



## SHAKER HEIGHTS

### **FINANCE COMMITTEE AGENDA Tuesday, February 17, 2026 8:00 A.M. VIA ZOOM MEETING**

**<https://us06web.zoom.us/j/88166862913>**

**Meeting ID: 881 6686 2913|Dial In: 646 931-3860**

**Virtual meeting pursuant to Chapters 113 and 115 of the Codified Ordinances (as amended in Ordinance 22-28), and Resolution 22-29, enacted on March 22, 2022.**

1. Approval of the minutes of the regular meeting of January 20th, 2026.

Documents:

[1 - FNMN0120.PDF](#)

2. Request to acquire and appropriate six parcels of land in order to clear the right-of-way (ROW) for the Lee Road Complete Streets project.

Documents:

[2 - FINANCE COMMITTEE 2026 0210 \(003\) ROW.PDF](#)

3. Request to enter into an agreement with the Cuyahoga County Department of Public Works for sewer maintenance services in the amount of \$500,000.

Documents:

[3 - FINANCE\\_CCDPW SEWER AGREEMENT.PDF](#)

4. Request to authorize the appropriation of funds for the 2026 budget to purchases items and services through the Federal Law Enforcement Trust Fund (Fund No. 702) and the Local Law Enforcement Trust Fund (Fund No. 701) to add certain equipment, update other equipment, increase and enhance mission essential training, and continue to professionally engage the community.

Documents:

[4 - 2026 SHPD LAW ENFORCEMENT TRUST FUND LOCAL \(FUND NO. \(701\) AND FEDERAL \(FUND NO. 702\) BUDGET REQUEST SAFETY PUBLIC WORKS COMMITTEE.PDF](#)

5. Request to enter into a 1-year contract with Rust Belt Riders for the food waste collection pickup in an amount not to exceed \$125,000.

Documents:

[5 - 260217 COMPOST PROGRAM 2026 FIN.PDF](#)

6. Request to enter into a contract with Coventry Land Company LLC in an amount not-to-exceed \$55,313 for Sustainability Consulting Services for the period March 1, 2026 through February 28, 2027.

Documents:

[6 - COVENTRY LAND CONTRACT 26 SUS.FINANCEMEMO.PDF](#)

7. Request to add the Sourcewell Cooperative Purchasing Program to Codified Ordinance 141.10 as an option for purchasing goods and services.

Documents:

[7 - FINANCE - SOURCEWELL COOP MEMO.PDF](#)

8. Authorizing the execution of certificates by the Director of Finance and the payment of amounts due upon certain contracts for which the Finance Director has issued Then and Now Certificates in connection with certain expenditures.

Documents:

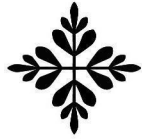
[8 - THEN AND NOWS FEB 2026 - FINANCE CEE.PDF](#)

9. Discussion Item: 2025 Year-end Results (unaudited).

Documents:

[9 - 2025 YEAR END REPORT \(UNAUDITED\) - FIN CEE \(MEMO AND SS\).PDF](#)

*To request an accommodation for a person with a disability, call the City's ADA Coordinator at 216-491-1440, or Ohio Relay Service at 711 for TTY users.*



# SHAKER HEIGHTS

## Finance Committee

Tuesday, January 20<sup>th</sup>, 8:00 A.M.

Virtual meeting pursuant to Chapters 113 and 115 of the Codified Ordinances  
(as amended in Ordinance 22-28), and Resolution 22-29, enacted on March 22, 2022).

Members present: Council Member, Carmela Williams, Chair  
Council Member, Kim Bixenstine  
Council Member, Nancy Moore  
Council Member, Sean Malone  
Citizen Member, Martin Kolb  
Citizen Member, Anthony Moore  
Citizen Member, Ketan Patel

Others present: Mayor, David E. Weiss  
Chief Administrative Officer, Matt Carroll  
Chief of Fire, Patrick Sweeney  
Chief of Police, Wayne Hudson  
Director of Finance, John Potts  
Director of Law, William Gruber  
Director of Public Works, Ramona Lowery-Ferrell  
Director of Economic Development, Laura Englehart  
Director of Building & Housing, Kyle Krewson  
Assistant Director of Infrastructure, Christian Maier  
Building Superintendent, Shannon Marlin  
Lisa Vahey, League of Women Voters

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### **APPROVAL OF THE MINUTES OF THE REGULAR MEETING FROM DECEMBER 8<sup>TH</sup>, 2025.**

The minutes of the December 8<sup>th</sup>, 2025 meeting, amended with a few minor changes, were unanimously approved.

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### **REQUEST TO ENTER INTO AN AGREEMENT WITH PARTNERS TO PERFORM A CITY SAFETY ASSESSMENT.**

Director of Public Works, Ramona Lowery-Ferrell presented a request to enter into an agreement with Partners in the amount of \$45,250 to perform a comprehensive safety assessment of nine City facilities. The assessment aims to proactively identify potential hazards, develop standard operating procedures (SOPs), and provide biannual inspections.

Director Ferrell explained that the consultant was selected through a qualifications-based selection (QBS) process, independent of price, and that Partners scored the highest. The assessment will cover all major City buildings to identify issues related to general housekeeping, repairs, equipment, and operational "blind spots." This item was previously approved by the Safety and Public Works Committee on January 9, 2026.

Council Member Kim Bixenstine thanked Director Ferrell for the initiative, noting it was an excellent idea given the age of the City's buildings. She asked for clarification on whether all City buildings were included in the assessment and inquired about the specific deliverables from Partners.

Director Ferrell responded that the primary deliverable would be the identification of safety issues or "blind spots," referencing recent accidents at a fire facility and another City facility. She explained the assessment could lead to recommendations on general housekeeping, repairs, or equipment. Director Ferrell confirmed that the list in the memo included all applicable buildings, which Public Works Superintendent Shannon Marlin verified.

Chair Carmela Williams asked if the assessment would also evaluate how City staff utilize buildings and equipment.

Director Ferrell clarified that while the focus is primarily on building safety and operational setup—such as identifying unsafe practices in a mechanics bay—the assessment may encompass some equipment evaluation. She noted the goal is to be proactive, especially as the City, being self-insured, no longer has access to free safety audits previously provided by the state (PERP).

The request to enter into an agreement with Partners to perform a city safety assessment was unanimously approved.

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**REQUEST TO ENTER INTO AN EMPLOYMENT SERVICES AGREEMENT WITH CHAGRIN VALLEY DISPATCH (CVD) FOR THE FIRST CALL PROGRAM.**

Law Director William Gruber, with support from CAO Matt Carroll and Director of Finance John Potts, presented a request to enter into an agreement with Chagrin Valley Dispatch (CVD) to provide payroll and employment services for the multi-city First CALL Program. This transition is necessary because the current service provider, Recovery Resources, is concluding its services.

The agreement is intended as a temporary solution, with the long-term goal of CVD potentially taking over full administration of the regional First CALL Program. Annette Wallace, the Shaker Heights employee who coordinates the program, will continue to oversee the social workers and peer specialists, as she holds the proper certifications and has been managing the day-to-day operations. The CVD Executive Committee was scheduled to consider the proposal on January 14, with the full CVD Council to follow on January 27, 2026.

Council Member Nancy Moore asked if there was a Plan B should CVD's board decide not to take on the agreement.

CAO Matt Carroll responded that other options had been considered, but this was the best path forward as a pre-transition step toward the ultimate goal of CVD managing the regional program. He confirmed the administration had other possibilities to pursue if necessary.



Council Member Kim Bixenstine sought clarification on the division of responsibilities, asking if Ms. Wallace would be exclusively responsible for training without clinical oversight from a mental health entity.

Director Gruber clarified that Ms. Wallace would handle the majority of training, though there might be co-training with CVD for dispatch integration. He affirmed her administrative oversight falls under the Police Chief, Fire Chief, CAO, and Mayor.

CAO Carroll added that Ms. Wallace holds the highest certification level to supervise staff and did not rely on Recovery Resources for clinical oversight, as they were not involved in that capacity.

Council Member Bixenstine followed up, asking if Ms. Wallace had access to external resources for advice on complex situations.

CAO Carroll and Mayor David Weiss confirmed she is well-connected to community resources and has full access to City support systems, including regular meetings with the police and fire chiefs and an advisory board.

Citizen Member Ketan Patel questioned the structure, suggesting it would be more logical to bring the employees directly onto City staff. He noted the arrangement seemed like an imperfect transitional step.

Director Gruber explained that the term "contentious" referred to initial questions from some CVD members unfamiliar with the program, not to operational staff objections. The concerns were resolved once it was clarified that CVD would not assume financial obligations.

CAO Carroll and Director Potts elaborated that the structure is a necessary short-term bridge due to the sudden dissolution of Recovery Resources. The original partnership made sense for a single-City pilot, but as the program expanded regionally, a regional entity like CVD became the logical long-term home. They emphasized that Recovery Resources primarily handled payroll, while Ms. Wallace managed hiring and oversight.

Mayor Weiss provided historical context, noting the program began as a Shaker Heights pilot with Recovery Resources providing a pipeline for social work staff. The regional growth made the current structure seem odd, but the transition to CVD is the intended outcome.

Council Member Sean Malone asked for more detail on objections at CVD and what is needed for a full takeover.

Director Potts stated that CVD's executive leadership supports the agreement. The delay in a full takeover relates to the remaining grant funding cycle (approximately one more year) and the future need for CVD to secure its own sustainable funding.

Fire Chief Patrick Sweeney affirmed that transitioning to CVD was the vision from the program's onset. He cited strong operational support from CVD leadership and noted their role as the region's largest dispatch center makes them the ideal long-term partner.

