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# **Uniformed Services Environmental Health Association**



## **Strategic Plan**

**March 1, 2023**

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## President's Message

March 1, 2023

The Uniformed Services Environmental Health Association (USEHA), as an affiliate of the National Environmental Health Association (NEHA), stands as a bridge between the science and practice of environmental health in the national and international civilian community and the various uniformed services in the United States. USEHA represents uniformed and civilian members who are active or retired environmental health professionals from the U.S. Air Force, U.S. Army, U.S. Space Force, U.S. Coast Guard, U.S. Marine Corps, U.S. Navy, the National Oceanic and Atmospheric Administration, and the U.S. Public Health Service. USEHA was established in 1969, and since its inception, it has strived to reflect how the services practice environmental health and represent the needs of uniformed services professionals in national forums.

Through the years, the science and practice of environmental health have evolved in response to societal needs and technological advances. Likewise, the uniformed services environmental health programs continue to advance to protect and improve the health of its military forces and the citizens of the United States. In order to continue to meet ever-increasing technology and management challenges, USEHA developed this strategy to address the future of environmental health in a purposeful and planned manner in order to identify and tackle the evolution of the discipline.

This strategy reflects USEHA's vision and the goals, objectives, and tasks that must be accomplished to achieve our ultimate potential as an organization and as a profession. The development of this strategy was deliberate and insightful, exploring the needs of USEHA members (and potential members), important relationships, and core values. This process is recorded in a companion volume to this document titled *The Uniformed Services Environmental Health Association Strategic Plan Development Guide* (dated March 1, 2023).

As we move into the implementation phase of this strategy, we seek to touch every USEHA member to help improve professional skills and build camaraderie. We also strive to attract new members to our ranks to expand our capabilities and achieve professionally beyond the great strides that we as a community have accomplished in the past.

It's my pleasure and honor to lead this effort to move USEHA into the future.

**Major Nathaniel P. Sheehan**  
**U.S. Army**  
**President**





## **Core Values**

**The core values for the Uniformed Services Environmental Health Association are Service, Camaraderie, and Integrity.**

## **Core Purpose**

**The core purpose of the Uniformed Services Environmental Health Association is to support and enhance interactions, knowledge, skills, and abilities of active duty, reserve component, and retired uniformed services environmental health professionals.**

## **Vision**

**The Uniformed Services Environmental Health Association (USEHA) will be one of the United States' principal resources for environmental health expertise and guidance. The association will be the largest affiliate of the National Environmental Health Association (NEHA), and its members will be from all eight United States' uniformed services. The membership also will include a substantial number of enlisted specialists and technicians and U.S. service members deployed overseas. Environmental health professionals in foreign services will be members of USEHA and regard the association as an important resource to help address military health issues in their forces and enhance their capabilities to better serve their nations. The association will be valuable to its members because it provides guidance, support, and resources that enhance their professional prominence and will be regarded as a key resource to career advancement. This professional enhancement will empower uniformed services environmental health professionals to better serve our nation. The association will provide environmental health leadership and leaders to help address national issues. Leading federal agencies, e.g., the U.S. Department of Health and Human Services and its agencies, U.S. Department of Defense and its services, U.S. Environmental Protection Agency, U.S. Food and Drug Administration, etc., frequently will solicit the support of USEHA to address national environmental health issues.**

## **Mission**

**The Uniformed Services Environmental Health Association's mission is to serve our members by enhancing their professional capabilities and leadership and to serve the environmental health needs of the uniformed services and the nation.**



## Goals and Objectives

### GOALS

Strengthen fiscal solvency through  
**Finance and Budget** strategies

Increase **Membership**

Provide **Education & Training**

Improve **Communications**

Improve **Marketing**



### MAJOR OBJECTIVES

Develop and implement a  
**Business Plan**

Develop and implement a plan  
to increase the affiliate's size  
and membership mix

Enhance career and  
professional development by  
providing relevant  
environmental health  
continuing education exclusive  
to members

Enhance existing and develop  
new systems that will improve  
communications with and  
between members

Develop and implement a  
marketing plan to promote  
awareness of the affiliate



## Implementation Plan

Our approach to achieve goals is to develop **USEHA Implementing Committees**, each assigned the responsibility to complete relevant objectives and tasks. Appendices A-E identify five Implementing Committees, along with their chairperson, goals, major objective, some additional/other objectives or tasks, and criteria for success.

To implement this strategy, each Implementing Committee must achieve its assigned goal. The following are the initial sequence of events that each committee must follow:

1. Chairs are to identify and acquire the members of their committee. The members should represent several of the different uniformed services and retirees.
2. Each committee is to review its goal and major objective (also any additional objectives or tasks noted), and then identify and establish additional objectives and tasks that will allow them to achieve the goal. These expanded objectives and tasks are to become a part of this document as added pages to each appendix.
3. Each committee is to establish a timeline for completing their goal, objectives, and tasks.
4. Each committee is to report its progress to the USEHA governing board at a frequency established by the board.

Some overlap between committee responsibilities and actions is expected; thus, interaction and coordination between committees is expected.

