office.

The Divisions earned \$216,370.19 in water usage, \$180,764.21 in sewer usage, \$146,495.72 in Water System Service Charge, \$32,5000 in Water System Development, \$17,500 in Sewer System Development, \$7,036.74 in Water Repair Accounts , and \$7,138.69 in demands and interest . This comes to a total of \$607,805.55.

Water Division

The Water Division pumped 95,100,100 gallons of water in 1999. We installed two new pumps at the main well field on West St. The department started flushing hydrants in June, but didn't finish until September due to the drought. All cross connection devices were tested in May and December as required by DEP regulations. Installation of new water metering system began this year.

New Services	11
Service Calls	50
Water/Sewer Inspections	3
Hydrants Repaired	7
Hydrants Replaced	6
Meters Checked	40
Meters Replaced	62
Large Meters Repaired	3
Gate Boxes Repaired	5
Renewed Services	3
Backflow Devices Tested	43
Irrigation Systems Inspected	24

Wastewater Division

The Wastewater Treatment Plant processed 61.70 million gallons in 1999. The plant maintained removal rates of 96% and 95 % for BOD and TSS respectfully. 292,000 gallons of 1% solids sludge was sent to NETCO for incineration. Phosphorus and Chlorine were monitored during the period June 1st thru October as required in the WWTF permit. Phosphorus removal averaged 9.35 mg/l or 11.77 pounds per day. De-chlorination is accomplished by using Sodium Bisulfite, which is added to effluent in contact chamber before discharge to Mumford River. The plant used river water for foam control (spray water) and this water is then returned to the river. The Diffused Air Control equipment was maintained and fine tuned. Repair kits were purchased and used to maintain various chemical pumps. Interior of the lab, Chlorine Room and Pump Room were painted.

Respectfully submitted,
Anthony J. Gressak, Systems Manager



The Board of Health is in charge of the daily operation of the Transfer Station. The Transfer Station employees are hired by the Board of Health and are under their direction.

HOURS OF OPERATION:

Tuesday, Thursday and Saturday from 7:30 AM to 4:00 PM.
If a legal holiday falls on a Tuesday, Thursday or Saturday
the site will be closed and opened on the following day.

At the present time, permits are sold every six months and are available through the Board of Health office. Please call for sale dates: 476-4000 ext. 352.





To the Board of Selectmen:

During 1999 I again have worked throughout the town in removing dead and dangerous trees. This is an ongoing process as many of our shade trees are old and subjected to stress.

I would like to thank Massachusetts Electric Company Arborist Ann Marie Morin for her assistance in removing dead limbs and trees along the electric lines. Also, the Highway Superintendent, Mr. Therrien, and his department for the assistance of removing tree butts and large limbs. This has saved the town money.

As a reminder to the townspeople, I shall quote Mass. General Laws Chapter 87, Section 9:

“Whoever affixes to a tree in a public way or place a notice, sign, advertisement or other thing, whether in writing or otherwise, or cuts, paints or marks such a tree, except for the purpose of protecting it or the public and under a written permit from the officer having the charge of such trees in a city or from the Tree Warden in a town, or from the department in the case of a state highway, shall be punished by a fine of not more than fifty dollars.”

Respectfully Submitted,

Leon H. Moczynski
Tree Warden



Fiscal Year 1999-2000 was the first year the Town of Douglas employed a full-time Facilities Maintenance Manager. The following is a list of accomplishments:

- Cleaner Facilities
- Safer and More Secured Facilities
- More Energy Efficient Facilities
- Better Utilization of Meeting Space
- More Attractive Grounds
- Better Overall Appearance of Facilities
- Increased Communication On Facilities Upkeep With Plans For
More Preventative Maintenance
- Prioritized List of Budget Expenditures

The central functions of the Municipal Facilities Maintenance Department are daily, general preventative maintenance measures, custodial duties, landscape and yard duties which include, but are not limited to, snow removal, grass cutting, and flower planting and care, the occasional hiring of contractors, and overseeing special projects within the facilities. The Manager is also on-call for any after-hour emergency and is responsible for the creation of a yearly budget that includes working to provide potential capital expense information to the Executive Administrator, other Department Heads, and the Capital Implementation Committee.

Respectfully Submitted,

Patrick J. Colonero
Municipal Facilities Maintenance Manager



OFFICE HOURS:
Monday - Thursday
8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
Closed Every Friday

MEETING DATE/TIME:
2nd & 4th Tuesday of the month at 7:00 PM

The Planning Board has many functions, some of the most significant being subdivision control and issuance of special permits for gravel removal, and the supervision of gravel removal. It also serves as the permit granting authority for certain special permits as outlined in the town's first zoning bylaws.

Most of the Board's time is taken up with subdivisions: checking plans submitted for proposed subdivisions, implementing inspections for subdivisions being built, or having a background supervisory role until the roads of a particular subdivision are accepted as town roads. The increase in the number of subdivisions in our town continues to demand many hours of the Planning Board's time.

This year, the Board spent a good amount of time examining individual building lots to see if they fell under subdivision control. Also, the Board dealt quite often with Approval Not Required (ANR) plans, which are to be filed when a land owner wishes to change their lot lines or to break larger pieces of land into parcels.

This year the Planning Board enhanced its positive working relationship with the Master Plan Implementation Committee as we worked to comply with some of its recommendations involving the Planning Board. The Board will continue to work with the Master Plan Implementation Committee on further recommendations.

The Planning Board meets the second and fourth Tuesday of each month and we welcome our fellow citizens to attend.

Respectfully submitted,

Richard Vanden Berg, Chairman
Richard Preston
Christine Anderson
Scott T. Mello
Ernest R. Marks, Jr.
Anthony Ricci

**OFFICE HOURS:**

Monday - Thursday
8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
Closed Every Friday

MEETING DATE/TIME:

1st and 3rd Monday of each month at 7:00 PM

The Conservation Commission is responsible for guidance of people developing property in or near wetlands. The Commission must first assure itself that any environmental impact caused by the project will be properly managed and within acceptable limits.

1999 was a particularly active time for the Douglas Conservation Commission. Balancing the concerns of citizens building homes on new land parcels or increasing existing out-buildings or structures while remaining within the limitations set forth in regulations or law is always a challenge.

Our Commission is responsible for the administration of the Douglas Wetland Bylaw, the Wetlands Protection Act, Chapter 131 Section 40 of the Mass General Laws and the Rivers Protection Act created by Chapter 258 of the Acts of 1996. There are additional conditions for land use found in the Code of Massachusetts Regulations: 310 CMR 10.00 et seq.

There are also various laws relating to open space, environmental policy, agricultural issues and of water and land conservation regulations. Keeping abreast of not only changes to all these laws, but the results of litigation brought on behalf of communities or land owners is a priority.

Commission members attended several workshops sponsored by the Massachusetts Association of Conservation Commissions to learn about the resulting modifications. We provided summaries of significant changes to interested citizens and began development of a policy and procedures paper for public distribution.

The Commission regularly conducts site walks to view potential projects and advise builders if changes in plans need to be made to satisfy various regulations. Hearings were scheduled with as much convenience to the applicants as time would allow.

Our meetings, usually held on the first and third Monday, begin at 7 PM and are designed to accommodate applicants every 15 minutes beginning at 7:15 PM. Formal hearings do not go beyond 9 PM to allow for the conduct of regular Commission business. This includes preparation of Orders of Conditions for proposed work, responding to various communications and answering requests from other boards.

In 1999, we reviewed 140 applications and issued the following:

Notice of Intent:	95
Abbreviated Notice of Intent:	6
Amended Notice of Intent:	5
Request for Determination:	22
Amended Order of Conditions:	12
Total:	140

The summer of 1999 was a very dry season, and citizens were asked to be particularly conscious of water conservation. The Commission appreciates everyone's voluntary restraint. We anticipate a repetition of those adverse conditions in 2000 and ask that everyone continue to be mindful of how important a sufficient supply of safe, clean water is to all of us.

Respectfully submitted,

Marylynne Dube, Chairwoman
Michael Yacino
Richard Downs
Leon Moczynski
Eric Virostek
Robert Zurowski
Linda Brown, Consultant



MEETING DATE/TIME:
2nd and 4th Monday of the month at 7:00PM

The Economic Development Commission was created by Town Meeting vote in 1999. Its purpose is to create programs which will enable existing businesses in Douglas to expand in the Town and attract new businesses. The Commission has only been operational since February of 2000. However, it has already negotiated a Tax Increment Financing Agreement between the Town and Digital Systems Service, Inc. which will be presented to the 2000 Annual Town Meeting for approval. Digital Systems Service will add jobs to the Town's work force and broaden the tax base when the Company's new facilities are completed. The Commission is currently developing a comprehensive economic development plan for the Town. A copy of the Commission's Preliminary Plan has been included in this report. The Economic Development Commission welcomes any relevant input from the residents and businesses of Douglas.

Harold R. Davis, Chairman

ECONOMIC DEVELOPMENT AND THE TOWN OF DOUGLAS?

REPORT OF THE DOUGLAS ECONOMIC DEVELOPMENT COMMISSION

The title of this report is punctuated with a question mark because it is not yet entirely clear that Douglas has developed a community consensus to create and implement a well-planned economic development program. If one reviews the actions and discussions from recent town meetings you can find clear evidence that a consensus is building for programs to encourage more business activity in the Town. On the other hand, you can find evidence, such as the rezoning of industrial land on Route 16, indicating that the Town does not have the patience to stick with a consistent long term approach. Almost everyone in Town will recite the mantra that we need more business development to lessen the burden of real estate taxes on the average home owner. As of yet, little has been accomplished to make this a reality. Proposed new school, water and sewer projects and the almost completed fire station, have spotlighted the Town's desperate need to find revenue other than from home owners in order to fund new capital projects. In the 1800's and early 20th century, Douglas enjoyed the employment and revenue benefits brought by the Axe Manufacturing Co. and woolen mills. As late as the 1950's, the Hayward-Schuster mills employed 92% of the Town's work

force. The closing of these businesses created a significant loss of tax revenue and jobs. The Town has not as yet fully recovered from these losses.

The Town clearly needs a program that will create new tax revenues, provide local jobs and make Douglas an even more interesting place to live. A workable economic development plan might contain the following five elements which are discussed in this report. They are Consensus and Support, Inventory of Assets and Liabilities, Land Use Planning, Marketing Plan and Development Tools.

CONSENSUS AND SUPPORT

The Town is rethinking what Douglas is and what it should look like in the future. Economic development must fit in with other community efforts seeking to influence the future direction of the Town. For example, there may very well be a consensus that East Douglas commercial and retail development should preserve the atmosphere of a small New England village. If so, then the Town's economic development programs should be designed to retain and attract retail businesses which are compatible with this choice. Efforts should be concentrated on attracting firms which are non-polluting, and are otherwise compatible with their location.

If the Town is serious in its desire to support economic development, the citizens of Douglas, through the town meeting process, should endorse the general outline of a plan which would include a directive to all Town boards and personnel that they cooperate in this joint endeavor. The Town boards and personnel which deal with the development process or are in contact with businesses, should be given a chance to provide input to the plan. They should also evidence their support by simplifying and rationalizing all of their functions to make life easier for business. The most successful economic development plans enjoy the support of not only the business community but municipal employees, elected and appointed officials and the public. The Town must strive to create a "business friendly" and non-adversarial atmosphere.

INVENTORY OF ASSETS AND LIABILITIES

Before the Town can begin any serious marketing programs, it needs to gather appropriate information about itself. The information should be in both printed and Internet formats including the creation of a Douglas Economic Development Web page. Much of the information that should be centralized is probably already available. It would include the following information: Town and regional population and work force data, identification of businesses in Town (including those that are home based), real estate tax information, Town utilities and infrastructure, zoning and land use information, data on available industrial and commercial real estate, life style material including recreational assets and maps

showing Douglas's location at the center of Southern New England. When appropriate, data should also be included about the Blackstone Valley region. If such a data base were made part of a Web page it would be both easy to use and accessible to potential businesses and developers searching on-line for information. The page could be also tied directly to many other Internet sites including those of the Blackstone Valley Chamber of Commerce and the Commonwealth's Dept. of Economic Affairs. The Internet should definitely be used as a key method for interested parties both to gather information about Douglas and to contact the Town.

There is also a need to identify and rectify the Town deficiencies that impede economic development. This may well include the lack of sewer and water serving key parcels of developable land. Improper zoning and land use regulations may be limiting the development of those parcels best suited for the most attractive businesses. The economic development plan cannot be created and implemented in a vacuum. For success to be achieved, it must have a close fit with the Town's land use regulations and all other policies affecting livability.

LAND USE PLANNING

The Town must continue to examine the affect of its zoning by-laws as they relate to both business and residential housing. These two are closely related. Less than 10% of the Town is zoned for industry. Much of this is of limited use. Perhaps the percentage should be increased by rezoning some Rural Agricultural land to Industry. At any rate, the Town must seriously consider zoning changes which would better utilize available land for business.

MARKETING PLAN

The business community inside and outside of Douglas should be made more aware that the Town is a real option for their expansion needs. The Town must make it clear that the prevailing attitude of its inhabitants is that Douglas is now "open for business." Placing adds in the Wall Street Journal is not likely to bring new companies to the Town.. Thousands of communities are competing with each other for the firms that will provide high income jobs and new property tax revenue. Surrounding towns are as eager as Douglas to expand their business tax base. The most likely source of business expansion in the Town will be from companies and individuals already in the Town or from surrounding communities and those relocating from the triangle formed by Boston, Providence and Worcester.

The majority of Massachusetts residents cannot identify where Douglas is located. The popularization of the Blackstone Valley region being created by new signage and tourist and business development programs is beginning to build a

regional identity. This will assist the effort to place Douglas on the "map" and in the business person's consciousness. Douglas is actually at the heart of Southern New England, touching both Rhode Island and Connecticut. It now has excellent highway access. Douglas was once a major transportation center linking Boston, Worcester and Providence. This historical position and the Town's geography should be at the core of the Town's economic development efforts. The Town offers wonderful recreational opportunities in a rural setting. Couple this with a central location and you have a good foundation for a program to sell the Town to business.

Many resources and tools for economic development are already available or can be made available for relatively little cost. For example, the Town's cable TV channel should definitely be revamped to provide information about Douglas that would be of interest to the business community. Features dealing with the Town's historic and recreational sites, or with the lives of its citizens and businesses and spotlighting land currently available for sale to business, should be broadcast at regular intervals. It is important that business persons in the surrounding towns with access to our channel see that Douglas is now a place to consider for their expansion plans.

The first place to prospect for new business investment is right here in Douglas. While the number of Douglas businesses appears small, there are many more operated from home. The Town should do everything within its power to assist companies already in Douglas to grow in Town. The Economic Development Commission should inventory and then contact businesses within the Town and ask what it can do to assist each business.

Of equal importance is to identify firms outside of Douglas which maybe owned by Douglas citizens or their relatives. Some of these companies may very well be looking for a new location and might find Douglas a suitable choice. The more people involved in the economic development process, the greater likelihood of success. The Town needs to use imaginative methods to promote itself. Contests rewarding residents for leads which result in expansion or relocation to Douglas should be considered.

Douglas must also spread the word to the commercial/industrial real estate community that the Town has a favorable attitude towards business expansion. Prime real estate sites should be identified for this group. Promotional activities might include bus tours of Douglas visiting available property sites for area realtors combined with a luncheon at the Jenckes Family Store. This would serve to put the Town on the "map" for the clients of the participants. The current situation is far different. For example, the Blackstone Valley Chamber of Commerce does not list any sites in Douglas as available for commercial or industrial firms. The Chamber and The Commonwealth should be involved in the process of pub-

licizing the Town's developmental opportunities.

DEVELOPMENT TOOLS

There are a large number of organizations and economic development programs which may be used for specific aspects of the Town's economic development effort. For example, The Commonwealth has programs both providing financial assistance for and enabling towns and cities to legally participate in the redevelopment of down-town business areas. Some of these maybe appropriate to revitalize the commercial center of East Douglas. Also the US Small Business Administration allows local citizens to form local development companies which may be used to provide financing to fund both real estate and equipment for small businesses. The selection of which economic development structures and tools best fit the Town's needs should await the completion of the overall economic development plan. This will avoid wasting energy and time in pursuits which do not serve the program's goals.

The Town should definitely consider cooperating with neighboring towns and participating in regional organizations serving common economic development goals. The benefits and problems created by business expansion clearly cross town boundaries. Companies think regionally for their own interests. The Town will need to market both itself and the region. Regional cooperation can be very beneficial. For example, there may possibly be substantial savings generated from sharing utility costs among towns seeking to jointly develop industrial parks. Douglas might eventually consider seeking special legislation establishing regional economic development districts which might possibly share tax revenues from properties located on the borders' of two towns. Certainly expenses such as advertising, if this is needed, could be shared on a regional basis.

CONCLUSION

There is much that Douglas can do, within its limited resources, to retain and attract businesses. Such an effort will require the dedication of many people and the support of the entire Town. It will not happen over night. The Town will be able to influence, though not fully control, what it will be in the future. Currently, residential growth is proceeding without an organized effort to attract good jobs and tax revenues. Surely this will eventually destroy the charm and lifestyle that new and old residents alike desire. Now is the time to mobilize the Town's resources and embark on a cohesive program to put Douglas on the "map" of the regional business community. The Douglas Economic Development Commission will seek input from various boards in the Town as well as the business community which will be used as the basis for a comprehensive approach for placing Douglas on the business development "map".



**MEETING DATE/TIME:
1st and 3rd Wednesday of the Month
at 7:00 PM**

The Douglas Master Plan, completed in the spring of 1998 and adopted by the Planning Board, is a comprehensive study of our Town and includes 87 recommendations regarding zoning and infrastructure, to be reviewed and implemented by this Committee.

The Committee had chosen early on ten of the 87 points that it felt are priorities, and have brought to completion several:

- The creation of an Economic Development Committee
- Wireless Facilities Bylaw
- Sign Bylaw
- Scenic Road Bylaw
- Development of a new zoning district: State Forest Open Space
- Expanded discussion of residential and commercial development within the Town

It is my hope that the Committee will continue on its course of helping make Douglas a livable community for generations to come.

Respectfully Submitted,

Richard E. Preston, Chairman



MEETING DATE/TIME: See Bulletin
Board in Municipal Center
For Dates and Times

In FY 2000 the Open Space Committee worked on several projects aiming to preserve Open Space in the Town of Douglas. A key aspect of our work has been to educate the public on the benefits of Open Space and the preservation of our character every acre of Open Space actually brings Douglas a net revenue in taxes because it does not require additional and extensive services to support it.

Among other projects, the Open Space Committee explored the options of saving 80 acres of undeveloped property near Wallum Lake. The Committee worked extensively with the Metacomet Land Trust to present preservation options to the Board of Selectmen. The project has not been concluded in this fiscal year.

The Committee also worked to initiate the Lake Manchaug Greenway and Wildlife Corridor by working closely with similar committees in Sutton. It is hoped that this Greenway will use creative land uses such as conservation easements, existing open space, and donations and purchases to establish a permanent Greenway and Wildlife Corridor between the Douglas and Sutton State Forests. In March the Greenway received a Department of Environmental Management grant for \$5,000 to produce common scale maps for the project. The Committee feels that this project could provide a unique and lasting legacy to the entire Blackstone Valley.

We urge any and all Douglas citizens interested in preserving Open Space, wise land use and preservation and in the Lake Manchaug Greenway and Wildlife Corridor to join us in this important work.

Respectfully Submitted,

Lisa Moczynski, Chair
MaryLynne Dube
Richard Preston
Tom Featherstone
Sue Perkins

TOWN OF DOUGLAS



ZONING BOARD OF APPEALS

A Zoning Board of Appeals is created under the provisions of MGL Chapter 40A as a necessary part of the establishment of zoning regulations in a community. Chapter 40A empowers the Board of Appeals to 1) Hear appeals taken from decisions of any administrative official or board of the Town acting under the provisions of the law; 2) Grant variances from terms of the Zoning Bylaw; and 3) Grant Special Permits as provided by the Zoning Bylaw.