The request to recommend that Council authorize an agreement with CVD was unanimously approved.

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**REQUEST TO INCREASE CONTRACT WITH BRAKEFIRE INC. FOR BACKFLOW PREVENTER MAINTENANCE**

Director of Public Works Ramona Lowery-Ferrell presented a request to increase the contract with Brakefire Inc. from \$43,259 to \$62,188 for the 2025 Backflow Preventer Inspection and Maintenance Program.

Director Ferrell explained that annual inspections of backflow prevention devices at City facilities are required by law to protect the water supply. Due to the aging infrastructure, more devices failed in 2024 and 2025 than anticipated, requiring repairs and replacements that exceeded the original contract amount. Funds are needed to complete the identified repairs from 2025. This item was previously approved by the Safety and Public Works Committee.

The request to recommend the contract increase was unanimously approved.

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**REQUEST TO DONATE TWO FIRE RESCUE SQUADS**

Fire Chief Patrick Sweeney requested approval to donate two surplus fire rescue squads (a 2009 and a 2014 model) to the City of Maple Heights and the Village of Oakwood. Both communities are experiencing critical apparatus shortages due to mechanical failures and accidents involving their own vehicles.

Chief Sweeney explained that the department recently took delivery of a new squad and has another on order, leaving these two older units as a surplus to operational needs. While the vehicles have high mileage, they provide immediate relief to the neighboring departments. Donating them supports regional mutual aid and continues the City's practice of assisting other communities. This item was previously approved by the Safety and Public Works Committee on January 9, 2026.

The request to recommend the donation to Council was unanimously approved.

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**REQUEST TO APPROVE THE FOURTH AMENDMENT TO THE VAN AKEN DISTRICT DEVELOPMENT AND USE AGREEMENT.**

Director of Economic Development Laura Englehart presented a request to approve the Fourth Amendment to the Development and Use Agreement (D&U) with the Van Aken District developer, The Max Collaborative (formerly RMS).

The amendment primarily concerns the northwest "Corner Property" at Chagrin Boulevard and Warrensville Center Road. It would extend the developer's exclusive purchase option for the site through August 10, 2029, and in doing so, remove the existing Right of First Refusal (ROFR) clause. The purchase price would be adjusted to \$140,420.81, enabling the City to recover half of its costs for relocating a CEI (FirstEnergy) utility line on the property. Finally, the amendment extends the timeline for the developer to submit a reinvestment plan for Shaker Plaza to August 10, 2030.

Director Englehart stated the amendment is needed due to changed market conditions (specifically the office market), to align timing with other district construction phases, and to maintain the positive partnership with the developer. This item was previously approved by the Neighborhood and Economic Development Committee on January 14, 2026.

Citizen Member Anthony Moore asked Director Englehart to explain the reason for eliminating the Right of First Refusal.

Director Englehart responded that the Right of First Refusal period currently ends in August 2029. The proposed amendment extends the exclusive purchase option to that same date, which effectively replaces the Right of First Refusal and renders it unnecessary.

The request to recommend approval of the Fourth Amendment was unanimously approved.

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#### **REQUEST TO AMEND CONTRACT WITH SMCI FOR PROTECTIVE FENCING AT 3756 LEE ROAD**

Director of Building & Housing Kyle Krewson presented a request to amend the existing contract with Suburban Maintenance & Construction, Inc. (SMCI) to allow for the ongoing rental of protective perimeter fencing at the Lee-Scottsdale Building (3756 Lee Rd.). The fencing was installed as a public safety measure after masonry fell from the facade.

A previous amendment authorized the purchase of a protective pedestrian canopy, which is now complete and owned by the city. This new amendment is necessary because additional canopy rental costs accrued before the prior amendment was finalized, reducing funds available for the ongoing fence rental. The amendment would establish an ongoing six-month rental structure at the existing rate of \$3,500 per period. The need for the fencing is expected to continue for several years due to the complexity of repairing the facade, which is complicated by high-voltage power lines on Lee Road. All costs are billed to the property owner from the Nuisance Abatement Fund (223).

Council Member Nancy Moore asked for clarification on the canopy costs and the expected duration for the fencing.

Director Krewson explained that the City now owns the canopy, as the prior amendment authorized its purchase. The payback period for that investment was approximately five months. Regarding the fencing, he stated it is difficult to provide an exact end date. The City's structural engineer has advised that the fencing must remain in place, and bricks have been found loose on the facade. FirstEnergy requires approximately six months for design work just to consider relocating the power lines, and no facade maintenance can occur within ten feet of those lines. He confirmed this will likely be a multi-year need.

Council Member Nancy Moore noted that the similar line relocation at Van Aken took two and a half years and asked whether a contract with FirstEnergy would be required.

Director Krewson responded that the City is still working through the process and who bears responsibility, but it is anticipated the relocation can be addressed through planned infrastructure improvements along Lee Road.

Council Member Sean Malone added a note of optimism, highlighting that the Shaker Heights Development Corporation's new Executive Director, Callie Cripps, has made inroads with the property owner. Director Englehart confirmed the owner has signed a letter supporting an application for National Register designation, which would make federal historic tax credits available for future rehabilitation. The Planning Department is spearheading that application.

The request to amend the contract with SMCI to allow for an ongoing six-month fencing rental structure was unanimously approved.

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**REQUEST FOR "THEN AND NOW" CERTIFICATION OF INVOICES.**

Director of Finance John Potts requested approval for the "then and now" certification of invoices listed on Exhibit A, as required by Ohio Revised Code Section 5705.41(D)(1) for obligations of \$3,000 or more that were incurred before proper certification. These are normal, budgeted expenditures for which purchase orders could not be issued in a timely manner due to system timing or late invoice receipt.

The request was unanimously approved.

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There being no further business, the meeting was adjourned at 9:04 a.m.

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Respectfully submitted,

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John J. Potts, Finance Director  
Finance Committee



## Memorandum

To: Finance Committee

From: Joyce G. Braverman, Director, Planning  
William M. Ondrey Gruber, Director, Law

cc: Laura Englehart, Director, Economic Development  
Ramona Lowery-Ferrell, Director, Public Works  
Christian Maier, Assistant Director, Public Works  
Kara Hamley O'Donnell, Principal Planner

Date: February 10, 2026

Re: Lee Road Complete Streets  
Appropriation and Acquisition of Right-of-Way

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This memo recommends the acquisition of six (6) parcels of land and appropriation of four (4) parcels of land in order to clear the right-of-way (ROW) and proceed with the Lee Road Complete Streets project.

The city of Shaker Heights is partnering with Cuyahoga County to enhance the Lee Road corridor as envisioned in the *Lee Road Action Plan*, a community-driven plan that creates a vision to comprehensively transform the area south of Van Aken Boulevard into a thriving corridor and commercial district that is attractive, walkable, bikeable, and transit-friendly. Roadway improvements include reducing the roadway from four lanes to three (one lane in each direction with a center turn lane) through most of the City limits, making way for bike infrastructure and pedestrian improvements. North of Van Aken Boulevard, in-road bike lanes will be added. South of Van Aken Boulevard, an off-road, sidewalk-level, two-way cycle track will be added, along with streetscape improvements. This will create a safer roadway for all users.

The City and Cuyahoga County Public Works are working with Chagrin Valley Engineering to design and engineer roadway, streetscape and utility improvements. The final plan package is due to the Ohio Department of Transportation (ODOT) by February 27, 2026 to put us on track for a spring bidding. To date, \$24.5M in grant funds have been secured to construct the improvements. OR Colan has been hired and is responsible for securing appraisals, making offers to property owners, and acquiring parcels needed for the ROW in accordance with federal regulations. The land being acquired are small areas along the current ROW which are needed for the project.

To meet ODOT requirements, portions of six properties need to be acquired. OR Colan has made offers to all property owners. However, there are only two (2) signed deals. In order to clear the ROW by the February 27 deadline, Council will need to authorize both acquisition of the property and appropriation of real property for the reconstruction of Lee Road. The appropriation guarantees ROW will be clear by the deadline. OR Colan will continue to work with the property owners to reach a deal on acquisition. Private property owners will be compensated based on appraisals and

offers of fair market value. Appropriation requires funds to be deposited with the Probate Court of Cuyahoga County, which are equal to the fair market value (FMV).

The parcels that require appropriation and the authorization to acquire as necessary ROW, per the ROW plat exhibits, and per fair market value appraisals, include:

PPN 735-25-028—Chagrin Lee LLC (Chagrin Lee Square)

FMV estimate: \$92,500.

PPN 735-16-007—LK Woods, LLC (The Woodlands Assisted Living)

FMV estimate: \$98,900

PPN 735-17-001—MW Centers Shaker, LLC (Shaker Towne Centre shopping center)

FMV estimate: \$31,450

PPN 735-28-010—Chagrin Boulevard, LLC (Irie Jamaican Kitchen building)

FMV estimate: \$10,950

The parcels that require authorization to acquire are:

PPN 735-25-030—Lewis Properties (Lewis Electronics)

FMV estimate: \$2,950

PPN 735-23-023, 026, 027—Nursery Partners LLC (Process Canine)

FMV estimate: \$5,000

Total estimate fair market value is: \$242, 250.

The process to acquire the ROW is as follows:

1. City receives and signs fair market value appraisals (Complete)
2. Council grants authority to acquire and appropriate parcels
3. City deposits fair market value with the Probate Court of Cuyahoga County
4. OR Colan continues to secure final offers and agreements
5. City subdivides land, dedicates ROW, and sends checks to property owners.
6. ROW plats are filed

The Safety and Public Works committee reviewed and approved this request on February 5, 2026. Members asked for an update on the status of property owner acceptance of offers and about the appropriation process. The appropriation process will commence by the end of February if offers are not signed by then.

