

Action Items for Financial Operations

Town of Hudson, MA

Green X = Completed task

Yellow X = Ongoing work being done

Red X = High priority

Black X = Not being addressed at this time

Creation Date:	08/30/2025	Updated On (date):	11/01/2025					
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:								
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:			
Green X	Review and document all existing credit cards issued to town departments/individuals. (Accounting/Finance)	Neil Vaidya	08/30/2025		09/21/2025 (See notes)			
Green X	Determine DLS thresholds as it pertains to town department/individual credit card limits.	Neil Vaidya			11/01/2025 (See notes)			
Green X	Increase/decrease town department credit card limits as it pertains to DLS thresholds, and discuss exceptions as needed.	Neil Vaidya & Amanda Beaudoin			09/21/2025 (See notes)			
Yellow X	Edit the written policy on credit usage, within the guidelines of DLS recommendations, for town departments.	Neil Vaidya & Amanda Beaudoin	11/01/2025 (See notes)					
Green X	Review policies as it pertains to submission of town credit card statements and backup documentation required for AP processing.	Neil Vaidya & Amanda Beaudoin			09/30/2025 (See notes)			
Green X	Ensure timely payment of credit cards through the AP process.	Neil Vaidya			11/01/2025 (See notes)			
Green X	Explain any/all discrepancies in credit card payments since June 2025.	Neil Vaidya			09/21/20225			
Update To Town Manager (Date):	11/01/2025							
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. - Following the 09/08/2025 SB meeting, Finance met with the school department. The school's credit card payment was made in full, clearing the outstanding balance. It was agreed upon that the credit card limit for the school card would be increasing to \$7500 until Dec 31, 2025. Then, in January 2026, it would be reduced back to \$5000. This would allow for more flexibility through the remaining months of 2025. 								

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- As of 09/21/2025, Neil Vaidya spoke with Amanda Beaudoin (TM Office) who oversees Town's credit cards. Request for the school's increase is pending. We are currently awaiting a response from credit card company. No changes will be made to other town cards at this time.
- As of 09/30/2025, School's credit limit has been increased to \$7500 with no issues. We just received the 09/30 statement for all Departments, and there is no prior balance which means that AP for this account is current – with nothing outstanding.
- **As of 11/01/2025**, pertaining to DLS thresholds for town department/individual credit card limits: It has been determined that DLS has no guidance available regarding recommended limits for various departments. The only guidance provided is to use best accounting practices in relation to the use of a credit card and its limit. As a result of this information, the Finance team will be looking to review and clarify the Town's policy on credit use to best meet the Town's needs.
- **As of 11/01/2025**, pertaining to payment of credit cards through the AP process: As of this time, the process put in place is working well. This process requires all Town Departments using credit cards to submit their statements and receipts to Accounting for payment within one week of statement date. Since the end of September, we have had no reported credit card usage issues or non-payment issues.

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025	
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:				
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:
X	Establish a payroll deadline (barring holidays) for the processing of payroll as either electronic funds or manual checks. Soft deadline: TUESDAY at 3 PM each payroll period. Hard Deadline: WEDNESDAY at 3 PM each payroll period.	Neil Vaidya	08/26/2025	09/05/2025 (See notes)
X	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).		11/01/2025	Ongoing (See notes)
X	Ensure that electronic files for town employees who receive Direct Deposit are created, reviewed and ready for transfer by the department deadline.		11/01/2025	Ongoing (See notes)
X	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.		11/01/2025	Ongoing (See notes)
X	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).		11/01/2025	Ongoing (See notes)
X	Ensure manual checks drawn for deductions are mailed in a timely fashion.		11/01/2025	Ongoing (See notes)
X	Explain any/all discrepancies in payroll deduction collecting since June 2025.	Neil Vaidya	08/26/2025 (See notes)	09/08/2025 (See notes)
X	Explain any/all discrepancies in payroll processing since June 2025.	Neil Vaidya	08/26/2025 (See notes)	09/08/2025 (See notes)

