



HUDSON NH

REQUEST FOR QUALIFICATIONS

RFQ 2026-02 Municipal Financial Software

PUBLISH DATE:
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PUBLIC NOTICE

HUDSON NH

RFQ 2026-02

MUNICIPAL FINANCIAL SOFTWARE

The purpose of this Request for Qualifications (RFQ) is to obtain proposals from qualified vendors to provide financial software for the Town of Hudson NH. The Town is located in the southern tier of New Hampshire with a population of approximately 25,500 residents. It is an SB2 town operating under a Town Administrator/Board of Selectmen (5) form of government and provides a full range of municipal services, including police, fire, public works, water, sewer, planning and development, recreation, and general government services with an annual budget of approximately 48 million dollars. The Town of Hudson NH is seeking qualifications-based proposals from experienced vendors for an integrated financial software solution and its related installation, configuration, data conversion/migration, implementation, training and commissioning of the software including development of user acceptance training, system integration and connectivity to existing resources and ongoing maintenance, training and support. The goal is to implement centralized and optimized financial software to record, make reports, develop historical analysis and provide forecasting for future decision making. Proposals to provide accounting software are expected to include Budgeting, Payroll, Utility Billing, Purchasing, Accounts Payable, Accounts Receivable, Cash Receipting, General Ledger, Fixed Assets and other activities typical of a municipality. The software needs to be able to support the creation of Government Accounting Standards Board (GASB) compliant financial reports, and on-demand, customizable reports to assist with financial transparency and daily operations. More information can be found at www.hudsonnh.gov.

The Town will accept proposals delivered in person or by mail notwithstanding email as prescribed in the bid document. All proposals must be received by 10:00AM EST on August 17, 2026, to be considered. Proposals submitted by fax will not be considered. One (1) signed original hard copy, and one (1) electronic copy (in PDF format on a portable USB flash drive) of the qualification's proposal shall be submitted in a secure package and via email: RFQ2026-02@hudsonnh.gov.

All proposals must be submitted to:

RFQ 2026-02 Municipal Financial Software

Town of Hudson
c/o Town Clerk
12 School Street
Hudson NH 03051

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PURPOSE

This Request for Qualifications (RFQ) is being issued by the Town of Hudson NH. The purpose of this notice is to invite vendors to submit their proposals to provide Municipal Financial Software, or Enterprise Resource Planning (ERP), including abilities for Accounts Payable, Accounts Receivable, Budgeting, Capital Assets, Cash Receipting, General Ledger, Payroll, Purchasing, Utility Billing and other activities typical of a municipality. The software needs to be able to support the creation of Government Accounting Standards Board (GASB) compliant financial reports, and on-demand, customizable reports to assist with financial transparency and daily operations. All notices related to this RFQ will be posted on the Town website at www.hudsonnh.gov. Notices have been published in the Nashua Telegraph, Union Leader, Portsmouth Herald, New Hampshire Municipal Association, Massachusetts Municipal Association, reputable Municipal Finance groups and websites, and the Town website.

The Board of Selectmen (BOS) have organized an RFQ 2026-02 Municipal Financial Software Working Group to explore software ERP options that best fit the needs for Hudson and which are user friendly and readily implementable. The proposed ERP solution shall include comprehensive ongoing support, maintenance, and training services designed to ensure long-term system success, user adoption, operational continuity, and continuous improvement. The group has been tasked with presenting a proposal to the BOS (November 2026) for consideration in time for the FY2028 Town Warrant.

Mission Statement:

The Town of Hudson NH seeks to implement a comprehensive municipal financial software system, ERP solution, that will enhance efficiency, and support process improvement and fiscal transparency.

HUDSON, NH

The Town is located in the southern tier of New Hampshire with a population of approximately 25,500 residents. It is an SB2 town operating under a Town Administrator/Board of Selectmen (5) form of government and provides a full range of municipal services, including police, fire, public works, water, sewer, planning and development, recreation, and general government services with an annual budget of approximately 48 million dollars. The fiscal year begins on July 1 and ends on June 30. The Town provides the following services to its citizens: police and fire protection and ambulance service; 911 emergency communications; community and development services; building permits and inspections; finance and administrative services; property tax billing and

collection, vehicle registration; street maintenance and repair; water, sewer, and stormwater utilities; and recreation. The accounting policies of the Town of Hudson, NH are required to conform to the Government Accounting Standards Board (GASB) for utilizing a modified accrual basis.

The Town has a current annual general fund budget of \$41,648,355, a water enterprise utility fund budget of \$4,043,274, and a sewer enterprise utility fund budget of \$2,065,033. The Town is also responsible for collection of all property taxes including redistribution of funds back to the Library, \$1,402,801, and the Hudson School District, SAU #81, \$72,866,427.

The Town has about 225 FT positions, and processes around 380 W-2s per year, and has approximately 3,000 vendors. The Town supplies Water and Sewer utilities including processing approximately 6,800 monthly water bills and 5,500 quarterly sewer bills.

This procurement represents a strategic investment in technology intended to improve operational efficiency, strengthen financial controls, enhance reporting capabilities, and increase transparency throughout municipal operations. Current objectives include consolidating financial and operational processes, reducing manual workflows, eliminating duplicate data entry, improving access to information, and providing staff with modern tools that support informed decision-making.

Desired functionality includes integrated financial management, payroll administration, budgeting and forecasting, utility billing, purchasing, accounts payable, accounts receivable, cash receipting, permitting, licensing, fixed asset management, reporting, and workflow automation. Preference will be given to platforms that provide seamless integration between modules, intuitive user experiences, robust reporting capabilities, and secure cloud-based deployment options.

Hudson is seeking a long-term technology partner capable of delivering a comprehensive ERP software platform, implementation services, project management, data migration, system configuration, training, testing, and ongoing support. Demonstrated municipal experience, successful customer implementations, product innovation, and a commitment to customer service will be important factors in the evaluation process.

Success will be measured by the ability to improve service delivery, streamline business processes, support regulatory compliance, strengthen financial management, and provide a reliable technology platform capable of serving municipal operations for many years to come.

The current software utilized by the Town:

Financial Software	MuniSmart, implementation year 2006
Various Modules	Accounts Payable, Accounts Receivable, Bank Reconciliation, Budget Preparation, Building Permits, Cash Receipting, Code Enforcement, General Ledger, Fixed Assets, Inventory, Payroll, Property Taxes, Purchase Orders, Motor Vehicle, Animal Licensing, Utility Billing and Welfare Tracking
Users	About 10-12 heavy users, an additional 20-30 users need to be able to look up information and print reports. There are no limits to the number of users in the current software.

Other software's being used include current implementation of UKG for ready timekeeping and accruals, human resources/onboarding, and benefits. See **Appendix A** for more specific definitions on all current software platforms and/or integrations. All proposers should be prepared to answer to the prescribed expectations whether or not specifically asked in the **Requirements Matrix – Appendix B**. Shortlisted candidates who may be chosen for interviews can expect questions in relation thereof.

SCOPE OF WORK

Software Qualifications

Software must be compatible with Microsoft Office 24. It should be intuitive, modern, and easily navigable. It must include fully customizable reports and the ability to export to or import from Microsoft Excel without extensive reformatting. It should be possible to upload documents to attach to utility customer accounts, to purchase orders, and to accounts receivable customers, notwithstanding all financial transactions and platforms as appropriate. It should either offer or be able to integrate with a customer focused on-line payment platform. The Town also prioritizes ongoing support, training, and resources for users as well as a skilled implementation process.

The Town will entertain on premise server-based, cloud-based, and hosted software and service proposals.

Section 4 of SUBMITTAL REQUIREMENTS: **Requirements Matrix - Appendix B**, lists detailed requirements and must be filled out and submitted with any proposal.

The software solution should provide solutions for the following functions listed alphabetically:

- Accounts Payable
- Accounts Receivable
- Animal Licensing
- Bank Reconciliation
- Budget Preparation & Budget Book
- Building Permits
- Capital (Fixed) Assets
- Cash Receipting
- General Ledger
- Motor Vehicle Registration
- Payroll and Human Resources
- Project/Grant Accounting
- Property Tax
- Purchase Orders & Requisitions
- Reporting, Analytics & Ad Hoc Query
- Utility Billing
- Welfare Tracking
- Zoning and Code Enforcement

Scope of Services

The selected vendor shall provide comprehensive implementation assistance and ongoing technical support necessary to ensure installation and customization of the software and databases, in coordination with the Town's Information Technology Department's direction and guidelines, moreover, data migration.

Further as applicable to assist staff with customization, setup and formatting including chart of accounts, payroll codes, workflow configurations, security settings, forms, storage configuration, payment platform integration, meter read file setup, utility rates and customer classes, import and export files, scheduling/electronic timecard software integration, and any other required steps to support a smooth transition. Must provide training to core system

users in each module and at least one user from each department thereby instructing end users on any new processes or procedures.

Likewise ongoing support shall provide skilled and responsive technical support and up-to-date online learning opportunities. Ongoing collaboration with staff to provide continuous improvement to processes and explore opportunities for future innovation.

Sections 5 and 6 of SUBMITTAL REQUIREMENTS: **Appendix C and Appendix D**, lists detailed and technical questions that must be answered.

SUBMITTAL REQUIREMENTS

1. Title Page

The Title Page shall include the name of the vendor and software, address, contact name, email address, and telephone number.

2. Executive Summary

The Executive Summary shall provide an overview of the proposal. It should include any points the vendor wishes to highlight, as well as any relevant conditions or restrictions. This document must be signed by the principal for the vendor.

3. Company/Product Profile

- Provide a profile of the company, including the number of employees and a list of key personnel with their years of experience.
- Provide a chronology of the company's growth, history, staff size, and ownership structure.
- Provide information about past, current, or forecasted mergers or acquisitions impacting the company or any products included in the proposal.
- Describe how your company measures customer satisfaction with software applications and with service/support and how you gather customer feedback and suggestions. Provide specific examples.
- Describe the company's commitment to research & development, product improvement and innovation. Give examples of improvements made to the software in the last three years.

- Please provide a list of municipalities (preferably in New England) that use your system, along with names and phone numbers of at least three individuals who can be contacted as references. One of the references should be a municipality that has completed implementation of the software within the last five years.

4. Requirements Matrix – Appendix B

The Requirements Matrix is intended to assist the Town in evaluating the functionality, maturity, flexibility, and implementation requirements of each proposed software solution. Vendors shall complete all sections of the matrix and provide sufficient detail as applicable in the Comments column to explain how each requirement is satisfied.

Responses will be evaluated as part of the overall proposal review process and may be used to clarify software functionality during demonstrations, interviews, and contract negotiations.

Full detailed instructions and definitions are included for reference.

5. Implementation Process and Timeline – Appendix C

The proposed ERP solution shall include a comprehensive implementation methodology designed to support a successful transition from the Town's current systems to the proposed platform. The implementation approach should emphasize project governance, stakeholder engagement, business process review, data migration, user training, testing, change management, and post-production support while minimizing operational disruption and project risk.

The Town expects vendors to provide a detailed implementation plan that clearly identifies project phases, responsibilities, deliverables, assumptions, dependencies, and estimated timelines. Particular emphasis should be placed on data migration, system integrations, testing procedures, user adoption strategies, and post-go-live support.

The vendor should identify all personnel proposed for the implementation team, including project managers, technical consultants, trainers, conversion specialists, and subject matter experts. Resumes, municipal implementation experience, certifications, and project roles should be included.

6. Ongoing Support and Training – Appendix D

The proposed ERP solution shall include comprehensive ongoing support, maintenance, and training services designed to ensure long-term system success, user adoption, operational continuity, and continuous improvement. The Town seeks a vendor that will serve as a long-term technology partner by providing responsive customer support, ongoing

product enhancements, technical expertise, and training resources throughout the life of the system.

The software vendor should provide clearly defined support processes, including methods for submitting support requests, issue prioritization procedures, escalation paths, expected response times, and service level commitments. The Town prefers support models that provide direct access to knowledgeable municipal software specialists rather than generalized call center support.

7. Cost Estimates – Separate Sealed Envelope

Provide a cost summary of all expenses in a separate sealed envelope. The electronic cost proposal shall be submitted as a separate attachment and will remain unopened during the initial qualification's evaluation process. Indicate the length of time over which your price quote applies. If there are multiple options (hosted or server, local or remote training) please provide an explanation and cost estimates for each alternative.

A. Implementation

Describe costs for implementation, including installation, customization, migration of current data from MuniSmart, and training/ support through launch. What deposit would be required? Would the Town be expected to pay ongoing maintenance and licensing fees before the system is operational? Can implementation costs be distributed across multiple years?

B. Operation

Describe the cost for ongoing operation of the software. Include the annual cost of maintenance, support, and licensing. Please explain if the ongoing costs are calculated on the number of licensed users, if licenses are user specific or concurrent, and what access non-licensed users will have to view or retrieve data from the system.

C. Miscellaneous

All anticipated costs to the Town shall be identified and itemized. If enhancements are required to accommodate a specific task identified in the vendor qualification questions, please identify the cost of such an enhancement. Please include estimated travel costs for training and be specific about what is and isn't included in the proposal.

If your contracts typically include an annual cost increase, please disclose that as well. If they do not, please include a history of the frequency and amount of past rate increases. If future software upgrades are not provided free of charge, include the typical cost of the

complete upgrade, including the cost of all modules and any migration, training and other fees associated with the upgrade.