This is a request for the Finance Committee to recommend to Council to acquire six (6) parcels of land and to appropriate four (4) parcels of land to acquire and clear ROW so that the Lee Road Complete Streets project can proceed on schedule. Right-of-Way cannot be certified to the Ohio Department of Transportation as being ready for construction until all ROW parcels have been secured either by Right of Entry Agreement or by filing a petition for appropriation, along with a check for the fair market value estimate, with the Probate Court of Cuyahoga County.

The funding for the ROW purchase includes: 2025 Capital Budget - \$250,000 and 2026 Capital Budget - \$100,000 for a total of \$350,000. The total Fair Market Value estimate for all parcels is \$242,250. This could increase due to counter offers and negotiation.



# SHAKER HEIGHTS

## Memorandum

To: Finance Committee

From: Ramona Lowery-Ferrell, Director, Public Works

cc: Mayor David E. Weiss  
Chief Administrative Officer Matt Carroll  
Christian Maier, Asst. Director of Public Works Infrastructure  
Anthony Smith, Sewer & Streets Superintendent

Date: February 17, 2026

Re: **Cuyahoga County Department of Public Works 2026 Sewer Maintenance Agreement**

Since 2012, the City of Shaker Heights has been using the Cuyahoga County Department of Public Works (CCDPW) to augment Public Works staff related to sewer maintenance activities and capital improvements. In general, these services consisted of cleaning and inspection of laterals & mains. Public Works has also used the County to perform sewer repairs and other improvements such as installation of cured in place pipes (CIPP) liners to reduce infiltration & inflow and manhole rehabilitation. When conducting extensive sewer repairs and CIPP liners, the County also provides an engineer and inspector to ensure quality control. As depicted in the table below, Public Works use of CCDPW's has varied over the past 13 years.

| YEAR    | MAINTENANCE    | CAPITAL        | TOTAL          |
|---------|----------------|----------------|----------------|
| 2012    | \$260,000.00   | \$0.00         | \$260,000.00   |
| 2013    | \$300,000.00   | \$37,632.50    | \$337,632.50   |
| 2014    | \$592,000.00   | \$0.00         | \$592,000.00   |
| 2015    | \$400,000.00   | \$400,790.00   | \$800,790.00   |
| 2016    | \$400,000.00   | \$749,732.00   | \$1,149,732.00 |
| 2017    | \$225,000.00   | \$282,118.00   | \$507,118.00   |
| 2018    | \$95,000.00    | \$1,563,189.00 | \$1,658,189.00 |
| 2019    | \$112,500.00   | \$2,175,873.00 | \$2,288,373.00 |
| 2020    | \$115,000.00   | \$0.00         | \$115,000.00   |
| 2021    | \$200,000.00   | \$574,892.00   | \$774,892.00   |
| 2022    | \$110,164.00   | \$225,000.00   | \$335,164.00   |
| 2023    | \$175,000.00   | \$315,000.00   | \$490,000.00   |
| 2024    | \$100,000.00   | \$0.00         | \$100,000.00   |
| 2025    | \$50,000.00    | \$450,000.00   | \$500,000.00   |
| Total = | \$3,134,664.00 | \$6,774,226.50 | \$9,908,890.50 |

The original contract with CCDPW was renewed annually. In December 2025, the County provided a new agreement that would be effective for 2026, with the option to renew in 2027. The core services provided by the County would essentially remain the same. The new agreement would have an annual cap of \$500,000. Given the new direction of the Department to perform more sewer maintenance activities “in-house”, this amount is a reasonable. Funds would come from a combination of sewer maintenance and sewer capital. CCDPW services provides another resource the City can use for sewer maintenance and select capital improvement projects.

We presented our recommendation to the Safety & Public Works Committee on February 5, 2026 and it was passed unanimously.

Citizen member Hren inquired if our request includes extending the option to renew the contract for 2027. No, Public Works will come back in 2027 for a contract renewal.

Council member Chengelis asked is the \$500,000 cap was reasonable. Yes, Public Works has reviewed previous years sewer maintenance efforts and feels the \$500,000 cap is reasonable.

Council member Moore mentioned her surprise at the reduction in sewer maintenance costs for services provided by the County. Director Lowery-Ferrell stated the Department is going in a new direction and we are performing more sewer services “in-house”. Additional equipment, such as the camera truck, the hiring of a Sewer Superintendent and the creation of a sewer department has enabled the Department to provide sewer maintenance services to residents, with less reliance on the County.

We are seeking support from the Finance Committee to enter into an agreement with Cuyahoga County Department of Public Works for Sewer Maintenance services in the amount of \$500,000.





## Memorandum

To: Finance Committee  
From: Wayne D. Hudson, Chief of Police  
Cc: David E. Weiss, Mayor  
Matt Carroll, Chief Administrative Officer  
  
Date: February 6, 2026  
Re: Law Enforcement Trust Fund – Local (Fund No. 701) and Federal (Fund No. 702)

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The Shaker Heights Police Department is seeking the City's authorization to spend funds to purchase items/services through the Federal Law Enforcement Trust Fund (Fund No. 702) and the Local Law Enforcement Trust Fund (Fund No. 701). The Shaker Heights Police Department (SHPD) is a professional, nationally accredited, and award-winning law enforcement agency. To maintain this status, the SHPD must add certain equipment, update other equipment, increase/enhance mission essential training, and continue to professionally engage the community.

Federal Law authorizes the Attorney General and the Secretary of the Treasury to share federally forfeited property with participating state and local law enforcement agencies. Rules and regulations that govern the Federal Law Enforcement Trust Fund can be found in the March 2024 issue of U.S. Department of Justice/U.S. Department of the Treasury: **Guide to Equitable Sharing for State, Local, and Tribal Law Enforcement Agencies.**

On December 18<sup>th</sup>, 2014, then President Barack Obama, signed an Executive Order establishing the President's Task Force on 21<sup>st</sup> Century Policing. In May, 2015 the Task Force released their final report with recommendations. The recommendations consisted of several action items that were organized under six "pillars." The pillars are: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Prevention, Training and Education, and Officer Wellness. The items/services that the SHPD are requesting are directly in line with the recommendations from the Task Force on 21<sup>st</sup> Century Policing. In June 2020, Mayor David Weiss signed off on the action steps outlined in the Obama Foundation Pledge. In addition, in 2024, the City of Shaker Heights conducted a Listening Project with the community. The results revealed the community wants more officers, more community engagement, and more traffic enforcement. Many items in this budget request are directly related to the requests of the Shaker Heights community.

The SHPD will follow all City of Shaker Heights procurement requirements to include formal public bid on items over \$50,000 unless the item(s) is on a government contract. The requested items and/or services will be used to increase the overall efficiency and effectiveness of the SHPD and make a greater impact on the community.

On February 5, 2026, Chief Hudson appeared before the Safety & Public Works committee. This request passed with one dissention. The following questions were asked.

1. Are the items listed all new items?
  - o No. The ballistic vests request is a new request.



2. Did we receive these funds from money seizures from across the United States?
  - No, the funds come from local money seizures.
3. Will the SHPD run out of these funds or are there more funds coming in?
  - We will not drain the accounts. We do receive funds throughout the year, however the amount all depends on seizures made.
4. How is the Cellbrite data stored?
  - The Cellbrite system is a software program that is installed on a standalone computer hard drive. The computer is located in a locked office with access limited to ONLY those that are certified on the system. The data that is legally removed from a cellphone is stored on the standalone computer hard drive that is not connected to the SHPD network. No data is shared with Cellbrite.

It is recommended that the Finance Committee support the SHPD 2026 Law Enforcement Trust Fund Budget as presented. It is further recommended that with the committee's support of this item be forwarded to the City Council with a recommendation for approval.

## **New or Re-new 2026 Projects**

- Ballistic Vest Plates \$25,000
  - With the proliferation of high-powered rifles, officers are now responding to more incidents where these weapons are present. The funds will be used to purchase ballistic front plates that will stop a rifle round. Each officer would be outfitted with one front ballistic plate.
- Lexipol Yearly Maintenance \$26,000
  - Purchased in 2024, Lexipol offers daily training geared towards the region and also provides up-to-date policy reviews to make sure that the SHPD is on the cutting edge and in alignment with best practices in the field. There is a third-pronged component of officer wellness to this platform which assists with recruiting and retention of SHPD employees.
- Cellbrite Annual Subscription \$14,000
  - Purchased in 2024, the Cellebrite system allows detectives to quickly unlock and obtain information from cellular telephones. The technology saves detectives a lot of time and time is of the essence in these investigations.
- IA Pro Annual Maintenance \$12,000
  - Purchased in 2024, as part of the Fair Ticketing Initiative, The City of Shaker Heights agreed to share information about the SHPD Internal Affairs Accountability Systems. This software is designed to create the types of reports the Department of Justice recommends for Progressive Communities who desire to be transparent.
- Virtra Annual Maintenance \$11,677
  - Purchased in 2025, this technology allows officers to train in a virtual reality. This system allows officers to experience real world scenarios in a training environment. Officers can work on their verbal commands and de-escalation skills along with their safety tactics.