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Update To Town Manager (Date):	11/01/2025
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. - Since June of 2025, the following discrepancies occurred and have been corrected: <ul style="list-style-type: none"> - 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. - As of 09/8/25, payroll seems to have transitioned with little to no issues processing. This is due largely to the efforts by the Treasurer Collector, and department members, particularly the interim payroll coordinator. Only a few minor exceptions can be found, but more regarding questions surrounding the actual deductions themselves, as opposed to major issues with deductions not being processed. In addition, there is work being done to continue streamlining the payroll operations. - As of 09/21/25, all past payment of deduction checks to organizations are up to date. - As of 09/21/25, Finance Director is working with the Town Manager's office on hiring an individual to the permanent Benefits and Payroll coordinator position. This will benefit operations by providing continuity again for the position. - As of 10/01/2025, we believe the past payroll issues have been resolved. Payroll has been going out consistently without any issues with the files or manual checks. We have been made aware recently of employees having issues with their 403b deductions. This is new development, and we are currently working towards a resolution. - As of 11/01/2025, pertaining to 403B deduction issue: After being notified by numerous members of the School Department staff, it was investigated and determined that the deduction funds retained from July 2025 through September 2025 the Town did not transmit appropriately to the vendor (TCG) who handles the School's 403B accounts. It was believed to be caused by the departure of our payroll coordinator in July. There were several components which resulted in the issue including improper notifications not being made to TCG to update their records and permissions once a new Treasurer was named, lack of transmission of necessary files and data, and subsequently no transmission of the funds. As of 10/09/2025, the funds and files for School department employees affected since July 2025 have been resolved. As of today, we have had no reported issues for payrolls completed after 10/09/2025. <ul style="list-style-type: none"> o The Accounting Department was recently advised that there is concern about possible lost interest in these accounts for the time frame noted above. Accounting is reviewing these communications from effective individuals and is working to determine an equitable resolution. - As of 11/01/2025, pertaining to payroll processing: There are no known issues to advise upon currently. Payroll has been reported to be submitted on time without any delay. This is inclusive of the specific deduction warrants. 	

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025							
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:										
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:					
X	Review historic Benefits enrollment policies and procedures for the town employees and for the employees of the Hudson Public Schools.	Neil Vaidya	08/27/2025	Ongoing	09/05/2025 (See notes)					
X	Ensure that benefit selections are verified and included for payroll deductions.	Neil Vaidya	11/01/2025	Ongoing	Ongoing (See notes)					
X	Explain any/all discrepancies in benefits processing since June 2025.	Neil Vaidya			09/21/2025 (See notes)					
X	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.	Neil Vaidya	08/27/2025		10/01/2025 (See notes)					
X	Monitor and process new enrollments and verification of prior enrollments through the portal.	Neil Vaidya			11/01/2025 (See notes)					
Update To Town Manager (Date):	11/01/2025									
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 departure 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. - On 09/16/25, Treasurer Collector's staff members met with the School Department regarding the school's employee portal for entering all school staff benefits. The results of that meeting were: to enforce the use of the portal for entering and maintain all essential documents for benefits of the school department. This new process will provide a centralized point for information access and minimize the manual processing of paper submissions. 										

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- As of 09/21/25, regarding FSA and DCA, Neil Vaidya has access to the portal which will allow for easier verification of employees who have elected to take this deduction. New employees will be added using the portal moving forward. For the time being, this will continue to fall to Neil Vaidya for processing until such time that a full-time permanent Benefits and Payroll Coordinator is in place.
- As of 10/01/2025, Neil Vaidya is the primary contact for FSA and DCA enrollments and will be until further notice. As noted above, the most recent enrollment was downloaded from the portal website as of 09/30/2025. He will be verifying the list of individuals on this report with the current deductions list to ensure it is accurate. A few individuals contacted Neil recently regarding discrepancies. These were investigated and are currently being worked on for resolution. Neil Vaidya will continue to monitor and process new enrollments and verification of prior enrollments through the portal.
 - o For the school department employees, we have streamlined the enrollment processes which have been working well for the past month. This will continue with the new process moving forward.
- **As of 11/01/2025**, with the procedures in place and Neil Vaidya as the primary contact for FSA and DCA currently, there have been little known issues regarding FSA. As for this update, all known issues have been resolved. Neil will continue to monitor the portal and audit it quarterly by comparing it to an internal deduction report from the Treasurer's office.