SELECTION CRITERIA

The Town will consider, at a minimum, the following criterion in evaluating Proposals:

REFERENCING SUBMITTAL REQUIREMENTS:

- A.** Qualifications and experience of the vendor. References and past software performance.
 - Sections 1-3
- B.** Quality and usability of the software, including required and desired features
 - Section 4 – Appendix B, matrix evaluation
- C.** Implementation plan and timeline. The proposal should be realistic, specific, and include the qualifications of the implementation staff.
 - Section 5 – Appendix C, answer questions in full detail.
- D.** Ongoing support including the number of trained, skilled personnel available for each module, response time, and the quality and amount of self-help and self-training materials available.
 - Section 6 – Appendix D, answer questions in full detail.
- E.** Cost of implementation and of ongoing licensing, maintenance, and support
 - Section 7

SCORING

SCORING TABULATION:

ITEM	DESCRIPTION	POINTS
A	Vendor Qualifications and References	15
B	Software - Required and Desired Features	25
C	Implementation Plan and Timeline	20
D	Ongoing Support and Training	25
E	Cost for Implementation and ongoing operation	15

SCORING MATRIX RANGE:

EVALUATION – 25 POINTS	POINT RANGE	DEFINITION
Highly Advantageous	20-25	Response excels on the specific criterion
Advantageous	15-19	Response meets evaluation standard for the criterion
Least Advantageous	1-14	Response does not fully meet the criterion or leaves a question or issue not fully addressed
Does not Meet	0	Does not address the criterion

EVALUATION – 20 POINTS	POINT RANGE	DEFINITION
Highly Advantageous	15-20	Response excels on the specific criterion
Advantageous	10-14	Response meets evaluation standard for the criterion
Least Advantageous	1-9	Response does not fully meet the criterion or leaves a question or issue not fully addressed
Does not Meet	0	Does not address the criterion

EVALUATION – 15 POINTS	POINT RANGE	DEFINITION
Highly Advantageous	13-15	Response excels on the specific criterion
Advantageous	10-12	Response meets evaluation standard for the criterion
Least Advantageous	1-9	Response does not fully meet the criterion or leaves a question or issue not fully addressed
Does not Meet	0	Does not address the criterion

SELECTION PROCESS

Proposals will be checked for completeness by the Town Administrator and then distributed to the RFQ Working Group for evaluation. The Workgroup will use a point system to score proposals during the review process. The group may then request demonstrations/interviews or ask for additional information from any of the potential vendors. The group will then make a recommendation to the Board of Selectmen.

Intent to award may be issued as early as October 13, 2026, but will be contingent upon the adoption of the FY 2028 Budget and/or through a Warrant Article, all subject to approval of the Town Meeting Vote. If approved by the voters, it is anticipated that a contract may be executed between the Town and the selected vendor on or before July 1, 2027.

The Town reserves the right to modify the dates for preliminary selection and final contract approval based on changes to regularly scheduled BOS meeting dates, unanticipated delays in the selection and/or negotiation process, or any other contingency based on the best interest of the Town.

SELECTION TIMELINE

Date (2026)	Event
July 13 th	RFQ released
August 17 th	Proposals due by 10:00AM EST
August 18 th – August 25 th	Proposal evaluation and vendor notification
September 2 nd – September 23 rd	Short-List Interviews Scheduled
September 30 th	Vendor Committee Selection
October 13 th	Board of Selectmen Notification
October 13 th	Board of Selectmen Award
Date (2027)	Event
March 9 th	Town Meeting
July 1 st	FY 2028 Kickoff

Note: This is the Town’s anticipated project schedule. The Town reserves the right to modify the schedule.

TERMS AND CONDITIONS

The following terms and conditions apply to this RFQ and are not inclusive of all terms and conditions in the final contract.

In evaluating the proposals, the Town reserves the right to cancel the procurement or reject any or all proposals, reserves the right to make a partial award, to request additional information, to negotiate with any vendor providing a proposal if an agreement cannot be reached with the first selection, or to issue subsequent requests for proposals.

The Town reserves the right to waive technicalities and negotiate and award a contract to the vendor whose proposal is deemed to be in the best interest of the Town and its citizens.

Incomplete Proposals

All proposals submitted in response to RFQ 2026-02 must follow the rules and format established herein. Failure to fully complete any portion(s) of this request may, at the discretion of the Town, disqualify the proposal. The Town reserves the right to retain all proposals.

RFQ Documents

All documents submitted as part of all vendors' proposals will be deemed confidential during the evaluation process. Vendor proposals will not be available for review by anyone other than the evaluation team or its designated agents. There shall be no disclosure of any vendor's information prior to intent to award. However, after procurement all information provided by the proposers will be subject to NH RSA 91-A.

Negotiations

The Town and the selected candidate shall mutually discuss and refine the scope of services for the project and shall negotiate conditions, including but not limited to compensation level and performance schedule, based on the scope of work.

If the Town and the selected candidate are unable for any reason to negotiate a contract at a compensation level that is reasonable and fair to Hudson, the Town shall, either orally or in writing, formally terminate negotiations with the selected candidate. The Town may then negotiate with the next most qualified candidate. The negotiation process may continue in this manner through successive candidates until an agreement is reached or the Town terminates the selection process.

Contract Subject to Approval

The Board of Selectmen must approve the negotiated contract before it can be signed.

Reservations of Rights

The Town maintains explicit authority to:

- Reject any or all proposals
- Waive informalities
- Request best and final offers
- Negotiate scope and pricing
- Cancel procurement without award
- Award all or part of services
- Conduct reference checks
- Verify information supplied

PROPOSAL SUBMISSIONS

Copies of the RFQ are available at the Town Administrators office located at 12 School Street, Hudson NH - 03051, and the office hours are 8:00 AM to 4:30 PM Monday through Friday. Interested parties are strongly encouraged to download the RFQ from the Town website in lieu of picking up a copy. Go to: www.hudsonnh.gov

To facilitate the accurate and complete preparation of submissions, interested vendors who have not already received the electronic submission package must request a copy by email. The vendor shall ensure that all items are printed out as PDFs from Excel as necessary for the required physical copy. Formatting to fit will be the responsibility of the vendor.

Proposals must be received by August 17, 2026 at 10:00AM Eastern Time. Late submissions will not be accepted. Vendors shall submit:

- One (1) sealed original proposal package containing all required proposal materials physically mailed along with one (1) separate independent sealed cost proposal.
- One (1) electronic copy in PDF format transmitted by email along with one (1) cost proposal submitted as a separate PDF attachment and will remain unread during the initial qualification evaluation process. Emailed to: RFQ2026-02@hudsonnh.gov

Sealed proposal packages shall be clearly marked:

RFQ 2026-02 Municipal Financial Software

Town of Hudson
c/o Town Clerk
12 School Street
Hudson NH 03051

The electronic submission shall contain the complete proposal, including all attachments, exhibits, pricing schedules, completed requirements matrices, and supporting documentation included in the physical submission. Cost proposal

In the event of a discrepancy between the electronic submission and the physical submission, the original signed physical proposal shall govern unless otherwise determined by the Town.

The Town reserves the right to reject any proposal that is incomplete, improperly submitted, received after the stated deadline, or fails to comply with the submission requirements contained herein.

Faxed proposals will not be accepted.

QUESTIONS, ADDENDUM, and MODIFICATIONS

All questions regarding this RFQ must be submitted in writing, via email to:

RFQ2026-02@hudsonnh.gov , Subject: Municipal Financial Software, by July 27, 2026, by 5:00PM Eastern Time. Answers to questions will be posted on the Town website by July 31, 2026 by 5:00PM Eastern Time.

If any changes are made to this RFQ, an Addendum will be posted on the Town's website. It is the sole responsibility of the Vendor to ascertain the existence of any addenda and/or modifications issued by the Town. As this RFQ has been published on the Town's website, each Vendor is responsible for checking the website for any addenda and /or modifications that are subsequently made to this RFQ.

The Town accepts no liability for and will provide no accommodations to Vendors who fail to check for addendums and/or modifications to this RFQ and subsequently submit an inadequate or incorrect proposal. All proposals submitted in response to this RFQ shall remain firm as prescribed with the timeline or anticipated contract approval. It is anticipated that the contract will be awarded within thirty (30) days once approved at Town Meeting. No payments on the contract will be given until after July 1, 2027.

The Vendor is not to communicate directly with any employee of the Town, except as specified in this RFQ and no other individual employee or representative is authorized to provide any information or respond to any question or inquiry concerning this RFQ.

The Vendor may communicate, via email, RFQ2026-02@hudsonnh.gov in the event this RFQ is incomplete or if the Vendor is having trouble obtaining any part of the RFQ electronically through the Town website including, and without limitation, any form and/or attachments.

APPENDICES

Appendix A – Current Software Platforms

Appendix B – Software – Required and Desired Features

Requirements Matrix Instructions and Definitions

Appendix C – Implementation Process and Timeline

Appendix D – Ongoing Support and Training

APPENDIX A

Current Software Platforms

Description	Current Software MUNISMART (MS)	Data Conversion needs From Pervasive DB (PSQL)
Accounts Payable	MS	Database master file
Accounts Receivable	MS	Database master file
Animal Licensing	MS	Database master file
Bank Reconciliation	MS	
Budget Preparation & Presentation & Reports	MS / EXCEL	
Building Permits	MS	Database master file
Cash Receipting	MS	Invoice Cloud
Code Enforcement	MS	
Fixed Assets	MS	
General Ledger	MS / EXCEL	
Human Resources	MS	
Inventory Control	MS	
Municipal Permitting	MS	
Motor Vehicle / MAAP	MS	State of NH MV
Payroll	MS	Employee Master file
Planning/Zoning	MS	Database master file
Property Tax	MS	Assessing (Vision)
Purchase Order	MS	
Remote Entry	MS	None – unique to MS
Utility Billing	MS	Neptune, Kamstrup
Welfare Tracking	MS	

Microsoft Office Environment: The Town of Hudson currently utilizes **Microsoft Office LTSC 2024 (On-Premises)** as its standard desktop productivity suite across all municipal departments. The proposed ERP solution shall be fully compatible with Microsoft Office applications, including Microsoft Word, Excel, Outlook, and Adobe PDF, allowing users to seamlessly import and export data, generate correspondence and reports, create spreadsheets, and distribute information without requiring additional software or manual reformatting. Vendors should describe any Office integration capabilities, including document generation, mail merge, spreadsheet integration, email functionality, and support for standard Microsoft file formats, as well as any client-side software requirements necessary to support these features.

APPENDIX B

Software – Required and Desired Features

Requirements Matrix Instructions and Definitions

Purpose

The Requirements Matrix is intended to assist the Town in evaluating the functionality, maturity, flexibility, and implementation requirements of each proposed software solution. Vendors shall complete all sections of the matrix and provide sufficient detail in the Comments column to explain how each requirement is satisfied.

Responses will be evaluated as part of the overall proposal review process and may be used to clarify software functionality during demonstrations, interviews, and contract negotiations.

Response Definitions

Full Function

The proposed software provides the requested functionality as a standard feature available within the currently supported production version of the software.

The functionality:

- Is fully operational and available at the time of proposal submission.
- Does not require custom programming or software development.
- Does not require third-party software beyond standard components included in the proposal.
- Is supported and maintained by the vendor.
- Is available to all licensed users with appropriate security permissions.

Mark: ☒ Full Function

Modification / Custom

The requested functionality can be provided through one or more of the following:

- Software configuration
- Workflow configuration
- Custom report development
- Custom programming
- Vendor professional services

- Third-party integration
- Third-party software product
- Future implementation activity

The Comments section must clearly identify:

- What modification is required.
- Whether additional costs apply.
- Whether third-party software is required.
- Estimated implementation effort.
- Whether future maintenance fees apply.

Mark: ☒ Modification / Custom

Not Available

The requested functionality is not currently available within the proposed solution and cannot reasonably be provided through configuration, customization, or standard integrations.

Mark: ☒ Not Available

Comments Column Requirements

The Comments column shall be used to provide additional information regarding functionality, limitations, licensing requirements, implementation considerations, and future roadmap items.

Examples include:

- Additional licensing requirements
- Third-party products required
- Configuration requirements
- Custom development requirements
- Workflow limitations
- Future product enhancements
- Applicable modules
- Implementation assumptions

Responses such as “Yes”, “No”, “Supported”, or “Available” without explanation may be considered incomplete.

Demonstration Requirements

The Town reserves the right to require vendors to demonstrate any functionality identified as “Full Function” during product demonstrations, interviews, or follow-up discussions.

Functionality identified as “Modification / Custom” may require vendors to demonstrate the proposed approach and provide additional cost, schedule, and implementation details.

Assumptions

Unless otherwise noted:

- All requirements apply to the proposed production software.
- Functionality should be available to authorized users through standard user interfaces.
- Cloud-hosted, vendor-hosted, and on-premises deployment options should be identified where functionality differs.
- Integration capabilities should be identified when functionality relies upon external systems.
- All costs associated with satisfying a requirement should be disclosed.

Scoring Considerations

The Town will generally evaluate responses according to scoring matrix by the following hierarchy:

1. Full Function
2. Modification / Custom
3. Not Available

The Town understands that there may not be a complete “Full Function” solution for this request therefore functionality, usability, implementation complexity, ongoing support requirements, total cost of ownership, and long-term sustainability may also be considered during evaluation.

The Town reserves the right to request additional information, demonstrations, references, or clarification regarding any response contained within the Requirements Matrix.

Appendix B – Functional Requirements Matrices

Table of Contents

Section	Functional Module
B-1	Accounts Payable
B-2	Accounts Receivable
B-3	Animal Licensing
B-4	Bank Reconciliation
B-5	Budget Preparation & Budget Book
B-6	Building Permits
B-7	Capital Assets (Fixed Assets)
B-8	Cash Receipting
B-9	General Ledger
B-10	Motor Vehicle Registration
B-11	Payroll & Human Resources
B-12	Project/Grant Accounting
B-13	Property Tax
B-14	Purchase Orders & Requisitions
B-15	Reporting, Analytics & Ad Hoc Query
B-16	Utility Billing
B-17	Welfare Tracking
B-18	Zoning & Code Enforcement

Accounts Payable Narrative

The proposed ERP solution shall provide a fully integrated Accounts Payable (AP) module designed to support municipal procurement, invoice processing, vendor management, payment approvals, and financial reporting. The system must improve operational efficiency, strengthen internal controls, reduce manual processes, and provide complete visibility into purchasing and payment activity across all departments and funds.

The Accounts Payable solution should support:

- Centralized vendor management
- Electronic invoice processing and workflow approvals
- Purchase order integration and encumbrance accounting
- Multi-fund and multi-department allocations
- Budget availability verification during invoice entry
- ACH, EFT, and printed check processing
- 1099 vendor tracking and reporting
- Automated approval routing and notifications
- Document attachment capabilities for invoices, contracts, W-9s, and supporting records
- Audit trails for all transactions and modifications
- Duplicate invoice detection and fraud prevention controls
- Integration with General Ledger, Purchasing, Budgeting, and Cash Management modules

The Town prefers a system that allows invoices and procurement documents to be scanned, uploaded, and electronically routed for departmental review and approval. Workflow functionality should support configurable approval thresholds, delegation of authority, and automated escalation procedures.