## Law Enforcement Trust Federal– (Fund No. 702)

| Requested Item/Service                                          | One Time Cost | Annual Operating Cost |
|-----------------------------------------------------------------|---------------|-----------------------|
|                                                                 |               |                       |
| Ballistic Vest Plates                                           | \$25,000      | 0                     |
| Lexipol Yearly Maintenance                                      | Paid in 2025  | \$26,010.50           |
| Cellbrite Annual Subscription                                   | Paid in 2025  | \$14,050              |
| IA Pro Annual Maintenance                                       | Paid in 2025  | \$7,500               |
| Virtra Annual Maintenance                                       | Paid in 2025  | \$11,677              |
|                                                                 |               |                       |
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|                                                                 |               |                       |
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|                                                                 |               |                       |
| <b>TOTAL</b>                                                    | 84,237.50     |                       |
| CURRENT TOTAL<br>(as of 1-29-26 per Finance)                    | \$152,303.31  |                       |
| REMAINING BALANCE<br>(after one time and annual operating cost) | \$68,065.81   |                       |
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### Law Enforcement Trust Fund – Local (Fund No. 701)

Application of the proceeds in the Local Law Enforcement Trust Fund is governed under Ohio Revised Code – 2981.13, which requires that expenditures from this account receive approval from the City’s legislative authority.

- SHPD Training and other Law Enforcement Matters \$50,000
  - To pay the cost to send officers to “train the trainer” courses in certain disciplines so that they can instruct SHPD officers and provide training to our community. Disciplines such as Verbal De-escalation, School Threat and Safety, Arrest- Search and Seizure, Anti-biased, Community Policing, Crime Prevention Through Environmental Design, Duty to Intervene, and other programs used to further build relationships and collaborations with those that live, work, and visit Shaker Heights.
  - To pay the costs of protracted or complex investigations or prosecutions;
  - To provide reasonable technical training or expertise;
  - To provide matching funds to obtain federal grants to aid law enforcement, in the support of Drug Awareness Resistance Education (DARE) programs or other programs designed to educate adults or children with respect to the dangers associated with the use of drugs of abuse;

| <u>Law Enforcement Trust – Local (Fund No. 701)</u> |               |                       |
|-----------------------------------------------------|---------------|-----------------------|
| Requested Item/Service                              | One Time Cost | Annual Operating Cost |
| Basic and Advanced Training                         | \$40,000      | 0                     |
|                                                     |               |                       |
|                                                     |               |                       |
|                                                     |               |                       |
| <b>TOTAL</b>                                        | \$50,000      | 0                     |
| CURRENT TOTAL<br>(as of 12/31/25 per Finance)       | \$80,421      |                       |
| <b>REMAINING BALANCE</b>                            | \$30,421      |                       |



## Memorandum

**TO:** Finance Committee

**FROM:** Michael Peters, Sustainability Coordinator

**CC:** Mayor David E. Weiss  
Matt Carroll, Chief Administrative Officer

**DATE:** February 17, 2026

**RE:** **Request for Approval of Citywide Food Waste Collection (Composting) Program**

---

### Background

The City began collecting food waste (that is subsequently composted into soil) in 2019 through various programs, including a public drop off site and an initial pilot at Fire Station 1. This has grown to today's programs that include:

- six public collection points (the five elementary schools and the Main Library),
- a separate program that collects food waste from the majority of the City Schools,
- an additional three paid drop off sites in the City (The Dealership, Unitarian Universalist Congregation, and The Nature Center), and ,
- a paid opt-in residential pick up program for residents.

This has resulted in total collected food waste of over 600,000 pounds per year since 2022.

The current citywide program originated in a pilot in the Lomond neighborhood, which collected over 30,000 pounds and led to the Sustainability Committee recommending a citywide program starting in 2025. An allocation of \$75,000 was included in the 2025 City Operating Budget for this purpose in addition to a small allocation in the Sustainability budget for collection in City buildings.

The citywide program, which began on April 22, 2025, collected 138,517 pounds from 1,155 participating households. The first month saw nearly 800 households sign up and we continue to have new participants joining each month. This food waste is estimated to create 307 cubic yards of finished soil.

There are no known vendors offering food waste collection services in our region aside from Rust Belt Riders and therefore competitive bidding is requested to be waived. The City has had a very positive working relationship with Rust Belt Riders since 2019.

### CITY OF SHAKER HEIGHTS

3400 Lee Road Shaker Heights, Ohio 44120 P 216.491.1400 F 216.491.1465 Ohio Relay Service 711  
[shakeronline.com](http://shakeronline.com) [www.shaker.life](http://www.shaker.life)

**Recommendation**

The Finance Committee is requested to recommend entering into a new 1-year contract with Rust Belt Riders for the food waste collection program in an amount not to exceed \$125,000. This amount has been identified in the 2026 Operating Budget.

At the February 12<sup>th</sup> meeting of the Sustainability Committee, a motion was made to recommend that City Council approve the contract. The Committee noted the success to date of the program including the amount of food waste collected and the number of households engaged and active in the program. The motion carried unanimously.

Upon recommendation, this request will be sent to City Council for final approval.

Please also see the attached year-end report from Rust Belt Riders for additional program results.

## Shaker Heights City-Wide Composting Program 2025 Year-End Report



*Mayor Weiss adding the first food scraps to the new bins at the Shaker Library*

### First Year Statistics

Shaker Heights' full, city-wide municipal composting program with Rust Belt Riders **opened on Earth Day, April 22nd, 2025**. It includes 5 elementary school sites and the main library branch. Prior to this, the program began as a pilot site at Lomond Elementary, where enrollment was limited to the immediate neighborhood.

**In only 8 months** of the free Shaker Composting Program being open, we saw

- **1155 households** participating
  - Many new to the practice of composting
- **138,517 lbs. (69.26 tons) of material collected** in the municipal program to date
  - This equals **307 cubic yards of soil** created
  - This equals **60.65 tons of carbon emissions** offset



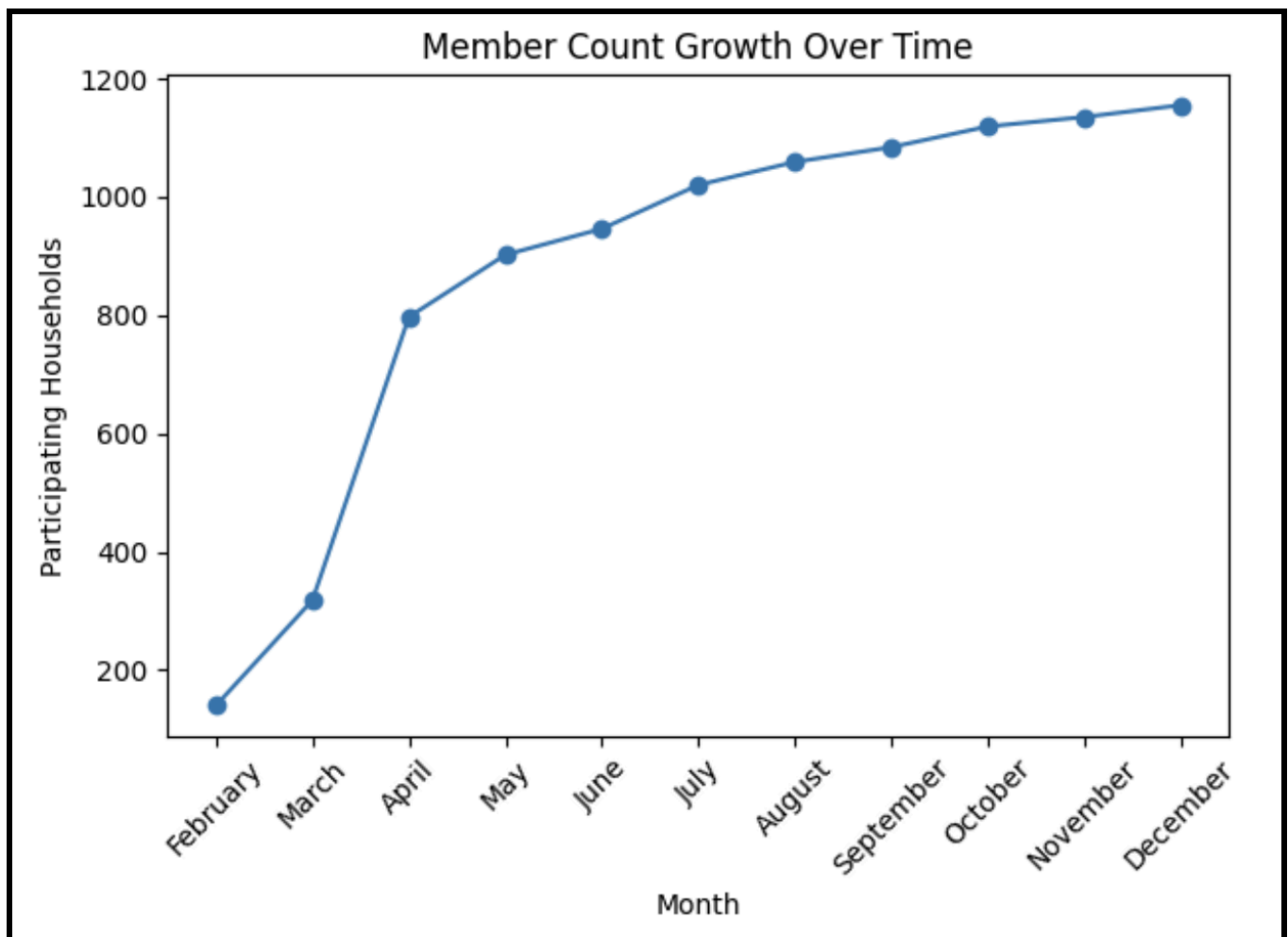
- Average of **over 17,000 lbs. collected monthly!**



## Growth! Before and After

After the program became **free for residents through city funding**, we saw a **huge increases in participation and diversion**.