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
X	Review historic AP policies and procedures for the town departments, Hudson Light and Power, and Hudson Public Schools.	Neil Vaidya	08/26/25 08/27/25	Ongoing	Ongoing
X	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.	Neil Vaidya	Ongoing	Ongoing	Ongoing
X	Proof the steps for review and authorization required for payments to vendors through the AP process, to ensure efficiency and timely payments.	Neil Vaidya			11/01/2025 (See notes)
X	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.				
X	Review policies as it pertains to submission of town credit card statements and backup documentation required for AP processing.	Neil Vaidya			11/01/2025 (See notes)
X	Review policies for manual checks drawn for deductions through the AP process.	Neil Vaidya			See payroll processing notes
X	Review and explain any/all discrepancies in vendor check processing since June 2025.	Neil Vaidya			09/21/2025 (See notes)
Update To Town Manager (Date):		11/01/2025			
Action Item Completion Date:					
Additional Notes:					

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- Policy Items to Be Added/Reviewed:
 - 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 much 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 there are different ones for different invoices) and the invoice numbers.
 - 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 regarding 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.
- As of 09/21/25, the Accounting Department received the most recent warrant for town, school, deductions and light and power. These warrants were processed and completed on 09/19.
- Regarding previous warrants, all entries within MUNIS have been reviewed. We have a few individual items to be addressed, but the overall progress for payments being released is improved.
 - The individual items/invoices/outstanding payment issues are related to discrepancies between the old accounting software/processes verses the MUNIS. These are being actively worked on to find a resolution.
- As of 10/04/2025, the Accounting Department received the most recent warrant for town, school, deductions and light and power. These warrants were processed and completed on 10/04.
 - Regarding previous warrants, all entries within MUNIS have been reviewed. We have a few individual items to be addressed.
- **As of 11/01/2025**, as it pertains to AP processing: The Accounting Department has made significant progress on timeliness of vendor payments, as well as resolving issues related to the August 4 conversion.
 - The Accounting Administrative Assistant has been maintaining an updating the vendor database for both the Town Departments, Hudson Public Schools and Hudson Light and Power. All updates must go through this position before they are approved.
 - The goal for the Accounting Department would be to review all past policies and procedures for AP processing, revise in accordance with the new accounting system and best practices to ensure timeliness and efficiency and provide information to all departments. Based on the current tasks assigned to the Finance team, this review and revision could not commence until after February 2025.

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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):	<p>Tuesday, 08/26/2025 – General Manager, Staff of Light and Power, Town Manager, Finance Director and Treasurer Collector.</p> <p>Tuesday, 09/09/2025 – Finance meeting with HLPD and Finance Team</p> <p>Wednesday, 09/10/2025 – Bank Confirm meeting with HLPD and Finance Team</p> <p>No Recent Meetings</p>				
Reporting to Select Board and Finance Committee:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
Yellow X	Review historic policies and procedures for fund management between Hudson L & P, and the Town of Hudson.	Neil Vaidya, , and LP Justin Connell	11/01/2025	Ongoing	
Yellow X	Identify step by step fund management procedures known to be used historically.	Neil Vaidya, , and LP Justin Connell	11/01/2025	Ongoing	
Yellow X	L&P financial team to outline the steps followed from their side.	LP Justin Connell	11/01/2025	Ongoing	
Yellow X	Systematic review of fund management procedures to identify any areas of concern for L&P, as well as the Town of Hudson.		11/01/2025	Ongoing	
Yellow X	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.	Neil Vaidya, , and LP Justin Connell	11/01/2025	Ongoing	
Yellow X	Review AP policies and procedures for L&P, including submission to the Town of Hudson, to ensure timely payments to vendors.	Neil Vaidya, , and LP Justin Connell	11/01/2025	Ongoing	
Yellow X	Review AP policies and procedures for the Town, as it pertains to payments made to L&P for services the Town of Hudson receives.	Neil Vaidya, , and LP Justin Connell	11/01/2025	Ongoing	
Yellow X	Research and identify legal and/or financial implications of historic fund management practices, or newly proposed fund management changes wishing to be implemented.	Neil Vaidya, , and LP Justin Connell	10/01/2025		
Green X	Review of bank confirmations by Finance Director, per HL&P request of their independent auditor.	Neil Vaidya,	09/19/2025	10/03/2025	10/03/2025 (See notes)