The proposed solution should also provide:

- Real-time visibility into invoice and payment status
- Drill-down inquiry capabilities

- Encumbrance tracking and budget reporting
- Vendor payment history and inquiry tools
- Automated recurring payment processing
- Flexible reporting and dashboard capabilities
- Secure role-based permissions and segregation of duties controls

The vendor should describe:

- Invoice workflow and approval capabilities
- Vendor management functionality
- Purchase order integration processes
- Payment processing options and banking integrations
- Audit and security controls
- Reporting and dashboard capabilities
- Integration with third-party procurement or inventory systems
- Training and support resources
- Implementation approach and timeline

The Town seeks a solution that reduces administrative workload, improves accountability and transparency, enhances audit readiness, and supports efficient municipal procurement and payment operations.

Accounts Payable Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain a centralized vendor database, including vendor history, W-9s, contracts, insurance certificates, and supporting documentation.	☐	☐	☐	
Ability to electronically route invoices through configurable approval workflows based on department, user, fund, account, or dollar threshold.	☐	☐	☐	
Ability to scan or electronically attach invoices and supporting documentation directly to vendor records and payment transactions.	☐	☐	☐	
Ability to perform two-way and/or three-way matching of purchase orders, receiving documents, and vendor invoices prior to payment.	☐	☐	☐	
Ability to automatically identify duplicate invoices and prevent duplicate payments.	☐	☐	☐	
Ability to process payments by check, ACH/EFT, and other electronic payment methods, including positive pay where supported.	☐	☐	☐	
Ability to allocate a single invoice across multiple funds, departments, projects, grants, or General Ledger accounts.	☐	☐	☐	
Ability to automatically update the General Ledger and Budget modules upon invoice approval and payment processing.	☐	☐	☐	
Ability to provide real-time inquiry into invoice status, approval history, payment history, and vendor activity.	☐	☐	☐	

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Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to generate and electronically file IRS Form 1099s and maintain vendor tax reporting information.	☐	☐	☐	
Ability to create user-defined Accounts Payable reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export payment, vendor, and reporting information to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of invoice entry, approvals, modifications, payments, voids, and user activity.	☐	☐	☐	
Ability to support role-based security, segregation of duties, and approval authority by user or organizational level.	☐	☐	☐	
Ability to integrate seamlessly with Purchasing, General Ledger, Budgeting, Cash Management, Fixed Assets, and Project/Grant Accounting modules.	☐	☐	☐	

Accounts Receivable Narrative

The proposed ERP solution shall provide a comprehensive Accounts Receivable (AR) and Cash Receipting module capable of managing municipal receivables, customer accounts, payment processing, billing activities, and revenue collection workflows across multiple departments and revenue sources.

The system must support efficient collection, posting, reconciliation, reporting, and tracking of receivables while maintaining strong financial controls, audit trails, and integration with the General Ledger and related operational modules.

The Accounts Receivable solution should support:

- Centralized customer and account management
- Multi-department receivables and billing operations
- Cash receipting and payment posting
- Online payment integration
- Credit card, ACH, lockbox, and electronic payment processing
- Utility billing integration
- Permit, license, fine, fee, and miscellaneous receivable tracking
- Automated invoice generation and customer statements
- Delinquency tracking and collection management
- Refunds, adjustments, reversals, and write-offs
- Real-time balance and payment inquiry
- Integration with General Ledger and Budgeting modules
- Audit trails and transaction history retention

The proposed solution should provide configurable workflows for payment review, exception handling, adjustments, and approval routing. The Town prefers systems capable of integrating with third-party payment platforms, banking systems, utility billing systems, and remote cashiering operations.

The software should also provide:

- Real-time or batch payment processing

- Customer account attachments and notes
- Flexible billing schedules and customer classes
- Electronic billing and payment reminders
- Daily balancing and reconciliation reporting
- Secure role-based permissions and controls
- Dashboard reporting and aging analysis
- Drill-down inquiry and transaction history

The vendor should describe:

- Billing and receivables workflows
- Online payment and banking integrations
- Cash receipting functionality
- Reconciliation and audit capabilities
- Customer account management tools
- Reporting and dashboard features
- Security and internal controls
- Support and training resources
- Implementation methodology and timeline

The Town seeks a solution that improves collection efficiency, enhances customer service, reduces manual processing, strengthens financial oversight, and supports scalable municipal revenue management operations.

Accounts Receivable Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain a centralized customer database, including account history, contact information, and supporting documentation.	☐	☐	☐	
Ability to create and manage invoices for miscellaneous receivables, fees, permits, licenses, services, and other municipal charges.	☐	☐	☐	
Ability to support recurring invoices and automated billing schedules.	☐	☐	☐	
Ability to calculate and apply finance charges, penalties, interest, and late fees based on user-defined rules.	☐	☐	☐	
Ability to accept and process partial payments while maintaining outstanding account balances.	☐	☐	☐	
Ability to record adjustments, credits, write-offs, refunds, and payment reversals while maintaining a complete audit trail.	☐	☐	☐	
Ability to automatically update the General Ledger and Cash Receipting modules upon receipt of payments and account adjustments.	☐	☐	☐	
Ability to provide real-time inquiry into customer accounts, invoices, payment history, outstanding balances, and transaction activity.	☐	☐	☐	
Ability to generate aging reports and monitor delinquent accounts by customer, department, fund, or receivable type.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to create user-defined Accounts Receivable reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export customer, invoice, payment, and reporting information to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of invoice creation, payments, adjustments, write-offs, refunds, and user activity.	☐	☐	☐	
Ability to support role-based security and user permissions for billing, receipting, adjustments, collections, and reporting functions.	☐	☐	☐	
Ability to integrate with Utility Billing, Business Licensing, Building Permits, Animal Licensing, Tax Collection, and other municipal billing modules.	☐	☐	☐	
Ability to integrate seamlessly with the General Ledger, Cash Receipting, Budgeting, and Reporting modules to provide real-time financial reporting and reconciliation.	☐	☐	☐	

Animal Licensing Narrative

The proposed ERP solution shall provide a comprehensive Animal Licensing module designed to support the administration, issuance, renewal, tracking, compliance monitoring, and reporting of municipal animal licenses. The system must improve operational efficiency, customer service, regulatory compliance, and financial accountability while reducing manual processes and maintaining accurate records for all licensed animals within the municipality.

The Town seeks a modern, user-friendly animal licensing platform capable of managing annual licensing requirements, vaccination records, ownership information, fee collection, enforcement activities, and communications with pet owners. The system should support both in-person and online licensing services while integrating seamlessly with financial, receipting, and customer account management functions.

The proposed solution should support:

- Dog license administration
- New license issuance and annual renewals
- Rabies vaccination tracking and expiration monitoring
- Spay/neuter status tracking
- Owner and household account management
- Online license applications and renewals
- Electronic payment processing
- License tag assignment and tracking
- Automated renewal notices and reminders
- Delinquency tracking and compliance reporting
- Animal control and enforcement case tracking
- Integration with Accounts Receivable, Cash Receipting, and General Ledger modules

The software should provide configurable workflows that support license applications, document verification, fee collection, issuance, renewals, and enforcement activities. The Town prefers systems that automate renewal notifications and simplify the licensing process for both staff and residents.

The proposed solution should also support:

- Electronic document storage and attachment capabilities
- Household and multi-pet account management
- Online customer self-service portal
- Automated fee calculations
- Historical license retention and inquiry
- Animal ownership transfer tracking
- Lost tag replacement processing
- Mobile access for animal control officers
- Dashboard reporting and operational analytics
- Role-based security and audit trails

The system should provide robust reporting capabilities including:

- Active and expired licenses
- Renewal compliance rates
- Rabies vaccination status reports
- Delinquent license reports
- Revenue and fee collection reporting
- Animal ownership statistics
- Geographic and neighborhood reporting
- Enforcement and compliance activity reports

The vendor should describe:

- Licensing and renewal workflows
- Online application and payment capabilities
- Animal control and compliance tracking features
- Notification and reminder functionality
- Reporting and dashboard capabilities

- Security and audit controls
- Integration with financial and customer management systems
- Implementation methodology and training approach
- Ongoing support and software enhancement plans

The Town places a high priority on regulatory compliance, customer convenience, operational efficiency, and accurate recordkeeping. The proposed solution should streamline licensing operations, improve compliance rates, enhance service to residents, and provide staff with modern tools for managing animal licensing and enforcement activities.

Animal Licensing Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain a centralized database of animal owners, licensed animals, and complete licensing history.	☐	☐	☐	
Ability to issue new animal licenses and process annual license renewals in accordance with New Hampshire statutory requirements.	☐	☐	☐	
Ability to maintain rabies vaccination information and notify users of expired or expiring vaccinations.	☐	☐	☐	
Ability to calculate license fees automatically based on user-defined fee schedules, including age, spay/neuter status, and other applicable criteria.	☐	☐	☐	
Ability to process replacement licenses and tags while maintaining historical records.	☐	☐	☐	
Ability to search license records by owner name, animal name, license number, address, or other user-defined criteria.	☐	☐	☐	
Ability to generate renewal notices, delinquency notices, and other user-defined correspondence.	☐	☐	☐	
Ability to accept payments through the Town's Cash Receipting module and automatically update the General Ledger.	☐	☐	☐	
Ability to support online license renewals and electronic payment processing through the Town's online services platform.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain a complete audit trail of license issuance, renewals, fee adjustments, refunds, and user activity.	☐	☐	☐	
Ability to create user-defined reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export licensing, owner, and financial information to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to support role-based security and user permissions for licensing, receipting, reporting, and administrative functions.	☐	☐	☐	
Ability to generate reports required by the State of New Hampshire and other regulatory agencies.	☐	☐	☐	
Ability to integrate seamlessly with Cash Receipting, General Ledger, Accounts Receivable, and online payment services.	☐	☐	☐	

Bank Reconciliation Narrative

The proposed ERP solution shall provide a comprehensive Bank Reconciliation module designed to support the accurate and efficient reconciliation of municipal cash accounts, investments, utility collections, tax collections, payroll disbursements, and other financial transactions. The system must improve financial controls, reduce manual effort, enhance audit readiness, and provide timely identification and resolution of discrepancies between bank records and the Town's accounting records.

The Town seeks a modern reconciliation platform capable of automating routine reconciliation activities while maintaining flexibility for complex municipal accounting requirements. The solution should support multiple bank accounts, pooled cash structures, investment accounts, and enterprise funds while integrating seamlessly with General Ledger, Accounts Payable, Accounts Receivable, Payroll, Utility Billing, Tax Collection, and Cash Receipting modules.

The proposed solution should support:

- Multiple bank account reconciliations
- Pooled cash accounting structures
- Automated bank statement imports
- Electronic bank file integration
- ACH, EFT, wire transfer, and check transaction matching
- Automatic and manual reconciliation processes
- Outstanding check and deposit tracking
- Void and reversal transaction handling
- Daily, monthly, and year-end reconciliation procedures
- Audit trails and reconciliation history
- Integration with General Ledger and Cash Management functions

The software should provide configurable matching rules that automatically reconcile transactions based on amount, date, check number, reference number, deposit batch, or other user-defined criteria. The Town prefers solutions that maximize automated matching while allowing staff to review, investigate, and resolve exceptions efficiently.

The proposed solution should also support:

- Bank statement imports in multiple formats
- Automated transaction matching
- Exception identification and workflow management
- Deposit reconciliation
- Payroll account reconciliation
- Utility payment reconciliation
- Tax collection reconciliation
- Investment and pooled cash reconciliation
- Interfund cash allocation tracking
- Reconciliation approvals and supervisory review

The system should provide comprehensive reporting capabilities including:

- Bank reconciliation reports
- Outstanding checks and deposits
- Cash position reporting
- Cleared versus uncleared transactions
- Reconciliation exception reports
- Audit and compliance reports
- Historical reconciliation records
- Daily cash activity summaries
- Month-end and year-end reconciliation reports

The vendor should describe:

- Bank reconciliation functionality and workflows
- Supported bank file formats and import methods
- Automated matching capabilities
- Exception handling and resolution processes
- Cash management and pooled cash features

- Reporting and dashboard capabilities
- Security controls and audit trails
- Integration with other ERP modules
- Implementation methodology and training approach
- Ongoing support resources

The Town places a high priority on financial accuracy, internal control integrity, audit compliance, and operational efficiency. The proposed solution should reduce reconciliation effort, improve visibility into cash activity, strengthen financial oversight, and provide reliable support for municipal treasury and accounting operations

Bank Reconciliation Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to reconcile multiple bank accounts, including operating, payroll, utility, escrow, trust, and other municipal cash accounts.	☐	☐	☐	
Ability to import electronic bank statements and transaction files in common formats provided by financial institutions.	☐	☐	☐	
Ability to automatically match bank transactions to General Ledger, Accounts Payable, Payroll, Cash Receipting, and Accounts Receivable activity.	☐	☐	☐	
Ability to support manual matching and adjustment of transactions that cannot be automatically matched.	☐	☐	☐	
Ability to track outstanding checks, deposits in transit, ACH/EFT transactions, wire transfers, voids, and reversals.	☐	☐	☐	
Ability to reconcile pooled cash accounts and allocate cash activity among funds based on user-defined rules.	☐	☐	☐	
Ability to reconcile payroll clearing accounts and other specialized municipal bank accounts.	☐	☐	☐	
Ability to identify and report reconciliation exceptions, unmatched transactions, stale checks, and discrepancies.	☐	☐	☐	
Ability to create bank reconciliation reports showing book balance, bank balance, cleared activity, outstanding items, and reconciling adjustments.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain historical reconciliation records and supporting documentation for audit purposes.	☐	☐	☐	
Ability to attach bank statements, deposit records, adjustment documentation, and other supporting materials to reconciliation records.	☐	☐	☐	
Ability to create user-defined bank reconciliation reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export reconciliation reports and transaction detail to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of reconciliation activity, adjustments, approvals, and user actions.	☐	☐	☐	
Ability to integrate seamlessly with General Ledger, Accounts Payable, Payroll, Cash Receipting, Accounts Receivable, and Utility Billing modules.	☐	☐	☐	

Budget Preparation and Budget Book

The proposed ERP solution shall provide a comprehensive Budget Preparation and Budget Book module designed to support the full municipal budgeting lifecycle including departmental submissions, forecasting, review workflows, analysis, reporting, public transparency, and final budget document preparation. The system must improve collaboration, reduce reliance on spreadsheets, strengthen financial planning capabilities, and provide efficient tools for the development and publication of the Town's annual operating and capital budgets.