Participation went **from 129 households in the Lomond pilot to over 800 households in the first month** that city-wide service opened. After 9 months, we are up to **1155 households (see graph below)**:



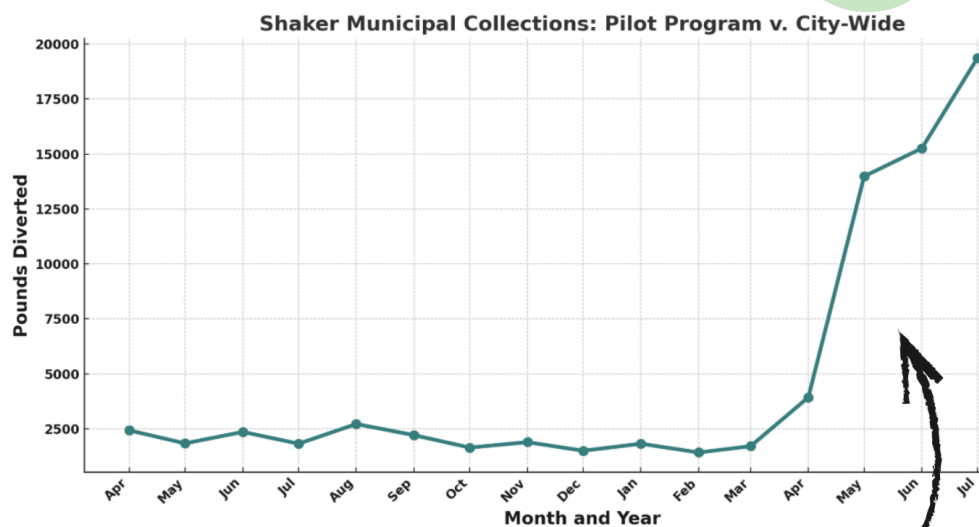
**Material collection increased more than 7x.**

The increase in participation has been matched with an even greater increase in diversion. Shaker went from collecting **an average of 1,950 lbs. of food scraps per month to 16,600 lbs. per month** (see graph below):



# Shaker is City-Wide!

*Free access at 6 new sites resulted in a huge increase in material diverted.*



## BEFORE

Pilot program averaged 1,950 lbs./month

## AFTER

City-wide averaging 16,600 lbs./month

City-wide service increased collections 7x!

Monthly collection statistics continue to climb!

Shaker Composting Program Statistic by Month  
2025

| April | May    | June   | July   | August | September | October | November | December | TOTAL   |
|-------|--------|--------|--------|--------|-----------|---------|----------|----------|---------|
| 797   | 902    | 946    | 1,020  | 1059   | 1084      | 1119    | 1135     | 1155     | 1155    |
| 38    | 81     | 88     | 95     | 106    | 93        | 99      | 86       | 134      | 820     |
| 3,935 | 13,985 | 15,259 | 19,375 | 17,765 | 15,400    | 16,027  | 15,521   | 21,250   | 138,517 |

## Testimonials

The residents of Shaker Heights LOVE this program! Here is some feedback:

*We love this new free program! We had always supported composting in theory but had never done it at home or participated in a program. But we signed up as soon as we heard about the free program in Shaker, and have been using it easily ever since. We just use an old lidded bucket to collect at home, and then carry it over to the collection location when full - so convenient! –Emily*

*I'm so happy that the City of Shaker Heights is collaborating with Rust Belt Riders to bring the composting program to our community. My trash is nearly half of what it was prior to using the service. Any small thing we can each do to help the planet does make a difference. –Jane*



*I was thrilled to see Shaker was offering free composting services. We were already paying for drop off service, but the new locations are much closer to home. No more 15 minute walks in freezing weather just to drop off compost! It's a no-brainer way to reduce emissions and I'm proud to live in a community that is focused on sustainability and the future. –Janelle*



*New accessible bins at the library*



*Ribbon-cutting for the Shaker Library Site*





Rust Belt Riders extends our sincere thanks to the City of Shaker Heights for its leadership and commitment to sustainability. In just eight months, the free Shaker Composting Program engaged 1,155 households, many composting for the first time, and diverted 138,517 pounds (69.26 tons) of food scraps from landfill. That material is being transformed into an estimated 307 cubic yards of finished soil, avoiding over 60 tons of carbon emissions.

These early results demonstrate the power of municipal partnership and community participation to deliver meaningful environmental impact. We are excited to continue this wonderful program in 2026.

**Thank you!**

**Natalie Senturk, Robert Kurtz, and the entire Rust Belt Riders Team**



## Memorandum

**TO:** Members of the Finance Committee

**FROM:** Matt Carroll, Chief Administrative Officer

**CC:** Mayor David E. Weiss

**DATE:** February 12, 2026

**RE:** Recommendation to Enter into a Contract with Coventry Land Company LLC. in the Amount Not-to-Exceed \$55,313 for Sustainability Consulting Services for the Period March 1, 2026 through February 28, 2027.

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This proposed contract with Coventry Land Company is directly tied to the creation of City Council's Sustainability Committee in 2019 to formalize sustainability policies and priorities for the City. The Committee is currently chaired by Council member Tenille Kaus and includes other Council members and residents as its members. Michael Peters of Coventry Land Company LLC is the consultant who serves as the Sustainability Coordinator for the City and works with the Sustainability Committee and its subcommittees. The contract with Coventry Land Company LLC expires on February 28, 2026, and it is recommended that the contract be renewed for an eighth year.

In 2019, Council began including funds in the General Fund budget for a Sustainability Coordinator to support the Sustainability Committee and provide assistance in making recommendations for, and implementing, energy-efficiency and cost-saving initiatives, and to research and recommend best practices for City-wide sustainability. Coventry Land Company LLC was selected in 2018 after a competitive request for proposal process to provide consulting services for sustainability initiatives. Funding has been included in the 2026 General Fund budget to continue these services.

In addition to managing the agenda for the monthly Sustainability Committee meetings, Mr. Peters' 2025 - 2026 accomplishments include, among others:

- Coordinating promotion of City's sustainability initiatives on shakeronline.com via social media, and in *Shaker Life* magazine.
- Oversight of the work and budgets for the three Sustainability Committee's subcommittees, including Grow not Mow sites, Shaker Schools composting program, promotion of rooftop solar, etc.
- Management of Rust Belt Riders composting program. This program was extended to all City residents in 2025.

Last year's contract was in the amount of \$53,842; an increase of 2.75% is requested for 2026-2027.

This recommendation was presented to the Sustainability Committee on February 12, 2026 and was unanimously approved. Council members praised the wide-ranging expertise, availability, and creativity of Mr. Peters and the significant value his work has brought to the City of Shaker Heights and its residents.

Based on Mr. Peters' accomplishments to date, his successful work with the Sustainability Committee, and to provide for continuity in the leadership of the City's sustainability initiatives, it is recommended that the Committee approve the recommendation for a contract with Coventry Land Company LLC in the not-to-exceed amount of \$55,313 for sustainability consulting services for the period March 1, 2026 through February 28, 2027. This action is requested on first reading and as an emergency so the contract with Mr. Peters can continue with no interruption.



## Memorandum

To: Finance Committee  
From: Director of Finance, John J. Potts  
cc: Mayor, David E. Weiss  
Chief Administrative Officer, Matt Carroll  
Date: February 17, 2026  
Re: Additional Cooperative (Co-op) Purchasing Program – Sourcwell

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### Background

City Council has previously authorized the Administration, through a Codified Ordinance, Section 141.10, to make purchases through certain governmental purchasing programs, where the contractors in such programs have been selected through a competitive bidding process and selected as the lowest and best bidders.

The specific programs that Council has pre-authorized in this manner are:

- Ohio Department of Administrative Services (ODAS)
- Ohio Department of Transportation (ODOT)
- Ohio Schools Council Cooperative Purchasing Program
- Cuyahoga County Department of Public Works
- United States General Services Administration (GSA).

The City can, through these ordinances, make purchases over \$50,000 without approval by Council (except as to appropriation), and without the City having to conduct its own competitive bidding process. Through these programs, the City can purchase supplies, services, equipment and certain materials for any City department that needs to make such a purchase, as long as there is a State awarded contract that allows municipalities to contract with the particular vendor or contractor.

Various City Departments, including Police, Fire, Public Works, IT, and Recreation are proposing that the City enact a codified ordinance authorizing any City department to utilize another Cooperative Purchasing Program called Sourcwell as an option to procure goods and services for the City.

Sourcwell is a government agency with over 40 years of service helping state and local government and education entities with procurement activities. Sourcwell is a primary resource for local government purchasing because it functions as a government agency itself, providing pre-vetted, competitively solicited contracts that allow public entities to bypass the long and costly Request for Proposal (RFP) process.

Utilizing Sourcewell, like other Cooperative Purchasing Programs, allows us to leverage buying power in order to negotiate streamlined contracts with commercial businesses, much like we currently do with our other Cooperative Programs.

Some of the key reasons to use Sourcewell, like our other Co-op programs are:

- Time and Efficiency – Local governments can forego the traditional multi-month solicitation process. By using pre-negotiated contracts, we can obtain quotes and finalize purchases in weeks rather than months.
- National Buying Power – Sourcewell leverages the collective purchasing volume of over 50,000 participating agencies to secure competitive pricing that individual local governments may not achieve alone.
- Compliance and Accountability: Because Sourcewell is a local unit of government (established under Minnesota statute), its solicitation process is designed to meet or exceed local and national public procurement requirements, ensuring "audit-ready" documentation.
- No Cost to Join: Membership is free for all government, education, and nonprofit entities. There are no participation fees, minimum purchase commitments, or obligations.
- Local Support: While contracts are awarded at the manufacturer level, they are often delivered and serviced by local dealers, keeping taxpayer dollars in the community while benefiting from national pricing.

