

Town of Milton - Master 2028 Budget Development Schedule

August 2026

School Committee, Superintendent, Assistant Superintendents discuss Operating and Capital Budget Priorities (Funding Priorities) and Scenarios (Contingent, Non-Contingent-1%, 2%, 3% Revenue- Expense Gap)

Town Administrator, Department Heads (including School Superintendent) discuss Operating and Capital Budget Priorities (Funding Priorities) and Scenarios (Contingent, Non-Contingent-1%, 2%, 3% Revenue- Expense Gap)

Develop and Build in Communication Strategy and Plan for entire Budget Development Process

September 2026

Warrant Committee (WC) appoints Subcommittee Leads. Respective WC Subcommittee Leads reach out to Department Heads (Schools, Police, Fire, Public Works, Cemetery) to discuss priorities. Respective WC Subcommittee Leads reach out to School Committee Finance Subcommittee Chair or Town Administrator and Select Board Finance Committee Chair to discuss meetings schedules.

Budget Coordination Committee discusses planned budget process improvements and implementation schedule

Finance Director reports to the Select Board on prior Fiscal Year results and Town submits Free Cash calculation to the Department of Revenue.

October 2026

Town Administrator and Finance Director communicate Revenue-Expense projection and required budget targets to Town Department Heads (including School Superintendent), Select Board, School Committee and Warrant Committee

Budget Coordination Committee discusses Revenue-Expense projection, logistics, communication strategies and implementation challenges

Budget Coordination Committee plans, develops and holds Milton FY28 Budget 101 Briefings (Budget Process, Revenue-Expense Projections) for the General Public

Warrant Committee Subcommittees begin research and preliminary reviews

Departments, Boards and Committees submit five-year capital requests to the Capital Improvement Planning Committee

Town of Milton - Master 2028 Budget Development Schedule (continued)

November 2026

Select Board Finance Committee, Schools Finance Subcommittee – Planning Session #1

Warrant Committee Subcommittees continue research and preliminary budget discussions

Budget Coordination Committee discusses budget process progress, success (or lack thereof) of process improvements and communication and implementation challenges

Select Board Finance Committee, Schools Finance Subcommittee – Planning Session #2

Select Board holds Tax Classification Public Hearing and submits current fiscal year tax rate recap to the Department of Revenue.

Capital Improvement Planning Committee begins review of capital requests and Town Administrator makes initial recommendation regarding Free Cash available for Capital

December 2026

School Committee completes draft Contingent and Non-Contingent Budgets

Select Board completes draft Town Contingent and Non-Contingent Budgets (including Schools)

Town Administrator submits draft Contingent and Non-Contingent Budgets to the Warrant Committee by close of business, second Friday in December)

Warrant Committee budget reviews begin

Warrant Committee hosts Town Administrator to provide WC feedback on Town and Schools Budgets

Warrant Committee hosts School Committee and Superintendent to provide WC feedback on Schools Budget

Town of Milton - Master 2028 Budget Development Schedule (continued)

December 2026 (continued)

Budget Coordination Committee After Action Review* #1

** An After Action Review (AAR) is a structured, collaborative and candid professional discussion held after implementation of a major initiative or project task. It focuses on identifying what was planned, what actually occurred, why it happened and how to improve future performance. AAR's promote team self-analysis and team cohesion.*

Key Components of an AAR:

- **Four Core Questions:**
 1. *What was expected to happen? (Plan)*
 2. *What actually occurred? (Facts)*
 3. *Why did it happen? (Analysis)*
 4. *What can be improved and how? (Actionable Steps)*

January 2027

School Committee holds PTO Budget Briefings (Week One, Week Two)

Budget Coordination Committee After Action Review #2 (Week Two)

School Committee votes final Schools Budget

School Committee holds required Budget public hearing

Select Board holds Briefing for the General Public on Town Finance 101 and Town Department Budget Progress

Select Board votes final Town of Milton Budget including Schools (no later than January 31st)

Capital Improvement Planning Committee votes on Fiscal Year Capital Recommendations.

February 2027

Town Administrator provides final Town of Milton Budget including Schools to the Warrant Committee

Town of Milton - Master 2028 Budget Development Schedule (continued)

February 2027 (continued)

Town Administrator and Finance Director continue to provide additional budget updates (based on Commonwealth of Massachusetts budget outcomes) to Select Board, School Committee and Warrant Committee

Budget Coordination Committee After Action Review #3

March-May 2027

Town Administrator recommends and Select Board votes any required budget adjustments based on final Commonwealth of Massachusetts budget process outcomes

Select Board votes on Operating Budget Stabilization Fund appropriation.

Budget Coordination Committee After Action Review #4