The Town seeks a modern budgeting platform that supports multi-department collaboration, long-range financial planning, workflow automation, and user-friendly reporting while integrating seamlessly with General Ledger, Payroll, Project Accounting, and financial reporting modules.

The proposed solution should support:

- Departmental budget entry and submission workflows
- Multi-year budgeting and forecasting
- Operating and capital budget preparation
- Budget amendment and transfer tracking
- Revenue and expenditure forecasting
- Personnel and salary projection tools
- Encumbrance and historical expenditure analysis
- Workflow approvals and review routing
- Scenario modeling and what-if analysis
- Comparative financial reporting
- Budget version control and audit tracking
- Integration with General Ledger and Payroll modules

The software should support configurable workflows allowing departments to prepare and submit budget requests electronically while routing proposals through Finance, Administration, and governing body review processes. The Town prefers solutions that reduce spreadsheet dependency while improving consistency, transparency, and reporting accuracy throughout the budget development process.

The proposed solution should also support:

- Excel import and export functionality
- Real-time budget balancing and validation
- Configurable approval hierarchies
- Historical budget retention and comparison
- Dashboard reporting and analytics
- Grant and project budgeting
- Revenue forecasting tools
- Public-facing budget transparency options
- Role-based security and permissions
- Attachment of supporting documentation and narratives

The Budget Book functionality should support:

- Automated generation of budget books and supporting schedules
- Configurable report layouts and templates
- Multi-year comparative financial tables
- Graphs, charts, and visual analytics
- Department narratives and performance measures
- Capital improvement plan integration
- Export to PDF, Excel, and presentation-ready formats
- Public transparency and online publishing capabilities

The vendor should describe:

- Budget preparation workflows and functionality
- Forecasting and scenario planning capabilities
- Budget book generation tools
- Reporting and dashboard capabilities
- Workflow automation and approval routing

- Integration with financial and payroll systems
- Security and audit controls
- Public transparency and online publishing features
- Implementation methodology and training approach
- Ongoing support and product roadmap

The Town places a high priority on improving budget collaboration, forecasting accuracy, transparency, and operational efficiency. The proposed solution should support scalable municipal financial planning processes while providing staff, leadership, and the public with clear, accessible, and accurate budget information.

Budget Preparation & Budget Book Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to support a collaborative budget preparation process involving multiple departments with role-based security and workflow approvals.	☐	☐	☐	
Ability to prepare operating, capital, enterprise fund, grant, and special revenue budgets within a single budgeting platform.	☐	☐	☐	
Ability to prepare multi-year budget forecasts and financial projections.	☐	☐	☐	
Ability to automatically populate historical budget, actual, and year-to-date financial information during budget preparation.	☐	☐	☐	
Ability to create multiple budget scenarios, including proposed, recommended, adopted, and amended budgets, without duplicating data.	☐	☐	☐	
Ability to electronically submit, review, modify, approve, and track departmental budget requests through configurable workflow.	☐	☐	☐	
Ability to attach narratives, justification documents, spreadsheets, and supporting materials to departmental budget requests.	☐	☐	☐	
Ability to automatically calculate salaries, benefits, position costs, and other personnel expenses during budget development.	☐	☐	☐	
Ability to prepare and publish a comprehensive Budget Book containing narratives, financial schedules, charts, graphs, and supporting documentation.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to create user-defined budget reports, dashboards, and ad hoc financial analyses without vendor assistance.	☐	☐	☐	
Ability to compare budget scenarios, historical trends, and actual financial results using graphical dashboards and reporting tools.	☐	☐	☐	
Ability to export budget reports, Budget Book content, and supporting schedules to Microsoft Excel, Word, PDF, and other commonly used formats.	☐	☐	☐	
Ability to maintain a complete audit trail of budget submissions, revisions, approvals, amendments, and user activity.	☐	☐	☐	
Ability to support role-based security and user permissions for department users, finance staff, executive management, and elected officials.	☐	☐	☐	
Ability to integrate seamlessly with the General Ledger, Payroll, Human Resources (UKG), Position Control, Project/Grant Accounting, and Reporting modules.	☐	☐	☐	

Building Permits

The proposed ERP solution shall provide a comprehensive Building Permits module designed to support municipal permitting, inspections, code enforcement, planning, licensing, and development review operations. The system must improve efficiency, transparency, workflow management, customer service, and interdepartmental coordination while reducing reliance on manual processes and paper-based records.

The Town seeks a modern, user-friendly permitting platform that supports the full lifecycle of permit and development activities from application intake through review, inspection, issuance, fee collection, and project closeout.

The proposed solution should support:

- Building, electrical, plumbing, mechanical, and zoning permits
- Planning and land use applications
- Code enforcement and compliance tracking
- Contractor and business licensing
- Inspection scheduling and mobile inspections
- Fee calculation and payment processing
- Workflow automation and approval routing
- Document management and electronic plan submission
- GIS and parcel integration capabilities
- Citizen self-service portals
- Real-time permit status tracking
- Automated notifications and communications
- Historical permit retention and audit tracking

The software should provide configurable workflows that support routing between planning, zoning, fire, engineering, public works, health, finance, and inspection departments. The Town prefers systems that allow departments to collaborate within a centralized environment while maintaining role-based permissions and accountability.

The proposed solution should also support:

- Electronic application submission
- Online payments and receipt generation
- Permit expiration and renewal tracking
- Inspection deficiency tracking and re-inspections
- Mobile access for field inspectors
- Attachment of plans, photos, reports, and correspondence
- Dashboard reporting and operational analytics
- Integration with General Ledger, Accounts Receivable, GIS, and document management systems

The vendor should describe:

- Permitting and inspection workflows
- Mobile inspection capabilities
- Citizen portal functionality
- GIS and parcel integration options
- Document management features
- Workflow automation capabilities
- Reporting and dashboard functionality
- Security and audit controls
- Training and implementation approach
- Ongoing support resources

The Town places a high priority on improving permitting efficiency, enhancing customer service, increasing transparency, supporting economic development activities, and providing staff with modern tools to manage permitting and inspection operations effectively.

Building Permits Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to electronically accept, process, track, and issue building, electrical, plumbing, mechanical, and other permit types through a centralized permitting system.	☐	☐	☐	
Ability to provide an online citizen portal for permit applications, payments, status inquiries, and document submission.	☐	☐	☐	
Ability to support configurable permit review and approval workflows involving multiple departments and reviewers.	☐	☐	☐	
Ability to schedule, assign, document, and track inspections, including mobile access for field inspectors.	☐	☐	☐	
Ability to maintain contractor and licensed trade information, including license expiration dates, insurance certificates, and registration status.	☐	☐	☐	
Ability to electronically attach plans, drawings, photographs, correspondence, inspection reports, and other supporting documentation to permit records.	☐	☐	☐	
Ability to automatically calculate permit fees based on user-defined fee schedules and valuation tables.	☐	☐	☐	
Ability to generate permits, certificates, inspection reports, correction notices, and other user-defined correspondence.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to provide real-time inquiry into permit status, inspections, approvals, outstanding deficiencies, and permit history.	☐	☐	☐	
Ability to create user-defined permitting reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export permit, inspection, contractor, and reporting information to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of permit applications, reviews, inspections, approvals, fee transactions, and user activity.	☐	☐	☐	
Ability to support role-based security and user permissions for permitting, inspections, plan review, administration, and reporting.	☐	☐	☐	
Ability to integrate with GIS, Cash Receipting, General Ledger, Accounts Receivable, Document Management, and online payment services.	☐	☐	☐	
Ability to support electronic plan review, digital approvals, electronic signatures, and paperless permit processing.	☐	☐	☐	

Capital Assets

The proposed ERP solution shall provide a comprehensive Capital Assets module designed to support the acquisition, tracking, depreciation, maintenance, inventory, reporting, and lifecycle management of municipal capital assets. The system must improve asset accountability, financial reporting accuracy, audit readiness, and operational efficiency while integrating seamlessly with General Ledger, Accounts Payable, Purchasing, Budgeting, and Project Accounting modules.

The Town seeks a modern asset management platform capable of managing infrastructure, buildings, vehicles, equipment, technology assets, utility assets, and other capital investments throughout their entire lifecycle. The solution should provide centralized asset records, automated depreciation calculations, and comprehensive reporting capabilities to support both operational management and financial reporting requirements.

The proposed solution should support:

- Capital asset acquisition and capitalization
- Asset inventory and tracking
- Multiple asset classes and categories
- Depreciation calculations and reporting
- Asset transfers and reassignments
- Asset disposals, retirements, and write-offs
- Construction-in-progress (CIP) tracking
- Infrastructure and utility asset management
- Asset tagging and identification
- Audit trails and historical asset records
- Integration with General Ledger and Purchasing modules
- GASB-compliant asset accounting and reporting

The software should support municipal accounting requirements including:

- Multiple depreciation methods
- Partial-year depreciation calculations

- Capitalization threshold management
- Fund-specific asset tracking
- Componentized asset accounting
- Asset additions and improvements
- Grant-funded asset tracking
- Capital project asset creation
- Asset ownership and departmental assignments
- Historical acquisition and valuation records

The proposed solution should also support:

- Barcode, QR code, or RFID asset tracking
- Physical inventory management
- Asset condition assessments
- Warranty and service contract tracking
- Preventive maintenance scheduling
- Vehicle and equipment lifecycle management
- GIS integration capabilities
- Attachment of photographs, manuals, warranties, and supporting documentation
- Mobile inventory and field verification tools
- Dashboard reporting and analytics

The system should provide comprehensive reporting capabilities including:

- Fixed asset registers
- Depreciation schedules
- Asset additions and disposals
- Capitalization reports
- Net book value reporting
- Departmental asset inventories

- Insurance and replacement value reports
- Grant and project asset reporting
- GASB-compliant financial reporting
- Audit and compliance reports

The vendor should describe:

- Fixed asset management functionality and workflows
- Depreciation methodologies supported
- Capital project and CIP management capabilities
- Asset inventory and tracking tools
- Reporting and dashboard functionality
- Integration with financial and operational systems
- Mobile asset management capabilities
- Security controls and audit trails
- Data migration approach and implementation methodology
- Training and support resources

The Town places a high priority on accurate asset accounting, regulatory compliance, operational accountability, and lifecycle management. The proposed solution should provide reliable, scalable tools for managing municipal assets while supporting financial reporting, audit requirements, capital planning, and long-term asset stewardship.

Capital Assets (Fixed Assets) Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain a centralized inventory of all capital assets, including land, buildings, infrastructure, vehicles, equipment, technology, and other municipal assets.	☐	☐	☐	
Ability to assign and maintain unique asset identification numbers, barcodes, QR codes, or RFID tags.	☐	☐	☐	
Ability to record complete asset information, including acquisition date, funding source, department, location, custodian, warranty information, and useful life.	☐	☐	☐	
Ability to automatically capitalize completed projects from the Project/Grant Accounting module into the Fixed Assets module while preserving project cost history.	☐	☐	☐	
Ability to calculate depreciation using multiple depreciation methods and maintain both financial and tax depreciation schedules, where applicable.	☐	☐	☐	
Ability to record asset transfers, improvements, impairments, disposals, trade-ins, and retirements while maintaining complete asset history.	☐	☐	☐	
Ability to perform physical inventory verification and reconcile asset records to inventory counts.	☐	☐	☐	
Ability to attach photographs, purchase documents, warranties, manuals, maintenance records, and other supporting documentation to asset records.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to automatically update the General Ledger for asset acquisitions, depreciation, transfers, and disposals.	☐	☐	☐	
Ability to create user-defined capital asset reports, depreciation schedules, inventory listings, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to provide dashboards and analytical reporting by department, asset class, location, funding source, and replacement year.	☐	☐	☐	
Ability to export capital asset information and depreciation reports to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of asset additions, modifications, depreciation, transfers, disposals, and user activity.	☐	☐	☐	
Ability to support role-based security and user permissions for asset management, inventory, reporting, and administration.	☐	☐	☐	
Ability to integrate seamlessly with Purchasing, Accounts Payable, General Ledger, Project/Grant Accounting, Budgeting, and Reporting modules.	☐	☐	☐	

Cash Receipting

The proposed ERP solution shall provide a comprehensive Cash Receipting module capable of supporting centralized and decentralized revenue collection operations across all municipal departments. The system must streamline payment processing, improve reconciliation accuracy, strengthen internal controls, and provide real-time visibility into receipting activities while integrating seamlessly with Accounts Receivable, Utility Billing, Tax Collection, General Ledger, and related operational modules.

The Town seeks a modern, flexible cash receipting platform capable of processing multiple payment types and revenue sources while minimizing manual entry, improving customer service, and enhancing financial accountability.

The proposed solution should support:

- Centralized and remote cashiering operations
- Multi-department payment processing
- Cash, check, ACH, EFT, and credit/debit card payments
- Online payment platform integration
- Utility payments, taxes, permits, licenses, fines, and miscellaneous fees
- Split payments and multi-account payment allocation
- Real-time or batch posting capabilities
- Daily balancing and reconciliation processes
- Automated receipt generation
- Secure drawer balancing and cash management controls
- Audit trails for all transactions, adjustments, voids, and corrections
- Integration with General Ledger and Accounts Receivable modules

The system should support configurable workflows for payment review, exception handling, approvals, reversals, and reconciliation. The Town prefers solutions capable of integrating with third-party payment processors, lockbox providers, banking systems, and remote payment platforms.

The proposed solution should also provide:

- Real-time account balance updates

- Electronic receipt delivery
- Customer account inquiry and transaction history
- Void and refund processing
- Batch processing and deposit reconciliation
- Secure role-based permissions and segregation of duties
- Dashboard reporting and cashier productivity tracking
- Remote office and multi-location receipting support
- Attachment of supporting documentation to transactions

The vendor should describe:

- Cash receipting workflows and functionality
- Payment processing and banking integrations
- Online payment platform capabilities
- Daily balancing and reconciliation procedures
- Security controls and audit features
- Remote cashiering support
- Reporting and dashboard capabilities
- Training and implementation methodology
- Ongoing support resources

The Town places a high priority on operational efficiency, accuracy, internal control integrity, customer convenience, and seamless financial integration. The proposed solution should reduce manual processing, improve reconciliation workflows, strengthen audit readiness, and support scalable municipal revenue collection operations.