The Police Department believes it can make good use of this program for purchases such as ballistic vests, office furniture, electronic speed radar signs, tasers, and Police vehicle equipment (lights, sirens, and other upfitting). The Fire Department also believes that Sourcewell would be a welcome addition as a new Co-op for purchases from ambulance manufacturers, fire truck manufacturers, firefighting gear, medical equipment, and other firefighting equipment. Both Police and Fire have stated that adding Sourcewell as a Co-op option will provide significant financial and operational advantages. Sourcewell offers competitively solicited contracts that allow us to procure high-quality equipment, vehicles, and services at pre-negotiated rates. By leveraging these contracts, they can streamline procurement, eliminate the time-consuming bidding process, and ensure that we are getting the best possible pricing.

Public Works noted that most construction related services can be utilized with the Sourcewell Co-op buying program and that there are multiple municipalities in our region that utilize Sourcewell (Pepper Pike, Cle Heights, Lakewood, Rocky River, etc.). Here is a sample of current Public Works vendors that are on Sourcewell:

- Elgin (street sweepers) / Bobcat (sidewalk plows) / Kubota (scooters) / Komatsu (loaders) / Goodyear (tires) / Old Dominion Brush (sweeper brooms) / John Deere / Caterpillar / Heil (refuse trucks) / New Way (refuse trucks) / Bonnell (plows) / Ventrac (grounds and sidewalks).

The IT Department noted that there are three copier companies on the Sourcewell program, Sharp, Xerox and Ricoh.



Some of our larger City departments agree that in addition to cost savings, Co-ops simplify the purchasing process, reducing some of their administrative burden on purchasing. These efficiencies translate to quicker acquisition of essential gear, vehicles, and technology, ensuring our safety and non-safety forces have what they need to perform their duties effectively.

The Finance Department believes that with Sourcewell's access to a broad network of reputable vendors and industry-leading suppliers, our departments can procure top-tier products without compromising on quality. By utilizing contracts that have already been vetted through a rigorous, transparent process, they can be confident in the reliability and performance of the equipment they acquire.

This request was presented to the Administration Committee on February 10, 2026 and it was passed unanimously. Chief of Fire Pat Sweeney, Public Works Building Superintendent Shannon Marlin, and Director of Information Technology Frank Miozzi spoke to some of the benefits to using Sourcewell as an additional Cooperative Purchasing Program.

Director of Law, Bill Gruber reminded the Committee members that the city charter that's approved by the voters and our codified ordinances require competitive bidding for contracts over an amount set by Council, which is \$50,000. So, when competitive bidding is performed, Council approval is not required. Council has recognized that certain entities (Cooperative Purchasing Programs) do competitive bidding separately, and so the city does not need to repeat that process. Effectively we are not bypassing competitive bidding, but using another entity's competitive bidding process.

The Administration Committee inquired if other municipalities in Northeast Ohio have had a good experience with Sourcewell. Director Potts stated that he would speak with other Finance Directors in his network. There was also a question as to when we found out about Sourcewell as a CoOp and why we hadn't decided to include them in our city ordinances sooner. Director Potts stated that the CoOps we currently use were sufficient and only recently many departments had begun to mention the Sourcewell program and asked Finance to look into it. Director Potts committed to surveying other local municipalities to measure up the number of CoOps we use compared to others.

Citizen Member Matt Aumann stated that he has heard of Sourcewell but also spoke highly of the overall RFP process outside of using a Cooperative Purchasing Program as a means to have more Council and public involvement.

### **Recommendation**

It is recommended that the Finance Committee recommend to City Council the utilization of the Sourcewell Cooperative Purchasing Program as an option for purchasing goods and services for many of the City's departments and that our current ordinances be amended to reflect this change.



## Memorandum

To: Members of the Finance Committee

From: John J. Potts, Director of Finance

cc: David E. Weiss, Mayor  
Matt Carroll, Chief Administrative Officer

Date: February 17, 2026

Re: Then and Now Approval

Section 5705.41 (D) (1) requires in part that the fiscal officer certify that amounts required to meet obligations have been lawfully appropriated and are available for expenditure prior to the obligations being incurred. If this is not done the fiscal officer may make such certification, after the fact (commonly referred to as “Then and Now”), however if the amount of the obligation is \$3,000 or more City Council must approve payment within 30 days of such certification.

The Finance Committee is requested to recommend to Council that the Then and Now Certificate presented for the transactions on Exhibit A and the related payment be approved.

EXHIBIT A  
Then and Now Certification Summary  
January 27, 2026 - February 17, 2026

| Dep't                      | PO #     | Invoice Date | PO Date   | Warrant | Amount     | Vendor                             | Reason                                                                                                                                                               |
|----------------------------|----------|--------------|-----------|---------|------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fire                       | 20251217 | 12/17/25     | 1/14/2026 | 013026  | \$3,389.42 | Olivia Ventura                     | Invoice received during the MUNIS shutdown for the 2025 close therefore purchase orders could not be initiated. Nature of the invoice reflects a normal expenditure. |
| Public Works               | 20260452 | 10/16/25     | 1/20/2026 | 013026  | \$3,848.00 | Contractors Choice                 | Invoice was recently received (sent late). Normal expenditure.                                                                                                       |
| Court                      | 20260420 | 01/14/26     | 1/15/2026 | 013026  | \$3,226.62 | Northern Ohio Recovery Association | PO was not set-up prior to receiving invoice. Normal expenditure.                                                                                                    |
| Human Resources            | 20260642 | 01/27/26     | 2/2/2026  | 021326  | \$3,452.96 | American Alternative               | PO was not set-up prior to receiving invoice. Normal expenditure.                                                                                                    |
| Communications & Marketing | 20260712 | 07/18/25     | 2/5/2026  | 021326  | \$4,500.00 | Shark & Minnow                     | PO was closed from 2025, invoice came in unexpected but was a proper expenditure.                                                                                    |



# SHAKER HEIGHTS

## Memorandum

To: Finance Committee  
From: Director of Finance, John J. Potts  
cc: Mayor, David E. Weiss  
Chief Administrative Officer, Matt Carroll  
Date: February 17, 2026  
Re: 2025 Year-End Results (unaudited)

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Attached is an unaudited report of actual 2025 General Fund revenues and expenditures in comparison to the 2025 budget, 2025 projection and 2024 actuals. Much of these results were discussed at length with the Finance Committee and Council in the last half of 2025 as we were preparing the 2026 budget.

As a reminder, in order to compile the 2026 budget last Fall, we projected out revenues and expenditures for 2025. Revenue projections were compiled and discussed with you in mid October and expenditure projections were discussed with you in mid November, all in connection with laying out the 2026 budget.

|                                                                |                    |
|----------------------------------------------------------------|--------------------|
| Projected Operating Revenues for 2025 (as compiled last Fall): | \$66,931,836       |
| Actual Operating Revenues for 2025:                            | \$67,316,519       |
| <b>% Difference Actual versus Projection:</b>                  | <b>0.6% higher</b> |

|                                                                    |                   |
|--------------------------------------------------------------------|-------------------|
| Projected Operating Expenditures for 2025 (as compiled last Fall): | \$48,352,931      |
| Actual Operating Expenditures for 2025:                            | \$47,267,237      |
| <b>% Difference Actual versus Projection:</b>                      | <b>2.2% lower</b> |

### **General Fund Revenue**

**Total operating revenues for 2025 were 9.2% above 2024 actuals and 5.1% above budget.**

- Income tax receipts were up over 2024 by \$2.8M or 6.5%. Property tax receipts were up \$2.3M from 2024. Income tax receipts did come in \$317K higher than the projections made last Fall.
- Court Costs also came in higher than our original projection.
- Much of the 2025 operating revenue performance was discussed during this past budget season.

### **General Fund Expenditures**

**Total operating expenditures for 2025 were 6.3% above 2024 actuals but 5.7% below budget.**

- A number of budgeted positions were not filled in 2025 which led to personal services coming in under budget (mostly in Police) or in some cases full year budgeted positions came on to payroll later in the year also resulting in a savings to budget.
- While we try to estimate the last few months of expenditures when we do the projection during budget season, it is typical that in some departments we do better than projected (meaning we come in lower than anticipated). Overall we came in 2.2% less than we projected which is consistent with our projections a year ago.
- Other Expenses were projected to come in at or under budget for 2025. Most department's Other Expense actuals did end up coming in under budget with the largest being Public Works which came in almost \$852 thousand under budget.

**General Fund Revenues exceeded General Fund Disbursements by \$1.4 million in 2025.**

General Fund Reserve %: The Year-End 2025 Unencumbered General Fund balance is 45.4% of the 2025 General Fund Disbursements. This is an increase from the 2024 end of year reserve of 45.2%.

