

May 6<sup>th</sup>, 2025.  
Belgrade Lakes, ME

**Senator Rafferty, Senate Chair**  
**Representative Noonan Murphy , House Chair**  
**Members of the Joint Standing Committee on Education and Cultural Affairs**  
**132<sup>nd</sup> Maine Legislature, First Special Session**  
**2 State House Station**  
**Augusta, Maine 04333-0002**

Senator Rafferty, Representative Noonan Murphy, and Distinguished Members of the Education and Cultural Affairs Committee:

**Testimony Not For/Nor Against of LD 1103:**

**An Act Regarding Unallocated Balances in a School Administrative Unit( SAU) School Budget – April 29, 2025**

My name is Sara Languet, and I am one of the two Belgrade RSU#18 School Board Directors. I also represented the Town of Belgrade in the 2022 RSU#18 Cost Sharing Formula (CSF) committee. Additionally, I am the Vice-Chair of the Belgrade Budget committee, which is a extremely fiscally conscientious town. My background is technical with optimization of manufacturing with Lean Six Sigma Black Belt certification being my regular line of work. I include a copy of my resume for your reference.

On Tuesday, April 29, I forwarded testimony IN OPPOSITION to bill LD-1103 at the ECAC hearing meeting session. I missed you during my presentation. Unfortunately, I was not aware of a 3-minute testimony time limit, and I overran the clock without making my “driving” point. I spent too much time reminding the ECAC about the wonderful School Budget building guidelines and about the three fundamental tiers of its approval (“board” approval, community “district budget” approval and “referendum” approval), which are the hallmark of this School Budget process. In doing so, I was intending to highlight what is NOT PRESENTLY DONE in my RSU:

1. NO community assessment nor feedback obtained as related to understanding potential funding school needs. Only administrators’ input is taken.
2. Significant cost estimates based on previous years cost estimates and not based on recent expenditure actuals. With this practice creating a significant gap between the appropriated funds and what is really spent. Such “unorthodox” practice (which started thru the pandemic lockdown) generates **an unintended inflated budget**. **Literally, my RSU is quietly and blindly overcharging the taxpayers it that serves.**
3. **Unexpected revenues** are dispersed to offset (sometimes inappropriately) already General Fund Budget with pre-allocated revenues. Such being another “unorthodox” practice which makes accounting transparency difficult to maintain.
4. Of course, **an unintended inflated budget** and the use of **unexpected revenues** against the budget will produce a fiscal “windfall” effect. At the end of the fiscal year, my RSU ends up having left-over/surplus monies that by law and accounting will be collected in the unassigned/undesignated/unobligated bucket/fund. These unassigned/undesignated/unobligated monies are the so-called Forward Balance Fund or Unallocated Balances.
5. Another practice instituted strongly from the COVID emergency experience is the **creation of “large” RESERVE funds which use will not be evaluated nor approved directly by taxpayers** (even when the institution and the establishment of the RESERVE FUND is screened by the taxpayers; the final allocation of the moneys to go inside those RESERVE FUNDS is not as it only needs the school board approval).

The testimonies of Superintendent Ray from Biddeford/Saco/Dayton and of MSSA Executive Director King were very enlightening and reassuring in projecting the use of **fair practices** (*with an honest and transparent intent and differing in nature from the five mentioned present practices above at my RSU*) during the school fiscal year after budget approval. These **fair practices** do precede the windfall that ends up in the left-over/surplus funds like (these three practices do not seem disingenuous to me) while assuming a tight budget (expenses with estimates close to the actuals):

1. Actively chasing saving initiatives and strategies
2. Nulling unnecessary or even higher expenses upon additional consideration of other more suitable alternatives.

3. Obtaining revenues that allows the RSU to take out expenses temporarily away from the General Fund.

Considering the positive and fair fiscal actions of several Maine RSUs, I would compromise in support to extend the 9% cap for another four years till FY'29 while maintaining the same language in the present 20-A MRSA §15689-B, sub-§6, as amended by PL 2021, c.213. Plus adding the caveat that no REVERSE FUNDS nor any kind of account can be instituted with excess beyond the cap (whether the cap end up being 9% or 5%) but exclusively to use that excess for the purpose stated in this section of the statute (which is reducing the allocation to the towns in future School Budgets within a period of three years).