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X	Determine a way to improve fund transparency and more efficient documentation of transactions on the part of L&P with the Town.	Neil Vaidya, , and LP Justin Connell	11/01/2025	Ongoing	Ongoing (See Notes)
Update To Town Manager (Date):		11/01/2025			
Action Item Completion Date:					
Additional Notes:					
<ul style="list-style-type: none"> - On 08/26/2025, Neil Vaidya, Erin Caton, 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"> o A separate warrant would be run for L&P, like the school warrants, for clear identification and processing. o Changes to be made to the L&P wire payments for AP/Billing to help streamline the processing. o Resolve AP processing delays – actively working on warrants to get delayed items caught up. Several warrants must 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 affects borrowing. A follow-up meeting was scheduled for 09/10/2025 to discuss further. - On 09/10/25, the Finance team met with all the staff at HL&P. During this meeting, we again reviewed some of the issues related to AP. We also discussed the current transfer set-up again and asked if L&P could check with their legal counsel about separating their operations account from the Town's General Fund. This would isolate all L&P transactions in their own bank account, aiding in the reconciliation of L&P's activity as well as streamline the reconciliation of the Town's transactions. <ul style="list-style-type: none"> o We reviewed L&P reconciliation process of their main depository account and were given more information regarding the rest of their accounts. - On 09/19/25, Neil Vaidya met with the LP Auditor and Jingping Tian, Business Manager to discuss the ongoing bank confirmations that need to be signed off on by the Town. The Town has hired a consultant to help reconcile the L&P accounts to the Town's records in order to expedite the process so we can meet L&P's deadline of audited financial statements issued before October 15th - As of 10/03/2025, the bank confirmations required by HL&P's independent auditors have been reviewed and submitted as complete. <ul style="list-style-type: none"> o Neil Vaidya has been working with the consultant from Capital Strategic Solutions for the past two weeks reviewing and analyzing all of L&P's accounts that are listed with the Town. We identified several reconciling items amongst the transactions that will need correction. Additionally, we are working with the consultant to determine a way to improve fund transparency and more efficient documentation of transactions on the part of L&P with the Town. - As of 11/01/2025, the Finance Department has received no communication from HL&P regarding any issues pertaining to the audits provided, AP processing or fund transfers. We anticipate that should any issues arise, HL&P would be in direct contact with the Finance Director or Treasurer/Collector. 					

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
Action Item:	Town Financial Management System Questions/Concerns (MUNIS)				
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:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
X	Address concerns of department heads and town employees regarding the Town's use of the MUNIS system for processing vendor payments.	Neil Vaidya Jerry Duhamel			11/01/2025 (See notes)
X	Establish a tiered response-based contact system for MUNIS specific concerns. (See notes below)	Neil Vaidya Jerry Duhamel	08/30/2025	09/04/2025	09/04/2025
X	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.	Neil Vaidya	08/30/2025	09/04/2025	09/04/2025
X	Review policies and procedures pertaining to access by town departments for vendor management, with financial approval by the Finance Department.	Neil Vaidya	08/27/2025	See notes below	11/01/2025 (See notes)
X	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.	Neil Vaidya	09/04/2025		10/05/2025 (See notes)
X	Distribution of the MUNIS survey to Directors, with the intention to forward to any MINUS user for feedback.	Neil Vaidya	09/04/2025		10/05/2025 (See notes)
X	Research options to help streamline requests for MUNIS.	Neil Vaidya			11/01/2025 (See notes)
X	Deployment of Phase 2 of the project which consists of Payroll/HR functions.	Neil Vaidya, Shelby LaMouhe, Amanda Beaudoin	10/15/2025 (See notes)		
Update To Town Manager (Date):	11/01/2025				
Action Item Completion Date:					

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Additional Notes:

- Tiered contact list to assist town departments with MUNIS:
 - o MUNIS operation concerns (user issues/operational questions/compliance/requested enhancements): Jerry/Neil
 - o Account Structure modifications: Neil
 - o Vendor changes (vendor additions, modifications to remit addresses, etc): Jerry/Neil
 - o All MUNIS service tickets will be directed to Jerry for submission to MUNIS.
- Munis End User Questionnaire DRAFT – separate document
- As of 10/04/2025, Neil, Jerry as well as the School Department and Munis to discuss operational issues which have risen as part of the conversion. These have impacted their operations, and the meeting was to determine the best way to resolve it and move forward. The outcome has been to modify the permissions for various of the School, providing them with broader access and capabilities. All modifications will still require the approval of the Accounting office before they take final effect.
 - o On 10/04/2025, the tiered response notice along with the survey for Munis was distributed to Town Department heads for feedback. A summary will be compiled for review by the Finance and IT teams as we work to improve the system for all Departments impacted.
 - o Beginning in October, Neil Vaidya will be working with various Departments on Phase 2 of the Munis project. This will consist of Payroll and HR functions. The anticipated timeframe for rollout will be 07/01/2026.
- **As of 11/01/2025**, the tiered response system for Munis (note above) has been working well. Numerous access issues have been resolved when notified. The Accounting Administrative Assistant is doing an excelled job communication with departments regarding vendor matters.
 - o The survey, which was sent to Department heads and subsequently end users, produced very little response - with only one survey from the school department being received. The items noted in this survey were already known to the IT and Finance team. The only area which needs to be addressed further would be training. At this time, sessions and job aids are available on Tyler Tech's website. If one on one or specialized training is needed, this would have to be coordinated between the Town Department and Tyler directly, at an additional cost.
 - o Considering more pressing tasks for the Finance team in other areas, the review of Phase 2 of the Munis project has been delayed. This will consist of Payroll and HR functions. The anticipated timeframe for rollout will be 07/01/2026. More to follow.

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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):	Second Interview 10/06/2025				
Reporting to Select Board and Finance Committee:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
Green X	Identify all staff positions and job functions within each department including Treasurer Collector, Assessors and Accounting.		08/26/2025		08/26/2025
Yellow X	Document the role descriptions and responsibilities of each staff position.		Ongoing	Ongoing	
Yellow X	Develop workflow documentation to show how staff members work together, to help utilize the department's staff for completion of tasks.				
Yellow X	Perform reviews with staff members to ensure adequate knowledge of the job responsibilities and duties required, and training needs.		See notes below	Ongoing	
Yellow X	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	Ongoing	
Yellow X	Review all open positions and job responsibilities of the open positions.		08/26/2025	11/01/2025 (see notes below)	
Yellow X	Seek Select Board approval to fill in any permanent staffing gaps.		Ongoing	Ongoing	
Yellow X	Achieving full staffing coverage of all finance department positions.		Ongoing	Ongoing	
Yellow X	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).	Fernanda Santos	10/01/2025	Ongoing	
Update To Town Manager (Date):		11/01/2025			
Action Item Completion Date:					
Additional Notes:					

Action Items for Financial Operations Town of Hudson, MA

Green X = Completed task

Yellow X = Ongoing work being done

Red X = High priority

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- 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.
- Two positions are currently still vacant and need full-time employees to be hired. They include:
 - o Assistant Treasure Collector
 - o Benefits/Payroll Coordinator
- As of 10/04/2025, we have a second interview scheduled for 10/06/2025 with a candidate for the Assistant Treasurer Collector. In addition, we will be converting the contract employee through Robert Half who has been working as the Benefits/Payroll Coordinator into a full-time employee. Appointment is pending in late October. A part-time retiree has also been hired to assist with the Treasurer Collector's office.
- **As of 11/01/2025**, update on Finance positions:
 - o The position of Assistant Treasurer Collector has been offered and accepted. The Select Board will be voting on this position at their 11/03/2025 meeting.
 - o The Benefits/Payroll Coordinator position has been filled, with approval by the Select Board on 10/20/2025.
 - o **As of 10/30/2025, Shelby LaMothe has resigned as Treasurer Collector.**
 - o **The Town Manager and Finance Director will be looking for an Interim Treasurer Collector. They will be scheduling and conducting interviews, in effort to fill the Interim position within the next 45 days.**

