

Action Items for Financial Operations Town of Hudson, MA

Creation Date:	08/30/2025	Updated On (date):	09/07/2025	
Action Item:	Credit Card Issuance and Usage Policies, and Account Limits			
Goal:	To ensure the availability and credit card limits for cards used by Town employees fall within the state law and municipal policies, under the guidance of the Division of Local Services (DLS).			
Department(s) Responsible:	Accounting with Town Departments (as applicable)			
Supervisor Responsible:	Finance Director			
Meetings as scheduled or planned (Date/Time):	See notes			
Reporting to Select Board and Finance Committee:				
Tasks required for completion:	Review Date:	Deadline:	Completed:	
Review and document all existing credit cards issued to town departments/individuals. (Accounting/Finance)	08/30/2025			
Determine DLS thresholds as it pertains to town department/individual credit card limits.				
Increase/decrease town department credit card limits as it pertains to DLS thresholds, and discuss exceptions as needed.				
Edit the written policy on credit usage, within the guidelines of DLS recommendations, for town departments.				
Review policies as it pertains to submission of town credit card statements and backup documentation required for AP processing.				
Ensure timely payment of credit cards through the AP process.				
Explain any/all discrepancies in credit card payments since June 2025.				
Update To Town Manager (Date):				
Action Item Completion Date:				
Additional Notes:				
<ul style="list-style-type: none"> - Discussed during the meeting with the School department on 8/27/25 that the limit can be increased to \$5,000 instead of \$3,500. Working the week of 9/8/2025 to get this adjustment in place. 				

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Payroll Processing		
Goal:	To ensure timely, and reliable processing of payroll for 100% of the Town of Hudson employees.		
Department(s) Responsible:	Treasurer/Collector with Town Departments		
Supervisor Responsible:	Finance Director		
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Ensure the proper deductions are applied within the payroll management system for town employees, including, but not limited to: Health benefits, Dental benefits, FSA, Retirement, Smart Plan, Union dues (as applicable).	08/26/2025	Ongoing	Ongoing
Establish a payroll deadline (barring holidays) for the processing of payroll as either electronic funds or manual checks. Soft deadline: TUESDAY at 3 PM for each payroll period. Hard Deadline: WEDNESDAY at 3 PM for each payroll period.	08/26/2025		09/05/2025
Ensure that electronic files for town employees who receive Direct Deposit are created, reviewed and ready for transfer by the department deadline.	08/26/2025	Ongoing	Ongoing
Issue manual payroll checks for town employees who have not elected to receive direct deposit are created, reviewed and ready for distribution by the department deadline.	08/26/2025	Ongoing	Ongoing
Issue checks to applicable organizations pertaining to deductions collected as part of payroll, through the required AP process, including, but not limited to: Health benefits, Dental benefits, FSA, Retirement, Smart Plan, Union dues (as applicable).	08/26/2025 (notes below)	Ongoing	Ongoing
Ensure manual checks drawn for deductions are mailed in a timely fashion.	08/26/2025 (notes below)	Ongoing	Ongoing
Explain any/all discrepancies in payroll deduction collecting since June 2025.			
Explain any/all discrepancies in payroll processing since June 2025.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<ul style="list-style-type: none"> - Reviewed the old procedures for processing deduction payments with the warrant process. - Established new processing guidelines which are currently being tested. This would entail a separate warrant to process deduction payments directly so that checks can be issued in a timelier fashion. 			

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Since June of 2025, the following discrepancies occurred and have been corrected:

- Some School employee's retirement deductions were misclassified as Middlesex Retirements instead of MTRS. This has since been corrected.
- A Smart Plan overpayment issue was brought to the attention of the Select Board. Neil Vaidya has been working directly with the soon to be retired employee to modify his current deductions. The resolution is to refund the overpayment through his last payroll with the Town so as not to create any IRS tax implication. The Smart Plan will then be notified to reimburse the Town for the error.
- Past issues regarding the Fire Union dues being collected but not being dispersed to the union is part of the resolution proposed with the separate deduction warrant. Checks for past dues since July have been issued and dispersed to the union.