**City of Shaker Heights - General Fund Revenues**

|                                  | 2024 Actual       | 2025 Budget       | 2025 Actual       | 2025 Actual<br>v 2024 Actual | % Chg        | 2025 Proj         | 2025 Actual<br>v 2025 Proj |
|----------------------------------|-------------------|-------------------|-------------------|------------------------------|--------------|-------------------|----------------------------|
| <b>Income Tax</b>                | <b>42,586,322</b> | <b>44,166,000</b> | <b>45,339,560</b> | <b>2,753,238</b>             | <b>6.5%</b>  | <b>45,022,631</b> | <b>316,929</b>             |
| <b>Property Tax</b>              | <b>8,308,255</b>  | <b>10,300,000</b> | <b>10,620,656</b> | <b>2,312,401</b>             | <b>27.8%</b> | <b>10,739,932</b> | <b>(119,276)</b>           |
| <b>Charges for Services</b>      |                   |                   |                   |                              |              |                   |                            |
| Court Costs                      | 1,585,897         | 1,550,000         | 1,956,889         | 370,992                      |              | 1,760,104         | 196,785                    |
| Ambulance Fees                   | 1,088,468         | 850,000           | 899,826           | (188,642)                    |              | 1,007,269         | (107,443)                  |
| Cable TV Fee                     | 301,815           | 325,000           | 271,004           | (30,811)                     |              | 284,875           | (13,871)                   |
| Shaker Magazine                  | 256,350           | 225,000           | 239,347           | (17,003)                     |              | 228,903           | 10,444                     |
| Other Fees                       | 69,923            | 60,000            | 97,466            | 27,543                       |              | 80,708            | 16,758                     |
|                                  | <b>3,302,453</b>  | <b>3,010,000</b>  | <b>3,464,532</b>  | <b>162,079</b>               | <b>4.9%</b>  | <b>3,361,859</b>  | <b>102,673</b>             |
| <b>Licenses &amp; Permits</b>    | <b>1,162,808</b>  | <b>1,270,000</b>  | <b>1,555,432</b>  | <b>392,624</b>               | <b>33.8%</b> | <b>1,544,026</b>  | <b>11,406</b>              |
| <b>Local Government Fund</b>     | <b>894,248</b>    | <b>930,000</b>    | <b>983,613</b>    | <b>89,365</b>                | <b>10.0%</b> | <b>967,081</b>    | <b>16,532</b>              |
| <b>Fines &amp; Forfeitures</b>   | <b>440,578</b>    | <b>460,000</b>    | <b>437,290</b>    | <b>(3,288)</b>               | <b>-0.7%</b> | <b>448,419</b>    | <b>(11,129)</b>            |
| <b>Investment Earnings</b>       | <b>3,351,000</b>  | <b>2,500,000</b>  | <b>3,255,419</b>  | <b>(95,581)</b>              | <b>-2.9%</b> | <b>3,320,922</b>  | <b>(65,503)</b>            |
| <b>Intergovernmental Revenue</b> | <b>142,313</b>    | <b>140,000</b>    | <b>136,070</b>    | <b>(6,243)</b>               | <b>-4.4%</b> | <b>141,770</b>    | <b>(5,700)</b>             |
| <b>Other Taxes</b>               |                   |                   |                   |                              |              |                   |                            |
| Admission Tax                    | 93,636            | 87,000            | 92,930            | (706)                        |              | 92,903            | 27                         |
| Liquor Permits                   | 23,533            | 15,000            | 29,742            | 6,209                        |              | 28,360            | 1,382                      |
| Cigarette Tax                    | 371               | 500               | 0                 | (371)                        |              | 500               | (500)                      |
|                                  | <b>117,540</b>    | <b>102,500</b>    | <b>122,672</b>    | <b>5,132</b>                 | <b>4.4%</b>  | <b>121,763</b>    | <b>909</b>                 |
| <b>Miscellaneous</b>             |                   |                   |                   |                              |              |                   |                            |
| Refunds & Rebates                | 979,461           | 925,000           | 1,036,328         | 56,867                       |              | 959,626           | 76,702                     |
| Grants & Donations               | 217,820           | 100,000           | 226,665           | 8,845                        |              | 168,807           | 57,858                     |
| Sale of Public Property          | 66,083            | 80,000            | 83,374            | 17,291                       |              | 80,000            | 3,374                      |
| Rents & Leases                   | 40,351            | 35,000            | 40,352            | 1                            |              | 35,000            | 5,352                      |
| Other                            | 12,908            | 20,000            | 14,556            | 1,648                        |              | 20,000            | (5,444)                    |
|                                  | <b>1,316,623</b>  | <b>1,160,000</b>  | <b>1,401,275</b>  | <b>84,652</b>                | <b>6.4%</b>  | <b>1,263,433</b>  | <b>137,842</b>             |
| <b>General Fund Revenues</b>     | <b>61,622,140</b> | <b>64,038,500</b> | <b>67,316,519</b> | <b>5,694,379</b>             | <b>9.2%</b>  | <b>66,931,836</b> | <b>384,683</b>             |
| <b>Projection</b>                |                   |                   | <b>66,931,836</b> |                              |              |                   |                            |
| <i>\$\$ Variance Act to Proj</i> |                   |                   | <b>384,683</b>    |                              |              |                   |                            |
| <i>%% Variance Act to Proj</i>   |                   |                   | <b>0.6%</b>       |                              |              |                   |                            |

**City of Shaker Heights - General Fund Expenditures & Transfers**

|                                                    | 2024 Actual       | 2025 Budget       | 2025 Actual       | 2025 Actual<br>v 2024 Actual | % Chg        | 2025 Proj         | 2025 Actual<br>v 2025 Proj |
|----------------------------------------------------|-------------------|-------------------|-------------------|------------------------------|--------------|-------------------|----------------------------|
| <b>Police</b>                                      |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 9,687,612         | 11,091,125        | 10,176,960        | 489,348                      |              | 9,907,875         | 269,085                    |
| Other                                              | 2,077,500         | 2,178,966         | 2,081,110         | 3,610                        |              | 2,210,174         | (129,064)                  |
| <b>Subtotal Police</b>                             | <b>11,765,113</b> | <b>13,270,091</b> | <b>12,258,070</b> | 492,957                      | <b>4.2%</b>  | <b>12,118,049</b> | <b>140,021</b>             |
| <b>Public Works</b>                                |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 5,203,074         | 5,838,589         | 6,161,934         | 958,860                      |              | 6,018,192         | 143,742                    |
| Other                                              | 3,917,322         | 4,969,376         | 4,117,150         | 199,828                      |              | 4,969,376         | (852,226)                  |
| <b>Subtotal Public Works</b>                       | <b>9,120,395</b>  | <b>10,807,965</b> | <b>10,279,084</b> | 1,158,689                    | <b>12.7%</b> | <b>10,987,568</b> | <b>(708,484)</b>           |
| <b>Fire</b>                                        |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 8,333,596         | 8,345,056         | 8,505,703         | 172,107                      |              | 8,326,832         | 178,871                    |
| Other                                              | 781,392           | 1,052,138         | 815,556           | 34,164                       |              | 862,138           | (46,582)                   |
| <b>Subtotal Fire</b>                               | <b>9,114,988</b>  | <b>9,397,194</b>  | <b>9,321,259</b>  | 206,271                      | <b>2.3%</b>  | <b>9,188,970</b>  | <b>132,289</b>             |
| <b>Municipal Court</b>                             |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 1,983,030         | 2,383,573         | 1,949,243         | (33,787)                     |              | 2,087,573         | (138,330)                  |
| Other                                              | 93,283            | 112,927           | 107,310           | 14,027                       |              | 127,027           | (19,717)                   |
| <b>Subtotal Municipal Court</b>                    | <b>2,076,313</b>  | <b>2,496,500</b>  | <b>2,056,553</b>  | (19,760)                     | <b>-1.0%</b> | <b>2,214,600</b>  | <b>(158,047)</b>           |
| <b>Contractual Charges &amp; Statutory Expense</b> |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 0                 | 0                 | 0                 | 0                            |              | 0                 | 0                          |
| Other                                              | 2,771,333         | 3,035,696         | 3,026,053         | 254,720                      |              | 3,070,854         | (44,801)                   |
| <b>Total CCSE</b>                                  | <b>2,771,333</b>  | <b>3,035,696</b>  | <b>3,026,053</b>  | 254,720                      | <b>9.2%</b>  | <b>3,070,854</b>  | <b>(44,801)</b>            |
| <b>Building &amp; Housing</b>                      |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 1,591,499         | 1,825,254         | 1,761,547         | 170,048                      |              | 1,763,971         | (2,424)                    |
| Other                                              | 156,171           | 263,558           | 152,439           | (3,732)                      |              | 180,058           | (27,619)                   |
| <b>Subtotal Building &amp; Housing</b>             | <b>1,747,670</b>  | <b>2,088,812</b>  | <b>1,913,986</b>  | 166,316                      | <b>9.5%</b>  | <b>1,944,029</b>  | <b>(30,043)</b>            |
| <b>Communications and Marketing</b>                |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 458,855           | 493,215           | 531,795           | 72,940                       |              | 530,845           | 950                        |
| Other                                              | 458,853           | 487,045           | 455,371           | (3,482)                      |              | 481,495           | (26,124)                   |
| <b>Subtotal Comm &amp; Marketing</b>               | <b>917,708</b>    | <b>980,260</b>    | <b>987,166</b>    | 69,458                       | <b>7.6%</b>  | <b>1,012,340</b>  | <b>(25,174)</b>            |
| <b>Finance</b>                                     |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 722,329           | 822,210           | 852,854           | 130,525                      |              | 869,641           | (16,787)                   |
| Other                                              | 217,456           | 262,120           | 222,152           | 4,696                        |              | 237,892           | (15,740)                   |
| <b>Subtotal Finance</b>                            | <b>939,785</b>    | <b>1,084,330</b>  | <b>1,075,006</b>  | 135,221                      | <b>14.4%</b> | <b>1,107,533</b>  | <b>(32,527)</b>            |
| <b>Law</b>                                         |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 724,814           | 761,135           | 754,792           | 29,978                       |              | 753,468           | 1,324                      |
| Other                                              | 172,614           | 314,833           | 258,912           | 86,298                       |              | 283,878           | (24,966)                   |
| <b>Subtotal Law</b>                                | <b>897,427</b>    | <b>1,075,968</b>  | <b>1,013,704</b>  | 116,277                      | <b>13.0%</b> | <b>1,037,346</b>  | <b>(23,642)</b>            |
| <b>Economic Development</b>                        |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 376,833           | 461,032           | 448,690           | 71,857                       |              | 448,569           | 121                        |
| Other                                              | 502,878           | 594,414           | 519,375           | 16,497                       |              | 678,414           | (159,039)                  |
| <b>Total Economic Development</b>                  | <b>879,711</b>    | <b>1,055,446</b>  | <b>968,065</b>    | 88,354                       | <b>10.0%</b> | <b>1,126,983</b>  | <b>(158,918)</b>           |
| <b>Planning</b>                                    |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 633,292           | 666,679           | 672,883           | 39,591                       |              | 669,736           | 3,147                      |
| Other                                              | 55,743            | 81,242            | 56,342            | 599                          |              | 71,242            | (14,900)                   |
| <b>Total Planning</b>                              | <b>689,035</b>    | <b>747,921</b>    | <b>729,225</b>    | 40,190                       | <b>5.8%</b>  | <b>740,978</b>    | <b>(11,753)</b>            |
| <b>Information Technology</b>                      |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 398,772           | 500,987           | 430,915           | 32,143                       |              | 454,122           | (23,207)                   |
| Other                                              | 125,978           | 137,750           | 121,535           | (4,443)                      |              | 125,750           | (4,215)                    |
| <b>Subtotal Information Technology</b>             | <b>524,750</b>    | <b>638,737</b>    | <b>552,450</b>    | 27,700                       | <b>5.3%</b>  | <b>579,872</b>    | <b>(27,422)</b>            |
| <b>Recreation</b>                                  |                   |                   |                   |                              |              |                   |                            |
| Personal Services                                  | 968,684           | 1,015,190         | 965,541           | (3,143)                      |              | 972,158           | (6,617)                    |
| Other                                              | 348,861           | 421,832           | 377,780           | 28,919                       |              | 393,832           | (16,052)                   |
| <b>Subtotal Recreation</b>                         | <b>1,317,545</b>  | <b>1,437,022</b>  | <b>1,343,321</b>  | 25,776                       | <b>2.0%</b>  | <b>1,365,990</b>  | <b>(22,669)</b>            |