The Board decided twenty-nine (29) cases in 1999:

V: VARIANCE

SP: SPECIAL PERMIT

A: APPEAL

CASE#	CASE	DISPOSAL
351	V: Laura Havener	Granted
352	SP: Town of Douglas	Granted
353	V: Stephen & Nancy Russell	Granted
354	V: Edward Whipple	Denied
355	SP: Stephen & Beverly MacLeod	Granted
356	V: Paul & Gail Brule	Granted
357	V: James E. Bara	Granted
358	SP: Richard L. Provost	Denied
359	V: John & Gina Webber	Granted
360	SP: Michael & Pamela Ballou	Withdrawn
361	SP: Robert P. Maile	Granted
362	V: Michael A. Watson	Granted
363	V: Stuart & Jeanne Snow	Granted
364	V: Walter & Norma Lundin	Granted
365	SP: Merritt D. Tetreault	Granted
366	V: Susan T. Richards	Granted
367	V: Richard & Carol Preston	Granted
368	SP: Douglas Public Schools	Granted
369	SP: Douglas Public Schools	Granted
370	SP: Jesse Kampegaard & Henry Morro	Granted
371	V/SP: Town of Douglas	Granted
372	V: Alvin Kibbe Jr.	Denied
373	V: Kevin Demers	Granted
374	SP: Ruth Vecchione	Granted
375	A: SBA, Inc.	Denied
376	V: James & Paula Brennen	Granted
377	V: Jeffrey Blanchard	Granted
378	SP: Attila & Karen Kara	Granted
379	V/SP: Ronald P. Forget	Granted

Respectfully submitted

Joseph E. Fitzpatrick, Chairman
Jeffrey Gniadek, Clerk
Christine E. G. Furno, Secretary
Harold Davis
Edouard St. Martin

MEETING DATE/TIME:

3rd Tuesday of the Month at 7:00 PM
Public Hearings As Posted



E.N. Jenckes Store - Main Street, Douglas



This past year we have progressed on the expansion of the Douglas Center Cemetery to a point where we will be able to loam, seed, put in roads and generally have the new section ready to sell lots. We hope this can be accomplished by the end of this year.

We have leveled and seeded the remaining back section of the old section in the Douglas Center Cemetery. We have two 4 grave lots left in this section so we will need to have the new section ready as soon as possible.

Our mowing of the three town cemeteries has been increased to five times per year and is being done by an outside contractor. The scheduled mowings are being done to coincide with the holidays as close as possible.

We would also like to thank once again the National Guard, the Town Highway Department, Paul Somers Trucking, the Board of Selectmen, Executive Administrator, the Expansion Committee, and all those that helped us accomplish what we have so far on the new cemetery.

Respectfully Submitted,

John Manning
Charles McCallum
Michael Cahill



CME Associates, Inc. continued to serve as Town Engineer in 1999 under a three-year contract with the Town of Douglas. Scott G. Young, P.E. and Billy G. Taylor, P.E. served as contact persons for issues requiring the services of the town engineer. CME provided technical services to the Planning Board, the Conservation Commission, the Board of Selectmen, the Building Department, the Highway Department, the School Board, the Recreation Commission and the Fire Department.

The services provided to the Planning Board included review of subdivisions, ANR plans, Special Permit applications for earth removal, applications for work governed by the Aquifer Bylaw and other Special Permits. In addition to plan review, CME provided inspection services on projects that require oversight by the Planning Board, including subdivisions and earth removal operations. This year CME assisted the Planning Board in getting the road, drainage and other public improvements in Phases 1 and 2 of Deer Crossing completed. Minor items that could not be finished before winter will be completed in early 2000.

In 1999 CME also provided a cost estimate and staked out the new access road that was built by the Highway Department to the rear of the new firehouse and inspection services were provided for the recreational area being built off of Martin Road.

Paul Knapik provided technical assistance to the Conservation Commission. These services included the review of Notices of Intent (NOI) and Orders of Conditions. Mr. Knapik attended all meetings of the Commission and provided technical review during public hearings. He also assisted on the Commission's site walks when requested to by the Commission.

CME maintained flexible office hours in the Town Municipal Building on Tuesday mornings and Thursday afternoons to provide assistance to various boards and departments as well as residents of Douglas. CME was also available at other times for issues that needed immediate attention and was available by telephone (476-4014) five days per week to answer questions and provide technical input on projects.



OFFICE HOURS:
 Monday - Thursday
 8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
 And Tuesday Evening from 6:00 PM - 8:00 PM
 Closed Every Friday
MEETING DATE/TIME:
 2nd Tuesday of each month at 7:00 PM

A Board of Health is a statutory board created pursuant to the Mass. General Law C. 111, s26 and C. 41, s1. The Douglas Board of Health consists of five (5) members who are appointed by the Selectmen. Each member serves a three (3) year term. The Board of Health each year appoints a Chairperson, Vice-Chair, Health Agent, Nurse, Administrative Supervisor, Animal Inspector and Sanitation Agent. The Board meets the second Tuesday of each month at 7:00 PM in the Health Department office. All meetings are open to the general public and minutes of past meetings are kept in the Health office.

The Board of Health is charged with the protection of the public health and to fulfill their duties by developing, implementing and enforcing health policies. The Board of Health has implemented local health policies which are available from the office.

Board of Health members have attended meetings on changes in Title 5, drinking water protection, orientation for new Board members, Massachusetts Associated Health Board certification programs, Tobacco Control, and recycling/transfer station operation.

The Health Agent can be contacted when there are housing deficiencies between a landlord and a tenant. The Agent handles numerous health related complaints. The Agent also performs bathing beach water testing during the summer months.

The Sanitation Agent is a Professional Engineer who reviews all septic system plans and performs all installation inspections. This person is hired on a three-year contract. This person does not do Title 5 inspections for the re-sale of a home, these are done by State Certified inspectors. A list of these inspectors is available in the Health office.

The following is the 1999 report of the Douglas Board of Health:

Title 5 percolation tests performed	116
Permits issued to install new septic systems	88
Permits issued to repair septic systems	14
Total permits issued	102
Well installation applications	88
Certificates of Compliance issued	68
Inground swimming pool permits issued	10

Article X inspections – Food Service and Retail Food (includes re-inspections)	27
Article II – housing inspections	8
Title 5 variance hearings held	12

All local bathing beach water was tested for coliform on a bi-weekly basis during the summer months.

Food Service and Retail Food establishments are inspected twice a year with yearly inspections of seasonal establishments. Inspections are performed by a Registered Sanitarian.

The monitoring wells located at the capped Riedell Road landfill continue to be tested on a semi-annual basis. Testing is also performed at three (3) locations at Riddle Brook. Test results are available at the Board of Health office.

The Board of Health conducts a yearly spring tire and vehicle battery collection day which is held at the Town Highway Barn. This is open to all Blackstone Valley residents. Tires are taken at a small cost and batteries are taken free of charge.

Respectfully submitted,

Thomas Schwartz, Chairman
for the Board of Health

TOWN OF DOUGLAS



ANIMAL INSPECTOR
476-4000 ext. 352

The Animal Inspector responds to all dog bites and investigates as to whether or not rabies shots are up to date. The Animal Inspector can also be called for the removal of wild animal road kill. The Animal Inspector is appointed each year by the Massachusetts Bureau of Animal Health.

As Animal Inspector for the Town of Douglas, I am submitting my report for the year 1999. I have inspected the following:

- 151 horses
- 13 ponies
- 20 cattle
- 21 sheep
- 27 goats
- 1 llama

I found them to be properly fed and housed and in good health. Also, I have investigated and quarantined six (6) dogs for biting, dispatched two (2) raccoons, and moved many road kills from the highways.

Respectfully submitted,

Richard Downs
Animal Inspector

TOWN OF DOUGLAS



BOARD OF HEALTH NURSE 476-4000 ext. 352

The Town Nurse holds yearly flu and pneumonia inoculation clinics. Blood pressure clinics are held twice a month and are open to residents of any age. The Town Nurse is charged with reporting all communicable diseases to the State Department of Public Health and to perform any follow up work. The Nurse is available by contacting the Board of Health office.

As the Douglas Board of Health Nurse, I am submitting my report for the year ending December 31, 1999.

ANEMIA	65
ARTHRITIS	134
CARDIOVASCULAR DISEASE	159
CEREBROVASCULAR DISEASE	144
DIABETES	88
CHF	72
MS	7
CANCER	23
OTHER	93

A flu immunization clinic was held on September 23, 1999 with a total of 278 doses given.

Mantoux tests for tuberculosis are available through the Board of Health office by appointment only.

Mandated immunization shots were given to public school children as required.

A Social Security representative has office hours the third Wednesday of the month in Uxbridge on Centennial Court from 9:30 AM to 12 noon and every Thursday at the Webster Senior Center from 9:30 AM to noon.

Blood pressure clinics are held the first Monday of each month at the Douglas Senior Center from 1:00 – 3:00 PM and at Riddlebrook Apartments, West Street on the third Monday of each month from 10:00 AM to 12 noon. These clinics are open to the public.

Respectfully submitted,

Patricia K. Koslak, RN
Board of Health Nurse



To The Honorable Selectmen:

The Douglas Housing Authority provides maintenance and referral services for the Section 8 Certificate Program, Section 8 Voucher Program, Section 8 Mobility and Portability Programs as well as Elderly Programs.

Respectfully Submitted,

James John J. Sughrue, Jr., Chairman
Maragret V. Reed
Hillary C. Mac Innis
Richard J. Lachapelle

TOWN OF DOUGLAS



**SIMON FAIRFIELD
PUBLIC LIBRARY
476-2695**

Monday:	12-5
Tuesday:	12-8
Wednesday:	10-5
Thursday:	12-5
Friday:	Closed
Saturday:	10-1*

(*closed July and August)



Circulation Statistics:

Adult Non Fiction	1428
Juvenile Non Fiction	1753
Adult Fiction	4269
Juvenile Fiction	6991
Total Book	14441
Periodicals	1006
Cassettes	230
Interlibrary Loan	199
Videos	1105
CDs	84
Total Non Book	2624
Total Circulation	17065

The Simon Fairfield Public Library is a member of the Central Massachusetts Regional Library System. This provides our patrons with reciprocal borrowing privileges with other member libraries throughout the state. The CMRLS also provides access to supplemental fiction and nonfiction titles, videos, CD's and audiocassettes every 3 months. The Library pays annual dues to belong to CWMARS (Central-Western Massachusetts Automated Resource Sharing), through which we have electronic access to public and aca-

demical libraries through the state. Membership also provides free research databases to all patrons and Inter-Library Loan which enables us to provide patrons with materials not found in the library.

This past year, the library updated all computer terminals. Besides the CWMARS computer, the library has an Internet-access computer, a CD-ROM and word processing computer and a public access computer to search the library holdings. Plans are underway to purchase a second Internet-access computer.

The library offers children's programming throughout the year. Story hours for two to ten year olds are offered weekly in the spring, summer, fall and winter. There is also a summer reading program for children of all ages. The library holds read-aloud sessions for school required summer reading in August for preschool through second grade. Special programs are held throughout the year. At Christmas, there is an ornament workshop and a visit from Santa. This past year, there were several movie nights, an "Eggsceptional Lunch Time", and a performance by Drawbridge Marionettes sponsored by the Douglas Arts Council.

For adults, the library offers ongoing Internet Introduction Classes. This past year, the library held a Financial Planning Seminar, A Civil War Program, and a 4 week quilting program, sponsored by UNIBANK for Savings. In the Fall, the "Friends of the Library" sponsored a craft fair and book sale, where, among other things, were local crafts, baked goods, and a table for new residents to register to vote.

This past year, the Library was involved with networking and resource sharing with both the elementary and high school librarians in an attempt to better serve the members of the community. Several classes came to the library for an introduction and lesson in researching topics. The Library offers free passes to the Ecotarium in Worcester, sponsored by UNIBANK. This coming year, the library will continue to offer programs for children and adults. The library is also involved in a building program, which addresses the future space and handicap-access needs of the library.

Respectfully Submitted,

Ann D. Carlsson, Library Director



SENIOR CENTER HOURS OF OPERATION:
Monday through Thursday 10:00 AM to 3:00 PM

COA MEETING DATE/TIME:
2nd Tuesday of the month at 6:00 PM in the Senior Center.



BINGO!
One of the fun activities at the Senior Center to partake in.

The mission of The Senior Center is to provide information, education and recreation for the elders of the town; the programs that are currently offered attempt to do all three. The senior center is able to operate with the help of outside agencies. These outside agencies, such as Trivalley elder services, the visiting nurse's association, and the Executive Office of Elder Affairs, provide programs and aid which benefit the senior population.

The programs offered range from nutrition to health care information. The aide of the outside agencies allows the Senior Center to provide the elders of Douglas with current and accurate information on what services are available. The center offers many programs, that appeal to a broad range of interests. Popular programs that are offered are bingo (pictured above), osteo stress exercise, craft class, and Thursday game club. The Center also offers special programming which ranges from a variety of topics such as a legal clinic or a hearing clinic. Special programming has also been provided dealing with elders issues like Senior Pharmacy, Food Stamps, and Alzheimer seminars. Elders are encouraged to bring in new ideas on what they would like to see at the center.

Additional programming is also provided through town affiliations: The Douglas Cultural Council provides funding for yearly music programs, Douglas High School students donate their time to the center, and every other month students volunteer to help serve the senior birthday lunch. The Douglas chorus also puts on a yearly Christmas performance that is well received by the elders. The Center also acts as an active delivery site for the Meals on Wheels Program boasting seven volunteers that deliver meals for the homebound. On Mondays and Tuesdays, Lunch Club is held at the center offering an opportunity for seniors to enjoy lunch for a nominal fee with time to chat with fellow Douglas seniors.

Seniors are invited to drop in or call for information, assistance or just to chat. Anyone sixty years of age or older is eligible for services.



Since I was not acting in the capacity of Veterans' Service Director during this period of time, I find that it would better serve the citizens of Douglas if I explained some basic tasks that are part of my mandate.

The Southern Blackstone Valley Regional Veterans' Services District consists of the towns of Douglas, Northbridge and Uxbridge and is located in Room 206 of the Uxbridge Town Hall. The phone number is (508)278-8609. The District is basically a local one-stop aid station in the way of a center for veterans, their dependents and widows/widowers of veterans. Here they can receive benefits such as financial aid, medical information assistance, and forms to file VA claims and in some cases, just someone to talk to.

The Commonwealth of Massachusetts returns 75% of the monetary aid provided by the Town of Douglas. Not only that, the veteran, or recipient of this aid, most likely spends 100% of this monetary benefit within the local community. This type of aid benefits everyone.

Veterans' benefits are not automatic and must be applied for in accordance with Federal and State laws, rules and regulations. Therefore, I must keep abreast of the latest changes in these rules pertaining to Veterans' rights.

I am also available to present the flag to members of bereaved families if they so desire to have a fellow veteran do so at the funeral as well as address any concerns they may have.

I am here to serve the community of Douglas through their veterans.

Respectfully submitted,

Allen R. Miliefsky
Director



MEETING DATE/TIME:
3rd Monday of each Month at 7:00 PM

To the people of Douglas.

In 1999, the Personnel Board went through a reorganization of new members and new a chairperson. As a result, we have revitalized ourselves as a committee, taking on bigger challenges that have stronger impact. Our first step was to define and clarify our role and responsibilities and how that impacts the town employees we support. Secondly, we changed how we interact and communicate with the elected officials and department heads to encourage positive changes.

By year end, we had presented to the Board of Selectman (1) one amended and four (4) new Personnel By Laws for acceptance at Town Meeting. At the same time, we rolled out a new Employee Evaluation to be utilized by all hourly paid employees under the Personnel By Laws. As a committee, we agreed that the first step in reevaluating how town employees are compensated was to ensure the fundamental pieces were fair, concise and executable. In the year 2000, we will continue this goal by updating Employee Job Descriptions, how positions are classified and how that relates to their Compensation. As big as these goals may seem, we have been fortunate to receive the support and valuable participation at all levels to make them happen.

Respectfully Submitted,

Leslie Navaroli, Chairman
Edwina Whittaker, Secretary
Ronald Gadbois
Hillary MacInnis



To the Board of Selectmen:

The past year was a year of historic proportions for the Recreation Commission as we unveiled the Martin Road Town Park to our residents during the past fall. The two baseball/softball fields with professional size dugouts were completed and in use for the current season. Enthusiasm for this complex was heightened dramatically with a major contribution from the P.R.O.U.D. organization, which volunteered their services to focus fundraising for the purpose of installing a playground, designed for Martin Road. The group, directed by Terry Feursanger, was able to obtain a \$15,000 grant as well as institute an aggressive campaign of selling bricks to be installed on the walkway to the playground. The Recreation Commission could not possibly of afforded the playground with its limited budget. However, through the efforts of the P.R.O.U.D. organization the dreams of a state of the art playground will become a reality on June 10, 2000. The Martin Road Town Park had been designed from the beginning to include an area of approximately 120' x 40' for a playground the would service approximately 120 children at one time. The purchase of this playground was through Dr. Play Incorporated who has sold and installed thousands of playgrounds across the United States. This playground is virtually maintenance free and guaranteed for life.

The Recreation Commission would like to publicly thank the P.R.O.U.D. organization for their tremendous accomplishment and the Town of Douglas should take notice of the fact that a \$32,000 project was brought to fruition by a group of dedicated individuals at no cost to the taxpayers.

The Martin Road Town Park is now focusing on the installation of a Soccer Field that would be adjacent to the playground. To date we have transferred \$16,500 from the Wallum Lake account and with donations from Unibank for Savings \$2,000, the Sokol Club for \$1,000 and a \$10,000 contribution from the Soccer Association we are well on our way to beginning the excavation of a professional size soccer field with an estimated retail value of \$75,000 that would greatly enhance our ability to provide fields for the growing number of our youth that are enrolled in the program. The addition of this field will also enable the association to host soccer tournaments. Revenue from such tournaments is how most towns are able to finance their soccer programs.

The design of the park also calls for a walking track to surround the soccer field. This would provide a safe and scenic setting for anyone to come and walk around the soccer field and enjoy the scenic setting as well as the multitude of activity that has already begun. In November of 1999 we hosted an open house for anybody that wanted to view first hand the Martin Road Town Park, this was a huge success which afforded the opportunity to a number of residents that had no idea that we had progressed to the point that we had.

T.D.C. Enterprises of Douglas, owned by Tim Potter, did a beautiful job of grading, landscaping while preserving the natural décor of this 19.2 acre parcel of land. Through cost-saving measures, Phase II was completed for substantially less than the retail value of a project of this magnitude. We would like to specifically thank TDC for its contributions which allowed the Recreation Commission to get this project in a position to garner further support and momentum. As we look forward to the next phases that will carry Douglas into the next century with a beautiful Town Park, containing resources to address everyone's recreational needs including basketball, tennis, walking paths, as well as an amphitheatre for outdoor concerts, we again would like to express our appreciation for the continued support and effort that has made this project what it is thus far.

The recreational programs sponsored by the commission enjoyed one of its most productive years in recent history. We were proud to be able to support and be an integral part of the following programs:

- Youth Hoop Basketball
- Lassie League Softball
- Little League Baseball
- Minor League Baseball
- Instructional "T" Ball
- Douglas Axmen Soccer
- Council on Aging
- Babe Ruth Baseball
- Sr. Ruth Baseball
- Douglas "Pikes" Over-30 Baseball
- Men's' and Women's' Winter/Spring Programs
- Sokol Catholic Society Youth Programs
- Soldiers Field Baseball Association
- Red Cross Swim Program
- Advancement of Martin Road Town Park Development

In 1999 the popular Red Cross Swim Program made its way back to offer a six-week instructional class conducted by two certified swim coordinators. This is an extremely popular course that provides critical training necessary for safe swimming habits as well as proper techniques for aiding another swimmer in distress.

The summer basketball league returned for the second straight year after it was dormant for 9 years and was extremely successful in affording the opportunity for anyone in town interested in playing in an organized outdoor basketball league.

In February, the Douglas Basketball Association hosted a tournament that involved 27 towns from all over Central Mass and once again the Douglas hoop teams proved that the youth programs are very much alive and well. In the six divisions for boys' and girls the local

teams captured five out of six championships in their respective divisions, the only loss coming in the final game. This is a huge accomplishment considering that Douglas was competing against towns such as Westboro, Holden, Shrewsbury, Grafton and Mendon/Upton whose numbers to choose from far outnumber that of Douglas. Congratulations to the kids and their coaches for a job well done!

Once again Soldiers Field was awarded the privilege of hosting the State Babe Ruth Tournament, given the condition of Soldiers Field it is not surprising that the directors of the state tourney come calling every year to schedule this well attended event. This is a tribute to the core of dedicated volunteers that have maintained this beautiful complex since the improvements that they initiated were completed a few years ago. The field has become a source of constant conversation among other towns that would like to have a resource such as ours in their own town.

This years tourney featured a State Champion for the first time in the history of Douglas, the 13 year old boys went undefeated throughout this years campaign and rolled through the tournament unblemished, paced by the Pepin twins along with BJ Doyon, Jeff Bolen and a cast of others, Douglas prevailed in the end. Congratulations!!! The 14-year-old boys captured the districts but lost in the state tourney which proves again that Douglas youth baseball is also alive and well. Go Tigers!!