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Benefits Enrollment Procedures		
Goal:	To ensure employees can select and utilize the benefits best suited to their needs. It provides a structured opportunity for employees to choose health, dental, retirement, FSA and/or other voluntary benefits during new hire enrollment, during annual open enrollment, or after a qualifying life event.		
Department(s) Responsible:	Benefits Specialist within the Treasurer Collector, with Town Departments (as applicable)		
Supervisor Responsible:	Treasurer Collector, Finance Director		
Meetings as scheduled or planned (Date/Time):	School Department Meeting 08/27/2025		
Reporting to Select Board and Finance Committee:			
Tasks required for completion:		Review Date:	Deadline:
Review historic Benefits enrollment policies and procedures for the town employees and for the employees of the Hudson Public Schools.		08/27/2025	Ongoing
Ensure that benefit selections are verified and included for payroll deductions.		08/30/2025	Ongoing
Explain any/all discrepancies in benefits processing since June 2025.			
DEPT. SPECIFIC TASK: Review the current FSA procedures for school employees wishing to enroll and make modifications for more efficient receipt and processing of the information.		08/27/2025	Ongoing
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<ul style="list-style-type: none"> On 08/27/2025, Superintendent, School Business Manager, School HR Coordinator, Neil Vaidya, and Tom Gregory met to discuss a variety of finance matters regarding the school. As part of the meeting, the outstanding issues with FSA were discussed, which began happening after the department of the Benefits Coordinator in the Treasurer Collector office. Neil Vaidya has since taken over the FSA processing from the Treasurer Collector office and has resolved the outstanding issues. Neil Vaidya will be addressing any new issues that arise for the time being. In addition, Neil would like to work with the School's HR department on a more streamlined process for school employees to submit the necessary paperwork for all Benefits processed by the Town. More to follow. 			

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Accounts Payable (AP) Processing		
Goal:	To ensure accurate and timely payments to vendors, control costs and cash flow, improve internal control and compliance, and reduce operational risks and fraud, helping to enhance financial transparency.		
Department(s) Responsible:	Town Departments for creation of Departments AP submissions Accounting for review and approval of submissions Treasurer Collector for issuance of check payments		
Supervisor Responsible:	Finance Director		
Meetings as scheduled or planned (Date/Time):	HLPD on 08/26/2025 School Department 08/27/2025		
Reporting to Select Board and Finance Committee:			
Tasks required for completion:		Review Date:	Deadline:
Review historic AP policies and procedures for the town departments, Hudson Light and Power, and Hudson Public Schools.		08/26/25 08/27/25	Ongoing
Review new policies and procedures for AP processing as part of the MUNIS conversion project (effective as of 08/04/2025) for the town departments, Hudson Light and Power, and Hudson Public Schools.		Ongoing	Ongoing
Proof the steps for review and authorization required for payments to vendors through the AP process, to ensure efficiency and timely payments.		Ongoing (see notes below)	Ongoing
Review historic employee reimbursement policies and procedures (from 2019) for the town departments, Hudson Light and Power, and Hudson Public Schools, submitted through the AP process – including historic documentation requirements and any new documentation requirements being considered.			
Review policies as it pertains to submission of town credit card statements and backup documentation required for AP processing.			
Review policies for manual checks drawn for deductions through the AP process.		See payroll processing notes	
Review and explain any/all discrepancies in vendor check processing since June 2025.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<ul style="list-style-type: none"> - Include in procedures that ALL details must be submitted with the MUNIS “INVOICE ENTRY PROOF LIST” as the cover sheet to verify bills with for faster processing. Proof lists with invoices cannot be double-sided. - Each department must have a internal check and balance for double checking AP submissions before going to Accounting. Too many incorrect invoice information or mistyped dollar amounts, which cause a delay in processing checks as changes must be made in Accounting. - Every entry must contain the account numbers (if different ones for different invoices) and the invoice numbers. 			

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- Change procedures that remits are provided to the Treasurer for processing and mailing checks, and not as part of the batch detail provided to Accounting.
- To help review desired new process, a survey has been created and will be distributed for Munis.
- Any discrepancies in regard to AP processing since July 2025 have been directly related to the lack of staffing with the Accounting office and the MUNIS conversion project, which caused a blackout period between warrants.

