



MICHAEL J. PURCARO  
Chairman

STATE OF CONNECTICUT – COUNTY OF TOLLAND  
INCORPORATED 1786

# TOWN OF ELLINGTON

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DAVID J. OLENDER  
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## BOARD OF FINANCE

PEGGY A. BUSSE  
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DOUGLAS B. HARDING  
BARRY C. PINTO

**DATE:** January 9, 2023  
**TO:** Boards, Agencies and Departments  
**FROM:** Michael J. Purcaro, Chairman, Board of Finance  
**RE:** Budget Guidelines for Fiscal Year 2023–2024

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The Board of Finance will continue the formal adoption of zero-based budgeting for the fiscal year 2023-2024 budget. Zero-based budgeting is an approach that challenges department heads to build their budget from zero, thus verifying all components of their annual budgets and driving cost-effectiveness, relevance and focus on improved savings.

Zero-based budgeting allocates funding based on program efficiency and necessity rather than budget history. The Board of Finance is asking for department heads to rise to the challenge of defining their forward-thinking strategic goals and initiatives through the creation of zero-based budgets, rather than relying on historical data to pave the Town's roadmap for the future. The goal of a zero-based budget for the Town of Ellington will result in financial transparency, identification of strategic priorities, and creation of a platform for evaluation and optimization of town resources, all of which align with the overall vision of the Board of Finance and the Finance Office.

The Town experienced significant success in the 2022-2023 budget through the aligned vision of zero-based budgeting, and the Board looks forward to continuing these efforts in the upcoming budget cycle.

We ask that each department submit a zero-based budget that highlights the overall strategic plan for their department. The focus of this year's budget process should be goal-oriented and based on key performance indicators and cost-benefit analysis. Each line item should be supported by measurable metrics that align with the overall mission and goals for the department.

For the purpose of estimating fuel costs, the following numbers should be used:

Diesel Fuel \$2.69 (estimated)  
Gasoline \$2.54  
Heating Oil \$2.50 (estimated)

The target for Capital Improvements is \$1,600,000. Projects which can be accomplished within the budget year will be given priority.

The Board of Finance would like to extend its sincere gratitude to all department heads that have submitted responsible budgets and for getting the maximum utility from the funds they were appropriated. We look forward to a collaborative and productive budget season that provides for the needs of our Town.