Plans are in the works for construction of a professional size soccer field at the Martin Road Town Park and we hope to begin construction in early 2000. Soccer enrollment was up again in 1999 which solidifies our commitment to providing more fields for the growing masses.

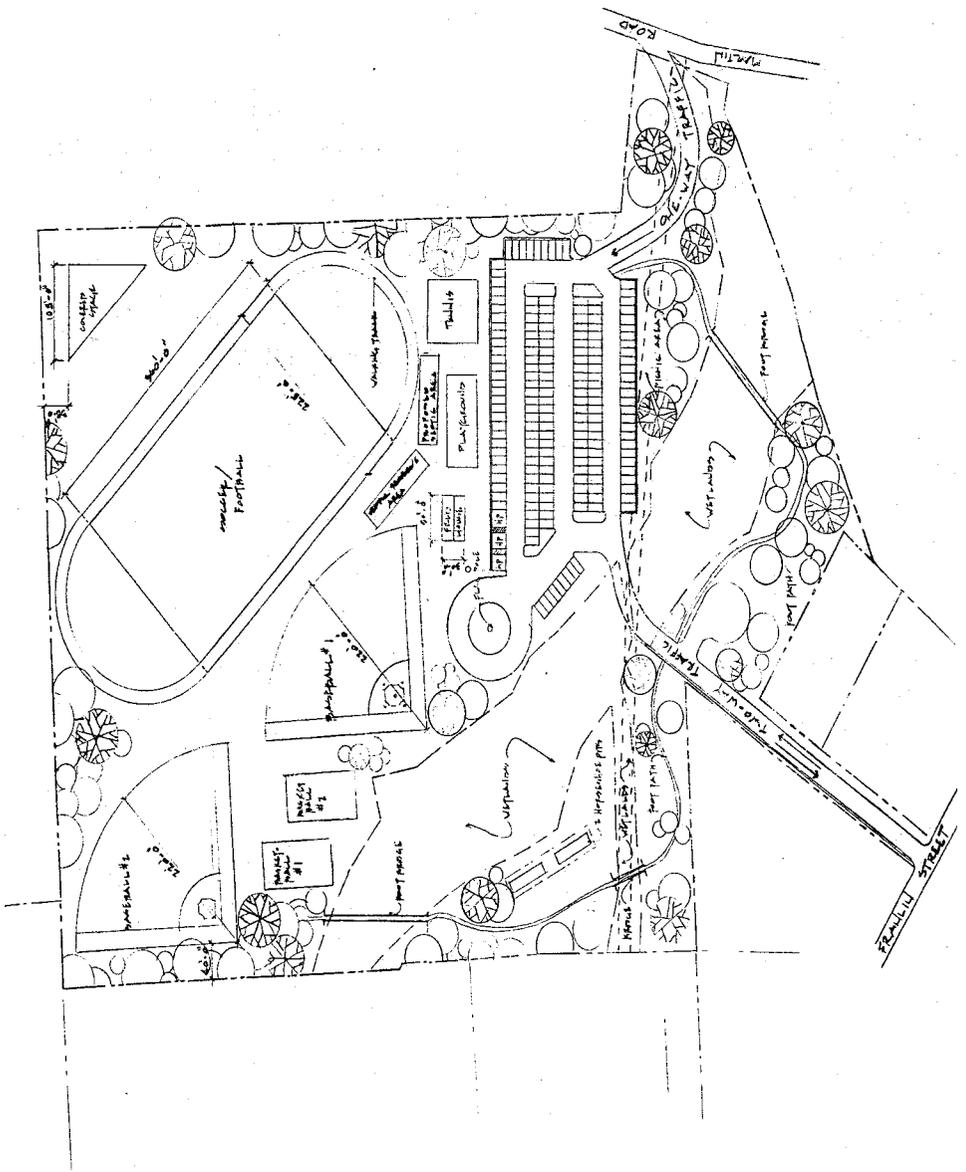
The Recreation Commission is grateful for all of the volunteers who have contributed to the tremendous strides we have made to make our existing facilities more useful as well as the countless hours that have gone into pursuing alternatives that will put us in a position to offer the best facilities, the best recreational opportunities, and certainly with the advancement of the Town Park, an opportunity to put a signature on this community that will speak volumes about the proactive people that continue to stay focused on our many needs.

In conclusion we would like to thank the Police, Fire, Water and Sewer departments for their support and assistance in completing tasks we could not have finished ourselves.

And again a very special thanks to the Highway Department for their continued support and help whenever we need it, to the Treasurers' Department for their patience in our billing submittals, to the Finance Committee which has recognized the need for additional facilities, and most certainly to the Board of Selectmen for their continued support both financially and morally, and finally to the countless number of volunteers whom are committed to providing the best of opportunities to all of our residents.

Respectfully submitted,

Robert Saster Chairman
Joseph Valliere
Robert Doyon
Richard Soderberg



Preliminary Site Layout
 Martin Road Recreation Facility



**MEETING DATE/TIME:
Alternating Wednesdays at 7:00 PM
in the Middle/High School Library**

The Douglas School Committee is the governing body of the local school department. Our responsibilities include the making of policy, approval of the school department budget, and supervision of the Superintendent. Five elected members make up the committee, each serving a three-year term. We work closely with the school department administration to improve educational quality, acting as the bridge between the educational process and the community at large.

In 1999, the Douglas school district experienced increased overcrowding in all grade levels. This lack of space is the most significant problem facing our school system. We worked closely with the School Building Committee in preparing a school building construction project for presentation in early 2000, which would provide for a school opening in September, 2002.

A major accomplishment in 1999 was the School Committee's approval of the Superintendent's proposal to extend the school day at the Elementary School. The additional 30 minutes of morning classroom teaching will enhance quality of education in grades one through five. The School Committee also supported the initiatives of the building principals for the improvement of MCAS scoring.

The School Committee began in 1999 a yearlong process of completely reviewing and writing modern and comprehensive school department policy. We also enhanced community relations by hosting the first State of the Schools meeting in May, and publishing a School Committee web site at douglasma.com/schools/.

The School Committee meets alternating Wednesday evenings at 7:00PM in the Middle/High School library. Please call the Superintendent's office at 508/476-7901 to confirm a meeting date or time.

Respectfully Submitted,

The Douglas School Committee

Lawrence R. Jeznach, Chairperson
Anne Brunson, Vice-Chairperson
Mitchell S. Cohen
David King
Don Konopacki



It is my pleasure to submit the 1999 Annual Report on the state of the Douglas Public Schools.

Despite many challenges of great magnitude, school year 1998-99 was a very productive and positive school year.

Staff and administration worked together to align Douglas curriculum to the State Frameworks insuring attention and instruction to that which has been delineated as most important to teach and most important for children to learn.

This curriculum alignment has been initiated and accelerated by the importance placed on the Mass Comprehensive Assessment System (MCAS), the mandated State-testing program. The intent of this challenging testing program is to raise educational standards and improve the total quality of education in Massachusetts. The Douglas School System has immersed itself in this process with great enthusiasm and we anticipate reaping the benefits of our efforts on a steady basis.

Douglas staff and administration, supported by the commitment of the Douglas School Committee, has been very involved in self-improvement through extensive professional development activities and training. Alternative teaching methodologies, leadership training and assessment and evaluation techniques are just some of the areas in which our professionals have been trained.

By improving the curriculum and by better preparing staff and administration to address the complexities of today's children/students, we will be able to ensure that our graduates will be capable, competent, thoughtful, productive citizens.

A quality school system focuses not only on the academics but also on extra and co-curricular. The Douglas music programs continue to flourish and bring great honor to the school community and the Town of Douglas.

Our athletic programs have increased in number as well as in student participation. Although in its infancy, our new golf team distinguished itself by reaching the state level and being invited to participate in the prestigious state finals at Cape Cod.

Drama has become an important component of the Douglas program giving many of our young people the opportunity to experiment with budding talent on stage and behind stage.

The Douglas Schools also can boast of a superb art program, which begins at the early elementary level and continues through grade twelve. One needs only to attend the Douglas Middle/High School Art Show to be convinced that we have one of the finest art programs in our area and very committed and talented art teaching staff.

The Douglas School System has a great deal going for it in academic and co and extra curricular areas. However, we are still plagued with overwhelming shortage of space, which limits our ability to excel as rapidly as we would like.

Douglas now has six portable classrooms on campus. Four of those classrooms are located behind the elementary school with two others situated at the Middle/high School next to the athletic field and auditorium.

The portable prognosis is not a good one. Slated for the next school year is the acquisition of six more portable classrooms, which will make a total of twelve units on our small campus. Portable classrooms are costly, temporary, non-reimbursable and educationally unsound.

Despite the efforts of the School Building Committee and School Committee, the Town of Douglas chose not to support the financing of a dual school project, which would have immediately resolved space problems at all levels.

Residents expressed concern about the affordability of the two projects, which was in excess of forty million dollars at the Town Meeting and ballot box.

The Douglas School and Building Committees have heard the voice of the people and are working diligently toward a less costly resolve for the space crisis.

Many residents of our community are not in touch firsthand with the space dilemma we are facing and in retrospect the school system did a poor job in communicating about the dire school space situation.

The administration pledges to make every effort to better communicate about the space issues and in concert with the Douglas School Committee and Douglas School Building Committee, bring to the community a less costly, creative proposal for school construction, which insures quality educational space for our deserving children.

The school administration and school committee welcome community questions and comments as we proceed with this process. Please take the opportunity to talk with us and have your questions answered directly. The children of Douglas need your support and you need your questions answered in order to provide that support.

In the interim, we will continue to strive for excellence and maintain the quality for which the Douglas School System has become known.

Thank you for your support.

Respectfully Submitted,

Concetta A. Verge
Superintendent of School



It is a pleasure to submit the report of the Douglas Middle/High School for the 1999-2000 academic year. The staff and administration have given great consideration to the central aspects of teaching and learning which are at the heart of school reform. Through inservice programs, conferences, literature and academic courses the staff continues to revise the curriculum, instructional strategies, school environment, use of technology as a tool of learning and assessment and accountability. These areas have been studied in relation to the pursuit of excellence. We recognize the importance of setting high academic standards tied in with assessment and accountability. In conjunction with developing well-rounded students, we are striving to raise the level of the MCAS scores.

Career awareness is a vital part of our program from grades 6 through 12. We have continued with a program presented by Ed Central of Worcester, providing career awareness training through special in class programs four time a year. Ed Central also holds financial aide workshops for parents and students preparing to enter the world of higher education. Mrs. Stack and Ms. McCormick, co-coordinators of the School-to-Work program, continued to organize a job-shadowing program for all juniors interested in spending a day at a work site. Career awareness activities are integrated throughout the curriculum providing students with knowledge of the relevance of what they are studying to the "real" world.

Students in grades 6-8 have the opportunity to take part in the OM-Destination Imagination program. This program allows students to work collaboratively solving problems and preparing creative skits and projects. I serve as the coordinator with two parents – Mrs. Elizabeth Mosher and Mrs. Brenda Marks, serving as the advisors. This year two teams of students represented Douglas at the OM-Destination Imagination competition at Western New England College in Springfield. The Douglas teams placed fourth in the competition this year. The advisors and students meet weekly preparing for this competition and are to be commended for their outstanding effort.

Under the direction of computer instructors, Denise Merten and Edward LaChapelle, the computer programs continue to expand. The NYNEX tech team continues to provide the school with technical support under the direction of computer teacher Edward LaChapelle. These advanced computer students service computers at both the middle/high school and the elementary school. In addition to servicing the hardware, these students provide technical support to the staff. This program is a clear example of our school-to-work initiative. In addition, four of our outstanding computer students took part in a computer competition at Providence College. The computer classes, under Mrs. Merten's direction, have developed a first rate web page.

A number of students have received awards and honors this year. Joe Randor was selected as the Daughters of the American Revolution recipient this year. Danielle Prunier, a sixth grade student, won first place in the grade 3-6 national poetry contest. Anthony Penta was selected by the staff and students as the Student Government Representative for Douglas High School. At Student Government Day, April 7, 2000, Anthony served as Senate President and conducted the Student Senate as they addressed a number of issues. Eric Lavallee earned a seat in the Central District Band and All-State recommendation. Two middle school students, Amanda Carelli and Michael Pepin, were selected for MMEA Central Districts for band

and chorus.

Douglas Middle/High School has an outstanding music program including the band, chorus and auxiliary groups. The championship marching band program, under the direction of Gery Elliott and assistance from Denise Merten, has experienced a very successful year. They received the distinction of being the top rated marching band in Massachusetts for the 1999-2000 marching season. Along with the chorus and auxiliary groups, they will wrap up their season by performing at Disney World in Florida during the April vacation. The chorus, under the direction of Al DeNoncour, has performed at the Blackstone Valley Chamber of Commerce Breakfast, the Chamber Industrial Fair, St. Camillus Nursing Home and the Douglas Senior Center. They have also completed in the MICCA Music Festival.

Our athletic teams had an excellent year. The golf team was Dual Valley Co-Champion and qualified for the State Tournament. The girl's soccer team won the Central Mass. District Championship title to wrap-up an outstanding season.

Kevin Connors tendered his resignation as the Varsity Boy's Basketball coach after 15 years of dedicated service to the athletes of Douglas. The staff and administration take this opportunity to thank him for untiring effort on behalf of the students. He will long be remembered by the athletes he coached as a dedicated coach and mentor.

Gail Martinelli, sixth grade Science teacher, was nominated for Massachusetts Science Teacher of the Year by State Representative Paul Kujawski. She is in the process of preparing the lengthy application and will be notified of the results of this competition later in the year.

A number of grants have been acquired by the staff and administration. These grants provide funds for materials and the development of new programs. This year we received the following grants: Health, Safe and Drug Free Schools, Mentoring Program, Advanced Placement Development, Blackstone Valley Chamber Grant, Academic Support Services and the Peer Helpers Grant.

MCAS test administration and results dominated much of the 1999-2000 school year. While we have to continue raising standards and addressing areas of weakness, our overall test scores were in the mid-range of schools in Massachusetts. We instituted a program in the 8th, 9th and 10th grade classes to help students understand the test requirements and scoring rubrics used for this test. Our goal is to prepare the students to develop their writing skills across the curriculum, thus preparing them for the rigors of the MCAS test. An enrichment program will be offered to Douglas students in grades 6-9 this summer in an effort to improve student achievement.

Parents, teachers, administrators, PTO members, and School Council members working toward academic excellence and safe schools will continue to provide Douglas students with an excellent education. It is only through a clear vision and a united effort that we will reach this goal. I look forward to working with you in the coming year.

Respectfully submitted,

Principal Mary E. Stone



We herewith submit the Annual Report of the Guidance Department of the Douglas Middle/Senior High School.

The Guidance Department entered the 1998-99 school year with one Guidance Director/Counselor and one guidance counselor for grades 6-12. The total enrollment for the 1998-99 school year was between 580-590. The increase for the school year of 1999-2000 will bring the total to between 630 and 640. A projected increase of 20 to 30 students will bring that total to between 650 and 660 for the school year 2000-2001. The 1999 senior class enrollment numbered 42, of which 78 to 80 % will continue their education at either a two or four year program or at some from of a technical or training program. This years-senior class enrollment totals 66 students.

Seventy-nine credits required core curriculum courses in the areas of English, Math, Science, Social Studies, Computers, Physical Education and Health must be successfully completed by all students attending Douglas Senior High School for four years. This figure will increase to eighty four in the year 2000-2001 with the addition of five credits in the social studies area that is necessary to prepare our students for the MCAS — Social Studies exam.

The necessary number of remaining credits required for graduation are accumulated from a diversified list of courses that meet the students needs depending on their interests and future educational plans. These credits help meet the requirements necessary to enter four year, two-year or technical programs. The minimum passing grade remains at 65. However, our recommended grade to meet college requirements is 85, because of the new state standards necessary to enter four-year state programs. All students must carry six academic courses, plus physical education and health in grades 9 and 10. Juniors will take only physical education in conjunction with their six academics. Seniors will take our physical educational senior seminar course that covers a number of topics to help them cope beyond high school including a course in CPA along with their six academic majors.

Some seniors may be involved with a work study/job-shadowing program for credits during either one or two periods at the end of the day. Students work for credits, not pay during this time. This is part of our school to work program being conducted by Mrs. Stack and Ms. McCormick. Some seniors and juniors are taking courses through the Virtual High School Internet Program. They are receiving courses that are either listed as college prep, honors or AP courses over the internet.

All 9th grade students are required to continue a language in preparation for future MCAS testing by the state, which will include a world language component. The program of studies and requirements we set forth for graduation are designed to help our students meet the basic requirement to further their education at a 2 year, 4 year, technical or training program if they so desire.

The number of credits required for graduation is as follows: Class of 1999 and beyond = 114 credits.

New courses added to the curriculum for the 1999-2000 and the 2000-20001 school years are as follows:

Child Development Internship	C. World History I & II
World Language Internship	Algebra I Part A & B
Virtual High School classes	Trigonometry / Pre Calculus

Minimum requirements for entrance into the four-year state and university programs continue to increase. The course requirements are as follows:

- 4 years of College English
- 2 years of a World Language (prefer 3-4)
- 3 Years of College Math (minimum Algebra I & II, Geometry)
- 3 years of a science (2 being lab sciences)
- 2 years of Social Studies
- 2 college electives - from computer sciences, social sciences or above areas for a minimum total of 16 college units.

The new minimum GPA grade point average for state and university four-year programs is as follows:

State College GPA	University GPA
1999-2000 2.9 to 3.0	3.0—3.2

A sliding scale for SAT's will apply if a student falls below the necessary minimum GPA. In some cases entrance testing in the verbal and math areas will be required for students not attaining a minimum SAT score. Private college and institutions both in and out of state set their own criteria, however in many cases it is very similar with our state standards. Many competitive institutions recommend or require 18-24 college units. In a number of cases the SATII one subject tests are also required in three academic areas including math and English as part of the admittance process.

During the 1998-99 school year students in grades 6,7, and 8 were administered the California Achievement Tests. From the results of the previous year, 7th and 8th grade students could qualify to take part in the Johns Hopkins University Center for Talented Youth Program. This program allows these gifted students the opportunity to take the SAT I reasoning tests and the possibility of qualifying to attend many fine seminars and educational programs sponsored by Johns Hopkins University.

Information evenings were conducted in November of 1998 and 99 by Ms. Carol McCormick, our guidance counselor that works with the middle school population. Both evenings were well attended. An explanation of the program was given and assistance filling out the application followed. A number of students with the aid of the guidance department and their parents applied to the program and as a result had the opportunity to take the SAT I reasoning test in January of 1999 & 2000.

Last year students in grades 4,8 and 10 took part in the state MCAS testing. This program was conducted during a three-week period of time. Areas of concentration were Mathematics, Science and Technology, English Language Arts and tryout questions in

History/Social Science for grades 8 and 10. The results of these tests in years to follow will determine a student's ability to receive a high school diploma. Douglas students as a whole did very well and were extremely competitive with many local communities. Improvement in the math and social studies area is currently being addressed through curriculum and professional staff development.

This past year our students in AP History, AP English and AP Physics were given the AP exams in these areas. A Career Interest survey was conducted for all students in grades 10 and 11. This is a short survey run for free by the National Research Center for College and University Admissions.

The Guidance Department and the Central Massachusetts Information Center conducted a Career Awareness program for 7th and 8th grade students for Higher Education. Two meetings for each grade along with follow up work on the College Board EXPAN computer program was conducted with the help of the guidance department and middle school staff. The College Board EXPAN program site license continues to serve as a vital information tool for students 6-12 in the following areas:

1. Personal Profile
2. Career Information and Search
3. College Information and Search
4. Scholarship and Financial Aid Information

Our goal is to continue to expand the use of all these areas to the entire school population. With the addition of Ms. McCormick as a 6,7,8, and 9th grade counselor more students are having the opportunity to take advantage of this excellent computer program. The total use of this program continues to be determined by time, space, staff, and technology availability. Our 9th grade students received a four-part program conducted by EDCENTRAL and the Guidance Department on career planning and pre-employment skills.

Sophomores, Juniors and Seniors are given encouragement and the help necessary to apply and take the PSAT'S in grades 10 and 11, and the SAT's in grades 11 and 12. In October of 1998, 40 students (juniors and sophomores) took their PSAT'S at Douglas Middle/Senior High School. This number increased in 1999 to 63 students. Next year we hope to increase the number of students taking the PSAT'S again. Students in grades 10 through 12 are informed and encouraged to take SAT II's when appropriate and upon completion of certain college courses. These tests are required by many selective and more competitive institutions of higher learning as part of their admittance requirements. Some of our students take part in the ACT test program, which is very similar to the SAT program and accepted by most colleges throughout the country. AP testing is provided in May for students taking AP courses.