Cash Receipting Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to process cash, checks, ACH, credit cards, debit cards, and other electronic payment methods through a centralized cashiering system.	☐	☐	☐	
Ability to accept payments for multiple municipal departments and modules within a single transaction.	☐	☐	☐	
Ability to automatically distribute payments to the appropriate funds, departments, General Ledger accounts, and subsidiary modules.	☐	☐	☐	
Ability to support multiple cash drawers, cashier sessions, and balancing by individual user.	☐	☐	☐	
Ability to generate receipts electronically or in printed format with user-defined receipt templates.	☐	☐	☐	
Ability to process overpayments, underpayments, refunds, voids, returned checks, and payment adjustments while maintaining a complete audit trail.	☐	☐	☐	
Ability to perform daily cash drawer balancing, reconciliation, and end-of-day settlement reporting.	☐	☐	☐	
Ability to support online payment processing through the Town's citizen portal and approved payment gateway providers.	☐	☐	☐	
Ability to automatically update the General Ledger and related subsidiary modules upon payment receipt.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to provide real-time inquiry into payment history, receipts, cashier activity, and transaction status.	☐	☐	☐	
Ability to create user-defined cash receipting reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export cashier activity, payment information, and reconciliation reports to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of all payment transactions, adjustments, voids, refunds, balancing activities, and user actions.	☐	☐	☐	
Ability to support role-based security, cashier permissions, segregation of duties, and approval controls.	☐	☐	☐	
Ability to integrate seamlessly with Tax Collection, Utility Billing, Accounts Receivable, Building Permits, Animal Licensing, Business Licensing, General Ledger, and Bank Reconciliation modules.	☐	☐	☐	

General Ledger

The proposed ERP solution shall provide a fully integrated General Ledger (GL) module that serves as the central financial management and reporting platform for all municipal operations. The system must support governmental accounting standards, fund accounting, budgetary control, financial reporting, audit requirements, and long-term financial planning while providing a complete and accurate record of the Town's financial activity.

The Town seeks a modern General Ledger solution that improves financial visibility, enhances internal controls, supports operational efficiency, and provides real-time access to financial information across all departments, funds, and business functions.

The proposed solution should support:

- Multi-fund governmental accounting
- Flexible, user-defined chart of accounts structure
- Fund, department, project, grant, and cost center accounting
- Budgetary accounting and budget control
- Interfund transactions and allocations
- Journal entry processing and recurring entries
- Bank reconciliation and cash management
- Encumbrance accounting
- Year-end closing and fiscal period management
- GASB-compliant financial reporting
- Complete audit trails and transaction history
- Integration with all ERP modules including Payroll, Accounts Payable, Accounts Receivable, Utility Billing, Purchasing, and Fixed Assets

The software should provide a highly configurable chart of accounts capable of supporting current municipal operations while allowing for future organizational growth and reporting requirements. The Town prefers systems that allow accounts, funds, departments, projects, and reporting structures to be added, modified, or retired without requiring extensive vendor intervention.

The proposed solution should also support:

- Drill-down inquiry from summary balances to source transactions
- Real-time account balance reporting
- Multiple fiscal years and accounting periods
- Historical financial data retention
- Budget-to-actual reporting
- Consolidated and individual fund reporting
- Cash pooling and investment allocation tracking
- Automated allocations and recurring journal entries
- Audit and compliance reporting
- Custom dashboards and financial analytics

The General Ledger should provide robust reporting capabilities including:

- Trial balances
- Balance sheets
- Statements of revenues, expenditures, and changes in fund balance
- Cash flow reporting
- Budget-to-actual reports
- Departmental financial reports
- Grant and project financial reporting
- GASB-compliant annual financial statements
- Custom ad hoc reporting

The vendor should describe:

- General Ledger architecture and accounting structure
- Fund accounting capabilities
- Chart of accounts flexibility
- Financial reporting and dashboard functionality

- Budget integration and controls
- Interfund accounting processes
- Audit trail and security features
- Year-end processing procedures
- Integration with other ERP modules
- Implementation methodology and training approach
- Ongoing support and software enhancement plans

The Town places a high priority on financial accuracy, transparency, reporting flexibility, audit readiness, and operational efficiency. The proposed General Ledger solution should serve as the foundation of the Town's financial management environment and provide reliable, scalable support for municipal operations, regulatory compliance, strategic planning, and informed decision-making.

General Ledger Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to support a user-defined, multi-segment Chart of Accounts with configurable account structure and validation rules.	☐	☐	☐	
Ability to maintain multiple funds, departments, divisions, projects, grants, enterprise funds, and reporting entities within a single General Ledger.	☐	☐	☐	
Ability to process journal entries, recurring entries, reversing entries, accruals, and budget adjustments with appropriate approval controls.	☐	☐	☐	
Ability to provide real-time posting and inquiry of financial transactions across all integrated ERP modules.	☐	☐	☐	
Ability to support fiscal year-end closing while allowing continued transaction processing in the subsequent fiscal year.	☐	☐	☐	
Ability to maintain a complete audit trail of all financial transactions, journal entries, adjustments, approvals, and user activity.	☐	☐	☐	
Ability to create user-defined financial statements, trial balances, balance sheets, income statements, fund reports, and ad hoc financial reports without vendor assistance.	☐	☐	☐	
Ability to provide graphical dashboards and financial analytics, including budget-to-actual comparisons, trend analysis, and executive reporting.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to drill down from summarized financial reports to supporting transactions, source documents, and originating modules.	☐	☐	☐	
Ability to support encumbrance accounting, budgetary control, and available balance verification during financial transactions.	☐	☐	☐	
Ability to export financial reports and General Ledger data to Microsoft Excel, PDF, and other commonly used formats without extensive reformatting.	☐	☐	☐	
Ability to support role-based security, segregation of duties, approval workflows, and configurable user permissions.	☐	☐	☐	
Ability to support GASB-compliant governmental accounting, fund accounting, and financial reporting requirements.	☐	☐	☐	
Ability to maintain multiple fiscal years of historical financial data with comparative reporting capabilities.	☐	☐	☐	
Ability to integrate seamlessly with all ERP financial and operational modules, including Budgeting, Accounts Payable, Accounts Receivable, Payroll, Cash Receipting, Utility Billing, Purchasing, Fixed Assets, and Project/Grant Accounting.	☐	☐	☐	

Motor Vehicle Registration

The proposed ERP solution shall provide a comprehensive Motor Vehicle Registration module designed to support the Town's responsibilities as a participating Municipal Agent under the New Hampshire Division of Motor Vehicles' Municipal Agent Automation Program (MAAP). The solution shall facilitate the efficient processing of motor vehicle registrations, renewals, title transactions, fee collection, reporting, and reconciliation while maintaining compliance with all applicable State of New Hampshire statutes, administrative rules, and Department of Safety requirements.

Hudson seeks a modern solution that streamlines motor vehicle registration services while enhancing customer service, operational efficiency, financial accountability, and integration with other municipal business functions. The proposed software shall support the Town's role as a municipal registration agent and provide reliable, secure connectivity with MAAP and other state-managed systems as required.

The proposed solution should support:

- Integration with the New Hampshire Municipal Agent Automation Program (MAAP)
- Processing of new registrations, renewals, transfers, plate changes, and duplicate registrations
- Vehicle title processing, where applicable
- State-required fee calculations
- Municipal permit fee calculations
- Collection of registration fees and taxes
- Automated receipting and payment processing
- Daily settlement and reconciliation procedures
- Customer account inquiry and registration history
- Printing of state-approved registration documents and receipts
- Audit trails and transaction history
- Compliance with all State of New Hampshire motor vehicle registration requirements

The software should provide configurable workflows that support the complete registration process from customer inquiry through payment, document issuance, reconciliation, and

reporting. The Town prefers solutions that minimize manual data entry, reduce processing time, and improve customer service while maintaining strict compliance with State requirements.

The proposed solution should also support:

- Real-time communication with State systems
- Daily balancing and financial reconciliation
- Cash receipting integration
- General Ledger integration
- Customer lookup by owner, plate number, VIN, or registration number
- Historical transaction retention
- Security controls and user permissions consistent with State requirements
- Exception reporting and transaction auditing
- Dashboard reporting and operational analytics

The system should provide comprehensive reporting capabilities including:

- Daily transaction summaries
- Daily balancing and settlement reports
- Revenue and fee collection reports
- State remittance reports
- Registration activity reports
- Audit and compliance reports
- Cash drawer reconciliation
- Operational workload statistics
- Historical registration inquiry

The vendor should describe:

- Experience integrating with the New Hampshire Municipal Agent Automation Program (MAAP)
- Existing municipal implementations within New Hampshire

- State certification or approval status, if applicable
- Security and compliance features
- Financial reconciliation capabilities
- Integration with Cash Receipting and General Ledger
- Reporting and dashboard functionality
- Implementation methodology and training approach
- Ongoing support for State regulatory and MAAP program changes

The Town places a high priority on regulatory compliance, transaction accuracy, financial accountability, and customer service. The proposed solution should provide a reliable, secure, and efficient platform that supports Hudson's responsibilities as a Municipal Agent while ensuring compliance with evolving State requirements and maintaining seamless integration with the Town's financial management system.

Motor Vehicle Registration Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to integrate with the New Hampshire Municipal Agent Automation Program (MAAP) for motor vehicle registration processing.	☐	☐	☐	
Ability to process new registrations, renewals, transfers, plate changes, duplicate registrations, and other transactions authorized through MAAP.	☐	☐	☐	
Ability to automatically calculate State, municipal, permit, and registration fees in accordance with New Hampshire requirements.	☐	☐	☐	
Ability to provide real-time customer inquiry by owner name, plate number, VIN, registration number, or other user-defined search criteria.	☐	☐	☐	
Ability to process cash, check, ACH, credit card, and debit card payments through the Town's Cash Receipting system.	☐	☐	☐	
Ability to automatically update the General Ledger and Cash Receipting modules upon completion of registration transactions.	☐	☐	☐	
Ability to perform daily balancing and reconciliation of registration transactions, receipts, and State remittances.	☐	☐	☐	
Ability to generate State-required reports, settlement reports, transaction summaries, and audit reports.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain complete transaction history and audit trails for all registration activities, adjustments, corrections, and user actions.	☐	☐	☐	
Ability to support role-based security, cashier permissions, and user access controls consistent with State requirements.	☐	☐	☐	
Ability to create user-defined registration reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export registration, financial, and operational reports to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to support electronic document management and attachment of registration-related documents to customer records, where permitted.	☐	☐	☐	
Ability to support ongoing compliance with changes to MAAP requirements, New Hampshire Department of Safety regulations, and applicable statutory changes.	☐	☐	☐	
Ability to integrate seamlessly with Cash Receipting, General Ledger, Reporting, and other applicable municipal ERP modules.	☐	☐	☐	

Payroll and Human Resources

The proposed ERP solution shall provide a comprehensive Payroll module that integrates seamlessly with the Town's existing UKG Human Resources platform. The Town currently utilizes UKG for human resources, employee onboarding, benefits administration, accrual management, and electronic timekeeping. The proposed ERP solution must support reliable, secure, and automated integration with UKG while providing accurate payroll processing, financial reporting, labor distribution, and regulatory compliance.

The Town is not seeking to replace its UKG Human Resources platform. Proposals should assume that UKG will remain the Town's system of record for human resources, onboarding, benefits administration, accrual management, and timekeeping. Vendors shall describe their standard integration methodology with UKG and identify any additional software, middleware, licensing, or implementation services required to support this integration. The solution shall minimize duplicate data entry, streamline payroll administration, improve reporting capabilities, and maintain synchronization between UKG and the Town's financial management system.

The proposed solution should support:

- Seamless integration with UKG Human Resources and Workforce Management
- Automated import of approved employee timecards and labor hours
- Synchronization of employee demographic information
- Import of leave balances and accrual transactions
- Processing of regular payroll, overtime, shift differentials, and specialty pay
- Multiple pay frequencies and payroll schedules
- Union contract and collective bargaining agreement requirements
- Department, fund, project, grant, and enterprise labor allocations
- Payroll adjustments, retroactive pay, and supplemental payroll processing
- Electronic payroll processing and direct deposit
- Tax withholding and regulatory compliance
- Audit trails and historical payroll records
- Integration with General Ledger, Budgeting, Accounts Payable, and Project Accounting

The software should provide configurable payroll workflows that support payroll review, validation, approvals, and reconciliation prior to final processing. The Town prefers solutions that automate payroll calculations, reduce manual intervention, and provide comprehensive exception reporting before payroll is finalized.

The proposed solution should also support:

- Position and organizational structure reporting
- Multiple bargaining unit rules
- Overtime and Fair Labor Standards Act (FLSA) compliance
- Employee earnings and deduction history
- Employer-paid benefits and payroll liabilities
- Payroll encumbrance reporting
- Position budgeting and salary projections
- Electronic earnings statements and reporting
- W-2 processing and year-end reporting
- Security controls and role-based access

The payroll system should provide comprehensive reporting capabilities including:

- Payroll registers
- Labor distribution reports
- Department and fund payroll summaries
- Overtime analysis
- Leave and accrual reporting
- Payroll liability reports
- Federal and State tax reporting
- Pension and retirement reporting
- Budget-to-actual payroll reporting
- Historical payroll inquiry and audit reporting

The vendor should describe:

- Experience integrating with UKG Human Resources and Workforce Management products
- Supported integration methods, including APIs, web services, or secure file exchanges
- Payroll processing functionality and workflow capabilities
- Labor allocation and financial integration features
- Payroll validation and reconciliation procedures
- Reporting and dashboard functionality
- Security controls and audit capabilities
- Implementation methodology and payroll conversion approach
- Ongoing support for payroll regulatory changes
- Experience with municipal payroll implementations, particularly within New Hampshire

The Town places a high priority on payroll accuracy, regulatory compliance, operational efficiency, and seamless integration with UKG. The proposed solution should provide a secure, scalable payroll platform that supports municipal operations while leveraging the Town's existing investment in UKG for human resources, timekeeping, onboarding, benefits administration, and employee lifecycle management.