Thru this communication I emit a **STRONG and FIRM WARNING ALERT** not to let the municipalities and its taxpayers being fiscally and permanently sandbagged by instituting “hidden greed” in the language of the law—as most taxpayers will never know nor understand the impact of such decrees (but we, the leaders of the pack, do!). PLEASE, wake up to the danger of letting RSUs being “awashed” with a potential ‘liquid cash slush funds.’ Be careful about understanding and analyzing how this extra left-over moneys are coming about. No one wants to be found in deceitful/unlawful lanes and be handcuffed with unethical wrongdoing just because we were asleep on our watch. Please, be mindful!

I sincerely appreciate your time and effort with this matter. Thank you for your devout public service and for taking seriously the appropriate use of the financial contributions of our constituents.

Sincerely,

Sara Languet

PD. I include within this 5/6/2025 LD-1103 testimony the following:

- (a) My best “script” of how the new law should read while striking language to take out and highlight in **green** language that should go in.
- (b) One internet 5-page document-resource from GFOA (Government Finance Officers Association) about the appropriate amount of reserves for public institutions (with high and volatile revenues sources). While it says that two months’ worth of the budget is appropriate and generally suggested for upfront reserve funds. It also indicates to the end of the report that large cities and school boards do not qualify under that guidance. With the reserve fund recommendations being much lower for large cities and school boards as the revenue sources are more stable and consistent. The pertinent information of the document is highlighted in **light green**.
- (c) Morning Sentinel Newspaper report of April 3<sup>rd</sup> about the RSU#18 School Board meeting of April 2<sup>nd</sup> which details the issues that our communities face with the appropriate use of excess funds.
- (d) A copy of my one-page resume.

(a) Potential SCRIPT for LD-1103 for your consideration:

6. **Balance of allocations.** Notwithstanding any other law, general operating fund balances at the end of a school administrative unit's fiscal year must be carried forward to meet the unit's needs in the next year or over a period not to exceed 3 years. Unallocated balances in excess of 5% of the previous fiscal year's school budget must be used to reduce the state and local share of the total allocation for the purpose of computing state subsidy. School boards may carry forward unallocated balances in excess of 5% of the previous year's school budget and disburse these funds in the next year or over a period not to exceed 3 years. For fiscal years ~~2021-22, 2022-23, 2023-24 and 2024-25~~ **2025-26, 2026-27, 2027-28 and 2028-29** only, unallocated balances in excess of 9% of the previous fiscal year's school budget must be used to reduce the state and local share of the total allocation for the purpose of computing state subsidy and school. School boards may carry forward unallocated balances in excess of 9% of the previous fiscal year's school budget and disburse these funds in the next year or over a period not to exceed 3 years. **Separate financial accounts or reserve funds are not allowed to be created or instituted with any of excess caps permitted; but that excess is exclusively to be used for the purpose stated in this section.**

(b) Internet 5-page document with GFOA (Government Finance Officer Association) information highlighted in light green:

5/5/25, 1:49 PM

Fund Balance Guidelines for the General Fund



BEST PRACTICES

# Fund Balance Guidelines for the General Fund

Governments should establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund for GAAP and budgetary purposes.

In the context of financial reporting, the term *fund balance* is used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). Budget professionals commonly use this same term to describe the net position of governmental funds calculated on a government's budgetary basis.<sup>1</sup> While in both cases *fund balance* is intended to serve as a measure of the financial resources available in a governmental fund; it is essential that differences between GAAP *fund balance* and budgetary *fund balance* be fully appreciated.