The guidance department offered SAT prep courses for a minimum charge of \$ 25.00 for any junior or sophomore interested in improving their scores. The program was conducted using the College Board program, One on One with the SAT's site license. Student scores were increased dramatically. Most students raised their scores between 40 and 120 points.

With the addition of Carol McCormick and school Psychologist/Adjustment counselor

Jessica Hurley, we have been able to expand our services to all students in grades 6-12. High school students in grades 10,11, and 12 meet with Mr. Meomartino in groups and on an individual basis for academic and vocational counseling throughout the year. Students are helped in making wise choices for career and college selections in accordance with their abilities, interests, and desires. Parent communication is maintained through letters, meetings, phone calls and special interest nights. Information nights for juniors and seniors and their parents/guardians are run in the fall and spring. College Awareness, the College Search and Application Process along with other important areas are covered at length. The use of EDCENTRAL in both the Financial Aid Night and the Early College Awareness night for grades 6-12 has become an important part of our growth and development as a department.

Students in the 8th grade are given the opportunity to meet with Blackstone Valley Tech representatives. If they continue to have an interest in a vocational education they are allowed to tour the school with the help of our guidance department. Ms. McCormick helps students with the entire application process.

The following are programs or services we have been able to provide and continue to offer to all students in grades 6-12 because of the efforts of Ms. McCormick, Mrs. Hurley and Mr. Meomartino.

1. **Individual and group meetings — 6-12**
2. **Crisis intervention 6-12**
3. **Student Assistant Referral Team 6-12**
4. **Parent Speaker Series**
 - A. Depression and Suicide
 - B. Dating Violence
5. **Yellow Dress Presentation on dating violence**
6. **6th grade transition program**
 - A. Guidance working with 6th grade team for a smooth adjustment for 5th graders coming to 6th grade
 - B. Study skills 6th grade/ 5 sessions
7. **CTY John Hopkins Program 7 and 8th grades**
8. **Use of the College Board EXPAN program grades 6-12**
9. **High School Peer Leadership — 14 meetings during the year. Skit on crime prevention and weapons safety to the elementary school. Eating Disorders Awareness Week —assisted in bringing in Kirsten Reitter from Mass. Eating Disorders, Attending Peer Helpers Conferences.**
10. **The Buddy System — Big Brother/Big Sister program developed by Ms. McCormick and Ms. Esters through a grant from the Alliance for Education. A field trip with participants was taken to the New England Aquarium. Seven high school students serve as big brother/big sisters to 7 middle and elementary students. They meet on a weekly basis, with the students giving their time to help with schoolwork and projects and to conduct games and activities.**
11. **After School Study Group — This was started through an essential skill grant through the Department of Education. This grant was used to conduct after school programs for the students in tutoring, homework assistance and study skills.**

13. **Peer Mediation Program** — the students with the supervision of Ms. Carol McCormick ran Student mediation. Training was required for the students, which took place on December 11, 1999.
14. **Use of Outside Facilities** — Wayside Victim Services — Heather Fornier was brought in to speak to the 7th grade on healthy relationships
15. **EDCENTRAL Programs** -
 1. College Early Awareness Programs
 2. Financial Aid Nights
 3. Seventh & eighth grade programs
 4. 9th grade program
16. **Testing Program**
 1. CAT'S
 2. MCAS
 3. AP Testing
 4. PSAT'S
 5. Prep Program for SAT's

The guidance department continues to look for ways to expand our services and provide for the needs of all our students. We as a department have the interests of our students as our top priority.



The Elementary School opened its doors this September with another record enrollment of 575 students. We creatively housed students as we awaited construction of two additional modular classrooms. Thirty fourth graders were placed in an undersized multipurpose room while fifty-two students were in one modular that was built last year. These students "moved in" to their new modular classrooms in late February.

Language Arts was the theme of this year's annual interactive Open House. We showcased two new improvements to our curriculum: Silver Burdett and Ginn's Literature Works 2000 and the John Collins Writing Program. These programs were implemented K-5. It was great to see our students, parents, and grandparents reviewing the rich literature and skills programs.

The Open House also serves as the annual kickoff for our Home-School Compact. Our School Council developed the Compact four years ago. It is an agreement between teachers, parents, and students to promote responsibility for learning and student success. The School Council continues to be actively involved in school improvement planning as they address student achievement.

The State released individual, district, and statewide MCAS results of this challenging assessment. Our fourth grade students scored in the same range they scored in 1998. We anticipate an increase in our scores over the next few years as we continue to improve our curriculum and programming.

Scheduling became more of a challenge this year due to the increased number of classrooms. We made two major changes in the structure of the school day. We added thirty minutes to our day in the morning. This was in response to the staffs need for more time as curriculum demands increase. We also moved away from the traditional five-day schedule and successfully implemented a six-day schedule. The additional day in the schedule allowed us to accommodate all twenty-six classrooms with art, music, library, and physical education.

To extend opportunities for our students we created an enrichment block that provides students with seventy-five minutes of courses in the fine arts, social skills, technology, world languages, and personal wellness. This rotating schedule allows classes to experience this block every three weeks. This enrichment has been a goal of ours for three years.

Hola! Merci! Foreign Languages continue to play an important role in our curriculum. We have expanded our program to include first, second, and third grade. The first grade began their first year of Spanish, the second grade is in their second year of French and the third grade is in their third year of Spanish. It is wonderful to see our students become multi-lingual!

Our multicultural school-wide unit was once again a great success. This year the students were treated to daily "reports" over our intercom from WDES, Douglas Elementary School Radio and Broadcast Company. Their reports originated from all five regions of study: Africa, Japan, Great Britain, South America and the Middle East. Students also received a daily challenge from around the world. The unit culminated with our game show "The Culture Is Right". Students were asked to "come on down" as they applied knowledge gained during the six week unit.

We would also like to take this opportunity to thank all of our parents who generously donate their time by volunteering in the classrooms, in the library, on committees, and chaperoning field studies. These partnerships with parents are valued for the strong link they provide between school and home.

Respectfully submitted,

Jeff Marsden
Assistant Principal





With the continuing support of the Administration and School Committee, the Department of Special Education provides a comprehensive array of services that is designed to meet the individual needs of students identified eligible for special services from the ages of 3 to 22 years. Programs offered include: an integrated preschool, resource rooms at all levels, speech and language therapy, physical therapy, occupational therapy, adaptive physical education, tutoring for home or hospital bound students, behavior consultant, vocational workshop, alternative transitional vocational experiences, and integrated support services for regular education classrooms. With a commitment to provide the highest quality of special educational services, in the least restrictive environment, this department continues to be successful in servicing students within the Douglas Public Schools. However, as the community undergoes substantial growth, students continue to move into the district with special education service plans that tax existing delivery systems and, at times, require programs out of the district. Also, referrals from Early Intervention for young children in need of services when they turn three years of age continue to increase generating an ever growing need for additional services. The ability to provide ongoing quality services to special needs students within community based programs, is a direct result of the high level of professional skills, the dedication of staff and continued administrative support for these programs as well as a comprehensive approach to supporting regular education. Most notably, the Elementary School's Building Education Support Team (BEST), which was developed in cooperation with the regular education teachers, special education teachers, and building Principal continues to offer comprehensive support services to assist all classroom teachers in meeting the individual needs of their students directly in the regular classrooms. Within this cooperative framework, both students and community benefit, as the Douglas Public Schools implements the state mandate of providing appropriate education services in the least restrictive environment.

The Preschool program continues to meet with great success in providing an integrated preschool experience for the children of Douglas. Tuition payments and federal grants continue to support the preschool program, which in effect, is a free-standing preschool operating under the jurisdiction of the Public School.

The federally funded alternative High School program had to be discontinued due to a lack of space at the Middle/High School. The consequence of this development, as well as not having space at the Elementary school to run a comparable program, has resulted in the need to place several students in out-of-district placements. The cost of these placements, including tuition and transportation, will exceed \$100,000. As the student population continues to increase, so will the number of students who are in need of highly specialized programs increase and for as long as the space needs of the district remain unaddressed, the trend toward outside placements will continue. This has now resulted in the largest number of students in outside programs since my arrival in 1988 and for as long as the space issues prevent the re-opening of in-district programs, this trend will likely cost the district hundreds of thousands of dollars. Besides being very costly, servicing students outside of the district contradicts the federal mandate to educate student in the least restrictive environment and results in the student losing contact with the school community at large.

Along with my full time responsibilities as Director of Special Services. I continue to work full time as Early Childhood Coordinator and am responsible for seventeen early childhood staff in Childcare, Before and After School, Preschool, and Kindergarten Programs servicing a total of 281 children. The Douglas Public School Childcare Program continues to offer extended day programs for both Preschool, Kindergarten and before/after school programs for preschool, kindergarten, and elementary students as well as an infant program for staff only. Our childcare program is open from 7:00 AM. to 6:00 P.M. and can accommodate any combination of requests for full-time or part-time childcare services from Preschool to Grade 5. We also continue our participation in a state funded community partnership grant for early childhood programs. The childcare programs are curriculum and activity based and continue to be supported by tuition paid by the participants and is totally self sufficient.

The Early Childhood Center houses three Kindergarten classrooms, two preschool classrooms, one Childcare classroom, along with an office area, has a separate entrance, and an elevator which makes the whole building handicapped accessible. A third Kindergarten class was added in order to respond to the growing student population This additional class resulted in the closing of one childcare classroom so that the childcare program now operates out of one classroom.

Finally, as in the previous eleven years, on behalf of the Special Education and Early Childhood staff, I would like to extend my continuing appreciation for the community's support and to personally express my conviction that it is a privilege to be directing the services for the children of the Douglas Public Schools.

Respectfully Submitted,

Michael Masny
Director of Special Services
Early Childhood Coordinator



MEETING DATE/TIME:
As posted in the Municipal Center

The School Building Committee is a group of volunteers who assembled together as concerned parents and citizens of the town of Douglas. We were instructed by the Board of Selectmen to determine the best possible solution to the overcrowding issues plaguing our school system. For two years our committee has researched and studied the demographics of our town, the current structure of our school system, and the projected future population of our schools.

The three most significant concerns that we encountered when approaching this task where: Is our project educationally sound, accurately projected, and financially reasonable?

In the summer or fall of the year 2000, we will be presenting to the people of Douglas some options to correct our school space needs. In January of 2000, we presented a solution that would take care of our space needs through the year 2009. However, there were several concerns that the project was too costly and that the projected increase in students were too high. There are two objectives to address these concerns; one, is to present several options at a town meeting for the townspeople to choose from. These options will show the cost, tax impact and the longevity of the project. In other words, how long will it solve our space needs. After all these facts are presented the town will then have their choice as to what they feel is the best solution. Two, we will hold several open town meetings to explain the procedure in which the population forecast was completed and how the increase for Douglas was calculated. We will also go over all the options in detail, so when you arrive at the town meeting 99% of you questions will be answered.

It is important to understand that our community is growing. The amount of new births projected by NESDEC for the years 1998 and 1999 were met and exceeded. The time is upon us to move forward. We no longer desire to waste money on portable classrooms. We ask for your support and encouragement in our attempt to provide better school environments for your children.

We wish to extend our thanks to all of you that have helped and supported our efforts the last two years.

Respectfully Submitted,

John A. Blatchford Jr, Chairman



FROM THE SUPERINTENDENT-DIRECTOR:

During the 1998-99 school year, the Blackstone Valley Vocational Regional School District culminated a five-year crusade to re-establish itself as the preeminent workforce preparation delivery system in the region. This rebuilding process, necessitated by decades of conservative fiscal management which, unfortunately, left campus facilities outdated and in disrepair, was supported overwhelmingly by stakeholders in the District who recognized the need to protect their investment in career education for the region.

With strong School Committee and district-wide taxpayer support, the system has upgraded training technology to industry standards, made building repairs and renovations to create an optimal learning environment, and continued its impressive momentum propelling a cohesive system-wide improvement campaign.

With its newly regained stature, the Valley Tech staff and students seized the opportunity created by an explosion of media attention on education to make a real difference in the public perception of vocational technical education. As education has made front page news more than at any time in recent memory, Valley Tech has promoted the message that vocational technical education is a quality option for all students in the Blackstone Valley. Not only does vocational technical education provide a gateway to the regional workforce for the career-oriented student, but it also offers unlimited opportunities for the academically-inclined student as well.

In the forefront of educational reform with innovative teaching methods and trendsetting management, Valley Tech has altered the image of vocational technical education by example. In FY99, the systems concerted effort to improve student learning proved to be both daring in design and meticulous in implementation while efficiently and cost-effectively serving the future workforce needs of the region.

The report which follows provides a sampling of initiatives characterizing a pro-active response over the past year to a widespread appeal for greater accountability in education. In an environment of constant challenge and excitement, the Valley Tech system seeks to answer the call for a better prepared, more technically oriented workforce with a system reflecting academic and vocational technical excellence, a healthy student body, modern technology, exemplary citizenship and initiative, and a business-minded leadership approach.

Dr. Michael F. Fitzpatrick
Superintendent-Director

"Blackstone Valley Vocational School District is a model for integrating academic and vocational education in a way that retains the rigor and integrity of both"

-Patricia W. McNeil, Assistant Secretary US. Department of Education, 1/29/99

ACADEMIC AND VOCATIONAL TECHNICAL EXCELLENCE

Eagerly awaited results of the 1998 MCAS administration showed overall performance by our students to be among the best for vocational technical systems in the state. This can be attributed to a firm Curriculum Frameworks connection developed over the course of a multi-year system-wide effort to improve student learning and achievement. A science challenge academy which operated on Saturdays and the advancement of study skills across the curriculum were two significant new initiatives aimed at continuing to improve student performance on these high-stakes exams.

Valley Tech received a Silver Performance Award and Pacesetter Site designation from the High Schools That Work program of the Georgia-based Southern Regional Educational Board. These distinguished the system as a top performing school to serve as a model of educational excellence for educators from across the country. Once again, district-wide recognition of the system's attainment was evidenced by over 400 applicants for 1999-2000 admission. Two hundred and nineteen new freshmen were accepted for enrollment after an extensive selection process which has been expanded to include personal interviews with prospective students.

Valley Tech students captured four first-place awards in the state VICA competition and went on to earn a bronze medal in heating, ventilation and air-conditioning and a silver medal in food and beverage service competitions at the national 1999 Skills USA Championships. The Robotics team paired up with another Massachusetts voc--tech school to secure a sixth-place finish in the FIRST Robotics Competition at Epcot Center in Florida in April. Numerous other awards were earned by students participating in competitions showcasing skills in automotive technology, graphic arts, office technology and other trade areas.

A HEALTHY STUDENT BODY

Focusing on general student well-being, a crisis team of teachers, counselors and administrators was created to develop policies and programs relating to school security issues. The system's pro-active approach to maintaining a healthy student body included an emphasis on respect across the curriculum, the incorporation of teen dating violence prevention measures into the health curriculum, and an expanded athletic program to promote equal opportunities for women. Approval and budget consideration were also given for a new football program starting at the junior varsity level in 1999.

The Valley Tech Adolescent Wellness Center was established with support from the Fallon HealthCare System and Milford-Whitinsville Regional Hospital. The Commonwealth's first rural school-based adolescent wellness center will offer students access to preventive and diagnostic medical care during school hours. Parental permission will be required for students to be seen at the center, scheduled to open October 1, 1999.

In recognition of the way technology is rapidly and dramatically changing the face and character of the modern-day workplace, a Technology Director was added to the Valley Tech leadership team and a number of technological initiatives were introduced. These include:

** receipt of an EdLink Grant award from Bell Atlantic to establish an Internet site for student electronic portfolios and communication between students, teachers and parents;

** E-rate program discounts on telecommunications charges;
enrollment in CLASP, the Curriculum Library Alignment and Sharing Project, which pro-

vides a database of student MCAS results to assist teachers in responding to individual student needs and aligning lesson plans to the state Frameworks;

** participation in J@zzschool, an interactive teleconferencing music enrichment program;

** acceptance into the national Virtual High School Program to enable students to enroll in courses offered over the Internet;

** a new web-based student data system linked directly to the Department of Education; new technology guidelines established for the student handbook; and

** a second applied technology laboratory built to assist with the integration of technology into instructional areas. Students gained experience and saved the school district thousands of dollars by completing all of the construction, rewiring the room and building the computers.

Business office computer hardware and software were upgraded to ensure Y2K compliance and a smooth transition into the 21st century.

EXEMPLARY CITIZENSHIP & INITIATIVE

A large number of community service projects were completed by vocational technical shops, affording work experience and promoting civic awareness for students while providing cost-effective solutions for district municipalities. Peer mediation training for students and staff and an increased array of extracurricular activities also promoted community service and good citizenship.

The fourth annual Superintendent's Dinner in April was a most successful fund-raising initiative. Aimed at supporting endeavors which maximize learning opportunities, the Valley Tech Educational Foundation was also created to provide additional resources to the system at no additional cost to the taxpayers.

BUSINESS-MINDED LEADERSHIP

The District School Committee and the Valley Tech Teachers' Association negotiated a new three-year contract which included a ground-breaking performance awards clause. This innovative program, which will give teachers a salary bonus in FY2001 for proven student improvement on MCAS, received widespread media coverage and attracted the attention of educational leaders nationwide. Performance contracting has also been instituted with administrators and support staff.

"Vocational teachers approved a unique contract agreement: raises in exchange for better test scores. The contract will reward teachers at Blackstone Valley Regional Technical High with a 1% cash bonus if students show improvement on the new MCAS tests."
USA Today, 12/18/98

The FY99 total operating budget for the district was \$8,816,605. The Net School Spending requirement of the district was \$7,844,595. This sum was funded through Chapter 70 Aid of \$5,162,943 and Minimum Contribution requirements from the thirteen (13) member towns totaling \$2,596,193. In the operation portion of the budget - but outside DOE net school spending areas -the district had a budget of \$538,604 for transportation, \$100,000 for acquisition of fixed assets, and an obligation of \$145,000 for retiree medical coverage. In addition to their state-required Minimum Contributions, the member towns supported the school's operating budget with shared assessments for operations, student transportation, asset acquisition, and retiree medical. Funds received from the state for regional student transportation amounted to \$409,779. The district's debt obligation for FY99 was \$307,500. This was fund-

ed by an assessment allotted among the member towns in accordance with the District Agreement.

Valley Tech enhanced its programs. made the most of the taxpayers' investment in the system, and supplemented its budget with external resource acquisition, aggressive grant pursuit, and cost-effective maintenance and improvements using student and staff expertise. Grant funds totaling \$502,955 allowed for quality initiatives at no cost to the district, as follows:

o School to Work	\$ 111,625
o Title I Distribution	27,686
o SPED 94-142	110,080
o Essential Skills	2,056
o Perkins Occ. Ed.	118,504
o Eisenhower Teacher Training	2,796
o SPED Curriculum Frameworks	3,816
o Title VI	1,960
o Safe and Drug Free School	4334
o PALMS II	1,540
o Perkins/ High Schools That Work	20,000
o Technical Training and Profess. Development	13,200
o Health Protection	19,743
o Teen Dating Violence Prevention	5,809
o Bell Atlantic Telecommunications	7,800
o BVCC Machine Technology	2,500
o BVCC Career and Technology Exploration	2,500
o Academic Support Services	14,506
o BVCC Tech Prep	2,000
o Substance Free Teens	500
o Connecting Activities (Fiscal Agent Award)	25,000
o School To Work Heritage Partners (Fiscal Agent Award)	5,000

The system's annual fiscal audit, conducted by Robert Ercolini & Co., again showed all financial statements to present fairly the financial position of the district and to conform with generally accepted accounting principles. As of June 30, 1998, the district's Unreserved Fund balance, at \$114,436. was significantly less than the state-allowed 5% or \$458,706.

With a strong show of support from citizens recognizing the worth of a quality vocational technical education, the district's FY2000 budget was unanimously approved by the 13 member towns during annual town meetings.

As part of an investigation of expansion possibilities, school officials began a series of research activities making optimal use of resources available through professional organizations. A venture capital campaign was launched to secure pledges of support by business and industry leaders who recognize that their continued prosperity will depend upon the system's ability to provide an increased number of technically skilled workers for the regional workforce. To date, several prominent employers in the Blackstone Valley have indicated their willingness to supplement taxpayer support for a future facility expansion with donations of \$5,000 or more.