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Hudson Light and Power (L & P) Fund Management Review		
Goal:	To ensure accurate and timely fund management, in coordination with Hudson Light and Power, including electronic transfers, payments to vendors, control costs and cash flow, improve internal control and compliance, and reduce operational risks and fraud, helping to enhance financial transparency.		
Department(s) Responsible:	Hudson Light and Power, Treasurer Collector and Town Accountant		
Supervisor Responsible:	Finance Director		
Meetings as scheduled or planned (Date/Time):	Tuesday, 08/26/2025 – General Manager, Staff of Light and Power, Town Manager, Finance Director and Treasurer Collector. Tuesday, 09/09/2025 – Finance meeting with HLPD and Finance Team Wednesday, 09/10/2025 – Bank Confirm meeting with HLPD and Finance Team		
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Review historic policies and procedures for fund management between Hudson L & P, and the Town of Hudson.	08/26/2025	Ongoing	
Identify step by step fund management procedures known to be used historically.	08/26/2025	Ongoing	
L&P financial team to outline the steps followed from their side.	08/26/2025	Ongoing	
Systematic review of fund management procedures to identify any areas of concern for L&P, as well as the Town of Hudson.	08/26/2025	Ongoing	
Review the transfer procedures historically used by L&P to notify the Treasurer Collector when electronic transfers are due and/or need to be made, including required timelines/urgency.	08/26/2025	Ongoing	
Review AP policies and procedures for L&P, including submission to the Town of Hudson, to ensure timely payments to vendors.		Ongoing	
Review AP policies and procedures for the Town, as it pertains to payments made to L&P for services the Town of Hudson receives.		Ongoing	
Research and identify legal and/or financial implications of historic fund management practices, or newly proposed fund management changes wishing to be implemented.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
- On 08/26/2025, Neil Vaidya, Erin Caton, Shelby LaMothe met with members of the HLPD team to discuss issues related to AP, payroll processing and wire transfers. During the meeting, we discussed the existing wire process and how it could potentially change to improve efficiencies moving forward by simplifying the process. A follow-up meeting was scheduled for 09/09/2025 to further discuss finance matters. Takeaways from the meeting: <ul style="list-style-type: none"> ○ A separate warrant would be run for L&P, like the school warrants, for clear identification and processing. ○ Changes to be made to the L&P wire payments for AP/Billing to help streamline the processing. 			

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- Resolve AP processing delays – actively working on warrants to get delayed items caught up. Several warrants have to be keyed into the new system, MUNIS.
- During the 08/26/2025 meeting, the bank confirm issue was also discussed and it was explained in more detail how it effects borrowing. **A follow-up meeting was scheduled for 09/10/2025 to discuss further.**
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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Town Financial Management System Questions/Concerns		
Goal:	To ensure support of the Town Departments in the use of the new financial management software (MUNIS), which was deployed for use beginning 08/04/2025.		
Department(s) Responsible:	Information Technology and Town Accountant/Finance Director		
Supervisor Responsible:	Finance Director		
Meetings as scheduled or planned (Date/Time):	Discuss during the Director Meeting on 09/09/2025		
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Address concerns of department heads and town employees regarding the Town's use of the MUNIS system for processing vendor payments.	Ongoing	Ongoing	Ongoing
Establish a tiered response-based contact system for MUNIS specific concerns. (See notes below)	08/30/2025	09/04/2025	09/04/2025
Create a survey for town department to solicit feedback on the use of MUNIS, help gather details about concerns for changes to the system to be considered and gather input on any issues they are experiencing.	08/30/2025	09/04/2025	09/04/2025
Review policies and procedures pertaining to access by town departments for vendor management, with financial approval by the Finance Department.	08/27/2025	See notes below	
Send an email to notify all departments of the tiered response-based contact system, and the procedures which should be followed when needing MUNIS assistance or requiring further review of MUNIS processes.	09/04/2025	09/09/2025	
Distribution of the MUNIS survey to Directors, with the intention to forward to any MINUS user for feedback.	09/04/2025	09/09/2025	
Update To Town Manager (Date):	09/04/2025		
Action Item Completion Date:			
Additional Notes:			
<p>Tiered contact list to assist town departments with MUNIS:</p> <ul style="list-style-type: none"> - MUNIS operation concerns (user issues/operational questions/compliance/requested enhancements): Jerry/Neil - Account Structure modifications: Neil - Vendor changes (vendor additions, modifications to remit addresses, etc): Jerry/Neil - All MUNIS service tickets will be directed to Jerry for submission to MUNIS. <p>Munis End User Questionnaire DRAFT – separate document</p>			