1. GAAP financial statements report up to five separate categories of fund balance based on the type and source of constraints placed on how resources can be spent (presented in descending order from most constraining to least constraining): *nonspendable fund balance*, *restricted fund balance*, *committed fund balance*, *assigned fund balance*, and *unassigned fund balance*.<sup>2</sup> The total of the amounts in these last three categories (where the only constraint on spending, if any, is imposed by the government itself) is termed *unrestricted fund balance*. In contrast, budgetary fund balance, while it is subject to the same constraints on spending as GAAP fund balance, typically represents simply the total amount accumulated from prior years at a point in time.
2. The calculation of GAAP fund balance and budgetary fund balance sometimes is complicated by the use of sub-funds within the general fund. In such cases, GAAP fund balance includes amounts from all of the subfunds, whereas budgetary fund balance typically does not.
3. Often the timing of the recognition of revenues and expenditures is different for purposes of GAAP financial reporting and budgeting. For example, encumbrances arising from purchase orders often are

recognized as expenditures for budgetary purposes, but never for the preparation of GAAP financial statements.

The effect of these and other differences on the amounts reported as *GAAP fund balance* and *budgetary fund balance* in the general fund should be clarified, understood, and documented.

It is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. In most cases, discussions of fund balance will properly focus on a government's general fund. Nonetheless, financial resources available in other funds should also be considered in assessing the adequacy of unrestricted fund balance in the general fund.

GFOA recommends that governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund for GAAP and budgetary purposes.<sup>3</sup> Such a guideline should be set by the appropriate policy body and articulate a framework and process for how the government would increase or decrease the level of unrestricted fund balance over a specific time period.<sup>4</sup> In particular, governments should provide broad guidance in the policy for how resources will be directed to replenish fund balance should the balance fall below the level prescribed.

*Appropriate Level.* The adequacy of unrestricted fund balance in the general fund should take into account each government's own unique circumstances. For example, governments that may be vulnerable to natural disasters, more dependent on a volatile revenue source, or potentially subject to cuts in state aid and/or federal grants may need to maintain a higher level in the unrestricted fund balance. Articulating these risks in a fund balance policy makes it easier to explain to stakeholders the rationale for a seemingly higher than normal level of fund balance that protects taxpayers and employees from unexpected changes in financial condition. Nevertheless, GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.<sup>5</sup> The choice of revenues or expenditures as a basis of comparison may be dictated by what is more predictable in a government's particular circumstances.<sup>6</sup> Furthermore, a government's particular situation often may require a level of unrestricted fund balance in the general fund significantly in excess of this recommended minimum level. In any case, such measures should be applied within the context of long-term forecasting, thereby avoiding the risk of placing too much emphasis upon the level of unrestricted fund balance in the general fund at any one time. In establishing a policy governing the level



of unrestricted fund balance in the general fund, a government should consider a variety of factors, including:

1. The predictability of its revenues and the volatility of its expenditures (i.e., higher levels of unrestricted fund balance may be needed if significant revenue sources are subject to unpredictable fluctuations or if operating expenditures are highly volatile);
2. Its perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts);
3. The potential drain upon general fund resources from other funds, as well as, the availability of resources in other funds;
4. The potential impact on the entity's bond ratings and the corresponding increased cost of borrowed funds;
5. Commitments and assignments (i.e., governments may wish to maintain higher levels of unrestricted fund balance to compensate for any portion of unrestricted fund balance already committed or assigned by the government for a specific purpose). Governments may deem it appropriate to exclude from consideration resources that have been committed or assigned to some other purpose and focus on unassigned fund balance, rather than on unrestricted fund balance.

#### *Use and Replenishment.*

The fund balance policy should define conditions warranting its use, and if a fund balance falls below the government's policy level, a solid plan to replenish it. In that context, the fund balance policy should:

1. Define the time period within which and contingencies for which fund balances will be used;
2. Describe how the government's expenditure and/or revenue levels will be adjusted to match any new economic realities that are behind the use of fund balance as a financing bridge;
3. Describe the time period over which the components of fund balance will be replenished and the means by which they will be replenished.

Generally, governments should seek to replenish their fund balances within one to three years of use. Specifically, factors influencing the replenishment time horizon include:

1. The budgetary reasons behind the fund balance targets;
2. Recovering from an extreme event;

3. Political continuity;
4. Financial planning time horizons;
5. Long-term forecasts and economic conditions;
6. External financing expectations.