The Blackstone Valley Vocational Regional School District is governed by a 13-member board, with 1 member representing each community in the district. Each member, elected district-

wide, serves a four-year term which will expire December 31, 2002. New members elected to the board during the past year were John C. Lavin III of Douglas, Michael D. Peterson of Mendon, and Daniel L. Baker of Uxbridge. Appreciation is extended to Charles E. Rando of Douglas, John J. Knox of Mendon, and James Ebbeling of Uxbridge for their dedicated service to the district.

Respectfully submitted,

Jay P. Hanratty, Chairman, Millbury
E. Kevin Harvey, Vice-Chairman, Bellingham
Diane M. Paradis, Secretary, Grafton
Matthew C. Krajewski, Blackstone
John C. Lavin, III, Douglas
Everett A. Young, Hopedale
Michael D. Peterson, Mendon
Arthur E. Morin, Jr. Milford
Gerald M. Finn, Millville
Edward B. Postma, Northbridge
Mitchell A. Intinarelli, Sutton
Robert H. Snow, Upton
Daniel L. Baker, Uxbridge
Dr. Michael F. Fitzpatrick, Superintendent-Director

Douglas Residents Graduating With the Valley Tech Class of 1999:

Jeffrey P. Allard
Julie A. Bangma
David J. Campbell
Matthew A. Carter
Nicholas P. Colonero
Elizabeth A. Davis
David R. DeLuca
Michael K. Deorsey
Jessica A. Grenon
Jill M. Kinney
Keith D. Levasseur
Ryan C. Lockney
Scott A. Morin
David A. Nordstrom
Joseph H. Rhody
Jesse A. Rondeau
Jason A. Towle
Jason D. Vincent
Thomas M. Winchell

TOWN OF DOUGLAS



TOWN CLERK
476-4000 ext. 355

OFFICE HOURS:
Monday - Thursday
8:30 AM to 1:00 PM and 1:30 PM to 4:00 PM
And Tuesday Evening from 6:00 PM - 8:00 PM
Closed Every Friday

The Town Clerk's Office is often the liaison between residents and town offices. Traditionally, this office is where people first come when they need information. We record all births, deaths, marriages, appointments, resignations, elections and town meetings and make copies available to the public. We are responsible for voter registrations, doing a yearly census and publishing the annual street list. Dog licenses, sporting licenses and general, zoning and subdivision bylaws are sold here. This office posts all meetings and is responsible for scheduling the use of municipal buildings and property. We also collect all parking and dog fines.

1999 was a busy year, one filled with special town meetings and controversial issues. It was also the year that I made the decision to retire from the position of Town Clerk at the end of my term in May, 2000. I have worked in this office for 21 years, 18 of which I have been the Town Clerk. It has been a pleasure and an honor to serve the Town of Douglas and its residents.

Respectfully submitted,

BettyAnn McCallum
Town Clerk

1999 RECEIPTS TO TREASURER

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC	TOTALS
PARKING TICKETS	\$35.00	\$60.00	\$15.00	\$-	\$-	\$10.00	\$20.00	\$-	\$-	\$20.00	\$15.00	\$10.00	\$185.00
STREET LISTS	\$-	\$8.00	\$12.00	\$-	\$-	\$-	\$72.00	\$32.00	\$8.00	\$40.00	\$14.00	\$14.00	\$200.00
ZONING BYLAWS	\$-	\$40.00	\$200.00	\$40.00	\$-	\$60.00	\$60.00	\$180.00	\$80.00	\$20.00	\$-	\$-	\$680.00
SUBDIV. BYLAWS	\$-	\$-	\$30.00	\$20.00	\$-	\$-	\$10.00	\$50.00	\$20.00	\$-	\$10.00	\$10.00	\$150.00
TOWN BYLAWS	\$-	\$-	\$-	\$-	\$-	\$20.00	\$-	\$-	\$30.00	\$-	\$-	\$-	\$50.00
TOWN MAPS	\$-	\$-	\$-	\$-	\$-	\$5.00	\$-	\$-	\$-	\$-	\$-	\$-	\$5.00
PHOTOCOPIES	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$14.00	\$-	\$-	\$-	\$-	\$14.00
VAL. BOOKS	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
RAFFLE PERMITS	\$-	\$10.00	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$10.00
TOWN HALLRENT	\$-	\$-	\$-	\$-	\$-	\$-	\$50.00	\$-	\$-	\$-	\$-	\$-	\$50.00
FLAMMABLES	\$-	\$-	\$-	\$125.00	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$125.00
CABLE TV FEES	\$-	\$1,037.50	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1,037.50
SPORTING LIC.	\$782.75	\$336.00	\$423.50	\$958.75	\$-	\$548.50	\$229.10	\$142.50	\$281.00	\$167.75	\$120.75	\$1,029.75	\$5,020.35
CLERK'S FEES	\$159.10	\$112.00	\$306.90	\$273.00	\$-	\$434.60	\$387.60	\$307.60	\$152.10	\$392.35	\$118.80	\$213.10	\$2,857.15
LATE FINES	\$-	\$-	\$490.00	\$360.00	\$-	\$850.00	\$50.00	\$25.00	\$25.00	\$25.00	\$-	\$-	\$1,825.00
DOG FINES	\$175.00	\$-	\$50.00	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$225.00
RABIES CLINIC	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
DOG LICENSE \$	\$3,140.00	\$9,640.00	\$2,625.00	\$952.00	\$-	\$1,690.00	\$320.00	\$275.00	\$66.00	\$60.00	\$-	\$-	\$18,768.00
\$ TURNOVER	\$4,291.85	\$11,243.50	\$4,152.40	\$2,728.75	\$-	\$3,618.10	\$1,198.70	\$1,026.10	\$662.10	\$725.10	\$278.55	\$1,276.85	\$31,202.00
DOG LICENSE #	198	597	165	58		100	14	7	5	4	0	0	1148
FISHING LIC.	17	2	7	25	12	5	5	0	3	0	0	19	95
HUNTING LIC.	4	0	0	0	0	0	2	5	5	4	4	3	27
SPORTING LIC.	29	15	12	10	2	3	2	2	0	1	0	17	93
ARCHERY STAMP	3	0	2	0	0	0	0	1	1	8	0	0	15
WATERFOWL	4	0	0	0	0	0	0	0	0	1	0	2	7
PRIMITIVE F.A.	3	0	2	0	0	1	1	0	0	3	8	1	19
LAND STAMPS	38	8	11	32	13	6	7	5	8	4	4	33	169



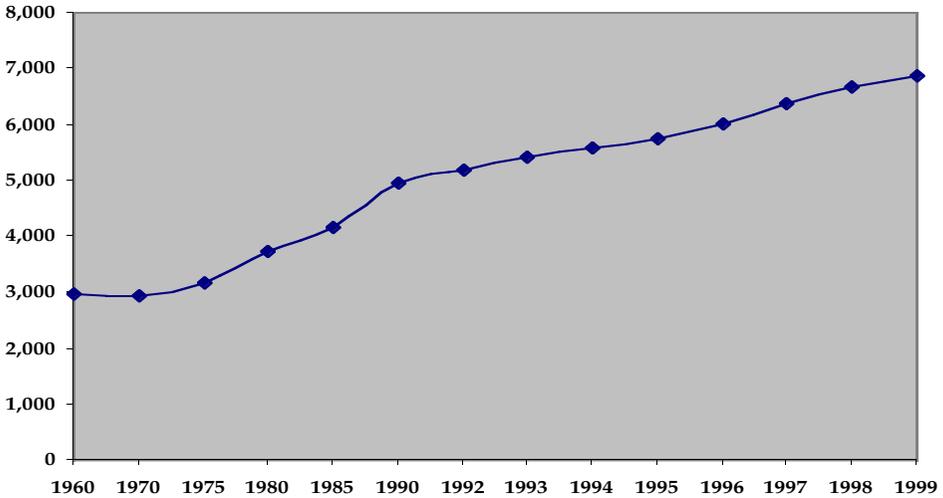
The Town of Douglas is located in Southern Massachusetts, bordered by Oxford and Sutton on the north; Uxbridge on the east; Burrillville, Rhode Island, on the south; and Webster on the west. Douglas is 18 miles south of Worcester, 40 miles southwest of Boston, and 175 miles from New York City. Total Area: 37.71 sq. miles Land Area: 36.37 sq. miles

Incorporated as a Town: 1746

Form of Government: Five Member Board of Selectmen and Open Town Meeting

CENSUS

1999	6,881
1998	6,662
1997	6,377
1996	6,024
1995	5,764
1994	5,595
1993	5,437
1992	5,196
1990	4,967
1985	4,162
1980 (State Census)	3,721
1975	3,174
1970	2,947
1960	2,959



FEDERAL REPRESENTATIVES

Sen. Edward Kennedy
Phone: (202) 224-4543
Fax: (202) 224-2417
315 SR
Washington, DC 20510
District Office: Boston
District Phone: (617) 565-3170
Committees:
· Armed Services
· Judiciary
· Health

Sen. John Kerry
Phone: (202) 224-2742
Fax: (202) 224-8525
304 SR
Washington, DC 20510
District Office: Boston
District Phone: (617) 565-8519
Committees:
· Banking
· Commerce
· Foreign Relations
· Small Business
· Intelligence

Rep. Richard Neal
Phone: (202) 225-5601
Fax: (202) 225-8112
2236 RHOB
Washington, DC 20515
District Office: Springfield
District Phone: (413) 785-0325
Committees:
· Ways and Means

STATE REPRESENTATIVES

Gov. A. Paul Cellucci
Phone: (617) 727-9173
State House, Room 360
Boston, MA 02133

Sen Richard T. Moore
Phone: (617) 722-1420
Fax: (617) 722-1944
State House, Room 312 D
Boston, MA 02133
E-mail: rmoore@senate.state.ma.us

Lt. Jane Swift
Phone: (617) 727-9173
State House, Room 360
Boston, MA 02133

Rep Paul Kujawski
Phone: (617) 722-2220
Fax: (617) 722-2846
State House, Room 167
Boston, MA 02133
E-Mail: rep.paulkujawski@state.ma.us



BIRTHS - 1999
JANUARY

- 11 Emily Renee Ekberg
Renee J. (Frazier) and William A. Ekberg
- 13 Christopher Joseph Brothers
Melanie M. (Wolf) and Jarrod J. Brothers
- 18 Brett Chip Gagne
Vicki C. (Mercier) and Normand B. Gagne
- 21 Madeline Rose Peck
Victoria M. (Agius) and William F. Peck
- 23 Grant Samuel Gualtieri
Suzanne M. (Dante) and Joseph J. Gualtieri
- 29 Brandon James Daubney
Alison B. (Columbare) and John J. Daubney

FEBRUARY

- 1 Jenna Rose Glode
Karen A. (Barr) and James R. Glode
- 2 Jalen Patrick Madden
Sandra A. (Smachetti) and Scott A. Madden
- 11 Bethany Jo Makowski
Joan L. (Yanchak) and Gregory A. Makowski
- 12 Allen Michael Turner
Nancy (Halsdorff) and Daniel A. Turner
- 19 Megan Lynn Williams
Susan L. (Zanotti) and Stephen I. Williams, Jr.
- 21 Jason William Brule
April L. (Sawyer) and Jason M. Brule
- 22 Alyssa Marie Bourque
Kimberly A. (Chickering) and John Robert Bourque
- 25 Dylan Lincoln Hatfield
Lori L. (Judson) and Kevin L. Hatfield

MARCH

- 1 Megan Joyce Greenslit
Carey J. (Elkins) and Michael C. Greenslit
- 2 Meghan Lynn Foley
Julianne (Greene) and Eric W. Foley
- 12 Grace Marie Lapan
Jo-Anne (Morelli) and Timothy J. Lapan
- 17 Olivia Ekiando Daniels
Lisa I. (Hill) and Gordie O. Daniels
- 21 Zachary William Ernst
Channa A. (Morgan) and William M. Ernst
- 21 Adyn Peter Coleman
Saskia (Wallenda) and Martin J. Coleman
- 29 Kristen Grace Janes
Louise K. (Good) and Stephen D. Janes
- 31 Emily Elizabeth Fresh
Holly H. (Hurst) and Michael J. Fresh

APRIL

- 12 Benjamin James Zidelis
Lynne M. (Esposito) and Thomas F. Zidelis
15 Matthew Dwight Keith
Denise A. (Heerd) and Michael D. Keith
28 Christina Elizabeth Calkins
Elizabeth J. (Brown) and Stephen J. Calkins
29 Elizabeth Ann Quercio
Lisa A. (Nedzweckas) and Mark J. Quercio

MAY

- 3 Tyler Scott Ellis
Alexandra B. (Smith) and Scott A. Ellis
6 Olivia Rachel Brunetti
Kimberly J. (Bliss) and John T. Brunetti
13 Benjamin John Landry
Karen L. (Freitas) and Richard B. Landry
16 Matthew Patrick Cantwell
Lourdes I. (Cumba) and Donald P. Cantwell, Jr.
16 Jeffrey Edward Cieszynski, Jr.
Katherine A. (Aragona) and Jeffrey E. Cieszynski
20 Brent William Masters
Maria Lucena (Natividad) and James W. Masters
24 Sophie Elizabeth Thorson
Karen M. (Souza) and James M. Thorson
24 Cassidy Marie Willard
Jessica A. (Stoll) and Chad E. Willard
25 Caroline Paige Meizen
Kirsten A. (Nelson) and Scott A. Meizen
26 Mandy Lynn Arrell-Davis
Tracy L. Arrell and Jeffrey W. Bathgate
28 Jared Robert Keeman
Paula E. (Briggs) and Robert C. Keeman, Jr.
30 Beth Lillian Miller
Karen M. (Doyon) and Paul J. Miller, Jr.
31 Jacob Andrew Meszaro
Lyn M. (Blanchette) and Timothy J. Meszaro
31 Rachel Elizabeth Dixon
Milady H. (Balatbat) and Stephen R. Dixon

JUNE

- 3 Kelcie Angela Novicki
Susan A. (Bullard) and Frederick A. Novicki, Jr.
11 Adam Scott Gopin
Tracy N. (Lucciarini) and Howard J. Gopin
11 Nathan Francis Lamberson
Nicole M. (Walker) and James M. Lamberson
13 Alexandra Michalina Maslen
Monika A. (Kucala) and Gregory S. Maslen
17 Ethan Campbell Whitney
Kathleen L. (Jacques) and Andrew J. Whitney
17 Daniel William Flynn
Mary A. (Quillia) and David J. Flynn
25 Titus Daniel Cellucci
Lisa F. (Gatto) and David M. Cellucci

JULY

- 4 Brandon Arthur Senecal
Sandra L. (Dunham) and Donald A. Senecal
- 8 Joseph Robert Skowronski
Denise L. (Farrand) and Robert J. Skowronski
- 11 Lindsey Marie Philbrook
Wendy M. (Frabotta) and Warren R. Philbrook
- 12 Elliot Jameson Snow
Jennifer (Jameson) and John R. Snow
- 19 Lee Martin Markey
Michelle L. (Sutphin) and Raymond C. Markey
- 21 Seth Andrew Oliver
Lorri A. (Ducharme) and Andrew J. Oliver
- 21 Jared Sean Cohen
Jillian M. (Lustgarten) and Jonathan D. Cohen
- 22 Riley Morgan Kelly
Cheryl L. (Ballou) and Patrick J. Kelly
- 28 Thomas Matthew Gruttadauria
Marissa E. (Egan) and Matthew K. Gruttadauria

AUGUST

- 2 Nicolle Elisabeth Forget
Kim A. (Williams) and Ronald J. Forget
- 9 Linden Charles Day
Christine A. (Jenoski) and Michael J. Day, Sr.
- 16 Jake Anthony Gigliotti
Jennifer A. (Murray) and Anthony J. Gigliotti
- 17 Patrick Daniel Sullivan
Lori A. (MacGillivray) and Daniel K. Sullivan
- 17 Emily Elizabeth Stienstra
Cheryl A. (Bates) and Derek J. Stienstra
- 21 Kellsey Lynne Buskirk
Selina R. (Minard) and Timothy G. Buskirk
- 23 Aaron John Hanley
Diane J. (Moore) and John P. Hanley
- 26 Connor Aaron Martin
Sherri A. Sacks-Martin and Timothy R. Martin

SEPTEMBER

- 1 Matthew Michael Fiore, Jr.
Julie M. (Wyman) and Matthew M. Fiore
- 7 Alec Jerrett Goldenberg
Debra L. Jerrett-Goldenberg and Daniel D. Goldenberg
- 14 Camila Lucia Gocłowski
Clara P. (Restrepo) and Bernard J. Gocłowski, II
- 14 Ryan Patrick Burns
Deborah E. (Fish) and George A. Burns

OCTOBER

- 1 Cameron John Lubas
Kimberlie R. (Remillard) and Paul N. Lubas
- 1 Tristan Michael Cutten
Paula Varney-Cutten and Michael D. Cutten
- 5 Emelee Faithe Labonte

6 Nicole (Perron) and Kenneth R. Labonte
Amanda Lauren Bara
9 Deborah J. (Vassar) and James E. Bara
Colby Noah Strange
20 Sherry L. (Petisce) and Corey E. Strange
Megan Elizabeth Clavell
22 Holly A. (Sweeney) and Adam S. Clavell
Isaiah Stephen Robert Hart
25 Tammylyn (Dupuis) and Christopher A. Hart
Sara Elizabeth Morin
Nancy J. (Piekarczyk) and Joel C. Morin

NOVEMBER

4 Nicole Annette Murphy
Cynthia A. (Slocum) and Bernard J. Murphy, Jr.
4 Erin Grace Correia
Cynthia L. (Danahey) and Mark C. Correia

DECEMBER

1 Chad Thomas Lamont
Catherine R. (Rivard) and Thomas E. Lamont
20 Mandy Marie Laporte
Wendy L. (Courtemanche) and Gerald A. Laporte

MARRIAGES - 1999

FEBRUARY

- 13 Edgar Neftali Rodas and Rebeca Perez
20 Mark James Melanson and Rita Marianne Hostetter

MARCH

- 12 David W. Murphy and Nancy J. Hardigan
20 Kevin Lloyd Buchanan and Kelley Anne Fogarty
20 Jeffrey A. Davis and Darlene A. Milewski

MAY

- 1 Kenneth Paul Erickson and Danielle Marie Marcotte
8 Brian K. Lavallee and Sally Ann Lamere
8 Thomas Allan Johnson and Alexis Jean Reid
15 Winslow Scott Forsythe and Nadine Marie Johnson
22 Benjamin Rothwell and Jessie Irene Dufault
29 Steven Joseph Barch and Rebecca Gayle Perry

JUNE

- 12 Thomas John Flaherty and Julie Kristen Jones
26 Richard J. Rodgers Jr. and Lisa M. Lavallee
26 Mitchell D. Hughes and Andrea L. Heldenbergh
26 Steven F. Lavin Sr. and Diana B. Lavallee

JULY

- 3 Richard A. Fortier Sr. and Candy Ann Gustafson-Brown
10 Matthew A. Berube and Dana Lynn Bishop
17 Paul David Peloquin and Cynthia Ruth Chesley

AUGUST

- 7 David Stanley Peitrewicz and Christine R. Whipple
29 Kenneth R. Miller and Linda A. Cook

SEPTEMBER

- 5 Kenneth R. Labonte and Nicole Perron
9 James Francis Donnelly, Jr. and Penelope and Burgess
11 John Fremont Wilbur, III and Dawn Marie Lauziere
11 Steven E. Hoover and Barbara C. Milkman
11 Jamie J. Espanet and Kristen M. Stone

OCTOBER

- 10 Joseph Michael Zakszewski and Kathleen Yvette Chin
16 Calvin C. Haire and Lisa J. Heuklom
16 Wayne F. Guyette, Jr. and Cheryl Lyn Kujawski
16 Richard Alberg Boucher and Cheryl I. Becker
23 Jeremy C. Flansburg and Jill A. Burrows
23 Charles W. French, Jr. and Denise E. Gregg

NOVEMBER

- 6 Steven Michael Picard and Stephanie Nina Barents

DECEMBER

- 4 Daniel J. Liberty and Jenny Rebecca Speck
4 Peter Arland Atkins and Tracey Marie Cormier
31 John Alan Smith and Ellen Terese Crane

DEATHS - 1999

JANUARY

18 Stephen M. Hvizdos
22 Carol A. Nedroscik
29 Cecelia C. Macuga

FEBRUARY

3 Marcel W. Ballard
20 Donald H. Nelson

MARCH

12 Henrietta M. Duda
14 Ethel M. Cahill
23 James F. Kramer
28 Olivia E. Daniels

APRIL

22 Diane T. Rocheford
25 Michael J. Cupka, Sr.

MAY

3 Charles Garabedian

JUNE

15 Timothy James Martin
20 John A. Gregg

JULY

7 James Alan Stand
11 Ralph George Gould
17 Christopher Joseph Czyrkliś
19 Irene Evelyn White
21 Elizabeth M. Manyak
22 Derek R. McIntyre
23 Louise Tobia Keith
25 Ruth E. Palmer

AUGUST

1 Stephen G. Prince, Jr.
7 Evelyn G. Sochia
10 David Peter Rusakovich
17 William J. Harryman

SEPTEMBER

1 William W. Johnson
3 Clyde Freeland Newell, Sr.
9 Joseph J. Duda
18 William W. Greene
23 Edmond Vallee

OCTOBER

30 Dawn Mari Predmore

NOVEMBER

1 David M. Ballard
13 Brenda L. Murray
18 Denise T. Valois

DECEMBER

7 Ernest R. Marks, Sr.
23 Patricia A. Pike
28 Carol Mary O'Loughlin



Pursuant to the foregoing warrant, the inhabitants of said Town of Douglas who are qualified to vote in elections and town affairs met in the Municipal Center, 29 Depot Street, Douglas on Tuesday, May 11, 1999.

