



**MURIEL BOWSER
MAYOR**

March 26, 2024

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to section 703 of the Office of Veterans Affairs Establishment Act of 2001, effective October 3, 2001 (D.C. Law 14-28; D.C. Official Code § 49-1002), I am pleased to nominate the following person:

Col. Charlette K. Woodard (Ret.)
Webster Street, NE
Washington, DC 20017
(Ward 5)

for appointment as Director of the Office of Veteran's Affairs, to serve at the pleasure of the Mayor.


Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Muriel Bowser".

Muriel Bowser
Mayor


Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of Charlette K. Woodard as Director of the Office of Veterans Affairs.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution may be cited as the “Director of the Office of Veterans Affairs Charlette K. Woodard Confirmation Resolution of 2024”.

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Col. Charlette K. Woodard (Ret.)
Webster Street, NE
Washington, DC 20017
(Ward 5)

as Director of the Office of Veterans Affairs, established by section 703 of the Office of Veterans Affairs Establishment Act of 2001, effective October 3, 2001 (D.C. Law 14-28; D.C. Official Code § 49-1002), to serve at the pleasure of the Mayor.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

CHARLETTE K. WOODARD, COLONEL (RETIRED)

TS/SCI

Professional Summary: Senior Human Resources officer with 30 years of military experience specializing in Human Resources Management, Strategic Planning, and Operation Management. Proven track record of providing strategic leadership in personnel management, including recruitment, compensation policy, and career development. Skilled in fostering a culture of diversity, equity, and inclusion, focusing on promoting the welfare and improving the performance of employees. Adept at building and maintaining solid relationships with internal and external stakeholders, ensuring effective collaboration and communication.

Areas of Expertise

Strategic Leadership – Change Management – Strategic Planning – Employee Engagement/Team Building – Resource Management – Program Management – Human Resources Management – Cultural Awareness/Diversity and Inclusion – Organization Management – Operations Planning & Management – Strategic Communication

HIGHLIGHTS OF QUALIFICATIONS

Leadership: Commanded an Army base with an annual budget of over \$21.4 million; 5,200 acres of land; 66 civilians; and 80 full-time contract employees. Fostered cooperative relationships among staff, tenants, community partners, and all military services. The collaboration resulted in \$15M in facility improvements, range modernization, road/barracks updates, and implementation of a conservation project valued at \$28M, affecting 25 buildings.

Strategic Planning: Served as the primary action officer for the Department of Defense's effort to execute the President's *National Emergency to Secure the Southwest Border*. Collaborated with internal and external agencies to develop a comprehensive benefit matrix and implementation guidance memorandum, which immediately affected over 3,000 National Guard members.

Human Resources Strategic Policy: Developed a mobilization authority benefits matrix in response to the Coronavirus Disease-2019 pandemic that captured an overview of service members' benefits based on federal statutory law. This matrix enabled senior Department of Defense (DoD) leaders to understand how various authorities (contingency or non-contingency operations) influenced personnel readiness across military services.

Human Resources Management: Advised senior leadership on the Reserve Component's personnel management regarding eligibility for the enlisted bonus. Instrumental and subject matter expert in the DoD Enlisted Bonus Program revision.

PROFESSIONAL OVERVIEW

United States Department of the Army – Various Occupations

May 1993 – May 2023

Office of the Assistant Secretary of Defense (Manpower & Reserve Affairs) (Military Personnel Policy)

Assistant Director, Reserve Component Compensation Policy

Jul 2018 – May 2023

- Developed and administered policies and procedures related to the compensation and benefits affecting the Reserve Component (RC) workforce of the Armed Forces of the United States.
- Evaluated and recommended changes to RC personnel's pay, allowances, and other benefits and analyzed legislation and regulations affecting compensation and benefits.
- Subject matter expert for personnel and compensation policies involving the RC concerning Combat-Related Special Compensation and Concurrent Retirement and Disability Pay policy, and for legislative matters affecting military compensation.
- Directly contributed to the final RAND Consulting report, "Payment of the Full-Rate of Special and Incentive Pays to Members of the RCs" of all aspects of the enterprise, to the Chairman of the House and Senate Armed

Services Committees. Due to my expert knowledge and input of the Reservist's structure and the multiple duties performed in the Reserve, my edits to the report led RAND Corporation to conclude that the estimated annual cost of paying RC members the total monthly rate of aviation and hazardous duty incentive is between \$92M and \$134.2M.