Action Items for Financial Operations

Town of Hudson, MA

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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 DOR Follow-up Meeting 09/24/2025 Finance Team meeting 09/25/2025 DOR Follow-up Meeting 10/30/2025				
Reporting to Select Board and Finance Committee:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
X	Create an aggressive plan for the completion of the Town's cash reconciliation for FY24 with current staff and consultant, Jared Aponte.	Neil Vaidya,	Ongoing	Ongoing	
X	Submission of the Balance Sheet for FY24 showing cash reconciliation, to DOR.	Neil Vaidya,	Ongoing	Ongoing	
X	Create an aggressive plan for the completion of the Town's cash reconciliation for FY25. (See notes for FY25)	Neil Vaidya,	Ongoing	Ongoing	
X	Submission of the Balance Sheet for FY25 showing cash reconciliation, to DOR.	Neil Vaidya,			
X	Identify procedural changes to take place to help improve the reconciliation process within the Treasurer Collector's office, and the Accounting office.	Neil Vaidya,			
X	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.	Neil Vaidya,			
Update To Town Manager (Date):	11/01/2025				
Action Item Completion Date:					
Additional Notes:					
<ul style="list-style-type: none"> - 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. - See notes below regarding FY24 and FY25 items, post meetings attended with DOR. 					

Action Items for Financial Operations

Town of Hudson, MA

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- 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.
- 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. Takeaway 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 (previous submitted).

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	
October '24				10/10/2025	
November '24				10/17/2025	
December '24				10/31/2025	
January '25				11/7/2025	
February '25				11/14/2025	
March '25				11/28/2025	
April '25				12/5/2025	
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

- On Wednesday 09/24/2025, Tom Gregory and Neil Vaidya participated in a Zoom meeting with the Division of Local Services (DLS), along with Aponte & Aponte in this meeting.
- On Thursday 09/25/2025, the finance team met as a group to review and regroup on outstanding items and strategize a plan for completion.
- As of 10/04/2025, the above FY25 Cash Reconciliation DRAFT schedule will no longer be used. A new schedule for FY24 and FY25 will be forthcoming. This was necessary after the meeting with DLS/DOR.
- **As of 11/01/2025**, progress has been made with the cash reconciliation variances for FY24. Outstanding items are still being investigated and working towards a resolution. The DOR meeting on 10/30/2025 was positive.
 - The Town Manager and Finance Director provided an update on the latest staffing change with the Treasurer Collector, as of that date, and provided a progress update for them, as noted above.
 - DOR recommended hiring an additional consultant to address the reconciliation issues that remain unresolved, and to work with as we complete FY25. This recommendation will be carried out by the Finance Director, and a vendor recommended by DOR has been contacted.
 - DOR also confirmed that requirement #1, on the letter dated 09/25/2025, will not be enforced. This would require the Town to have the FY24 audit completed to certify the FY26 recap. This requirement has been removed.

Action Items for Financial Operations

Town of Hudson, MA

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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 DOR Follow-up Meeting 09/24/2025 Finance Team meeting 09/25/2025				
Reporting to Select Board and Finance Committee:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
X	Work to finalize FY24 Schedule A submission documents. Included in this work must be the Balance sheet for cash reconciliation with the Treasurer Collector.	Neil Vaidya			
X	Submission of Schedule A for FY24 to DOR.	Neil Vaidya			
X	Work to finalize FY24 Schedule A submission documents. Included in this work must be the Balance sheet for cash reconciliation with the Treasurer Collector.	Neil Vaidya			
X	Submission of Schedule A for FY25 to DOR.	Neil Vaidya			
X	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.	Neil Vaidya			
Update To Town Manager (Date):	11/01/2025				
Action Item Completion Date:					
Additional Notes:					
<ul style="list-style-type: none"> - <u>A 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. - 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 					

Action Items for Financial Operations Town of Hudson, MA

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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.

- On Wednesday 09/24/2025, Tom Gregory and Neil Vaidya participated in a Zoom meeting with the Division of Local Services (DLS), along with Aponte & Aponte in this meeting.
- On Thursday 09/25/2025, the finance team met as a group to review and regroup on outstanding items and strategize a plan for completion.
- As of 10/04/2025, the above FY25 Cash Reconciliation DRAFT schedule will no longer be used. A new schedule for FY24 and FY25 will be forthcoming. This was necessary after the meeting with DLS/DOR.
-
- **As of 11/01/2025**, no update to provide.

Action Items for Financial Operations

Town of Hudson, MA

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Red X = High priority

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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, Accounting and Town Clerk				
Supervisor Responsible:	Finance Director and Town Manager				
Meetings as scheduled or planned (Date/Time):	10/07/2025 or 10/08/2025				
Reporting to Select Board and Finance Committee:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
X	Completion of finance documents for the submission of the Tax Recap for FY26.				
X	Submission of the Tax Recap for FY26.				
X	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):	11/01/2025				
Action Item Completion Date:					
Additional Notes:					
<ul style="list-style-type: none"> 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. As of 11/01/2025, the DOR meeting on 10/30/2025 was positive and DOR confirmed that requirement #1, on the letter dated 09/25/2025, will not be enforced. This would require the Town to have the FY24 audit completed to certify the FY26 recap. This requirement has been removed. 					