Payroll and Human Resources Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to seamlessly integrate with the Town's existing UKG Human Resources and Workforce Management platform for employee, payroll, and timekeeping data.	☐	☐	☐	
Ability to import approved employee time, attendance, leave, and labor allocation information from UKG without duplicate data entry.	☐	☐	☐	
Ability to process payroll for salaried, hourly, elected, seasonal, part-time, call, and other municipal employee classifications.	☐	☐	☐	
Ability to support multiple bargaining units, union contracts, pay rates, specialty pay, overtime rules, and employee compensation structures.	☐	☐	☐	
Ability to automatically allocate payroll costs to the appropriate funds, departments, projects, grants, and General Ledger accounts.	☐	☐	☐	
Ability to process payroll adjustments, supplemental payrolls, retroactive payments, direct deposit, and electronic payroll processing.	☐	☐	☐	
Ability to automatically calculate payroll taxes, deductions, employer contributions, and other statutory withholdings.	☐	☐	☐	
Ability to provide payroll validation reports, exception reporting, and pre-payroll balancing prior to payroll processing.	☐	☐	☐	
Ability to automatically update the General Ledger, Budgeting, Project/Grant Accounting, and related financial modules upon payroll processing.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to generate W-2s, tax reports, retirement reports, labor distribution reports, and other required payroll reporting.	☐	☐	☐	
Ability to provide real-time inquiry into employee payroll history, earnings, deductions, leave balances, and labor distribution information.	☐	☐	☐	
Ability to create user-defined payroll reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export payroll reports and employee payroll information to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of payroll processing, adjustments, approvals, user activity, and payroll history.	☐	☐	☐	
Ability to support role-based security, segregation of duties, and user permissions for payroll administration, approvals, reporting, and inquiry.	☐	☐	☐	

Project/Grant Accounting

The proposed ERP solution shall provide a comprehensive Project and Grant Accounting module designed to support the planning, budgeting, financial management, reporting, and compliance requirements associated with municipal capital projects, infrastructure improvements, grant-funded activities, and other special initiatives. The system shall provide accurate project cost tracking, labor allocation, grant reimbursement support, and financial reporting while integrating seamlessly with the General Ledger, Budgeting, Purchasing, Accounts Payable, Payroll, Fixed Assets, and Cash Management modules.

Hudson seeks a modern project accounting solution capable of tracking project costs from authorization through completion while providing financial transparency, regulatory compliance, and effective management of grant funding and capital investments. The solution should allow staff to monitor project budgets, expenditures, funding sources, and progress in real time while supporting multiple departments and funding streams.

The proposed solution should support:

- Capital improvement project accounting
- Federal, State, and local grant management
- Multi-year project tracking
- Project budgeting and forecasting
- Multiple funding source allocations
- Department, fund, and enterprise project accounting
- Labor, equipment, material, and contract cost tracking
- Grant reimbursement and reimbursement request tracking
- Encumbrance accounting
- Change order and project amendment tracking
- Project closeout procedures
- Integration with Fixed Assets for capitalization upon project completion

The software should provide configurable workflows that support project creation, budget establishment, expenditure tracking, grant compliance, approvals, financial monitoring, and project closeout. The Town prefers solutions that eliminate duplicate data entry while providing real-time visibility into project performance and available funding.

The proposed solution should also support:

- Project status and milestone tracking
- Multiple grants assigned to a single project
- Single grants supporting multiple projects
- Cost allocation by department, fund, phase, or task
- Payroll labor distribution by project
- Contractor payment tracking
- Budget revisions and amendments
- Document attachment capabilities
- Audit trails and transaction history
- Dashboard reporting and executive analytics

The system should provide comprehensive reporting capabilities including:

- Project budget-to-actual reports
- Grant expenditure reports
- Funding source summaries
- Labor distribution reports
- Capital project status reports
- Grant reimbursement tracking
- Encumbrance and available balance reporting
- Project cash flow analysis
- CIP reporting
- Audit and regulatory compliance reports

The vendor should describe:

- Project accounting functionality and workflows
- Grant management capabilities
- Budgeting and forecasting features

- Labor allocation and payroll integration
- Financial reporting and dashboard capabilities
- Grant compliance and reimbursement tracking
- Integration with financial and operational modules
- Security controls and audit features
- Implementation methodology and training approach
- Experience supporting municipal capital improvement programs and grant-funded projects

The Town places a high priority on financial accountability, grant compliance, project transparency, and effective stewardship of public resources. The proposed solution should provide scalable tools that support the complete lifecycle of municipal projects and grants while improving financial oversight, reporting, and decision-making across all departments.

Project/Grant Accounting Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to establish and maintain multiple capital projects, grants, and special revenue projects within a centralized project accounting module.	☐	☐	☐	
Ability to establish project budgets and monitor budget-to-actual expenditures in real time.	☐	☐	☐	
Ability to assign and track multiple funding sources for a single project, including federal, state, local, and enterprise funding.	☐	☐	☐	
Ability to allocate payroll, equipment, materials, contract costs, and other expenditures directly to projects and grants.	☐	☐	☐	
Ability to manage multi-year projects and grants spanning multiple fiscal years while maintaining complete financial history.	☐	☐	☐	
Ability to monitor grant awards, reimbursement requests, grant amendments, reporting deadlines, and available grant balances.	☐	☐	☐	
Ability to automatically identify reimbursable expenditures and generate reimbursement requests with supporting documentation.	☐	☐	☐	
Ability to provide real-time inquiry into project status, expenditures, encumbrances, commitments, funding availability, and remaining project balances.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to support change orders, budget amendments, and project budget revisions while maintaining historical records.	☐	☐	☐	
Ability to create user-defined project and grant reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export project, grant, and financial reports to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of project transactions, grant activity, budget revisions, approvals, and user actions.	☐	☐	☐	
Ability to support role-based security and user permissions for project management, grant administration, reporting, and inquiry.	☐	☐	☐	
Ability to capitalize completed capital projects into the Capital Assets module while preserving complete project cost history.	☐	☐	☐	
Ability to integrate seamlessly with General Ledger, Budgeting, Purchasing, Accounts Payable, Payroll, Capital Assets, and Reporting modules.	☐	☐	☐	

Property Tax

The proposed software solution shall support the secure import, reconciliation, and management of municipal tax collection data from external collection systems, banking platforms, lockbox services, and online payment providers into the Town's financial management system. The software must streamline the receipt, validation, posting, balancing, and reporting of all property tax collections while maintaining a complete audit trail and ensuring compliance with municipal accounting standards and internal controls.

The system should support automated or scheduled imports of tax collection files in common formats including CSV, fixed-width, XML, API-based integrations, and bank transmission files. Imported transactions should be validated prior to posting and routed through configurable review and approval workflows when exceptions or discrepancies are identified.

The software should allow imported tax collections to automatically update taxpayer account balances, payment histories, cash receipting modules, and the General Ledger without requiring duplicate manual entry. The system should support the allocation of collections across multiple taxing authorities, funds, or levy categories including municipal, school, county, library, utility, and special district obligations.

The proposed solution should support:

- Daily import and reconciliation of tax payment files
- Integration with lockbox and online payment providers
- Online customer self-service capabilities
- Real-time or batch posting options
- Customer account management
- Automated balancing and exception reporting
- Audit trails for imported transactions and adjustments
- Payment arrangements / installment plans
- Reversals, refunds, and corrected postings
- Escrow and partial payment processing
- Customer communication tracking
- Delinquent tax tracking and interest calculations and collections management

- Text, email, and mailed notifications (including tracking)
- Historical retention of collection records
- Automatic pay options
- Secure role-based approval workflows
- Payment processing and cash receipting integration

The vendor should describe:

- Supported import methods and file formats
- Existing integrations with banking and tax collection providers
- Validation and error-handling procedures
- Security controls and audit capabilities
- Reconciliation workflows
- Staff review and approval processes
- Reporting capabilities for imported collections
- Any required middleware, customization, or third-party tools

The Town prefers solutions that minimize manual intervention, improve reconciliation efficiency, enhance financial transparency, and reduce operational risk associated with tax collection processing.

The customer portal should provide:

- Online account access
- Payment history review
- Auto-pay enrollment and management
- Electronic billing enrollment
- Account profile management
- Notification preferences

Property Tax Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain complete property tax records, including ownership history, parcel information, billing history, and payment activity.	☐	☐	☐	
Ability to calculate and generate property tax bills in accordance with New Hampshire statutes, including first issue, final issue, supplemental, and omitted assessments.	☐	☐	☐	
Ability to process tax payments, partial payments, prepayments, interest, penalties, abatements, refunds, and payment adjustments.	☐	☐	☐	
Ability to support escrow payments, mortgage company payments, and electronic payment processing.	☐	☐	☐	
Ability to automatically calculate interest, penalties, and statutory charges based on user-defined rules and New Hampshire requirements.	☐	☐	☐	
Ability to manage tax liens, lien redemptions, deeding activities, and other statutory tax collection processes.	☐	☐	☐	
Ability to provide real-time inquiry into parcel information, tax bills, payment history, outstanding balances, liens, and account status.	☐	☐	☐	
Ability to provide real-time inquiry by username, address, Property ID, Map/Lot number, and Bill number.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to generate tax warrants, commitment reports, lien reports, aging reports, collector reports, and other New Hampshire statutory reports.	☐	☐	☐	
Ability to generate property tax bills, supplemental bills, reminder notices, delinquency notices, lien notices, deed notices, and other customer correspondence.	☐	☐	☐	
Ability to create user-defined property tax reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export tax billing, payment, and reporting information to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of tax bill generation, payments, adjustments, abatements, liens, and user activity.	☐	☐	☐	
Ability to support role-based security and user permissions for tax collection, reporting, administration, and inquiry.	☐	☐	☐	
Ability to integrate with the Town's assessing system for the import of parcel, ownership, valuation, and exemption information.	☐	☐	☐	
Ability to integrate seamlessly with Cash Receipting, General Ledger, Bank Reconciliation, Reporting, and online payment services.	☐	☐	☐	
Ability to support electronic billing, online taxpayer account access, payment history, and document retrieval through a citizen self-service portal.	☐	☐	☐	
Ability to reverse an entire payment batch while maintaining a complete audit trail.	☐	☐	☐	
Ability to correct overpayments to prepayments prior to billing.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to post multiple payments through a quick-entry method.	☐	☐	☐	

Purchase Orders and Requisitions

The proposed ERP solution shall provide a comprehensive Purchase Orders and Requisitions module designed to support municipal procurement, purchasing controls, budget management, approval workflows, contract tracking, and vendor coordination. The system must improve operational efficiency, strengthen internal controls, enhance transparency, and reduce manual procurement processes while integrating seamlessly with Accounts Payable, General Ledger, Budgeting, Inventory, and Project Accounting modules.

The Town seeks a modern procurement platform capable of supporting decentralized departmental purchasing activities within a centralized financial control structure. The system should streamline requisition creation, approval routing, encumbrance tracking, purchase order management, receiving, and payment reconciliation.

The proposed solution should support:

- Electronic requisition creation and submission
- Automated approval workflows and routing
- Purchase order generation and tracking
- Encumbrance accounting and budget validation
- Multi-department and multi-fund purchasing
- Contract and vendor management
- Attachment of quotes, bids, contracts, and supporting documents
- Blanket and recurring purchase orders
- Change orders and PO amendments
- Receiving and inventory integration
- Audit trails and procurement history
- Integration with Accounts Payable and General Ledger modules

The software should provide configurable approval workflows based on department, purchasing thresholds, funding source, project, or organizational hierarchy. The Town prefers systems that support automated notifications, escalation procedures, delegation of authority, and electronic approvals to improve procurement efficiency and accountability.

The proposed solution should also support:

- Real-time budget availability checking
- Workflow dashboards and procurement status inquiry
- Drill-down access to invoices, receipts, contracts, and payment history
- Vendor performance and procurement reporting
- Mobile and remote approval capabilities
- Role-based security and segregation of duties controls
- Procurement reporting and analytics
- Multi-year and capital project purchasing support
- Integration with inventory and asset management systems

The vendor should describe:

- Procurement workflow and approval capabilities
- Budget encumbrance functionality
- Vendor and contract management features
- Receiving and inventory integration
- Security and audit controls
- Reporting and dashboard functionality
- Mobile accessibility options
- Integration capabilities with financial and operational systems
- Implementation methodology and training approach
- Ongoing support resources

The Town places a high priority on procurement transparency, budgetary control, operational efficiency, audit readiness, and workflow automation. The proposed solution should reduce manual effort, improve oversight of purchasing activities, and support scalable municipal procurement operations across all departments and funding sources.

Purchase Orders & Requisitions Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to create, edit, submit, approve, and track electronic purchase requisitions through configurable workflow.	☐	☐	☐	
Ability to establish configurable approval workflows based on department, fund, account, project, user, or dollar threshold.	☐	☐	☐	
Ability to automatically verify available budget balances and prevent purchases that exceed available appropriations or user-defined spending limits.	☐	☐	☐	
Ability to convert approved requisitions into purchase orders without duplicate data entry.	☐	☐	☐	
Ability to maintain a centralized vendor database and select vendors directly from approved vendor records.	☐	☐	☐	
Ability to generate standard and blanket purchase orders, contract purchase orders, and change orders.	☐	☐	☐	
Ability to electronically attach quotations, contracts, specifications, bid documents, and supporting documentation to requisitions and purchase orders.	☐	☐	☐	
Ability to record receipt of goods and services, including partial receipts, prior to invoice payment.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to support encumbrance accounting and automatically update encumbered and available budget balances.	☐	☐	☐	
Ability to perform two-way and/or three-way matching of purchase orders, receiving documents, and vendor invoices.	☐	☐	☐	
Ability to provide real-time inquiry into requisition status, purchase order status, receiving activity, encumbrances, and purchasing history.	☐	☐	☐	
Ability to create user-defined purchasing reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export purchasing data and reports to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of requisitions, approvals, purchase orders, receiving transactions, modifications, and user activity.	☐	☐	☐	
Ability to integrate seamlessly with General Ledger, Budgeting, Accounts Payable, Project/Grant Accounting, Inventory, and Capital Assets modules.	☐	☐	☐	

Reporting, Analytics & Ad Hoc Query

The proposed ERP solution shall provide comprehensive reporting, analytics, dashboard, and ad hoc query capabilities that enable staff, management, elected officials, auditors, and authorized users to access timely, accurate, and actionable information across all functional areas of the system. The reporting environment should support both operational and strategic decision-making while reducing reliance on manual data compilation, spreadsheets, and external reporting tools.