Revenue sources that would typically be looked to for replenishment of a fund balance include nonrecurring revenues, budget surpluses, and excess resources in other funds (if legally permissible and there is a defensible rationale). Year-end surpluses are an appropriate source for replenishing fund balance.

*Unrestricted Fund Balance Above Formal Policy Requirement.* In some cases, governments can find themselves in a position with an amount of unrestricted fund balance in the general fund over their formal policy reserve requirement even after taking into account potential financial risks in the foreseeable future. Amounts over the formal policy may reflect a structural trend, in which case governments should consider a policy as to how this would be addressed. Additionally, an education or communication strategy, or at a minimum, explanation of large changes in fund balance is encouraged. In all cases, use of those funds should be prohibited as a funding source for ongoing recurring expenditures.

#### Notes:

1. For the sake of clarity, this recommended practice uses the terms GAAP fund balance and budgetary fund balance to distinguish these two different uses of the same term.
2. These categories are set forth in Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*.
3. Sometimes restricted fund balance includes resources available to finance items that typically would require the use of unrestricted fund balance (e.g., a contingency reserve). In that case, such amounts should be included as part of unrestricted fund balance for purposes of analysis.
4. See Recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting governments on the need to "maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures" (Recommended Practice 4.1).
5. In practice, a level of unrestricted fund balance significantly lower than the recommended minimum may be appropriate for states and America's largest governments (e.g., cities, counties, and school districts) because they often are in a better position to predict contingencies (for the

same reason that an insurance company can more readily predict the number of accidents for a pool of 500,000 drivers than for a pool of fifty), and because their revenues and expenditures often are more diversified and thus potentially less subject to volatility.

6. In either case, unusual items that would distort trends (e.g., one-time revenues and expenditures) should be excluded, whereas recurring transfers should be included. Once the decision has been made to compare unrestricted fund balance to either revenues and/or expenditures, that decision should be followed consistently from period to period.

*This best practice was previously titled Appropriate Level of Unrestricted Fund Balance in the General Fund.*

Board approval date: Wednesday, September 30, 2015



(c) April 3<sup>rd</sup> 2025—Morning Sentinel Newspaper article:

<https://www.centralmaine.com/2025/04/03/45-million-oakland-area-school-budget-adopted-despite-pushback/>

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#### **\$45.5 million Oakland-area school budget adopted despite pushback**

School board members in the Oakland-based school district debated where funding for an advisory position for Superintendent Carl Gartley, who is retiring at the end of the year, should come from.

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Posted April 3

Updated April 4



[Hannah Kaufman](#) Morning Sentinel

3 min read



5

**Gift article**



Oakland-area school board member Dawn Castner, left, is joined by fellow board members Sara Laguet, Michael Tracy, Chelsey Oliver, Laura Tracy, Keith Morin, Matthew Robillard and Superintendent Carl Gartley as they discuss the proposed spending plan for Regional School Unit 18. The \$45.5 million budget will go before voters at the May 22 districtwide meeting. *Hannah Kaufman/Morning Sentinel*

OAKLAND — The Regional School Unit 18 School Board voted to adopt a budget of \$45.5 million for the next fiscal year, but board members were divided over the use of contingency funds at the tense Wednesday night meeting.

Disagreement took place over the funding identified to pay for Superintendent Carl Gartley's salary for his one-year interim assistant superintendent position starting July 1. Gartley has assured taxpayers his salary will not be in the budget and will come from a contingency fund for "periods of financial emergency."

Gartley, who announced in October that he will retire in June, [signed a contract for an advisory](#) position to assist the next superintendent not long after that. The salary is about half of his current \$150,000 a year pay.

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#### [Retiring Oakland-area school superintendent rehired at \\$75,000 salary](#)

Belgrade board member Sara Languet argued at the meeting at the district's central office that Gartley's salary should be listed in the budget as an administrative position for the sake of transparency.