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Finance Department Personnel Review		
Goal:	With a complete review of the finance department staff roles and responsibilities, we hope to ensure the team is structured effectively to achieve financial goals by aligning individual tasks with organizational objectives, promoting clarity and efficiency, identifying skill gaps, and allowing for professional growth.		
Department(s) Responsible:	Finance Group including Treasurer Collector, Assessors and Accounting departments		
Supervisor Responsible:	Finance Director, with guidance from the Town Manager's Office		
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Identify all staff positions and job functions within each department including Treasurer Collector, Assessors and Accounting.	08/26/2025		08/26/2025
Document the role descriptions and responsibilities of each staff position.		Ongoing	
Develop workflow documentation to show how staff members work together, to help utilize the department's staff for completion of tasks.			
Perform reviews with staff members to ensure adequate knowledge of the job responsibilities and duties required, and training needs.	See notes below		
Develop a plan for all department members to be cross trained in the role and functions to help assist in the absence of a staff member.		Ongoing	
Review all open positions and job responsibilities of the open positions.	08/26/2025	09/08/2025 (see notes below)	
Seek Select Board approval to fill in any permanent staffing gaps.		Ongoing	
Achieving full staffing coverage of all finance department positions.		Ongoing	
Develop an annual performance review process for all department members, including progress and plans towards professional licensure or certification (if applicable for the job function).		Ongoing	
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<ul style="list-style-type: none"> - Staff reviews have been an active part of the Finance team since February 2023 when Neil Vaidya took the position of Finance Director. Updated and going reviews will continue to happen by each Department head and the Finance Director. - As of 09/08/2025, a new employee will be starting within the Treasurer Collector's office. - With this new staff member in place, Erin Caton fulfilling the open position of Asst. Treasure Collector temporarily, and a contract employee through Robert Half working as the Benefits/Payroll Coordinator, the office will be staffed at its highest point in approximately one year. 			

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- Two positions are currently still vacant and need full-time employees to be hired. They include:
 - Assistant Treasure Collector
 - Benefits/Payroll Coordinator

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Cash Reconciliation and Year End Submissions		
Goal:	To ensure timely reconciliation of monthly cash between the Treasurer Collector and Accounting office to facilitate faster completion of year-end submissions on behalf of the Town of Hudson to the Department of Revenue (DOR).		
Department(s) Responsible:	Treasurer Collector and Accounting		
Supervisor Responsible:	Finance Director and Town Manager		
Meetings as scheduled or planned (Date/Time):	DOR Meeting 09/02/2025 DOR Follow-up Meeting 09/04/2025		
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Create an aggressive plan for the completion of the Town's cash reconciliation for FY24 with current staff and consultant, Jared Apointe.	09/08/2025	10/10/2025	
Create an aggressive plan for the completion of the Town's cash reconciliation for FY25. (See notes for FY25)	Delayed	Delayed	
Submission of the Balance Sheet for FY24 showing cash reconciliation, to DOR.			
Submission of the Balance Sheet for FY25 showing cash reconciliation, to DOR.	Delayed	Delayed	
Identify procedural changes to take place to help improve the reconciliation process within the Treasurer Collector's office, and the Accounting office.			
Create a timeline of key dates for reference by the Treasurer Collector, Assessor and Town Account, as provided by DOR. This will be a joint effort in all three areas.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<p>A <u>balance sheet</u> is the report that shows a community's financial position at the end of the fiscal year. It summarizes account balances of assets, liabilities, and fund equity and is used by DOR in calculating a community's free cash. <u>Schedule A</u> is a statement of revenues, expenditures, fund balances and other financing sources and uses.</p> <p>See notes below regarding FY24 and FY25 items, post meetings attended with DOR.</p> <p>On Tuesday 09/02/2025, Town Manager and Finance Director met with DOR to provide an overview of the current financial position and provided details regarding the staffing issues across all the Finance Department. Take away from this meeting was that DOR would require a FY24 Balance Sheet to be submitted for informational purposes only, as it is needed for sections Schedule A.</p>			

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On Thursday 09/04/2025, EA, Finance Director, Treasurer Collector and Jared Aponte (consultant) met again with DOR. The purpose of this meeting was to discuss in more detail the current situation about cash reconciliations and steps to move forward in completing this in a timely fashion. Take away from this meeting is that Jared will be working closely with the Treasurer Collector and Finance Director to resolve a list of issues as it relates to FY24. The plan (below) for FY25 cash reconciliation must be delayed. In its place, the Treasurer Collector and Jared will work on an aggressive FY24 reconciliation plan during the week 09/08/2025, with a desired review of a completed reconciliation for 10/10/2025.