**Appendix A. USEHA Finance and Budget Committee**

<b>Chairperson: TBD</b>			
<b>Goal</b>	<b>Major Objective</b>	<b>Other Objectives/Tasks</b>	<b>Goal Completion Date</b>
Strengthen fiscal solvency through finance and budget strategies	Develop and implement a Business Plan	<ul style="list-style-type: none"> <li>• Establish a Finance and Budget Committee</li> <li>• Identify finance and budget strategies</li> <li>• Implement finance and budget strategies</li> <li>• Streamline the process for bank account transitions between incoming / outgoing treasurer's</li> </ul>	30 May 2024
<p><b>Criteria for Success:</b></p> <ul style="list-style-type: none"> <li>• Sufficient savings to pay for annual expenses plus maintain a reserve</li> <li>• Sufficient funds to pay for reception at annual educational conference</li> <li>• Sufficient funds to pay registration and other selected expenses for several speakers at annual educational conference</li> <li>• Sufficient funds to pay for annual USEHA awards</li> </ul>			





**Appendix B. USEHA Membership Committee**

<b>Chairperson: TBD</b>			
<b>Goal</b>	<b>Major Objective</b>	<b>Other Objectives/Tasks</b>	<b>Goal Completion Date</b>
Increase Membership	Develop and implement a plan to increase the affiliate's size and membership mix	<ul style="list-style-type: none"> <li>• Establish a Membership Committee</li> <li>• New member outreach</li> <li>• Succession planning</li> <li>• Issue membership cards</li> <li>• Enroll enlisted uniformed services environmental health professionals</li> <li>• Open membership to uniformed services environmental health professionals from foreign countries</li> <li>• Open membership to uniformed services civilian environmental health professionals (Should this also include civilian contractors who support the uniformed services?)</li> </ul>	30 May 2024
<b>Criteria for Success:</b> <ul style="list-style-type: none"> <li>• Overall membership increased by 50%</li> <li>• Increased membership diversity (e.g., civilians, enlisted personnel, etc.)</li> </ul>			







**Appendix C. USEHA Education & Training Committee**

<b>Chairperson:</b> Lieutenant Colonel (Retired) Welford C. Roberts, Ph.D.			
<b>Goal</b>	<b>Major Objective</b>	<b>Other Objectives/Tasks</b>	<b>Goal Completion Date</b>
Provide Education & Training	<ul style="list-style-type: none"> <li>Enhance career and professional development by providing relevant environmental health continuing education exclusive to members</li> </ul>	<ul style="list-style-type: none"> <li>Establish an Education &amp; Training Committee</li> <li>Continue to conduct an Annual Educational Conference in conjunction with the National Environmental Health Association's Annual Education Conference and Exposition</li> <li>Develop and/or coordinate semi-annual online seminars</li> <li>Develop a consolidated online source for members to access training and educational resources from the uniformed services</li> <li>Present USEHA sponsored lectures and/or courses at individual uniformed services conferences</li> </ul>	30 May 2024
<b>Criteria for Success:</b> <ul style="list-style-type: none"> <li>An association educational package that enhances members' technical and administrative skills</li> <li>An association educational package that enhances members' careers</li> </ul>			





**Appendix D. USEHA Communications Committee**

<b>Chairperson: TBD</b>			
<b>Goal</b>	<b>Major Objective</b>	<b>Other Objectives/Tasks</b>	<b>Goal Completion Date</b>
Improve Communications	Enhance existing and develop new systems that will improve communications with and between members	<ul style="list-style-type: none"> <li>• Establish a Communications Committee</li> <li>• Continue to upgrade the current USEHA internet site in order to develop a dynamic and interactive website</li> <li>• Develop a periodic newsletter that can be posted on the USEHA website</li> <li>• (NOTE: Affiliate newsletters should be sent to NEHA so that it can be shared with other affiliates)</li> <li>• Establish a “New Member” section on the USEHA website to provide orientation and instructional information</li> <li>• Develop a Mentorship effort for new and mid-career members that will allow them to seek advice and guidance from Uniformed Services Environmental Health leaders, seasoned professionals, and peers.</li> </ul>	30 May 2024
<p><b>Criteria for Success:</b></p> <ul style="list-style-type: none"> <li>• Association communication scheme that readily is accessible to members</li> <li>• Association communication scheme that keeps association members aware of organizational activities and events.</li> </ul>			





**Appendix E. USEHA Marketing Committee**

<b>Chairperson: TBD</b>			
<b>Goal</b>	<b>Major Objective</b>	<b>Other Objectives/Tasks</b>	<b>Goal Completion Date</b>
Improve Marketing	Develop and implement a marketing plan to promote awareness of the affiliate	<ul style="list-style-type: none"> <li>• Establish a Marketing Committee</li> <li>• Coordinate with other relevant environmental health marketing committees (e.g., NEHA, other NEHA affiliates, CDC, etc.) for collaborative efforts and to acquire techniques and information that may be useful for USEHA</li> <li>• Update the USEHA brochure               <ul style="list-style-type: none"> <li>○ Distribute at professional meetings</li> <li>○ Post on-line</li> </ul> </li> <li>• Identify and develop new marketing tools               <p style="margin-left: 20px;">Some examples include:</p> <ul style="list-style-type: none"> <li>○ A USEHA challenge coin</li> <li>○ A shadow box with USEHA and individual uniformed services challenge coins to be donated to NEHA for its annual silent action</li> </ul> </li> <li>• Identify audiences to direct market efforts               <p style="margin-left: 20px;">Examples include:</p> <ul style="list-style-type: none"> <li>○ Environmental Health professionals in all uniformed services</li> <li>○ Inter- and intra-service transfers</li> <li>○ Enlisted military technicians</li> <li>○ Direct commissions</li> <li>○ ROTC programs</li> </ul> </li> </ul>	30 May 2024
<p><b>Criteria for Success:</b></p> <ul style="list-style-type: none"> <li>• Potential members aware of the existence and purpose of USEHA</li> <li>• Potential supporters aware of the existence and purpose of USEHA</li> </ul>			



- **Service**



- **Camaraderie**

- **Integrity**