Find local news, community happenings and things to do with this free Monday newsletter curated by Kennebec Journal reporter Ethan Horton.

"We got the trust of the towns to use this contingency fund exclusively for emergencies," Languet said. "And an administrative position, for me, is not an emergency."

Gartley said he recommended using the contingency fund because his salary is not a continuing expense.

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"It's a one-time, large cost, and we have the contingency fund, and that was the plan," Gartley said. "If the board says, 'We would rather save more money in the contingency fund and raise the budget,' I can do that. I don't recommend it, because you have the ability to use this contingency fund to not raise taxes."

The board established the contingency fund in 2023 and authorized it to hold unallocated fund balances in excess of 9% of the prior year's budget, to be spent when the school board determines by public vote that an emergency need exists. This year, \$1 million will be transferred to the fund.

Languet made a motion to amend the budget by adding \$150,000 for Gartley's position. Board member Andy Cook said he was opposed to the amendment.

"We're awash in money, guys," Cook said. "Between the 9% contingency and the (\$1) million plus right here, we've got 10% — we're awash in money. If I was a voter, I'd be embarrassed. I'd say, 'Why don't you guys hand the whole \$1 million back to us, right now? So we need to hold that \$1 million, and I don't think we need to bump the budget anymore. It's just fine as it is.'"

The amendment received support from Languet and board members Chelsey Oliver and Sharon Frost, but failed when seven other board members voted no.

The \$45.5 million budget for the school district that encompasses Oakland, Belgrade, Rome, China and Sidney, passed, with only Languet voting no.

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Gartley said the budget can still be altered before it goes to taxpayers May 22 at the districtwide budget meeting.

A recent audit of the district's finances cited no issues, but Gartley said auditors recommended the board designate the contingency fund for specific budget articles going forward. After heated discussion, the board agreed to split contingency funds among four articles, covering costs in facilities, regular instruction, special education and legal fees.

During the meeting, Gartley said all budget decisions are ultimately the board's.

"I have an opinion, you have an opinion, the board will have an opinion," Gartley said. "My recommendation tonight is for these motions. Again, this is board money."

"This is taxpayer's money," Languet shot back.

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1. Comment by umo1982.

um

**umo1982** 2 days ago

Almost 70% of my property tax goes to paying for this top-heavy administration. And the total goes up and up and up as they spend and spend and spend.

reply 0

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2. Comment by AndrewWeymouth.

An

**AndrewWeymouth** 2 days ago

I am not sure how a planned salary qualifies as an emergency? I imagine a contingency fund to be used for the unexpected, a burst pipe, a sudden cost, but not a planned salary.

reply 0

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3. Comment by CommSense.

Co

**CommSense** 2 days ago



Until our state decides to move to a county format (one superintendent that oversees an entire county's schools for example) administration funding will always take away from students. Taxpayers will suffer.

reply 1

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4. Comment by Sky Pilot 55.

SP

**Sky Pilot 55** 2 days ago

Thank you, Sara Languet, for once again correcting the source of the funding - an important detail that Carl and (sadly) most of the other board members seem to forget, or ignore.

It's good to know that there are three board members who take their positions seriously. Three who do their homework and are willing to speak up.

Too bad it's only three.

Gartley will suck even more from this district that should be going to the students, teachers, and support staff. But instead of doing the right thing, he will continue to line his already overstuffed pockets with our cash.

Just leave, already....

reply 4

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5. Comment by umo1982.

um

**umo1982** 2 days ago

Gartley will stick it to the property owners. His "salary" will not come out of a contingency fund. He needs to go. "We're awash in money, guys," Cook said... Seniors struggle to pay property taxes and these clowns can't spend it fast enough.