The following were sworn to faithful performance of their duties as election officers: Constables-Theodore J. Cormier, Sr., Richard E. Preston; Ballot Box Attendant-Joseph Manyak; Ballot Clerks-Ann Bouvier, Rosemary Richard; Ballot Checkers-Maryann Lees, Elaine Kelly, Monica Prunier; Ballot Counters-Marleen Bacon, Eileen Damore, Helen Dixon, Sharon Smith, Shirley Smith, Lorraine Tetreau, Patricia Brule, Pamela Carter, Jane Lanpher, Linda Nadeau, Frances Jolda, Barbara Smith; Tabulators-Anne Burgess, BettyAnn McCallum.

The warrant was read by the Town Clerk, BettyAnn McCallum and the polls were opened at 8:00 a.m. The Town voted as follows:

SELECTMAN – 3 years: (vote for one)

Pamela R. Holmes	Six hundred thirty-eight	638
Thomas J. Navaroli, Jr.	Eight hundred sixty-six	866
Blanks	Forty-seven	47
Total	One thousand five hundred fifty-one	1551

ASSESSOR – 3 years:

Ida A. Ouillette	One thousand one hundred fourteen	1114
Blanks	Four hundred thirty-seven	437
Total	One thousand five hundred fifty-one	1551

ASSESSOR – 1 year:

Beth MacKay	One thousand sixty-two	1062
Blanks	Four hundred eighty-nine	489
Total	One thousand five hundred fifty-one	1551

SCHOOL COMMITTEE – 3 years:

Mitchell S. Cohen	One thousand three	1003
Other	One	1
Blanks	Five hundred forty-seven	547
Total	One thousand five hundred fifty-one	1551

SCHOOL COMMITTEE – 1 year:

Christy Marie Orphan	One thousand seventeen	1017
Blanks	Five hundred thirty-four	534
Total	One thousand five hundred fifty-one	1551

AGENT MOSES WALLIS DEVISE – 1 year:

Michael A. MacInnis	One thousand thirty-nine	1039
Blanks	Five hundred twelve	512
Total	One thousand five hundred fifty-one	1551

TRUSTEE PUBLIC LIBRARY – 3 years:

Nancy A. Norberg	One thousand fifty-three	1053
Blanks	Four hundred ninety-eight	498
Total	One thousand five hundred fifty-one	1551

CEMETERY COMMISSION – 3 years:

John D. Manning	One thousand sixty-two	1062
Blanks	Four hundred eighty-nine	489
Total	One thousand five hundred fifty-one	1551

WATER/SEWER COMMISSION – 3 years:

Edward A. "Buff" Therrien	One thousand seventy-nine	1079
Other	Two	2
Blanks	Four hundred seventy	470
Total	One thousand five hundred fifty-one	1551

RECREATION COMMISSION – 3 years: (vote for two)

Joseph Valliere	Nine hundred seventy-three	973
Robert J. Doyon	Nine hundred thirty-two	932
Other	Two	2
Blanks	One thousand one hundred ninety-five	1195
Total	Three thousand one hundred two	3102

PLANNING BOARD – 5 years:

Richard J. Vanden Berg	One thousand one	1001
Blanks	Five hundred fifty	550
Total	One thousand five hundred fifty-one	1551

HOUSING AUTHORITY – 5 years:

Richard J. Lachapelle	One thousand three	1003
Blanks	Five hundred forty-eight	548
Total	One thousand five hundred fifty-one	1551

QUESTION #1:

"Shall the Town of Douglas be allowed to exempt from the provisions of proposition two and one-half, so called, the amount required to pay for the bonds issued in order to finance the construction of outdoor recreational facilities on land owned by the Town on Martin Road in the amount not to exceed \$550,000 including the payment of all costs incidental and related thereto?"

YES	Six hundred ten	610
NO	Nine hundred four	904
Blanks	Thirty-seven	37
Total	One thousand five hundred fifty-one	1551

QUESTION #2:

"Shall the Town of Douglas be allowed to exempt from the provisions of proposition two and one-half, so called, the amount required to pay for the bonds issued in order to finance the purchase, installation and equipping of two elementary and two high school modular classrooms in the amount not to exceed \$385,000, including the payment of all costs incidental and related thereto?"

YES	Nine hundred six	906
NO	Six hundred eleven	611
Blanks	Thirty-four	34
Total	One thousand five hundred fifty-one	1551

QUESTION #3:

"Shall the Town of Douglas vote to accept the provisions of Section Six C of Chapter Forty of the General Laws, which authorize cities and towns to appropriate money for the removal of snow and ice from private ways therein open to public use?"

YES	Eight hundred eighty	880
NO	Six hundred twenty-six	626
Blanks	Forty-five	45
Total	One thousand five hundred fifty-one	1551

QUESTION #4: NON-BINDING PUBLIC OPINION ADVISORY (choose one)

(A) "Shall the Town of Douglas offer no municipal solid waste services by closing the trash and recycling transfer station and requiring residents to make their own arrangements for solid waste removal and disposal?"

(B) "Shall the Town of Douglas continue to operate or contract to operate the trash and recycling transfer station funded by residents purchasing a sticker for a price covering the Town's costs for operating the transfer station and hauling and disposing of solid waste?"

(C) "Shall the Town of Douglas continue to operate or contract to operate the trash and recycling transfer station funded by residents (a) purchasing a sticker for a price covering the Town's costs for operating the transfer stations and (b) purchasing "Town of Douglas" plastic bags in the number needed by each household and at a price set to recover the Town's cost for hauling and disposing of solid waste?"

(D) "Shall the Town of Douglas offer a curbside trash and recycling service funded by a user fee based upon the costs of contracting for collection, hauling and disposal of solid waste?"

A	One hundred nine	109
B	Nine hundred forty-one	941
C	Two hundred sixty-two	262
D	One hundred sixty-five	165
Blanks	Seventy-four	74
Total	One thousand five hundred fifty-one	1551

The polls closed at 8:00 p.m.

A True Copy,

ATTEST: BettyAnn McCallum, Town Clerk



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SPECIAL TOWN MEETING



MARCH 25, 1999

Pursuant to the foregoing warrant the inhabitants of the Town of Douglas who are qualified to vote in elections and town affairs met at the High School Auditorium on Thursday, March 25, 1999, at 7:00 p.m. There being a quorum present (63 registered voters), the meeting was called to order by the Moderator, Jerome D. Jussaume. The service of the warrant was read by Mr. Jussaume and the Town voted as follows:

Article 1. Martin Street Recreation Project

The Town voted to transfer from free cash the sum of forty thousand (\$40,000) dollars to the Martin Street Recreation Project.

ARTICLE 1 PASSED BY A MAJORITY VOICE VOTE.

Article 2. Selectmen's Salary Account

The Town voted to transfer from the Selectmen's Expense account the sum of three thousand two hundred fifty (\$3,250) dollars to the Selectmen's Salary Account.

ARTICLE 2 PASSED BY A MAJORITY VOICE VOTE.

Article 3. Solid Waste Counsel

The Town voted to authorize payment of bills from fiscal year 1998 totaling six thousand three hundred forty-one and 10/100 (\$6341.10) dollars said sum to be paid from the Selectmen's Expense account for the purpose of paying legal bills for the Solid Waste Counsel.

ARTICLE 3 PASSED BY A UNANIMOUS VOICE VOTE. (9/10 vote needed)

Article 4. Medical Reimbursement

The Town voted to authorize payment of bills from fiscal year 1998 totaling seventy and 40/100 (\$70.40) dollars said sum to be paid from the fiscal 1999 Police Department Expense account for the purpose of paying medical travel reimbursement.

ARTICLE 4 PASSED BY A UNANIMOUS VOICE VOTE. (9/10 vote needed)

The meeting was adjourned at 7:31 p.m.

A True Copy,

ATTEST: BettyAnn McCallum, Town Clerk

SUMMARY

March 25, 1999

MONEY TO BE TRANSFERRED (from free cash):

Article 1: to Martin Street Recreation Project \$ 40,000.00

MONEY TO BE TRANSFERRED (from other sources):

Article 2: from Selectmen's Exp. to Selectmen's Salary \$ 3,250.00

AUTHORIZATION TO PAY FY98 BILLS:

Article 3: from Selectmen's Expense \$ 6,341.10

Article 4: from Police Dept. Expense \$70.40



Pursuant to the foregoing warrant the inhabitants of the Town of Douglas who are qualified to vote in elections and town affairs met at the High School on Davis Street on Monday, May 17, 1999, at 6:00 p.m. There being a quorum present (227 registered voters), the meeting was called to order by the Moderator, Jerome D. Jussaume. After saluting the flag, the service of the warrant and the Constable's return was read by Mr. Jussaume. The Moderator explained the rules of the meeting and the Town voted as follows:

A motion was made and seconded to take Article 22 out of order. The motion was passed by a majority voice vote.

Article 22. Rezone Land To Rural Agricultural

The Town voted to refer this article to the Planning Board for further study.

PASSED BY A MAJORITY VOICE VOTE.

A motion was made and seconded to dispense with the reading of each article by the Moderator before the motions are made.

PASSED BY UNANIMOUS CONSENT.

A motion was made and seconded to consolidate articles 1 and 3 .

PASSED BY UNANIMOUS CONSENT.

Articles 1 Finance Committee Report & 3. FY2000 Budget

The Town voted to hear and act upon the report and recommendations of the Finance Committee as presented and printed in the Finance Committee's Annual Town Meeting recommendations and further voted to fix the salary and compensation of all elected officials as here presented, to transfer from Ambulance Receipts Reserved for Appropriation the sum of forty-eight thousand, three hundred (\$48,300.00) dollars, to transfer from Post Office Rent Receipts the sum of twenty-nine thousand, four hundred seventy (\$29,470.00) dollars, to transfer from Fund Balance Reserved for School Debt the sum of one hundred forty-four thousand, three hundred forty-five (\$144, 345.00) dollars and to raise and appropriate the sum of eleven million, four hundred seventy-two thousand, nine hundred ninety-one (\$11,472,991.00) dollars for a budget total of eleven million, six hundred:

Department	Amount	Total	Voted
Selectmen-Personnel Services	\$77,114		
Selectmen-Expenses	181,526		
Total Selectmen		258,640	Majority Voice Vote
Accounting-Personnel Services	32,260		
Accounting-Expenses	2,565		
Total Accounting		34,825	Unanimous Consent
Assessors-Personnel Services	59,059		
Assessors-Expenses	11,800		

Revaluation	13,500		
Special Mapping	5,000		
Total Assessors		89,359	Unanimous Consent
Tax Collector-Personnel Services	41,423		
Tax collector-Expenses	16,005		
Tax Taking Expense	2,800		
Total Tax Collector		60,228	Unanimous Consent
Treasurer-Personnel Services	46,568		
Treasurer-Expenses	14,350		
Tax Title Expense	10,000		
Retirement & Medicare	340,816		
Total Treasurer		411,734	Majority Voice Vote
Town Clerk-Personnel Services	41,121		
Town Clerk-Expenses	4,205		
Total Town Clerk		45,326	Unanimous Consent
Insurance-Health & Life	605,878		
Insurance-Property,Liability & Work.Comp.	67,000		
Unemployment	10,000		
Total Insurance		682,878	Majority Voice Vote
Finance Committee-Reserve Fund	25,000		
Finance Committee-Expenses	3,000		
Total Finance Committee		28,000	Unanimous Consent
Town Buildings-Personnel Services	29,682		
Town Buildings-Expenses	62,824		
Total Town Buildings		92,506	Unanimous Consent
Building Comm.-Personnel Services	85,576		
Building Commissioner-Expenses	9,475		
Total Building Commissioner		95,051	Majority Voice Vote
Animal Inspector	1,548	1,548	Unanimous Consent
Cemetery	5,000	5,000	Unanimous Consent
Conservation Commission	7,100	7,100	Unanimous Consent
Planning Board	4,550	4,550	Unanimous Consent
Zoning Board of Appeals	5,140	5,140	Majority Voice Vote
Veterans' Agent-Personnel Services	3,638		
Veterans' Benefits	3,000		
Veterans' Dept. Expenses	300		
Civil Defense	300		
Memorial Day	1,500		
Moderator's Salary	250		
Total Gen. Gov't Commissions		8,988	Unanimous Consent
Fire Department-Personnel Services	42,975		
Fire Department-Expenses	35,500		
Total Fire Department		78,475	Unanimous Consent
Ambulance Dept.-Personnel Services	20,800		
Ambulance Department-Expenses	7,500		
Total Ambulance Department		28,300	Unanimous Consent
Police Department-Personnel Services	649,402		
Police Department-Expenses	86,525		
Police Department-Cruisers	25,000		

Total Police Department		760,927	Unanimous Consent
Board of Health-Personnel Services	27,737		
Board of Health-Expenses	6,895		
Board of Health-Nurse	9,136		
Monitor Landfill	9,000		
Monitor Wells	2,000		
Total Board of Health		54,768	Unanimous Consent
Highway Dept.-Personnel Services	289,554		
Highway Department-Expenses	74,730		
Highway Machinery Maintenance	45,000		
Highway Improvements	50,000		
Snow & Ice-Personnel Services	28,000		
Snow & Ice-Expenses	44,500		
Total Highway		531,784	Unanimous Consent
Tree Department-Personnel Services	500		
Tree Department-Expenses	4,800		
Total Tree Department		5,300	Unanimous Consent
Recreation-Personnel Services	6,400		
Recreation-Expenses	22,611		
Total Recreation		29,011	Unanimous Consent
Library-Personnel Services	63,150		
Library-Expenses	27,870		
Total Library		91,020	Unanimous Consent
Council on Aging-Personnel Services	18,954		
Council on Aging-Expenses	6,300		
Total Council on Aging		25,254	Unanimous Consent
School Dept.-Personnel Services & Expenses	6,212,147		
School Dept.-Transportation/Fixed Assets	427,233		
Medicaid Administration Expenses	15,000		
Total School Department		6,654,380	Majority Voice Vote
Blackstone Valley Regional Assessment	495,015		
Regional Representative Expense	200		
Total Blackstone Valley Regional		495,215	Unanimous Consent
Debt Service		1,109,799	Unanimous Consent
TOTAL FY2000 BUDGET		11,695,106	Majority Voice Vote

PASSED BY A MAJORITY VOICE VOTE.

Article 2. Medicaid Administration

A motion was made and seconded to pass over Article 2.

PASSED OVER BY A MAJORITY VOICE VOTE.

Article 4. Water/Sewer Enterprise Fund

The Town voted to raise and appropriate from Water/Sewer user charges the sum of three hundred forty-three thousand, three hundred ninety-two (\$343,392) dollars, and transfer from Water Development Fees twenty-one thousand, five hundred (\$21,500) dollars and from Sewer Development Fees twenty thousand (\$20,000) dollars for a total of three hundred eighty-four thousand, eight hundred ninety-two (384,892) dollars to operate and

maintain the Water/Sewer Department, and to transfer from Fund Balance Reserved for Water Well bond Charges the sum of one hundred fifteen thousand, four hundred seventy-two (\$115,472) dollars and transfer from Water/Sewer Unreserved Fund Balance the sum of thirty-seven thousand, nine hundred five (\$37,905) dollars for a total of one hundred fifty-three thousand, three hundred seventy-seven(\$153,377) dollars to pay Water/Sewer Debt and Interest, for a total Water/Sewer budget of five hundred thirty-eight thousand, two hundred sixty-nine (\$538,269) dollars.

PASSED BY A MAJORITY VOICE VOTE.

Article 5. Consent Agenda

No action taken.

Article 6. Compensating Fund Balance

The Town voted to authorize the Treasurer to enter into a compensating balance agreement or agreements for Fiscal Year 2000 pursuant to MGL Ch.44, S53F.

PASSED BY A MAJORITY VOICE VOTE.

Article 7. Simon Fairfield Public Library

The Town voted to require that all funds received into the General Fund during the FY 2000 from State Aid Grants for the Public Library be transferred to the Special Interest Bearing Account for the Simon Fairfield Public Library and further, that all fines received during FY 2000 by the Simon Fairfield Library be retained by the library for the purpose of purchasing books, films and other library supplies and materials.

PASSED BY A MAJORITY VOICE VOTE.

Article 8. Separate Account Funds Budget

The Town voted to continue the following separate account funds and to authorize expenditure of funds for the below indicated purposes and not to exceed amounts:

# Department Empowered To Expend Funds	Receipts	Expenditures
1 Animal Control pursuant to MGL Ch. 44, S 53E 1/2	All receipts received in connection with the operation of the Dog Control Program	Not to exceed the sum of twenty-six thousand, six hundred thirty (\$26,630) dollars for the purpose of operating and maintaining the Animal Control Program including the operation & maintenance of a Town or regional animal kennel, if any
2 Planning Board pursuant to MGL Ch. 44, S 53E 1/2	All Administrative Fees received in connection with the operation of programs to assure builder and developer compliance with applicable statutes, bylaws and regulations	Not to exceed the sum of forty-five thousand (\$45,000) dollars for the purpose of review, oversight and administration of building and development over which the Board has jurisdiction
3 Board of Health Sanitation Fee Account pursuant to MGL Ch.44, S53E	All receipts from various sanitation fees paid to the Town	Not to exceed the sum of forty thousand (\$40,000) dollars for the purpose of offsetting the cost of operating the Board of Health

PASSED BY A MAJORITY VOICE VOTE.

Article 9. Ambulance Receipts Reserved For Appropriation

The Town voted to reserve all receipts received by the Town from ambulance user charges, user billings and ambulance donations and gifts to the Ambulance Receipts Account.

PASSED BY A MAJORITY VOICE VOTE.

Article 10. Assessors To Work Additional Hours

The Town voted to authorize the Board of Assessors to appoint one or more of their members to work for compensation, in accordance with the provisions of the Town's Personnel Bylaw and the compensation schedules established for Fiscal Year 2000.

PASSED BY A MAJORITY VOICE VOTE.

Article 11. State and Federal Grants

The Town voted to authorize the Board of Selectmen to apply for and accept state or federal grants the deem beneficial to the Town, provided that the Board of Selectmen shall hold a public hearing prior to the Board's acceptance of any such grant, if said grant requires the town to meet future conditions or requirements.

PASSED BY A MAJORITY VOICE VOTE.

Article 12. Solid Waste Collection

The Town voted to appropriate the sum of one hundred thirty thousand (\$130,000) dollars from transfer station sticker fees to fund the costs of operating the transfer station and hauling and disposing of solid waste as established by the Board of Selectmen.

PASSED BY A MAJORITY VOICE VOTE.

Article 13. System Establishing a Solid Waste Enterprise Fund

The Town voted to authorize the Board of Selectmen to fix, revise, charge and cause the collection of such just and equitable fees and other charges as may be necessary to meet the full cost of solid waste services, and to provide a fee discount to senior citizens in an equitable and deserving manner with the intent to provide financial relief to senior citizen head of household tax payers residing within the Town of Douglas.

PASSED BY A MAJORITY VOICE VOTE.

A motion was made and seconded to take Article 17 next. The motion was passed by a Majority Voice Vote.

Article 17. Modular Classroom Bond Authorization

The Town voted to (1) appropriate the sum of three hundred eighty-five thousand (\$385,000) dollars to pay for the bonds issued in order to finance, over up to a five (5) year period, the purchase, installation and equipping of two elementary and two high school portable classrooms, including the payment of all costs incidental and related thereto, (2) authorize the School Committee to take any other actions necessary to complete these modular facilities, and (3) authorize the Treasurer, with the approval of the Board of

Selectmen, to borrow the sum of three hundred eighty-five thousand (\$385,000) dollars under and pursuant to the provisions of Chapter 44, Section 7(25) of the Massachusetts General Laws, or any other enabling authority, and to meet this appropriation to issue bonds or notes of the Town therefor, and in accordance with the Town's approval of Question No. 2 on the May 11, 1999 ballot.