Action Items for Financial Operations Town of Hudson, MA

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Red X = High priority

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Action Items for Financial Operations

Town of Hudson, MA

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
X	Submission of the Balance Sheet for FY24 showing cash reconciliation, to DOR.	SEE OTHER NOTES AT THIS TIME			
X	Submission of Schedule A for FY24 to DOR.				
X	Submission of the Balance Sheet for FY25 showing cash reconciliation, to DOR.				
X	Submission of Schedule A for FY25 to DOR.				
X	Submission of the Tax Recap for FY26.				
X	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):	11/01/2025				
Action Item Completion Date:					
Additional Notes:					
<ul style="list-style-type: none"> - 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. - 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. 					

Action Items for Financial Operations Town of Hudson, MA

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- As of 11/01/2025, there is no update to provide.

Action Items for Financial Operations

Town of Hudson, MA

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Creation Date:	08/30/2025	Updated On (date):	11/01/2025					
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:								
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:			
X	Submit letters to previous auditing firm to relinquish relationship.	Neil Vaidya	08/30/2025		09/04/2025			
X	Create a new engagement letter with a new auditing firm for completion of outstanding audits.	Neil Vaidya	See notes below	09/26/2025	10/06/2025 (See notes)			
Y	Completion of FY23 fiscal year audit.	Neil Vaidya	11/01/2025 (See notes)					
X	Completion of FY24 fiscal year audit.	Neil Vaidya	See notes below					
X	Completion of FY25 fiscal year audit.	Neil Vaidya	See notes below					
X	Enter into new engagement agreement with a new auditing firm for completion of future audits.	Neil Vaidya						
X	Completion of FY26 fiscal year audit.	Neil Vaidya						
Update To Town Manager (Date):	11/01/2025							
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. 								

Action Items for Financial Operations Town of Hudson, MA

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- On Monday, 09/22/2025, the managing partner of CBIZ reached out to me and forwarded to me all of the outstanding files the new auditor will need to get the FY'23 audit started and moving forward. I will be working on getting a new engagement letter to the Board for their approval in the next week.
- As of 10/04/2025, letter to terminate previous auditors' contract is complete. On 10/06/2025, SB will be asked to approve the engagement letter for the new audit firm, Roselli, Clark & Associates. They will be tasked with completion of the FY23 and FY24 audits.
- **As of 11/01/2025**, the new audit firm, Roselli, Clark & Associates has completed a draft version of the FY23 and audit. There are some final items that need to be provided before the report can be released. The Finance department is working on getting those items to the auditor. Neil Vaidya will be following up with the auditors again this week.

Action Items for Financial Operations

Town of Hudson, MA

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Black X = Not being addressed at this time

Creation Date:	08/30/2025	Updated On (date):	11/01/2025		
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:					
Status	Tasks required for completion:	Person Assigned	Review Date:	Deadline:	Completed:
X	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):	11/01/2025				
Action Item Completion Date:					
Additional Notes:					
<ul style="list-style-type: none"> - As of 11/01/2025, Neil Vaidya has been researching resources provided by DLS pertaining to financial efficiencies, policy manuals and other best practice resources to help build a concrete financial policy for the Town of Hudson to move forward with. <ul style="list-style-type: none"> o In doing research, the following resource has been found, which is available from DLS. The Financial Management Resource Bureau (FMRB) helps cities and towns improve the effectiveness of their financial management operations by providing project-based consulting services and training. Through a variety of avenues, the team will assess the Town's goals, challenges and obstacles as they work with the Town to provide practical advice and recommendations to improve the financial management operation. In addition, 					

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they can assist in writing a Financial Management policy manual for the Town – which can be expanded by the Town Departments into a procedure manual.

- It should be noted that there are available online resources for FMRB for towns which have utilized their services in the past; the Town of Hudson never has.

Action Items for Financial Operations

Town of Hudson, MA

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

Action Items for Financial Operations Town of Hudson, MA

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