



CLEVELAND DEPARTMENT OF PUBLIC HEALTH

STRATEGIC PLAN

2026



CITY OF CLEVELAND
Mayor Justin M. Bibb

PUBLIC HEALTH



June 2026 Update

RESPONSIVE

TRUSTED

IMPACTFUL



Dr. David Margolius
CDPH Director

As Director of the Cleveland Department of Public Health (CDPH), I am proud to work alongside a dedicated team committed to protecting and improving the health of every Clevelander. Over the past several years, we have faced extraordinary challenges, while we also achieved meaningful successes. Together, we navigated the COVID pandemic and now we are addressing its lasting impacts including increased social isolation and reduced state and federal support for our residents.

These experiences have tested us in unprecedented ways, but they also strengthened our resolve and deepened our commitment to building a healthier, more equitable future for our city.

- We led a community-wide effort to help residents quit smoking or never begin in the first place. Through this work – new and reinvigorated cessation programs, health education and awareness campaigns, and policy to reduce tobacco retailer density - our smoking rate declined from 35% in 2015 to 19% in 2025, while the national average declined from 15% to 11%.
- We sounded the alarm on stagnant lead poisoning rates in Cleveland. We advocated for administrative changes to the law, renewed focus on abatement and new construction, and health promotion. As a result, the lead poisoning rate has declined from 18% to 14% over the last two years.

However, the consequences of inequity and structural racism remain evident today in disproportionately high rates of smoking, lead exposure, gun violence, traffic fatalities, opioid overdose deaths, and poverty among Black Clevelanders. Inequities are reflected in stark differences in life expectancy: in some Cleveland neighborhoods, residents can expect to live just 66 years, compared with 88 years only miles away in neighboring suburbs.

These realities demand urgency, collaboration, and action. At CDPH, we are committed to confronting these challenges head-on and creating opportunities for every resident to achieve their highest possible level of health. Our 2026 Strategic Plan will guide this work. This plan sharpens CDPH's strategic priorities to ensure greater focus, accountability and impact.

We remain steadfast in our commitment to being one of the most responsive, trusted, and impactful public health departments in the nation. I write with gratitude for our staff, partners, and community members. Together, we will continue building a healthier, safer, and more equitable Cleveland for every resident.



MISSION

To promote and protect the health and well-being of residents, communities, and partners in the City of Cleveland.

VISION

To be the most responsive, trusted, and impactful health department in the country.

VALUES

- Integrity
- Equity
- Accountability
- Proactivity
- Transparency

Enhance Communications and Outreach

Objective

Raise awareness of Cleveland's health issues with CDPH as the trusted source of information.

	Activity	Status
1.1	Host "Health of the City" address	0%
1.2	Sponsor two health education campaigns	51-75%
1.3	Feature 15 CDPH employees in local media	1-25%
1.4	Publish seven data products pertaining to leading contributors of morbidity and mortality in the City of Cleveland with three of the data products using Cleveland Health Survey data.	100%
1.5	Complete Phase II of digitization project of Vital Statistics records.	1-25%



Increase Community Engagement

Objective

Elevate the customer experience by continuing core community engagement techniques and fostering new ones to respond to all health needs.

	Activity	Status
2.1	Launch the Summer Sprouts Program to support Cleveland Urban Farmers	0%
2.2	Reduce Lead Program's no contact rate to <20% and have zero cases on backlog	100%
2.3	Complete 75% of licensed food and retail operations	1-25%
2.4	Compile annual progress reports for CDBG Prevention and HOPWA programs	1-25%
2.5	Conduct seven CDBG and HOPWA partner agency site visits	1-25%
2.6	Complete required inspections under annual contract with Ohio EPA	51-75%
2.7	Host four Drive Through Distro at Blanket Mills Clinic	0%
2.8	Complete required permitting assignments under annual contract with Ohio EPA	51-75%



Build Public Health Workforce Training Programs

Objective

Equip CDPH staff with the skills, resources, and practical experience needed to address emerging health challenges, improve community outcomes, and strengthen public health systems.

	Activity	Status
3.1	Conduct an annual core competency assessment to inform ongoing training programs.	1-25%
3.2	100% of staff complete racial equity and inclusion training	1-25%
3.3	Coordinate an Active Aggressor Tabletop Exercise with the FBI for the leadership of the agencies and City departments located in the Erieview Plaza Building	1-25%



Align CDPH Programs with Public Health Outcomes

Objective

Clearly align public health data with programming, projects, and strategies while ensuring that the health department has consistent access to experts to help guide policy development.

	Activity	Status
4.1	Award up to \$300,000 in Opioid Settlement Funds to community response projects	51-75%
4.2	Launch Tobacco Retail Licensing, inspections, and fines if applicable	76-99%
4.3	Operationalize the Cleveland Anti-Idling Ordinance	26-50%
4.4	Update the 1977 version of the Air Pollution Control Code to meet the needs of a healthy Cleveland	1-25%
4.5	Expand the MomsFirst Program to at least one new agency	1-25%
4.6	House 50 Clevelanders via Home for Every Neighbor program in 2026	26-50%



Improve CDPH Operations

Objective

Improve internal systems and processes to maintain CDPH programming and a healthy work environment.

	Activity	Status
5.1	Transition from Accela to HealthSpace	1-25%
5.2	Submit re-accreditation application to PHAB	76-99%
5.3	Establish work plan to update Strategic Plan 2027-2029	26-50%
5.4	Implement Security Fobs and 12-hour security for all CDPH areas at 65/75 Erieview Plaza	100%
5.5	Develop and implement a checklist-based tracking system to measure performance and compliance of all monitoring sites	1-25%
5.6	Complete a cost methodology for Pool Program	1-25%



The **Division of Environmental Health (EH)** provides a wide range of services related to environmental health and safety within the City of Cleveland. Programs and services include inspections and enforcement related to solid waste, insect and vermin infestations, high grass and weeds, sewage, mosquitoes, standing water, and mold. EH also conducts inspections to ensure compliance with food safety regulations and oversees licensing and inspection activities for barbershops, laundromats, hotels, and motels. In addition, the division administers the Lead Safe Living program.

The **Division of Air Quality (DAQ)** serves as the air pollution control agency for the City of Cleveland and Cuyahoga County. DAQ operates under contract with the Ohio Environmental Protection Agency to enforce state and local air pollution control regulations within its jurisdiction. Services include air quality permitting, compliance and enforcement activities, public outreach and education, and ambient air monitoring.

The **Division of Health** administers a broad range of programs and services designed to promote, maintain, and improve the health of Cleveland residents. Services include direct medical care, chronic disease prevention and awareness, health education and promotion, emergency preparedness, communicable disease surveillance, and vital statistics. The division also works to increase awareness of health disparities and social determinants of health.

The **Division of Health Equity and Social Justice (HESJ)** works to identify and address health inequities and disparities throughout the City of Cleveland. Its mission is to improve health outcomes and quality of life by reducing barriers to resources and opportunities. HESJ provides leadership and support to advance key citywide health priorities, including housing, education, criminal justice reform, and the implementation of anti-racist health policies and practices. Programs include HIV/STI prevention and education, Mental Health and Addiction Recovery, Minority Health, and MomsFirst.

The **Division of Administration** supports the operational functions of the Cleveland Department of Public Health (CDPH). Responsibilities include finance, human resources, information technology, communications, community health initiatives, process and quality improvement, legislative affairs, and the Home for Every Neighbor program. The division ensures that departmental operations, resources, and infrastructure support the effective delivery of public health services.



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