



**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 v 2024 Actual	% Chg	2025 Proj	2025 Actual 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 v 2024 Actual	% Chg	2025 Proj	2025 Actual 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	4.2%	<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	12.7%	<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	2.3%	<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)	-1.0%	<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	9.2%	<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	9.5%	<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	7.6%	<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	14.4%	<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	13.0%	<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	10.0%	<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	5.8%	<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	5.3%	<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	2.0%	<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 v 2024 Actual	% Chg	2025 Proj	2025 Actual 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*			<b>48,352,931</b>				
%% Variance Act to Proj*			<b>(1,085,694)</b>				
			<b>-2.2%</b>				