(d) A copy of my one-page resume:

## SARA H. LANGUET, MBA, MSP, MSME

[slanguet@gmail.com](mailto:slanguet@gmail.com) | (207) 660-7449  
PO Box 355, Belgrade Lakes, ME 04918

### EDUCATION

- [6] PURDUE UNIVERSITY (Online), West Lafayette, IN 47907 Dec 2022  
Lean Six Sigma (LSS) Black Belt Certification Program (17 CEUs)-use of SMED and Kepner-Tregoe Techniques
- [5] UNIVERSITY of MAINE at FARMINGTON (UMF), Farmington, ME 04938 May 2010  
Pre-Pharmacy Program: Organic Chemistry and Biology (Cell Bio and Genetics) courses
- [4] MICHIGAN STATE UNIVERSITY (MSU), East Lansing, MI 48824-0590 May 1998  
Dual Master of Science in Packaging (4.0/4.0 GPA) and in Mechanical Engineering (3.78/4.0)  
THESIS: "Damage correlation of vibration table time versus real road time using RSC corrugate boxes"
- [3] THOMAS COLLEGE, Waterville, ME 04901-9986 Dec 1994  
Master of Business Administration (Two years of Night School with a 3.22 GPA)
- [2] UNIVERSITY OF PUERTO RICO (UPRM or RUM), Mayagüez, PR 00681 May 1992  
Bachelor of Science in Mechanical Engineering (Top 10%-Departmental Esteban Terrats Award)
- [1] SAN ANTONIO ABAD HIGH SCHOOL, Humacao, PR 00661-Senior Class Valedictorian May 1987

### SCHOLARSHIPS, AWARDS AND TRAINING

- \*\* 2024-Town of Belgrade "SPIRIT OF AMERICA" Award for exceptional volunteerism
- \*\* 2024-Women Leading Government (Maine Municipal Association training)
- \*\* 2023-CPR and AED Certification
- \*\* 2023-Belgrade Ad Hoc-Public Works Committee specifically targeting Plowing Winter Maintenance
- \*\* 2022-University of Purdue Online - LSS BLACK Belt certification
- \*\* 2022-First Place at the 1<sup>st</sup> Maine Start Summit for Entrepreneurs of the Roux Institute from the Northeastern University.
- \*\* 2022-Present Town of Belgrade (ME) Budget Committee Chair till 08/2023; Vice-Chair from 08/2023 till 08/2025.
- \*\* 2021-Present Town of Belgrade (ME) Planning Board Chair till 03/2026.
- \*\* 2021-MAINE MUNICIPAL ASSOCIATION Local Planning Board/Boards of Appeal Certificate
- \*\* 2021-University of Purdue Online - LSS Green Belt Certification & Lean Principles Certification
- \*\* 2020-Present Mid Maine Regional Adult and Community Education (MMRACE) Advisory Board member, ME till 07/2025.
- \*\* 2020-Present Messalonskee High School School Board Director & Finance Committee Member for the Town of Belgrade, ME till 03/2026.
- \*\* 2001 Solid Works CAD training, EZ-CAM CAM training and team building training.
- \*\* 2000 KVCC Supervisory course program
- \*\* 1997 Transport Packaging Symposium (Transpack) Speaker
- \*\* Licensed as an Engineer in Training (Engineer in Training), 08/07/92.
- \*\* 1992 Best Student of the UPR Mechanical Engineering Department-Departmental Esteban Terrats Award
- \*\* 1992 Distinguished Student of the UPR Engineering School
- \*\* 1992 MSDQ Top Ten Student of the UPR Engineering School
- \*\* 1991 ASME Region II Student Leadership Jefferson Cup