See FY25 Cash Reconciliation DRAFT schedule below.

FY25 Cash Reconciliation					
Completed by					
FY2025 Month	Treasurer Collector	Accounting Office	Aponte & Aponte (Temp Firm)	Project Completion Date	Verify Completion w/ SB
July '24	Receipts, Warrants, & Bank Interest	General Posting & Review	Accounts Payable & Payroll Accounts	9/12/2025	9/22/2025
August '24				9/19/2025	
September '24				9/30/2025	10/6/2025
October '24				10/10/2025	10/20/2025
November '24				10/17/2025	
December '24				10/31/2025	11/3/2025
January '25				11/7/2025	11/17/25*
February '25				11/14/2025	
March '25				11/28/2025	12/1/2025
April '25				12/5/2025	11/15/2025
May '25				12/19/2025	2026 SB Dates not set
June '25				12/31/2025	2026 SB Dates not set

* if meeting prior to STM

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Schedule A Year End Completion and Submission		
Goal:	To ensure timely completion of the monthly and yearly financial requirements of the Town for creation of Schedule A and the year-end submissions on behalf of the Town of Hudson to the Department of Revenue (DOR).		
Department(s) Responsible:	Treasurer Collector and Accounting		
Supervisor Responsible:	Finance Director and Town Manager		
Meetings as scheduled or planned (Date/Time):	DOR Meeting 09/02/2025 DOR Follow-up Meeting 09/04/2025		
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Work to finalize FY24 Schedule A submission documents. Included in this work must be the Balance sheet for cash reconciliation with the Treasurer Collector.	See notes below		
Submission of Schedule A for FY24 to DOR.			
Work to finalize FY24 Schedule A submission documents. Included in this work must be the Balance sheet for cash reconciliation with the Treasurer Collector.			
Submission of Schedule A for FY25 to DOR.			
Create a timeline of key dates for reference by the Treasurer Collector, Assessor and Town Account, as provided by DOR. This will be a joint effort by all three areas.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<p>A <u>balance sheet</u> is the report that shows a community's financial position at the end of the fiscal year. It summarizes account balances of assets, liabilities, and fund equity and is used by DOR in calculating a community's free cash. <u>Schedule A</u> is a statement of revenues, expenditures, fund balances and other financing sources and uses. <u>Audited financial statements</u> are a set of financial reports prepared by a community's finance officials that are audited by an independent certified public accountant. The purpose of an audit is to determine whether a town's financial statements present accurately the financial position of the community.</p> <p>On Thursday 09/04/2025, EA, Finance Director, Treasurer Collector and Jared Aponte (consultant) met again with DOR. The purpose of this meeting was to discuss in more detail the current situation about cash reconciliations, as well as year-end submissions. Cash reconciliation is the priority at this time and the Schedule A submissions for FY24 and FY@5 will be forthcoming once the cash reconciliation action items have been resolved.</p>			

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Annual Tax Recap Completion and Submission		
Goal:	To ensure timely completion of the financial requirements for submission of the Tax Recap for each fiscal year. The tax recap documents anticipated expenditures and all non-property tax revenues to determine the total property tax levy needed to balance the budget. The recap must be approved by the state's Department of Revenue (DOR) before a municipality can set its tax rate.		
Department(s) Responsible:	Assessor, Treasurer Collector and Accounting		
Supervisor Responsible:	Finance Director and Town Manager		
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Completion of finance documents for the submission of the Tax Recap for FY26.			
Submission of the Tax Recap for FY26.			
Create a timeline of key dates for reference by the Treasurer Collector, Assessor and Town Account, as provided by DOR. This will be a joint effort by all three areas.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
The <u>tax recap</u> ensures that a city or town is setting its property tax levy in compliance with Proposition 2½, a Massachusetts law that limits the annual growth of the property tax levy.			