PASSED BY A STANDING VOTE: YES – 144, NO – 54.

Article 14. Purchase of Property

The Town voted to raise and appropriate the sum of twenty-three thousand (\$23,000) dollars for the purpose of exercising the Town's "Option To Purchase Real Estate" dated December 30, 1998, and to purchase, and/or otherwise acquire by eminent domain, for general municipal purposes the land on the left side of Gleason Court as printed in the warrant.

PASSED BY UNANIMOUS VOICE VOTE.

Article 15. Dedication of Martin Rd Land For Recreational Purposes

The Town voted to dedicate the property described in the warrant to recreational use as described in the warrant.

PASSED BY 2/3 VOICE VOTE.

Article 16. Martin Road Recreation Bond Authorization

PASSED OVER BY MAJORITY VOICE VOTE.

Article 18. Tax Increment Financing Agreement

The Town voted to approve a certain Tax Increment Financing Agreement between the Town of Douglas and Granutec, Inc., a Massachusetts corporation, having a principal place of business at 100 Davis Street, Douglas, MA and Merritt D. Tetreault, 280 yew Street, owner of the property at 100 Davis Street in the Town of Douglas, a copy of said agreement being on file in the Board of Selectmen's Office; the Board of Selectmen to enter into said agreement providing for the construction and equipping of a new 10,000 square foot manufacturing facility and the creation and maintenance of 9 to 14 new full time positions over the next ten years in the new facility with a preference to hiring qualified Douglas residents; the Treasurer to establish a separate account to be known as the Tax Increment Financing Economic Opportunity Area Improvement Account for non-tax payments made under this and any other Tax Increment Financing Agreement subsequently approved by the Town Meeting; and the Board of Selectmen to expend from such account for future infrastructure improvements or economic development initiatives identified and approved for expenditure by the Board of Selectmen, and further to authorize the Board of Assessors to grant the below tax exemption terms consistent with the terms of 23A MGL 3 et. Seq.; 40 MGL 59; and 59 MGL 5:

This exemption shall be valid for a period of ten (10) years, beginning with the first year in which the Douglas Board of Assessors places an assessed value on the new facility. The following exemption schedule and percentages shall apply toward the assessed value, as determined by the Douglas Board of Assessors.

Fiscal Year	Non-Exempted Percent	Exempted Percent
Year 1	40%	60%
Year 2	55%	45%
Year 3	65%	35%
Year 4	80%	20%
Year 5	85%	15%
Year 6	85%	15%
Year 7	85%	15%
Year 8	85%	15%
Year 9	85%	15%
Year 10	85%	15%

PASSED BY A MAJORITY VOICE VOTE.

Article 19. Day of Annual Meeting

The Town voted to amend Article I, Section 1 of the General Bylaws to provide that the day on which the annual Town Meeting commences be changed permanently from the Saturday next following the second Tuesday of May to the Monday following the annual election of officers. The bylaw amendment appears below with inserted language shown as underlined and deleted language in brackets and stricken through.

SECTION 1

The annual town meeting for the election of officers and for voting upon such matters as are required to be placed upon the official ballot shall be held on the second Tuesday of May in each year. The annual town meeting for the transaction of business shall be held on the [Saturday] Monday- next following said Tuesday at an hour no earlier than 6:00 PM and adjourn no later that 10:00 PM. If action on the articles in the warrant for such a meeting shall not be completed on said [Saturday] Monday, the meeting shall be adjourned from day to day there-
after (Saturdays, Sundays and holidays excepted) until such business is completed.

PASSED BY A MAJORITY VOICE VOTE.

Article 20. Acceptance of Roads - Stonewall Court

The Town voted to refer this article to the Board of Selectmen for further review.

PASSED BY A MAJORITY VOICE VOTE.

Article 21. Acceptance of Roads - Springmeadow Estates

The Town voted to accept Pond Street, Spring Street, Towle Court, Darling Way and Brandywine Circle as public ways, as set forth in the warrant, and to authorize the Board of Selectmen to acquire by gift, purchase or eminent domain or easement to use said way for all purposes for which public ways are used in the Town of Douglas.

PASSED BY A MAJORITY VOICE VOTE.

The meeting was adjourned at 8:32 p.m.

A True Copy,

ATTEST: BettyAnn McCallum, Town Clerk

SUMMARY

May 17, 1999

MONEY TO BE RAISED & APPROPRIATED (from tax levy):

Articles 1 & 3:	General Government	\$11,472,991.00
Article 14:	Purchase land on Gleason Court	\$14,000.00
		\$11,486,991.00

MONEY TO BE BORROWED:

Article 17:	Portable Classrooms	\$385,000.00
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MONEY TO BE TRANSFERRED (from other sources):

Articles 1 & 3:	Ambulance Receipts	\$48,300.00
	Post Office Receipt	\$29,470.00
	Fund Balance/School Debt	\$144,345.00
		\$222,115.00

MONEY TO BE APPROPRIATED (from offset receipts):

Article 12:	Transfer Station Sticker Fees	\$130,000.00
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REVOLVING ACCOUNTS:

Article 8:	Animal Control	\$ 26,630.00
	Planning Board	\$45,000.00
	Board of Health Sanitation	\$40,000.00
		\$ 111,630.00

ENTERPRISE FUND (Water/Sewer Dept.):

Article 4: To operate & maintain Water/Sewer Dept:		
	From Water/Sewer User Charges	\$343,392.00
	From Water Development Fees	\$21,500.00
	From Sewer Development Fees	\$ 20,000.00
		\$384,892.00
To pay Water/Sewer Debt & Interest		
	From Fund Balance Res. For Water Well Bond	\$115,472.00
	From Water/Sewer Unreserved Fund Balance	\$37,905.00
		\$153,377.00
TOTAL WATER/SEWER		\$538,269.00



Pursuant to the foregoing warrant the inhabitants of the Town of Douglas who are qualified to vote in elections and town affairs met at the High School Auditorium on Monday, June 28, 1999, at 7:00 p.m. There being a quorum present (116 registered voters), the meeting was called to order by the Moderator, Jerome D. Jussaume. The Moderator stated some rules that will be observed at town meetings from now on: no children will be allowed at town meetings; all cell phones and pagers will be turned off, with the exception of emergency personnel. The service of the warrant was read by Mr. Jussaume and the Town voted as follows:

A motion was made and seconded to dispense with the reading of each article by the Moderator. **PASSED BY MAJORITY VOICE VOTE.**

Article 1. Economic Development Commission

The Town voted to establish the Town of Douglas Economic Development Commission as a standing committee and economic development agency of five (5) members appointed and charged by the Board of Selectmen to promote economic development, including the development and disposition of real property in accordance with plans approved by the Board of Selectmen.

PASSED BY MAJORITY VOICE VOTE.

Article 2. Reorganization of Support Services To Planning Board, Conservation Commission and Board of Appeals

The Town voted to authorize the creation of a new staff position reporting to the Building Commissioner to provide support services to the Planning Board, Conservation Commission and Board of Appeals, including code enforcement, review of and recommendations on all applications, coordination of outside consultant services and administration of an integrated permit and data system; provided (1) that the participating boards and the Board of Selectmen enter into an Inter-Board memorandum of Understanding setting forth a mutual understanding of operational guidelines and (2) that the participating boards amend their application fees to meet the costs of providing such support services; and further that the participating boards return to a future Town Meeting to amend the FY2000 budget and establish an appropriate revolving fund before the proposed position can be filled.

PASSED BY MAJORITY VOICE VOTE.

Article 3. Amendment of FY2000 Budget

The Town voted to amend the Fiscal Year 2000 budget by raising and appropriating the sum of two thousand three hundred fifty-five dollars and 4 cents (\$2,355.04) to the Highway Department--Personnel Services, for an adjustment of the Highway Superintendent's salary.

PASSED BY MAJORITY VOICE VOTE.

Article 4. Transfer Station Revolving Fund Account

The Town voted to continue in Fiscal Year 2000 under the jurisdiction of the Board of Health a revolving account fund pursuant to MGL Chapter 44, Section 53E _ and to authorize expenditure of funds for the purpose of operating and maintaining the Solid Waste Transfer Station for trash and recycling, provided however, that said revolving fund shall be credited with any and all receipts received in connection with the operation of said Transfer Station, and that expenditures from such account shall not exceed three hundred ten thousand (\$310,000.00) dollars.

PASSED BY MAJORITY VOICE VOTE.

Article 5. Prior Year Unpaid Bills

The Town voted to transfer two thousand seven hundred eighty-eight (\$2,788.00) dollars in Available Funds (Free Cash) for the payment of prior year unpaid bills for FY98 engineering services to the Selectmen's Expense Account in the amount of one thousand three hundred fifty-five (\$1,355.00) dollars, to the Municipal Center Account in the amount of one thousand three hundred forty-three (\$1,343.00) dollars, and to the Douglas Center School Maintenance Account in the amount of ninety (\$90.00) dollars.

PASSED BY UNANIMOUS VOICE VOTE.

Article 6. Town Clerk Expenses

The Town voted to amend the fiscal 1999 budget by transferring from Town Clerk—Personnel Services Account the amount of one thousand eight hundred (\$1,800.00) dollars to Town Clerk—Expenses Account for the purchase of office equipment and supplies.

PASSED BY MAJORITY VOICE VOTE.

Article 7. Salt Shed

The Town voted to amend the fiscal 1999 budget by transferring two thousand (\$2,000.00) dollars from Highway Department Personnel Services—Overtime Account to the Highway Department Expenses Account for repainting the Town's Salt Shed.

PASSED BY MAJORITY VOICE VOTE.

Article 8. Appropriations From Available Funds (Free Cash)

The Town voted to amend the FY 1999 budget by transferring ten thousand, nine hundred twenty-six (\$10,926.00) dollars from Available Funds (Free Cash) to the following accounts: Four thousand, six hundred forty (\$4,640.00) dollars to Retirement/Medicare Ins. Nine hundred forty (\$940.00) dollars to Planning Board—Engineering Expenses Five thousand, three hundred forty-six (\$5,346.00) dollars to Selectmen-Expense

PASSED BY MAJORITY VOICE VOTE.

Article 9. Fire Station

The Town voted to transfer to the Fire Station Building Account the amount of thirty-six thousand, three hundred thirty-seven (\$36,337.00) dollars from interest earned from bond

proceeds and to appropriate the sum of one hundred ten thousand (\$110,000.00) dollars, to be expended at the direction of the Selectmen, for constructing, originally equipping and furnishing a new fire station, including the payment of all costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is hereby authorized to borrow said amount in accordance with the provisions of Chapter 44, Section 7(3) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor, provided, however, that the sums appropriated hereunder shall be expended in addition to any other funds of the Town previously appropriated for this purpose.

PASSED BY UNANIMOUS STANDING VOTE: YES—111, NO—0.

Article 10. Martin Road Recreation Appropriation

The Town voted to appropriate twenty-two thousand (\$22,000.00) from Available Funds (Free Cash) to the Martin Road Project for a well, irrigation, power and gate.

PASSED BY MAJORITY VOICE VOTE.

Article 11. Municipal Center Heating System Repair

The Town voted to amend the fiscal 1999 budget of the Municipal Center Maintenance Account by an increase of twenty thousand (\$20,000.00) dollars funded by transferring fifteen thousand (\$15,000.00) dollars from the Unemployment Insurance Account and five thousand (\$5,000.00) dollars from the Liability Insurance Account for the purpose of repairing the Municipal Center heating/ventilation system.

PASSED BY MAJORITY VOICE VOTE.

Article 12. Municipal Center Telephone System

The Town voted to amend the fiscal 1999 budget by transferring sixteen thousand (\$16,000.00) dollars from the Police Cruiser Account to the Municipal Center Maintenance Account to upgrade the Municipal Center telephone system.

PASSED BY MAJORITY VOICE VOTE.

Article 13. Acceptance of Roads - Stonewall Court

To see if the Town of Douglas will vote to accept Stonewall Court as a public way; said way as shown on the plan entitled "Douglas Woods" and owned by V. Bucciarelli & Co. which plan is dated December 13, 1995, and was prepared by Andrews Survey & Engineering, Inc., laid out by order of the Board of Selectmen and filed with the Town Clerk, and will further vote to authorize the Board of Selectmen to acquire by gift, purchase or eminent domain and easement to use said way for all purposes for which public ways are used in the Town of Douglas, or to take any other actions related thereto.

DEFEATED BY MAJORITY VOICE VOTE.

Article 14. Rezone Land To Rural Agricultural

The Town voted that the following parcels be rezoned (extended) to RA zone, (Rural Agriculture). Beginning at a point at the northwesterly corner of the intersection of Davis Street and Monroe Street, said point being the southwest corner of parcel 19 on Map 23 of

the Douglas Assessors Maps; Thence in a northwesterly direction along Davis Street, and along the southwesterly line of Parcel 20 on Map 23 to the intersection of Young Street, a private way, in the Town of Douglas; Thence in a general northeasterly direction along Young Street to the intersection of Monroe Street; Thence crossing Monroe Street to the southwesterly side of Parcel 19 Map 23; Thence in the general northwesterly direction along the southwesterly line of said parcel 19 along the easterly side of Monroe Street to a point; said point being the southwest corner of parcel 17J Map 23, Thence northeasterly along Parcel 17J and Parcel 18 to a point; Thence in a southeasterly direction along Parcel 19 on Map 23 and along Parcel 1 on map 24 to a point on the northerly line of Parcel 1N on Map 24; Thence southwesterly along Parcel 1N on Map 24 and along Parcel 19 on Map 23 to a point on the sideline of Monroe Street; thence crossing Monroe Street in a southwesterly direction to a point on the southeasterly side of Parcel 19; Thence southwesterly along Monroe Street and Parcel 19 to the intersection of Davis Street and the point in the beginning. Excepting from the above described land, those portions which are presently zoned residential. Said description is intended to include parcel 20, Parcel 11 and the described portion of parcel 19 as shown on Map 23.

PASSED BY STANDING VOTE: YES—73, NO—15.

The meeting was adjourned at 9:15 p.m.

A True Copy,

ATTEST: BettyAnn McCallum, Town Clerk

SUMMARY

June 28, 1999

MONEY TO BE RAISED & APPROPRIATED:

Article 3:	Highway Department Personnel Services	\$2,355.04
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Pursuant to the foregoing warrant the inhabitants of the Town of Douglas who are qualified to vote in elections and town affairs met at the Municipal Center, 29 Depot Street on Monday, October 4, 1999, at 7:00 p.m. There being a quorum present (44 registered voters), the meeting was called to order by the Moderator, Jerome D. Jussaume. The service of the warrant was read by Mr. Jussaume and the Town voted as follows:

Article 1. Chapter 70 Funds

A motion was made and seconded to postpone action on Article 1 indefinitely.

MOTION PASSED BY A MAJORITY VOICE VOTE.

Article 2. Wireless Service Facilities

A motion was made and seconded to postpone action on Article 2 indefinitely.

MOTION PASSED BY A MAJORITY VOICE VOTE.

Article 3. Prior Year's Bills

The Town voted to transfer eleven thousand eight hundred five (\$11,805.00) dollars from available from funds (Supplemental Lottery Funds) to the Board of Selectmen Expenses account (Dept. 122.000) for the payment of prior year unpaid bills for engineering services in the amount of six thousand three hundred thirty (\$6,330.00) dollars and for legal services in the amount of five thousand four hundred seventy-five (\$5,475.00) dollars.

PASSED BY UNANIMOUS VOICE VOTE.

Article 4. School Building Committee Expenses

The Town voted to amend the Fiscal Year 2000 budget by transferring from available funds (Supplemental Lottery Funds) to the School Building Committee account (Dept. 300.100) the sum of twenty-five thousand (\$25,000.00) dollars for site analysis.

PASSED BY MAJORITY VOICE VOTE.

Article 5. Selectmen's Expenses

A motion was made and seconded to divide Article 5 into three separate sections.

MOTION WAS PASSED BY MAJORITY VOICE VOTE.

Section 1.

The Town voted to amend the Fiscal Year 2000 budget by transferring from available funds (/supplemental Lottery Funds) to the Selectmen Expenses account (Dept. 122.000) the sum of eight thousand (\$8,000.00) dollars for a municipal center staffing and organizational study.

PASSED BY A MAJORITY VOICE VOTE.

Section 2.

The Town voted to amend the Fiscal Year 2000 budget by transferring from available funds (/supplemental Lottery Funds) to the Selectmen Expenses account (Dept. 122.000) the sum of sixteen thousand five hundred (\$16,500.00) dollars for the construction of a driveway from Riedell Road.

PASSED BY A MAJORITY VOICE VOTE.

Section 3.

To see if the Town will vote to amend the Fiscal Year 2000 budget by transferring from available funds (/supplemental Lottery Funds) to the Selectmen Expenses account (Dept. 122.000) the sum of seven thousand six hundred (\$7,600.00) Dollars to clear brush to prevent the flooding of well fields.

DEFEATED BY A MAJORITY VOICE VOTE.

The meeting adjourned at 7:30 p.m.

A True Copy,
ATTEST: BettyAnn McCallum, Town Clerk

SUMMARY

MONEY TO BE TRANSFERRED (from other sources):

FY2000		
Article 3.	from Supplemental Lottery Funds to Selectmen Exp.	\$11,805.00
Article 4.	from Supplemental Lottery Funds to School Bldg.	\$25,000.00
Article 5.	from Supplemental Lottery Funds to Selectmen Exp.	\$8,000.00
	from Supplemental Lottery Funds to Selectmen Exp.	\$16,500.00
		\$61,305.00



Pursuant to the foregoing warrant the inhabitants of the Town of Douglas who are qualified to vote in elections and town affairs met at the High School Auditorium on Monday, November 8, 1999, at 7:00 p.m. There being a quorum present (100 registered voters), the meeting was called to order by the Moderator, Jerome D. Jussaume. The service of the warrant was read by Mr. Jussaume and the Town voted as follows:

Article 1. Interim Personal Wireless Service Facility By-law

The Town voted to amend its zoning by-laws to add a new Section X. Wireless Service Facilities and to revise the "Schedule of Use Regulations" at Section III. Use Regulations, as follows:

1. INTERIM PERSONAL WIRELESS SERVICE FACILITY BY-LAW**SECTION X: WIRELESS SERVICE FACILITIES****10.1 Purpose and Definitions**

In order to conform to its responsibilities under the Federal Telecommunications Act of 1996 in a manner consistent with the protection of the health, safety and welfare of the public, and the preservation of property values in the town, this interim Zoning By-law is adopted to temporarily govern the establishment of personal wireless service ("PWS") facilities in the town while the Town continues to review and analyze the range of land use and regulatory issues raised by the siting and construction of such facilities in view of the rapidly evolving nature of the underlying technology. The Town does not intend this By-law to prohibit or have the effect of prohibiting the provision of personal wireless services in the town. For purposes of this By-law, the terms "personal wireless service" and "personal wireless service facility" shall have the same meaning as in The Telecommunications Act of 1996, 47 USC s 332 (c) (7)(C). The Planning Board shall be the Special Granting Authority (SPGA).

10.2 Term of Interim Regulations

For a period of twelve months from the date the Town Meeting votes to adopt this By-law, no building or special permit shall be issued for the placement, construction, erection or modification of any structure to provide for PWS facilities either as a principal use, or as an accessory use except as here provided.

10.3 Permits

A. A PWS facility is a permitted use in all zoning districts if totally enclosed in an "existing structure" (a building or other structure existing on August 27, 1999, but excluding structures within the public right-of-way).

B. A PWS facility which includes an extension of up to 20 feet in height above the height

of an "existing structure" on which it is mounted may be authorized by Special Permit granted by the SPGA in all zoning districts provided that the Planning Board finds, in its judgement, after a public hearing and soliciting and reviewing comments from other Town boards, departments, agencies, and their staff, that reasonable measures shall be or already have been taken to:

1. Mitigate against negative impacts on visual quality affecting properties and streets by incorporating reasonable design, siting and screening methods; and
2. protect against potential damage to properties and streets from structural failure or collapse or from falling ice.