Hudson seeks a modern reporting platform that allows users to easily access, analyze, filter, summarize, and present information without requiring specialized technical expertise or vendor assistance. Reporting tools should provide real-time access to current and historical data across all modules while maintaining appropriate security controls and user permissions.

The proposed solution should support:

- Standard system reports for all modules
- User-defined and ad hoc reporting capabilities
- Dashboard and graphical reporting tools
- Custom report creation and modification
- Query and search functionality across modules
- Real-time access to operational and financial data
- Drill-down capability from summary information to source transactions
- Multi-year historical reporting
- Scheduled and automated report distribution
- Export to Microsoft Excel, PDF, Word, and common data formats
- Role-based dashboard and report access
- Data visualization including charts, graphs, and trend analysis

The reporting environment should allow authorized users to create and save custom queries without requiring programming knowledge. Users should be able to filter, sort, group, summarize, and analyze data using a graphical interface and generate reports based on user-defined criteria. Reports should be capable of combining information from multiple modules where appropriate.

The proposed solution should also support:

- Budget-to-actual reporting
- Revenue and expenditure analysis
- Payroll and labor reporting
- Utility billing and customer account reporting
- Tax collection reporting
- Accounts payable and accounts receivable reporting
- Permit, license, and inspection reporting
- Fixed asset reporting
- Project and grant reporting
- Audit and compliance reporting
- Operational performance metrics and KPIs

Users should be able to customize reports by:

- Selecting and rearranging columns
- Defining filters and selection criteria
- Creating calculated fields and formulas
- Grouping and subtotaling data
- Sorting by multiple data elements
- Applying date ranges and fiscal periods
- Saving report templates for future use
- Sharing reports with authorized users

The system should provide robust inquiry capabilities allowing users to search and retrieve information by account number, customer name, parcel number, vendor, employee, invoice number, purchase order, permit number, transaction date, or other user-defined criteria. Inquiry screens should support drill-down access to supporting documents, related transactions, and historical activity without requiring users to exit and enter multiple modules.

The vendor should describe:

- Standard reporting capabilities included with the software
- Ad hoc query and report writer functionality
- Dashboard and analytics features
- Data visualization capabilities
- Export and integration options
- Security and permissions management
- Performance considerations for large datasets
- Training requirements for report development
- Examples of municipal reports and dashboards
- Ongoing reporting enhancements and product roadmap

The Town places a high priority on reporting flexibility, ease of use, transparency, and access to meaningful data. The proposed solution should empower staff to independently create reports and perform data analysis while providing leadership with timely information necessary to support operational oversight, financial management, strategic planning, and informed decision-making.

Reporting, Analytics & Ad Hoc Query Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to create user-defined reports without vendor assistance or custom programming.	☐	☐	☐	
Ability to create ad hoc queries using user-selected fields, filters, sorting, grouping, and calculated values.	☐	☐	☐	
Ability to report on data across multiple ERP modules within a single report or query.	☐	☐	☐	
Ability to provide real-time dashboards with configurable charts, graphs, key performance indicators (KPIs), and summary metrics.	☐	☐	☐	
Ability to drill down from dashboards and summary reports to supporting transactions, source documents, and originating records.	☐	☐	☐	
Ability to save, reuse, schedule, and automatically distribute reports and dashboards to designated users.	☐	☐	☐	
Ability to export reports and query results to Microsoft Excel, Word, PDF, CSV, and other commonly used formats without extensive reformatting.	☐	☐	☐	
Ability to support report security through role-based permissions and user-defined access controls.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to create graphical trend analysis, budget-to-actual comparisons, historical comparisons, and forecasting reports.	☐	☐	☐	
Ability to search and report using user-defined fields, custom attributes, and configurable data elements.	☐	☐	☐	
Ability to create exception reports that identify missing data, unusual transactions, budget overruns, or user-defined conditions.	☐	☐	☐	
Ability to support report scheduling, automated email distribution, and subscription-based reporting.	☐	☐	☐	
Ability to provide mobile-friendly dashboards and reporting for authorized users.	☐	☐	☐	
Ability to maintain a complete audit trail of report creation, modifications, scheduled jobs, and user access.	☐	☐	☐	
Ability to integrate reporting and analytics across all ERP modules through a centralized reporting platform with a single source of data.	☐	☐	☐	

Utility Billing

The proposed ERP solution shall provide a comprehensive Utility Billing module designed to support the administration, billing, collection, reporting, and customer service functions associated with municipal water and sewer utilities. The system must improve operational efficiency, billing accuracy, customer engagement, revenue management, and regulatory compliance while integrating seamlessly with financial, customer service, and payment processing systems.

The Town seeks a modern utility management platform capable of supporting complex rate structures, multiple customer classes, meter reading integrations, online customer services, and comprehensive financial reporting. The solution should provide end-to-end management of utility accounts from service initiation through billing, payment processing, collections, and account closure.

The proposed solution should support:

- Water and sewer utility billing
- Multiple customer classes and rate structures
- Metered and non-metered billing methodologies
- Residential, commercial, industrial, and governmental accounts
- Automated billing cycles and batch processing
- Consumption-based billing calculations
- Fixed fees, surcharges, and special assessments
- Customer account management
- Online customer self-service capabilities
- Payment processing and cash receipting integration
- Delinquency tracking and collections management
- Audit trails and historical account records

The software should support flexible utility operations including:

- Multiple billing cycles and schedules
- Seasonal and special rate structures

- Tiered, EDU, consumption-based, and hybrid billing formulas
- Water, sewer, irrigation, and sub-meter account management
- Deposit tracking and refund processing
- Payment arrangements and installment plans
- Landlord and tenant account relationships
- Service initiation, transfer, and termination processes
- Account adjustments, corrections, and reversals
- Leak adjustments and special billing circumstances

The proposed solution should also support:

- Integration with automated meter reading (AMR/AMI) systems
- Import of multiple meter read file formats
- Validation of meter readings and exception reporting
- High and low consumption alerts
- Estimated billing and reread management
- Work order and service request integration
- Customer communication tracking
- Electronic bill presentment and payment (EBPP)
- Auto-pay and recurring payment options
- Text, email, and mailed notifications

The customer portal should provide:

- Online account access
- Utility bill payment capabilities
- Payment history review
- Consumption and usage history
- Auto-pay enrollment and management
- Electronic billing enrollment

- Service request submission
- Account profile management
- Notification preferences

The Utility Billing system should integrate seamlessly with:

- General Ledger
- Accounts Receivable
- Cash Receipting
- Budgeting and Financial Reporting
- Customer Payment Platforms
- GIS and Parcel Management Systems
- Meter Reading Systems
- Document Management Systems

The system should provide comprehensive reporting and analytics including:

- Billing and revenue reports
- Consumption analysis
- Customer account aging
- Delinquency and collections reporting
- Water loss and usage trend analysis
- Revenue forecasting
- Operational dashboards
- Regulatory and compliance reporting
- Customer service performance metrics

The vendor should describe:

- Utility billing architecture and functionality
- Rate configuration and billing flexibility
- Meter reading integration capabilities

- Customer portal functionality
- Payment processing options
- Reporting and analytics tools
- Security and audit controls
- Data migration approach
- Implementation methodology and timeline
- Training and support resources
- Experience with municipal water and sewer utilities

The Town places a high priority on billing accuracy, customer service, operational efficiency, revenue protection, and system integration. The proposed solution should support current utility operations while providing the flexibility and scalability necessary to meet future utility management, reporting, and customer service needs.

Utility Billing Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain customer accounts for water, sewer, and other utility services, including complete billing and payment history.	☐	☐	☐	
Ability to support multiple utility services, rate structures, billing cycles, customer classes, and user-defined rate schedules within a single billing system.	☐	☐	☐	
Ability to import meter readings from manual entry, handheld devices, AMR, AMI, or other automated meter reading systems.	☐	☐	☐	
Ability to calculate utility charges automatically based on user-defined rates, consumption, minimum charges, surcharges, and fees.	☐	☐	☐	
Ability to generate utility bills, adjustment notices, delinquency notices, shutoff notices, and other customer correspondence.	☐	☐	☐	
Ability to process account adjustments, final bills, write-offs, refunds, penalties, interest, and payment arrangements while maintaining complete account history.	☐	☐	☐	
Ability to manage service orders, including new service requests, disconnects, reconnects, meter exchanges, and field activities.	☐	☐	☐	
Ability to provide real-time inquiry into customer accounts, billing history, consumption history, payment history, service orders, and account balances.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to support online customer access for bill payment, account inquiry, consumption history, and electronic billing.	☐	☐	☐	
Ability to create user-defined utility billing reports, dashboards, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export billing, customer, meter, and financial information to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of billing transactions, adjustments, payments, service orders, meter changes, and user activity.	☐	☐	☐	
Ability to support role-based security and user permissions for billing, cashiering, customer service, field operations, reporting, and administration.	☐	☐	☐	
Ability to automatically update Cash Receipting, Accounts Receivable, General Ledger, and Bank Reconciliation modules with billing and payment activity.	☐	☐	☐	
Ability to integrate seamlessly with GIS, customer self-service portals, online payment services, meter reading systems, and other applicable ERP modules.	☐	☐	☐	

Welfare Tracking

The proposed ERP solution shall provide a comprehensive Welfare Assistance and Human Services Case Management module designed to support the administration, tracking, eligibility determination, financial assistance, case management, reporting, and regulatory compliance requirements associated with municipal welfare and general assistance programs. The system must improve service delivery, case accountability, recordkeeping, financial oversight, and reporting while protecting confidential client information and maintaining compliance with all applicable state and federal regulations.

The Town seeks a modern, secure solution capable of managing the full lifecycle of welfare assistance cases from application intake through eligibility review, benefit determination, assistance issuance, recertification, and case closure. The system should provide staff with efficient tools for managing client information, documenting case activity, tracking assistance provided, and generating required reports.

The proposed solution should support:

- Welfare and general assistance case management
- Applicant and household record management
- Eligibility determination workflows
- Financial assistance tracking and issuance
- Emergency assistance administration
- Benefit authorization and approval workflows
- Case notes and activity tracking
- Document management and electronic records
- Recertification and review scheduling
- Audit trails and historical case records
- Integration with financial and payment systems
- Regulatory reporting and compliance tracking

The software should provide configurable workflows that support application intake, eligibility review, supervisory approvals, benefit issuance, periodic recertification, and case closure. The Town prefers systems that reduce paper records while maintaining complete documentation and auditability of all case activities.

The proposed solution should also support:

- Household composition and demographic tracking
- Income, asset, and expense documentation
- Vendor payment tracking (landlords, utilities, medical providers, etc.)
- Referral tracking and service coordination
- Appointment scheduling and reminders
- Task management and follow-up activities
- Secure document uploads and attachments
- Automated eligibility review notifications
- Case status monitoring and workload management
- Dashboard reporting and performance analytics

The financial assistance functionality should support:

- Rent and housing assistance
- Utility assistance
- Food and emergency assistance
- Medical and prescription assistance
- Vendor payments and direct payments
- Assistance history tracking
- Benefit limits and eligibility controls
- Integration with Accounts Payable and General Ledger
- Reconciliation and audit reporting

The system should provide comprehensive reporting capabilities including:

- Active and closed case reports
- Assistance program utilization statistics
- Benefit issuance reports
- Applicant demographics and trends

- Eligibility and recertification tracking
- Vendor payment reporting
- Regulatory and compliance reporting
- Audit and oversight reports
- Department workload and performance metrics
- Financial assistance expenditure reporting

The vendor should describe:

- Case management workflows and functionality
- Eligibility determination capabilities
- Document management and records retention features
- Financial assistance tracking and payment integration
- Reporting and dashboard functionality
- Security controls and confidentiality protections
- Compliance with applicable state and federal requirements
- Integration with financial and document management systems
- Implementation methodology and training approach
- Ongoing support and software enhancement plans

The Town places a high priority on confidentiality, regulatory compliance, operational efficiency, accurate recordkeeping, and compassionate service delivery. The proposed solution should provide secure, scalable tools that support effective welfare administration while improving accountability, reporting, and service to residents in need.

Welfare Tracking Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to maintain confidential client records, including applicant demographics, household composition, assistance history, and case documentation.	☐	☐	☐	
Ability to track welfare applications, eligibility determinations, approvals, denials, recertifications, and case status throughout the assistance process.	☐	☐	☐	
Ability to record and track multiple types of assistance, including housing, utilities, food, medical, emergency assistance, and other locally administered welfare benefits.	☐	☐	☐	
Ability to electronically attach applications, identification, income verification, case notes, correspondence, and supporting documentation to client records.	☐	☐	☐	
Ability to calculate assistance eligibility and benefit amounts using user-defined policies, income guidelines, and locally established rules.	☐	☐	☐	
Ability to issue payments directly to vendors, landlords, utility providers, or applicants while maintaining complete payment history.	☐	☐	☐	
Ability to track caseworker activities, client contacts, appointments, referrals, follow-up actions, and case notes.	☐	☐	☐	
Ability to provide real-time inquiry into client history, assistance provided, outstanding obligations, and current case status.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to create user-defined welfare reports, dashboards, statistical summaries, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export client, financial, and statistical reports to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of applications, eligibility determinations, payments, case activity, approvals, and user actions.	☐	☐	☐	
Ability to support role-based security with confidential access controls to protect sensitive client and financial information.	☐	☐	☐	
Ability to integrate with Accounts Payable, General Ledger, Cash Receipting, and Reporting modules for payment processing and financial reporting.	☐	☐	☐	
Ability to identify duplicate applicants, households, or payments and provide alerts to help prevent duplicate assistance.	☐	☐	☐	
Ability to maintain historical client records and assistance history while supporting records retention and archival requirements.	☐	☐	☐	

Zoning and Code Enforcement

The proposed ERP solution shall provide a comprehensive Zoning and Code Enforcement module designed to support land use administration, zoning compliance, property maintenance enforcement, complaint management, inspections, case tracking, and regulatory reporting. The system must improve operational efficiency, increase transparency, strengthen compliance efforts, and provide a centralized platform for managing zoning and code enforcement activities throughout the municipality.