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Fiscal Year Closing and Year End Submissions		
Goal:	To ensure timely financial reports are provided an overview of the finances of a municipality to the Department of Revenue (DOR). Financial reports include a balance sheet, Schedule A, and audited financial statements. In addition, it includes current fiscal year submissions for such things as the tax recap.		
Department(s) Responsible:	Finance Group including Treasurer Collector, Assessors and Accounting departments		
Supervisor Responsible:	Finance Director and Town Manager		
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Submission of the Balance Sheet for FY24 showing cash reconciliation, to DOR.	SEE OTHER NOTES AT THIS TIME		
Submission of Schedule A for FY24 to DOR.			
Submission of the Balance Sheet for FY25 showing cash reconciliation, to DOR.			
Submission of Schedule A for FY25 to DOR.			
Submission of the Tax Recap for FY26.			
Create a timeline of key dates for reference by the Treasurer Collector, Assessor and Town Accounts, as provided by DOR.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<p>A <u>balance sheet</u> is the report that shows a community's financial position at the end of the fiscal year. It summarizes account balances of assets, liabilities, and fund equity and is used by DOR in calculating a community's free cash.</p> <p><u>Schedule A</u> is a statement of revenues, expenditures, fund balances and other financing sources and uses.</p> <p><u>Audited financial statements</u> are a set of financial reports prepared by a community's finance officials that are audited by an independent certified public accountant. The purpose of an audit is to determine whether a town's financial statements present accurately the financial position of the community.</p> <p>The <u>tax recap</u> ensures that a city or town is setting its property tax levy in compliance with Proposition 2½, a Massachusetts law that limits the annual growth of the property tax levy.</p>			

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Creation Date:	08/30/2025	Updated On (date):	09/07/2025
Action Item:	Town Financial Audit Firm and Completion of Town Audits		
Goal:	To obtain a relationship with an existing independent auditing firm/certified public accountant to help obtain the necessary financial statements for the Town's financial statements, as an accurate financial position of the community. Some of the reports included in the financial statements audited are: a combined balance sheet; a combined statement of revenues, expenditures and changes in fund balance; and a combined statement of revenues and expenditures (budgeted and actual).		
Department(s) Responsible:	Finance Group including Treasurer Collector, Assessors and Accounting departments		
Supervisor Responsible:	Finance Director and Town Manager		
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Submit letters to previous auditing firm to relinquish relationship.	08/30/2025		09/04/2025
Create a new engagement letter with a new auditing firm for completion of outstanding audits.		See notes below	
Completion of FY23 fiscal year audit.		See notes below	
Completion of FY24 fiscal year audit.		See notes below	
Completion of FY25 fiscal year audit.		See notes below	
Enter into new engagement agreement with a new auditing firm for completion of future audits.		See notes below	
Completion of FY26 fiscal year audit.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			
<ul style="list-style-type: none"> - The week of 09/02/2025, a letter was sent to CBIZ to formally terminate the existing contract for auditing services. We are awaiting a response from them at this time. - Once a response is received, a new engagement letter will be sent to the new auditing firm for a contract to complete outstanding audits. 			

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Creation Date:	08/30/2025	Updated On (date):	08/30/2025
Action Item:	Operations Review of the Finance Department		
Goal:	To objectively evaluate the Finance department's processes, resources, and efficiency to identify areas for improvement and enhanced performance. This review can help lead to improved financial accuracy and compliance, stronger controls to mitigate risk, more effective strategic decision-making, and ultimately, better support for the Town's overall goals.		
Department(s) Responsible:	Town Manager		
Supervisor Responsible:	Select Board		
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Identify an independent firm or consultant to review the Finance team procedures to provide guidance for improved performance and operations.			
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			

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Action Item:			
Goal:			
Department(s) Responsible:			
Supervisor Responsible:			
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			

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Creation Date:		Updated On (date):	
Action Item:			
Goal:			
Department(s) Responsible:			
Supervisor Responsible:			
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			

Action Items for Financial Operations Town of Hudson, MA

Creation Date:		Updated On (date):	
Action Item:			
Goal:			
Department(s) Responsible:			
Supervisor Responsible:			
Meetings as scheduled or planned (Date/Time):			
Reporting to Select Board and Finance Committee:			
Tasks required for completion:	Review Date:	Deadline:	Completed:
Update To Town Manager (Date):			
Action Item Completion Date:			
Additional Notes:			

**Action Items for Financial Operations
Town of Hudson, MA**