10.4 Decision Criteria

In making its decision, the Planning Board shall consider the extent to which a proposed PWS facility, together with any related equipment (collectively the "PWS facility"), meets the following criteria:

- A. Any PWS facility shall be located such that if it were to fall or collapse, it would fall or collapse entirely within the boundaries of the parcel on which it is located;
- B. Any ground-level PWS facility shall be sited, designed and constructed in such a manner that existing vegetation is preserved to the maximum extent practicable;
- C. Any fencing proposed shall be screened by a landscape buffer;
- D. Lighting shall be limited to that needed for emergencies and/or as required by the FAA;
- E. To the extent technologically feasible, all interconnections from the PWS facility shall be via land lines;
- F. Lattice-style towers requiring three or more legs and/or guy wires for support are prohibited as extensions of "existing structures";
- G. The applicant shall demonstrate that the proposed technology is the safest and least obtrusive to the landscape currently available.
- H. PWS facilities proposed to be enclosed in an "existing structure" shall be concealed from view and shall not significantly alter the exterior of the "existing structure" within which the PWS facility is to be enclosed.
- I. PWS facilities shall be sited and designed in a manner which minimizes its visibility from properties and streets.
- J. PWS facilities mounted on a roof shall be stepped back from the front facade in order to limit their impact on the building's silhouette.
- K. PWS facilities which are side mounted shall blend with the existing structure's architecture and, if over five (5) feet square, shall be painted or shielded with material which is consistent with the design features and materials of the existing structure.
- L. The Planning Board may waive compliance with any of the above-listed criteria, provided it determines that such would not derogate from the intent of this Interim Bylaw.

10.5 Applications

Any application under this section shall include a plan with the following:

- A. A drawing to-scale accurately depicting the proposed facility within the context of the site on which it is to be located and the surrounding area;
- B. A report or reports prepared by professional engineers describing:
 - 1. the technical, economic and other reasons for the facility height, location and design;
 - 2. the capacity of the facility, including the number and type of transmitters and receivers it can accommodate and the basis for the calculation of the capacity;
 - 3. how the proposed facility complies with all applicable Federal and State standards;
 - 4. Statements of compliance with, or exemption from, the regulations of all federal and state agencies governing personal wireless service facilities or uses, including but not limited to: the FAA, FCC, Massachusetts Aeronautics Commission, and Massachusetts Department of Public Health;
- C. A demonstration of the visual impact of the proposed PWS structure by raising a balloon, or a temporary structure, on the proposed site to the height of the proposed structure for such period of time as the Planning Board determines to be necessary.

10.6 Review Costs

The applicant shall pay all costs for the Planning Board to have independent consultants review the application and its renewals.

10.7 Term

- A. Special Permits authorized under this section shall be limited to an initial term of two years and shall be renewed every two years thereafter provided the special permit holder has filed with the Board annual certification demonstrating continuing compliance with the special permit and with applicable federal and state regulatory requirements.
- B. Any parts of the PWS facility which have not been used for one year shall be dismantled and removed at the permit holder's expense. The permit holder shall post a bond or other financial security with the Town Treasurer in an amount deemed sufficient to cover demolition and removal of PWS facilities in the event of discontinuance of use.

10.8 Town Exemption

Exempted from the provisions of this by-law are any existing or proposed Town structures to be utilized solely by the Town to promote public health and safety, which structures may be allowed in all zoning districts by Special Permit, issued by the Planning Board, provided that such structures shall not exceed 120 feet in height, and the Planning Board finds, after a public hearing, that the use of an existing structure, consistent with this by-law, is not feasible, and that the height of such structure does not exceed the minimum height required for Town use.

2. REVISION OF USE REGULATIONS

Article 1. SECTION III:USE REGULATIONS

3.02 SCHEDULE OF USE REGULATIONS

Section 1.01 C. COMMERCIAL

	R-A	RC-1	RC-2	VR	CB	COMM	IND
16. Personal Wireless Service facilities totally enclosed in an "existing structure" (a building or other structure existing on August 27, 1999, but excluding structures within the public right-of way).	P	P	P	P	P	P	P
17. Personal Wireless Service facilities which include an extension of up to 20 feet in height above the height of an "existing structure" on which it is mounted.	S	S	S	S	S	S	S

PASSED AS AMENDED BY A STANDING VOTE: YES 79, NO 6.

Article 2. Capital Plan By-law

The Town voted to amend its general by-laws to add a new Article - Administration and Finance, Section 8 - Capital Plan, as follows:

Section 8. Capital Improvement

The objectives of this bylaw are to:

- i. Create and maintain a credible, sensible, and affordable Town Capital Improvement Program; and
- ii. Prioritize and schedule the use of Town resources to build, replace and maintain the public facilities and equipment needed by, and required to responsively serve, the citizens of the Town of Douglas.

a. Establishment of Capital Improvement Committee

1. There shall be established a Capital Improvement Committee, hereinafter referred to as "Committee", which shall perform the duties set forth in the following sections of this by-law and shall be governed by the provisions hereof.
2. The Committee shall consist of eleven (11) registered voters of the Town of Douglas, including up to 6 department heads or their representatives appointed by the Board of Selectmen for a one (1) year term, and 5 members-at-large, who shall be appointed by the Board of Selectmen for a term of three years, with the initial appointment of one (1) member for one (1) year, two (2) members for two (2) years and two (2) members for three (3)

years.

b. Vacancies; Officers; Compensation

1. Whenever a vacancy occurs on the Committee, the Board of Selectmen shall fill it. Any person appointed to fill a vacancy shall hold office for the unexpired term of the person succeeded.
2. The Committee shall annually elect from among its members a Chairperson, and such other officers as it shall deem appropriate.
3. Committee members shall serve without compensation.

c. Authorities and Responsibilities

1. The Committee shall be responsible for surveying the growth and other needs of the Town and the physical condition and adequacy of all town buildings and facilities. The Committee shall meet from time to time with representatives of all town departments to learn and understand the capital outlay needs of each.
2. The Committee shall consider the relative need, the timing, the cost and the proposed method of financing each capital expenditure proposed. The Committee shall prepare and shall annually revise, update and extend a capital outlay program that forecasts the projected capital expenditure needs of the Town for the five fiscal years next ensuing.

d. Capital Expenditure Defined

For the purpose of this by-law, a Capital Expenditure is defined as any non-recurring expenditure financed in whole or in part by town funds for capital improvements having a substantial useful life (in excess of four years) the total cost of which exceeds \$10,000.00 or such other threshold level as may be established annually by the Capital Improvement Committee, Finance Committee, Board of Selectmen, including:

1. Any acquisition, disposition, lease or transfer of land; or
2. Any acquisition, disposition, lease or transfer of motor vehicles; or
3. Any acquisition or lease of any single item of equipment .
4. Any construction, reconstruction, replacement, extension or other improvement of public buildings, highways, sidewalks, storm drains, sewerage installations, playgrounds, parks or substantially similar public works, or for a facility, structure or a utility appurtenant to any of the same .
5. The cost of planning and design studies in preparation for capital projects.

e. Duties of Committee; Town Meetings

1. The Committee shall ascertain annually what capital expenditures will be required by the Town during the subsequent five (5) fiscal years and identify such other community capital needs as may be anticipated to occur over the next 20 years. In making its determinations, the Committee shall consult with such officers of the Commonwealth of Massachusetts and of the Town and it's various Boards and Committees, as in its discretion it shall deem appropriate and beneficial. Department heads and chairpersons of all boards, commissions and committees of the Town, whether elected or appointed, shall submit to the Committee, not later than July 1 of each year, recommendations and statements of needs and /or proposed plans involving capital expenditure requirements for the

subsequent five (5) fiscal years.

2. The Committee shall present an annual Capital Improvement Plan to the Town at a Fall Special Town Meeting, and shall include in such Plan its recommendations for the scheduling of capital expenditures and for the financing of such expenditures . The Town Meeting may annually adopt a five year Capital Improvement Plan with projects and funding allocations to be considered at the next Annual Town Meeting. All capital improvement items proposed after adoption of the Capital Improvement Plan shall be forwarded to the Finance Committee and Capital Improvement Committee for accelerated review. Any failure to follow these procedures shall give authority to the Board of Selectmen to exclude a capital request from the Warrant, except in the case of a petitioned article. To add such project , the Capital Improvement Committee shall endeavor to delete such other project(s) as may be necessary to keep within the programmed amount available for capital projects. The Board of Selectmen, in its sole discretion, may determine that an emergency exists, and waive the aforementioned requirements.

3. The Committee shall prepare and maintain a Community Resource profile to be a basis of reference in the Capital improvements program planning and recommendations. This profile should include, but not be limited to, the following:

- (a) ten (10) year record and ten (10) year projection of the Town's growth in population;
- (b) the ten (10 year record and ten (10) year projection of the number of public, residential, commercial, industrial and other buildings, structures and facilities;
- (c) estimated value, floor space and /or land areas of public, residential, commercial, industrial and other building, structures and facilities;
- (d) current school student population, and the total, per student and per taxpayer costs for the current fiscal year;
- (e) five (5) year projection of school student population;
- (f) total acreage of each zoning district, with a classification, by percentage, of developed, developable and undevelopable acreage in each zoning district;
- (g) ten (10) year record of town expenditures, in total and by department, board, committee or other functional group or unit;
- (h) ten (10) year record of tax rates;
- (i) ten (10) year record of total assessments; and
- (j) list of capital improvement commitments for the current year, and the prior and subsequent five (5) fiscal years.

f. Regulations.

The Committee may adopt regulations setting forth information standards and requirements for the inclusion of projects in the Capital Improvement Plan.

PASSED AS AMENDED BY A STANDING VOTE: YES 82, NO 6.

Article 3. Veterans Affairs

A motion was made and seconded to pass over Article 3.

Article 3 PASSED OVER by a Majority Voice Vote.

Article 4. Sewer Treatment Facility

The Town voted to appropriate the sum of five hundred thirty thousand (\$530,000.00) dollars, to be expended at the direction of the Water and Sewer Commissioners, for design and engineering services related to an upgrade of the Douglas Wastewater Treatment Facility, and the extension of sewer lines, including the payment of all costs incidental and related thereto, and to meet this appropriation, the sum of one hundred thousand (\$100,000.00) dollars is transferred from sewer enterprise fund unreserved fund balance, and the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of four hundred thirty thousand (\$430,000.00) dollars under and pursuant to Chapter 44, Sections 7(21) and 7(22) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town thereof, with the cost of retiring said borrowing to be shared 25% by the taxpayer and 75% by the sewer ratepayer, provided, however, that any bond or notes issued by the Town hereunder shall nevertheless be general obligations of the Town, and further provided, however, that no sums shall be borrowed or expended hereunder until the Town shall have voted to exempt the payment of principal and interest on any bonds or notes authorized by this vote from the limitations of Chapter 59, Section 21C of the General Laws (Proposition 2 1/2).

PASSED BY A STANDING VOTE: YES 67, NO 21.

Article 5. Special Election

A motion was made and seconded to pass over Article 5.

Article 5 PASSED OVER by a Majority Voice Vote.

Article 6. Assessors' Personnel Services

The Town voted to raise and appropriate the sum of five hundred (\$500.00) dollars for Assessors Personnel Services Account.

PASSED BY A MAJORITY VOICE VOTE.

Article 7. Soccer Field

The Town voted to transfer the sum of sixteen thousand five hundred (\$16,500.00) dollars from Recreation Capital Project (630.01) to the Martin Road Project (630.002) for the construction of a soccer field within the Martin Road Recreational Area.

PASSED BY A MAJORITY VOICE VOTE.

Article 8. Correction of Budget

The Town voted to amend the Fiscal 2000 budget to correct an error by changing the Board of Health Monitor Landfill account from \$9,000 to \$2,000 and the Board of Health Monitor Wells account from \$2,000 to \$9,000.

PASSED BY A MAJORITY VOICE VOTE.

Article 9. Chapter 70 Funds

A motion was made and seconded to pass over Article 9

Article 9 PASSED OVER by a Majority Voice Vote.

Article 10. Acceptance of Roads - Stonewall Court

The Town voted to accept Stonewall Court as a public way; said way as shown on the plan entitled "Douglas Woods" and owned by V. Bucciarelli & Co. which plan is dated December 13, 1995, and was prepared by Andrews Survey & Engineering, Inc., laid out by order of the Board of Selectmen and filed with the Town Clerk, and if the Town will further vote to authorize the Board of Selectmen to acquire by gift, purchase or eminent domain an easement to use said way for all purposes for which public ways are used in the Town of Douglas.

PASSED BY A MAJORITY VOICE VOTE.

Article 11. Acceptance of Roads - Brandywine and Darling Way

The Town will vote to accept Brandywine and Darling Way as public ways; said ways as shown on the plan entitled "Darling Way" which plan is dated December 13, 1995, and was prepared by Andrews Survey & Engineering, Inc. laid out by order of the Board of Selectmen and filed with the Town Clerk, and if the Town will further vote to authorize the Board of Selectmen to acquire by gift, purchase or eminent domain an easement to use said way for all purposes for which public ways are used in the Town of Douglas.

PASSED BY A MAJORITY VOICE VOTE.

Article 12. Old Elementary School Renovation Feasibility Study

The Town voted to transfer from available funds the sum of eleven thousand four hundred dollars (\$11,400.00) to Selectmen's Expenses for a Old Elementary School Renovation Feasibility Study.

PASSED BY A MAJORITY VOICE VOTE.

The meeting adjourned at 8:54 p.m.

A True Copy,

ATTEST: BettyAnn McCallum, Town Clerk

SUMMARY - November 8, 1999

MONEY TO BE RAISED & APPROPRIATED:

Article 5.	Special Election	\$2,100.00
Article 6.	Assessors Personnel Services	\$500.00
		\$2,600.00

MONEY TO BE TRANSFERRED (from free cash):

Article 12.	Old Elementary Renovation Feasibility Study	\$11,400.00
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MONEY TO BE TRANSFERRED (from other sources):

Article 7.	Martin Road Recreation Project	\$16,500.00
Article 8.	Board of Health Monitor Wells	\$7,000.00
		\$23,500.00

MONEY FROM OFFSET RECEIPTS:

Article 4.	Sewer Enterprise	\$100,000.00
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MONEY TO BE BORROWED:

Article 4.	Sewer Treatment Facility Design Study	\$430,000.00
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Pursuant to the foregoing warrant the inhabitants of the Town of Douglas who are qualified to vote in elections and town affairs met at the High School Auditorium on Wednesday, December 15, 1999, at 7:00 p.m. There being a quorum present (43 registered voters), the meeting was called to order by the Moderator, Jerome D. Jussaume. The service of the warrant was read by Mr. Jussaume and the Town voted as follows:

Article 1. Douglas Center Cemetery

The Town voted to raise and appropriate the sum of nine thousand eight hundred (\$9,800.00) dollars to the Cemetery Commission to complete the extension of the Douglas Center Cemetery.

PASSED BY A MAJORITY VOICE VOTE.

Article 2. Highway Sander

The Town voted to raise and appropriate the sum of six thousand (\$6,000.00) dollars to the Highway Department to replace a sander.

PASSED BY UNANIMOUS VOICE VOTE.

Article 3. Highway Heating System

The Town voted to raise and appropriate the sum of nine thousand six hundred twenty (\$9,620.00) dollars to the Highway Department to replace the Town Garage heating system.

PASSED BY MAJORITY VOICE VOTE.

Article 4. Highway Prior Year Unpaid Bill

The Town voted to raise and appropriate three thousand two (\$3,002.00) dollars to the Highway Department to pay a prior year's bill.

PASSED BY A MAJORITY VOICE VOTE.

Article 5. Assessors GIS

The Town voted to transfer five thousand (\$5,000.00) dollars from the Assessors' Expenses account to the Assessors' Special Mapping account.

PASSED BY A MAJORITY VOICE VOTE.

Article 6. Unemployment Expenses

The Town voted to raise and appropriate fifteen thousand sixty-two (\$15,062.00) dollars to the Insurance account to increase the Town's appropriation for unemployment expenses.

PASSED BY A MAJORITY VOICE VOTE.

Article 7. Health Insurance Expenses

The Town voted to raise and appropriate seventy-two thousand seventy-eight (\$72,078.00) dollars to the Insurance account and to transfer the sum of one thousand four hundred ten (\$1,410.00) dollars from Water & Sewer Enterprise Fund free cash to the Insurance account for increases in Health Insurance expenses.

PASSED BY A MAJORITY VOICE VOTE.

Article 8. Debt Service

The Town voted to transfer the sum of one thousand two hundred sixty (\$1,260.00) dollars from the Debt Interest account to the Debt Principal account and to raise and appropriate one hundred thirteen thousand seven hundred forty-one (\$113,741.00) dollars to the Debt Principal account.

PASSED BY A MAJORITY VOICE VOTE.

Article 9. Transfer Station

The Town voted (a) to rescind Article 12 of the May 17, 1999, Annual Town Meeting, (b) to amend Article 4 of the June 28, 1999, Special Town Meeting to change the revolving account fund amount from three hundred ten thousand (\$310,000.00) dollars to one thousand (\$1,000.00) dollars, and (c) to raise and appropriate two hundred ten thousand (\$210,000.00) dollars for personnel, contractual services and expenses to operate the Transfer Station, provided however, that the General Fund shall be credited with any and all fees received in connection with the operation of the Transfer Station, said fees to be set by the Board of Selectmen at levels estimated to fully offset all costs.

PASSED BY A MAJORITY VOICE VOTE.

Article 10. Town Counsel

The Town voted to raise and appropriate twenty-five thousand (\$25,000.00) dollars to the Town Counsel account.

PASSED BY A MAJORITY VOICE VOTE.

Article 11. Architectural Services

The Town voted to raise and appropriate twenty-nine thousand six hundred (\$29,600.00) dollars for additional Architectural Services to assist the Town in developing proposals for additional classroom space.

PASSED BY A MAJORITY VOICE VOTE.

Article 12. Stabilization Account

The Town voted to raise and appropriate one hundred ninety (\$190,000.00) dollars to the Stabilization Fund.

PASSED BY A MAJORITY VOICE VOTE.

Article 13. School Operating Budget

The Town voted to raise and appropriate three hundred four thousand, one hundred seven

(\$304,107.00) for the School Department - Personnel Services and Expenses.

PASSED BY A MAJORITY VOICE VOTE.

The meeting was adjourned at 7:43 p.m.

A True Copy,

ATTEST: BettyAnn McCallum, Town Clerk

SUMMARY

Wednesday, December 15, 1999

MONEY TO BE RAISED & APPROPRIATED (from tax levy):

Article 1.	Cemetery Commission	\$9,800.00
Article 2.	Highway Department - sander	\$6,000.00
Article 3.	Highway Department -heating system	\$9,620.00
Article 4.	Highway Department - FY99 bill	\$3,002.00
Article 6.	Insurance (unemployment)	\$15,062.00
Article 7.	Health Insurance	\$72,078.00
Article 8.	Debt Principal	\$113,741.00
Article 9.	Transfer Station	\$210,000.00
Article 10.	Town Counsel	\$25,000.00
Article 11.	Architectural Services	\$29,600.00
Article 12.	Stabilization Fund	\$190,000.00
Article 13.	School Department-Personnel Expenses	\$304,107.00
		\$988,010.00

MONEY TO BE TRANSFERRED (other sources):

Article 6.	Assessors' Special Mapping account	\$5,000.00
Article 7.	Health Insurance	\$1,410.00
Article 8.	Debt Principal	\$1,260.00

AT YOUR SERVICE

ACCOUNTANT	278-2655
ANIMAL CONTROL	865-1354
ASSESSORS	476-4000 ext 353
BUILDING DEPARTMENT	476-4000 ext 351
BOARD OF HEALTH	476-4000 ext 352
BOARD OF HEALTH NURSE	476-4000 ext 352
COLLECTOR OF TAXES	476-4000 ext 354
CONSERVATION COMMISSION	476-4000 ext 357
COUNCIL ON AGING/SENIOR CENTER	476-2283
EXECUTIVE ADMINISTRATOR	476-4000 ext 101
FACILITIES MAINTENANCE	476-4000 ext 126
FINANCE COMMITTEE	476-4000 ext 357
FIRE DEPARTMENT	9-1-1
Non-Emergency	476-2222
HIGHWAY DEPARTMENT	476-3378
LIBRARY, SIMON FAIRFIELD PUBLIC	476-2695
PLANNING BOARD	476-4000 ext 357
POLICE DEPARTMENT	9-1-1
Non-Emergency	476-3333
SCHOOL DEPARTMENT	
Administration	476-7901
Early Childhood Learning Center	476-4035
Elementary	476-2154
Middle/High School	476-3332
SELECTMEN	476-4000 ext 350
TOWN CLERK	476-4000 ext 355
TOWN ENGINEER	476-4014
TRANSFER STATION	476-3742
TREASURER	476-4000 ext 356
VETERANS' DIRECTOR	278-8609
WATER/WASTEWATER DIVISIONS	476-2400