The Town seeks a modern solution capable of supporting zoning administration and code enforcement operations from initial application, complaint, or violation through investigation, inspection, corrective action, resolution, and case closure. The system should facilitate collaboration among Planning, Development Services, Building, Fire, Public Works, Police, Health, and other departments as necessary.

The proposed solution should support:

- Zoning permit administration
- Variances, special exceptions, and conditional use permits
- Site plan and subdivision review tracking
- Property maintenance enforcement
- Code violation investigations
- Complaint intake and case management
- Inspection scheduling and tracking
- Notice of violation generation
- Compliance monitoring and follow-up activities
- Citation and penalty management
- Audit trails and historical case records
- Integration with permitting, licensing, receipting, and financial systems

The software should provide configurable workflows allowing complaints, zoning applications, and enforcement cases to be routed through multiple departments and approval levels based on case type, complexity, and regulatory requirements. The Town prefers systems that automate notifications, inspections, deadlines, follow-up activities, and case status updates.

The proposed solution should also support:

- Citizen complaint submission portals
- Anonymous complaint intake options
- Mobile access for inspectors and enforcement personnel
- GIS and parcel-based property integration
- Property ownership and contact information management
- Attachment of photographs, correspondence, notices, and supporting documentation
- Automated compliance deadlines and reminders
- Escalation workflows for unresolved violations
- Historical property and case lookup capabilities
- Dashboard reporting and operational analytics

The code enforcement functionality should support:

- Complaint tracking and assignment
- Inspection scheduling and field reporting
- Violation documentation
- Corrective action tracking
- Compliance deadlines and monitoring
- Citation issuance and fine tracking
- Repeat offender identification
- Legal action referral tracking
- Case closure documentation

The zoning administration functionality should support:

- Zoning permit processing
- Variance and special exception tracking
- Board and commission review workflows

- Public hearing scheduling
- Staff review comments and recommendations
- Land use application management
- Development review coordination
- Conditions of approval tracking
- Zoning history retention

The system should provide comprehensive reporting capabilities including:

- Complaint activity and resolution reports
- Code enforcement workload and case statistics
- Violation type and trend analysis
- Zoning application activity reports
- Inspection activity reports
- Compliance and enforcement performance metrics
- Geographic and neighborhood analysis
- Revenue and citation reporting
- Historical property and development activity reports
- Operational dashboards and management reports

The vendor should describe:

- Zoning administration workflows and capabilities
- Code enforcement case management functionality
- Complaint intake and tracking features
- Mobile inspection and field operations support
- GIS and parcel integration capabilities
- Reporting and dashboard functionality
- Security controls and audit trails
- Integration with permitting, licensing, receipting, and financial systems

- Implementation methodology and training approach
- Ongoing support and software enhancement plans

The Town places a high priority on regulatory compliance, customer service, transparency, operational efficiency, and effective community development management. The proposed solution should provide scalable tools that support both zoning administration and code enforcement activities while improving communication, accountability, and service delivery to residents, businesses, and developers.

Zoning & Code Enforcement Requirements Matrix

Instructions: Indicate whether each requirement is provided as a standard feature (**Full Function**), requires **Modification / Customization**, or is **Not Available**. Use the **Comments** column to identify any limitations, additional licensing requirements, third-party products, implementation considerations, or other relevant information.

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to create, assign, track, and close zoning and code enforcement cases from complaint through final resolution.	☐	☐	☐	
Ability to maintain a complete case history, including complainants, property owners, violations, inspections, correspondence, photographs, and supporting documentation.	☐	☐	☐	
Ability to electronically attach photographs, inspection reports, notices, legal documents, correspondence, and other supporting records to enforcement cases.	☐	☐	☐	
Ability to schedule inspections, re-inspections, follow-up activities, and compliance deadlines with automated reminders and task tracking.	☐	☐	☐	
Ability to generate violation notices, warning letters, compliance orders, citations, and other user-defined enforcement correspondence.	☐	☐	☐	
Ability to track fines, penalties, administrative fees, payments, and outstanding balances associated with enforcement actions.	☐	☐	☐	
Ability to provide mobile access for inspectors to review cases, perform inspections, enter notes, upload photographs, and update case status from the field.	☐	☐	☐	

Requirement	Full Function	Modification / Custom	Not Available	Comments
Ability to provide real-time inquiry into enforcement cases by address, parcel, property owner, violation type, permit number, or other user-defined search criteria.	☐	☐	☐	
Ability to integrate with GIS and parcel information to display property ownership, zoning districts, and enforcement activity.	☐	☐	☐	
Ability to create user-defined zoning and code enforcement reports, dashboards, workload statistics, and ad hoc inquiries without vendor assistance.	☐	☐	☐	
Ability to export case information, inspection history, and enforcement reports to Microsoft Excel and PDF formats without extensive reformatting.	☐	☐	☐	
Ability to maintain a complete audit trail of case activity, inspections, notices, status changes, approvals, and user actions.	☐	☐	☐	
Ability to support role-based security and user permissions for inspectors, zoning staff, administrators, and reporting functions.	☐	☐	☐	
Ability to integrate with Building Permits, Cash Receipting, Accounts Receivable, General Ledger, Document Management, and Reporting modules.	☐	☐	☐	
Ability to provide configurable workflows, notifications, and automated alerts for inspections, compliance deadlines, overdue cases, and enforcement milestones.	☐	☐	☐	

APPENDIX C

Implementation Process and Timeline

The proposed ERP solution shall include a comprehensive implementation methodology designed to support a successful transition from the Town's current systems to the proposed platform. The implementation approach should emphasize project governance, stakeholder engagement, business process review, data migration, user training, testing, change management, and post-production support while minimizing operational disruption and project risk.

Hudson seeks a proven implementation methodology that has been successfully utilized in municipal government environments and is supported by experienced project management and implementation personnel. The selected vendor will be expected to serve as an active implementation partner throughout all phases of the project and provide sufficient resources to ensure successful deployment.

The implementation process should include, at a minimum:

- Project initiation and kickoff activities
- Detailed project planning and scheduling
- Business process review and requirements validation
- Software configuration and system design
- Data conversion and migration planning
- Interface and integration development
- Security and user role configuration
- System testing and validation
- User acceptance testing (UAT)
- End-user and administrator training
- Go-live planning and execution
- Post-implementation support and stabilization

The proposed solution should support a phased or modular implementation approach when appropriate and provide flexibility to accommodate operational priorities, staffing availability, and project dependencies. Vendors should identify recommended

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implementation sequencing, estimated resource requirements, critical milestones, and key success factors.

The Town expects vendors to provide a detailed implementation plan that clearly identifies project phases, responsibilities, deliverables, assumptions, dependencies, and estimated timelines. Particular emphasis should be placed on data migration, system integrations, testing procedures, user adoption strategies, and post-go-live support.

The proposed implementation methodology should also address:

- Project governance structure
- Executive and stakeholder engagement
- Change management strategies
- Risk identification and mitigation
- Data validation and reconciliation procedures
- Issue tracking and resolution processes
- Communication plans and status reporting
- Training methodology and knowledge transfer
- Go-live readiness assessments
- Post-production support and stabilization activities

The vendor should identify all personnel proposed for the implementation team, including project managers, technical consultants, trainers, conversion specialists, and subject matter experts. Resumes, municipal implementation experience, certifications, and project roles should be included.

The Town places a high priority on realistic project planning, effective communication, knowledge transfer, risk management, and successful user adoption. The proposed implementation approach should provide a clear path toward a successful deployment while minimizing operational disruption and ensuring long-term system success.

Vendors shall respond to the following questions regarding their proposed Implementation Process and Timeline approach.

Responses should be concise, one page preferably, while providing sufficient detail to allow the Town to evaluate the vendor's implementation methodology, project management capabilities, and overall readiness to successfully deploy the proposed solution.

1. Implementation Methodology and Schedule

Describe your proposed implementation methodology for the Town of Hudson, including the major project phases, key deliverables, anticipated timeline, critical milestones, and estimated implementation duration. Include a preliminary project schedule or Gantt chart as an appendix.

2. Project Team and Municipal Experience

Identify the Project Manager and key implementation personnel proposed for this project. Summarize each individual's municipal ERP implementation experience and describe your organization's experience implementing comparable solutions for municipalities similar in size and complexity to Hudson. Include three municipal references for projects completed within the last five years.

3. Data Conversion and System Integration

Describe your approach to converting historical data from the Town's existing systems and integrating the proposed solution with UKG, the Municipal Agent Automation Program (MAAP), Microsoft Office 24, payment processors, GIS applications, and other third-party software. Identify any middleware, third-party products, or additional services required.

4. Project Risks

Identify the three most significant implementation risks associated with this project and describe the specific strategies your organization will employ to mitigate each risk.

5. Value-Added Services

Describe any implementation tools, best practices, project accelerators, conversion utilities, change management services, or other value-added resources your organization provides that distinguish your implementation approach from your competitors

APPENDIX D

Ongoing Support and Training

The proposed ERP solution shall include comprehensive ongoing support, maintenance, and training services designed to ensure long-term system success, user adoption, operational continuity, and continuous improvement. The Town seeks a vendor that will serve as a long-term technology partner by providing responsive customer support, ongoing product enhancements, technical expertise, and training resources throughout the life of the system.

Hudson places significant value on post-implementation support and expects the selected vendor to provide clearly defined service levels, knowledgeable support personnel, regular software updates, and accessible training opportunities for both new and existing staff. The support model should facilitate timely issue resolution, minimize operational disruptions, and provide resources that enable staff to effectively utilize all system functionality.

The proposed support services should include:

- Help desk and technical support services
- Software maintenance and updates
- Regulatory and compliance updates
- Product enhancements and feature releases
- Issue tracking and resolution management
- System monitoring and performance support
- Knowledge base and self-service support resources
- Escalation procedures for critical issues
- Customer success and account management services
- Ongoing consultation regarding best practices and system optimization

The software vendor should provide clearly defined support processes, including methods for submitting support requests, issue prioritization procedures, escalation paths, expected response times, and service level commitments. The Town prefers support models that provide direct access to knowledgeable municipal software specialists rather than generalized call center support.

The proposed solution should also support:

- Telephone support
- Email support
- Online support portal access
- Remote troubleshooting and diagnostics
- Emergency and after-hours support options
- Software release notifications
- User groups and customer forums
- Product roadmap communication
- Regular customer satisfaction reviews

The training program should provide comprehensive education and knowledge transfer opportunities for users, managers, system administrators, and technical staff. Training should support both initial implementation and ongoing operational needs.

Training services should include:

- Role-based end-user training
- System administrator training
- Train-the-trainer programs
- New employee onboarding resources
- Refresher training opportunities
- Online learning resources and documentation
- Instructor-led training options
- Web-based training sessions
- Recorded training content
- User manuals and reference guides

The vendor should describe:

- Customer support organization and staffing
- Standard support hours and service levels
- Escalation procedures and response commitments

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- Available support channels and tools
- Software maintenance and update policies
- Customer success and account management services
- Training methodologies and available resources
- Continuing education opportunities
- Municipal customer support references
- Ongoing product development and enhancement practices

The Town places a high priority on responsive support, timely issue resolution, effective knowledge transfer, and long-term partnership. The proposed support and training program should ensure that municipal staff remain proficient, productive, and able to maximize the value of the ERP investment while maintaining reliable and uninterrupted operations.

The proposed ERP solution shall include a comprehensive implementation methodology designed to support a successful transition from the Town's current systems to the proposed platform. The implementation approach should emphasize project governance, stakeholder engagement, business process review, data migration, user training, testing, change management, and post-production support while minimizing operational disruption and project risk.

Hudson seeks a proven implementation methodology that has been successfully utilized in municipal government environments and is supported by experienced project management and implementation personnel. The selected vendor will be expected to serve as an active implementation partner throughout all phases of the project and provide sufficient resources to ensure successful deployment.

Please provide answers to the following questions regarding Ongoing Support and Training:

1. What are the hardware and network configuration requirements? For all installation types....on premise, cloud etc.
2. Describe the data backup and restore procedures for the system. Are backups run automatically or manually? Where are they stored, and how often are they tested?
3. Explain the security provisions of your system. If your system is cloud based or remote hosted, what provisions are in place to protect town data from cyber events? What level of insurance do you carry for cyber security? What is your procedure and notification schedule for your clients after a breach? How long would it take to get the system operational again? To restore data?
4. If the software is hosted or cloud-based, is there an offline mode so the town can keep operating if internet service is interrupted?
5. Does your software have a “test” function or a way to test changes before going live with them?
6. Describe the frequency, delivery, and installation of updates. How often do updates occur? Are they only for security or also for updating features? Do updates happen automatically, or is it a function run by staff?
7. How far back does your system retain data? Can that be set by the Town of Hudson, NH? What happens to data after that date – is it archived/retrievable or deleted? Can that be set differently for different modules?
8. Is the software interconnected – can you “drill down” without leaving and entering different modules? Example: if you pull up a vendor, can you look at payment history, then click on an invoice to review that, or a PO, Check or another attached document without leaving the Accounts Payable section of the program? Can you access the same information if you start by looking up a PO?
9. How much training time do you anticipate providing during implementation? Will training be on-site, remote, or elsewhere? If your proposal includes a combination of these options, please provide details on your anticipated time provided in each and what that process would look like.
10. Describe post-implementation training. What tools are available for onboarding new employees? What on-line or self-training tools are available? What formats are they in? How do you ensure your training materials are current with the latest features of your software? How often do you provide live training webinars? Are they recorded and available later on-demand?
11. Describe your experience with migrating data into your system and the extent of your team’s anticipated involvement in preparing existing data for migration.

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- 12.** Describe the quality of ongoing support available to customers. How many support staff do you have and what are their experience levels? Talk about Please comment on specialization, years of service, mentorship and professional development, and how you maintain service levels and transfer knowledge through a staff transition.
- 13.** Can your support staff remotely view our workstations and help resolve issues in real time? Is software support available 24/7? If not, what hours is it available and what "self-help" resources are available after hours?
- 14.** What is your expected response time for a high, medium, and low priority tickets? What is your worst-case response time for each? How do you track aging unresolved tickets? How often do help tickets need to be re-opened?