**City of Shaker Heights - General Fund Expenditures & Transfers**

|                                              | 2024 Actual       | 2025 Budget       | 2025 Actual       | 2025 Actual<br>v 2024 Actual | % Chg         | 2025 Proj         | 2025 Actual<br>v 2025 Proj |
|----------------------------------------------|-------------------|-------------------|-------------------|------------------------------|---------------|-------------------|----------------------------|
| <b>Human Resources</b>                       |                   |                   |                   |                              |               |                   |                            |
| Personal Services                            | 375,549           | 433,129           | 418,463           | 42,914                       |               | 418,201           | 262                        |
| Other                                        | 178,479           | 201,793           | 149,244           | (29,235)                     |               | 162,132           | (12,888)                   |
| <b>Subtotal Human Resources</b>              | <b>554,028</b>    | <b>634,922</b>    | <b>567,707</b>    | <b>13,679</b>                | <b>2.5%</b>   | <b>580,333</b>    | <b>(12,626)</b>            |
| <b>Mayor</b>                                 |                   |                   |                   |                              |               |                   |                            |
| Personal Services                            | 232,779           | 237,925           | 238,585           | 5,806                        |               | 239,763           | (1,178)                    |
| Other                                        | 36,611            | 47,035            | 28,919            | (7,692)                      |               | 47,035            | (18,116)                   |
| <b>Subtotal Mayor</b>                        | <b>269,391</b>    | <b>284,960</b>    | <b>267,504</b>    | <b>(1,887)</b>               | <b>-0.7%</b>  | <b>286,798</b>    | <b>(19,294)</b>            |
| <b>Chief Admin Officer</b>                   |                   |                   |                   |                              |               |                   |                            |
| Personal Services                            | 474,635           | 530,087           | 558,641           | 84,006                       |               | 624,044           | (65,403)                   |
| Other                                        | 92,242            | 74,979            | 50,882            | (41,360)                     |               | 49,979            | 903                        |
| <b>Subtotal Chief Admin Officer</b>          | <b>566,877</b>    | <b>605,066</b>    | <b>609,523</b>    | <b>42,646</b>                | <b>7.5%</b>   | <b>674,023</b>    | <b>(64,500)</b>            |
| <b>City Council</b>                          |                   |                   |                   |                              |               |                   |                            |
| Personal Services                            | 149,618           | 150,711           | 179,430           | 29,812                       |               | 147,022           | 32,408                     |
| Other                                        | 28,715            | 44,800            | 39,408            | 10,693                       |               | 40,413            | (1,005)                    |
| <b>Subtotal City Council</b>                 | <b>178,334</b>    | <b>195,511</b>    | <b>218,838</b>    | <b>40,504</b>                | <b>22.7%</b>  | <b>187,435</b>    | <b>31,403</b>              |
| <b>Civil Service</b>                         |                   |                   |                   |                              |               |                   |                            |
| Personal Services                            | 33,398            | 35,378            | 37,190            | 3,792                        |               | 36,378            | 812                        |
| Other                                        | 89,218            | 104,247           | 42,533            | (46,685)                     |               | 92,852            | (50,319)                   |
| <b>Subtotal Civil Service</b>                | <b>122,616</b>    | <b>139,625</b>    | <b>79,723</b>     | <b>(42,893)</b>              | <b>-35.0%</b> | <b>129,230</b>    | <b>(49,507)</b>            |
| <b>Total Operating Expenditures</b>          | <b>44,453,018</b> | <b>49,976,026</b> | <b>47,267,237</b> | <b>2,814,219</b>             | <b>6.3%</b>   | <b>48,352,931</b> | <b>(1,085,694)</b>         |
| General Capital Fund                         | 10,200,000        | 8,950,000         | 12,740,000        | 2,540,000                    |               | 12,740,000        | 0                          |
| Recreation Fund                              | 1,000,000         | 1,000,000         | 1,000,000         | 0                            |               | 1,000,000         | 0                          |
| Police Pension Fund                          | 1,700,000         | 1,100,000         | 1,100,000         | (600,000)                    |               | 1,100,000         | 0                          |
| Fire Pension Fund                            | 1,700,000         | 1,600,000         | 1,600,000         | (100,000)                    |               | 1,600,000         | 0                          |
| Debt Service Fund                            | 975,000           | 900,000           | 900,000           | (75,000)                     |               | 900,000           | 0                          |
| ED & Housing Fund                            | 36,000            | 0                 | 46,699            | 10,699                       |               | 0                 | 46,699                     |
| Housing & Nuisance Abatement Fund            | 200,000           | 0                 | 0                 | (200,000)                    |               | 0                 | 0                          |
| Street Lighting Assessment Fund              | 0                 | 0                 | 225,000           | 225,000                      |               | 225,000           | 0                          |
| Self Insurance Fund                          | 400,000           | 500,000           | 1,000,000         | 600,000                      |               | 1,000,000         | 0                          |
| <b>Transfers Out</b>                         | <b>16,211,000</b> | <b>14,050,000</b> | <b>18,611,699</b> | <b>2,400,699</b>             | <b>14.8%</b>  | <b>18,565,000</b> | <b>46,699</b>              |
| <b>Total Disbursements (Expend + Transf)</b> | <b>60,664,018</b> | <b>64,026,026</b> | <b>65,878,936</b> | <b>5,214,918</b>             | <b>8.6%</b>   | <b>66,917,931</b> | <b>(1,038,995)</b>         |
| <b>Total General Fund Revenue</b>            | <b>67,307,660</b> | <b>64,038,500</b> | <b>67,316,519</b> | <b>8,859</b>                 | <b>0.0%</b>   | <b>66,931,836</b> | <b>384,683</b>             |
| <b>Revenue Over/(Under) Disbursements</b>    | <b>6,643,642</b>  | <b>12,474</b>     | <b>1,437,583</b>  |                              |               | <b>13,905</b>     | <b>1,423,678</b>           |
| <b>Unencumbered GF Balance End of Year</b>   | <b>27,398,488</b> | <b>29,524,861</b> | <b>29,904,441</b> |                              |               |                   |                            |
| Ending Balance % Reserve                     | 45.2%             | 46.1%             | 45.4%             |                              |               |                   |                            |
| Personal Services                            | 32,348,368        | 35,591,275        | 34,645,166        | 2,296,798                    | 7.1%          | 34,268,390        | 376,776                    |
| Other                                        | 12,104,651        | 14,384,751        | 12,622,071        | 517,420                      | 4.3%          | 14,084,541        | (1,462,470)                |
| <b>Total Operating Expenditures</b>          | <b>44,453,018</b> | <b>49,976,026</b> | <b>47,267,237</b> | <b>2,814,219</b>             | <b>6.3%</b>   | <b>48,352,931</b> | <b>(1,085,694)</b>         |
| Transfers Out                                | 16,211,000        | 14,050,000        | 18,611,699        | 2,400,699                    |               | 18,565,000        | 46,699                     |
| <b>Total Disbursements</b>                   | <b>60,664,018</b> | <b>64,026,026</b> | <b>65,878,936</b> | <b>5,214,918</b>             | <b>8.6%</b>   | <b>66,917,931</b> | <b>(1,038,995)</b>         |
| <b>Projection (only Expenditures)</b>        |                   |                   |                   |                              |               |                   |                            |
| \$\$ Variance Act to Proj*                   |                   |                   | 48,352,931        |                              |               |                   |                            |
| %% Variance Act to Proj*                     |                   |                   | (1,085,694)       |                              |               |                   |                            |
|                                              |                   |                   | -2.2%             |                              |               |                   |                            |