### WORK EXPERIENCE

- [9] HUHTAMAKI (previously THE CHINET COMPANY with the Van Leer Group), Waterville, ME 04901 June 2022-Dec 2022  
LSS Plant Engineer on a voluntary basis leading the SF Corrugated Packaging Reduction Variance project for Purdue LSS Black Belt Certification by applying DMAIC tools and techniques (DOE, FMEA, GR&R) to access and define Key Performance Indicators (KPIs).
- [8] GENERAL ELECTRIC INDUSTRIAL SECURITY, Pittsfield, ME 04967 Oct 2005-March 2006  
Manufacturing Engineer for B-6 Signature Smoke Detectors (and transponders) Unit.  
Producing manufacturing packaging financial savings equal to my own salary in less than 4 months.  
Co-Chair of the "Job Safety Analysis" Element of the EHS Framework.
- [7] PURITAN MEDICAL & HARDWOOD PRODUCTS COMPANIES LLC., Guilford, ME 04443 May 2003-May 2005  
Worldwide producers of the COVID-19 specialty PurFlock Ultra and HydraFlock swabs  
-12/03-06/05-Manufacturing (Process Improvement and New Product Development) Engineer  
The building of prototypes: including detailing specifications (CAD and BOM), assembly, and testing with experimental procedures and IQ, OQ and PQ FDA Validation protocols for data accumulation and analysis for eventual final product manufacturing.  
-05/03-12/03-New Product Engineer supporting diagnostic product needs.
- [6] RILEY MEDICAL, INC., Auburn, ME 04210 Aug 2001-Sept 2002  
Senior Project/Design Engineer and Design Group Team Leader (supervisor responsible for 5 Solid Works CAD designers). Very influential in helping this outfit regain profitable status.
- [5] HUHTAMAKI (previously THE CHINET COMPANY), Waterville, ME 04901 Oct 1996-Aug 2001  
Packaging Design and Staff/Plant Engineer leading on various areas.  
Lead engineer in the design EURO 'appletray' - trademark line (using UniGraphic CAD) with a record 6 months development turnaround from an original 2 years Spring Cushing development timeline.  
<https://doi.org/10.1111/j.1365-3113.2011.04511.x>
- [4] GENERAL MOTORS CORPORATION (GMC), Lansing, MI 48921 May 1995-Aug 1996  
\*\*01/96-08/96 Part time flex Plant Engineer. Focal point of all HVAC related problems.  
\*\*05/95-08/95 Summer Internship with the Production Control/Packaging to obtain field metrics to populate SolPress (EPR) database.
- [3] EASTMAN CHEMICAL COMPANY, Kingsport, TN 37662-5230 June 1994-Aug 1994  
GEM Summer Intern (Tech) with Container Plastics Technical Service and Business Organization
- [2] ANDROSCOGGIN MILL OF THE INTERNATIONAL PAPER COMPANY, Jay, ME 04239 July 1992-June 1994  
Permanent full time job as a Senior Project Engineer with the White Papers Division  
\*\* Two years rotation (Manufacturing Technical Management-MTM) program in the Pulp & Paper Mill areas:  
Plant Eng., Process Eng. & Maintenance Eng. with the Equipment Reliability prioritized by vibration data acquisition. The only engineer handling 5 capital/repair projects and with a top 5% performance rating.
- [1] ABBOTT LABORATORIES, Barceloneta, PR 00617-0278 Jan 1992- May 1992  
Part time - Intern and project completion presenter as part of student group for the Senior Cap Stone project analyzing the "Hydraulic and Thermal Design for the 55°F Chilled Water System."

### ACTIVITIES, SKILLS & INTERESTS

- \*\* ACTIVITIES: \*\* Institute of Packaging Professionals (as a Graduate Student at MSU);  
1994 Pack Expo of Packaging Machinery Manufacturers Institute & President of the Packaging Grad Association  
\*\* American Society of Mechanical Engineers: 1991 Region II National Junior Representative  
1991 Region II Student Conference Coordinator
- \*\* SKILLS: \*\* Done work in aseptic environments and techniques related to genetic research.  
\*\* Knowledge of CAD, Qi Macros, Minitab, MS-Office -spreadsheets, word-processing, databases.  
\*\* Bilingual: VERY fluent in reading, writing, and speaking both English and Spanish. Learning Arabic.
- \*\* INTERESTS: \*\* Bio Molecular & genetic science as it applies to the manufacturing of biomedical products.  
\*\* Automation: Use of PLCs/PIDs to resolve schedule/routine manufacturing/maintenance tasks.  
\*\* Golfing, Reading, Fly Fishing, Wine Making, Cooking, Gardening, Eccentrics, Tai Chi, Eucharistic Ministry & Pickleballing.

Rev. 4/05/2025