National Defense University / National War College

Jun 2017 – Jul 2018

Graduate

- Conducted extensive research and developed a comprehensive and coherent United States strategy for security operations with Nigeria through Government Partnerships and Youth Empowerment.
- Developed and evaluated objectives and strategies to address complex national security challenges. Coordinated with regional, private, and government agencies and officials to develop strategic recommendations and solutions to senior leaders and policymakers.
- Represented the National War College in interactions with external stakeholders, including government officials, academic institutions, and other organizations engaged in national security policy and strategy.

Devens Reserve Training Area (Fort Devens)

Jul 2015 – Jun 2017

Garrison/Base Commander

- Served as the senior executive to Senior Commander for all base operations activities; provided base operations services and support of Sustainable Readiness, individual, and unit collective training of over 263,000 Soldiers annually.
- Identified customers and analyzed stakeholders' expectations, advocated for and received over \$4.5M in range upgrades to enable organizations and personnel readiness. Realigned personnel processes to provide maximum customer support and reduce personnel shortfalls by over 15 percent.

Department of the Army

Jun 2010 – Jul 2015

Human Resource Management - Chief, Officer Career Policy/Assistant Chief of Staff, G1/Executive Officer

- Provided recommendations to senior Army leaders on regulations, policy and legislation impacting Regular Army, Army Reserve, and Army National Guard Officers. Served as the proponent for 13 Army regulations and policy-related pamphlets.
- Managed all human resource services for an assigned force of over 38,000 Soldiers and Civilian personnel (six General Officer Commands including 40 Colonel/06 Brigades).
- Ensured the Deputy Chief, Army Reserve of Human Capital Core Enterprise's instructions, guidance, and directives were provided to eight Directorates, including over 300 personnel.
- Directly supervised up to 55 military and civilian personnel - responsible for their welfare, morale, safety, discipline, and professional development. Provided technical staff advice on mobilization, strength management, casualty reporting, the Command's Suicide Prevention and SHARP.

EDUCATION

- **Master of Science Degree in National Security Strategy with a concentration in Ethics**, National War College, National Defense University
- **Master of Business Administration**, University of Phoenix



Executive Office of the Mayor – Mayor’s Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Col. Charlette K. Woodard, (Ret.)



Col. Charlette K. Woodard (Ret.) is an experienced leader with a strong track record in staff development, team building, and effective human resources management. Her career in the Department of Defense and Department of the Army spans over 25 years, encompassing various assignments within and outside the United States.

Col. Woodard’s (Ret.) most recent assignment was as the Assistant Director of Reserve Compensation at the Office of the Assistant Secretary of Defense (Manpower and Reserve Affairs) Military Personnel Policy, Military Compensation Policy, where she served from July 2018 to May 2023. In this role, her responsibilities covered a broad spectrum of personnel management and compensation policies that profoundly impacted the Reserve Component workforce of the United States Armed Forces.

Col. Woodard (Ret.) commanded the Devens Reserve Force Training Area (Fort Devens) in Devens, MA, from 2015 to 2017. This role saw her representing the Army and installation in the local community and supporting over 165 tenants with their base operation requirements. In 2014, she was assigned to the Pentagon as the Personnel Officer Branch Chief within the Headquarters Department of the Army, Military Personnel Directorate. In this role, she directly supervised two officers, two chief warrant officers, and one Department of the Army civilian while offering critical recommendations to the Director on regulations, policy, and legislation affecting Army personnel.

In 2012, she took on the Director of Human Resources role for the 377th Theater Sustainment Command in Belle Chasse, LA, overseeing a personnel pool of over 36,000 individuals. Prior to that, from 2010 to 2012, she served as the Executive Officer to the Army Reserve Command Deputy Chief in Washington, DC. After completing the in-residence Command and General Staff College at Fort Leavenworth, KS, in 2008, she assumed command of the 461st Human Resources Company in Decatur, GA, from 2008 to 2010. During this period, she successfully deployed the unit to Kuwait to support Operation New Dawn from 2009 to 2010. From 1993 to 2008, she held various positions, including Equal Opportunity Advisor, Postal Commander in Iraq, and Human Resources Officer. Col. Woodard (Ret.) has been honored with numerous awards and decorations, including the Bronze Star Medal, Meritorious Service Medals, and Joint Service Commendation Medal.

A Ward 5 resident, Col. Woodard (Ret.) earned her Bachelor of Arts in Business Administration from Bennett College and was commissioned as a Second Lieutenant in the Adjutant General Corps from North Carolina Agricultural and Technical State University, Greensboro, NC. Furthermore, she earned a Master of Science Degree in National Security Strategy from the National War College, National Defense University, Washington, DC, and a Master of Arts in Business Administration from the University of Phoenix, Kansas City, KS.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Tomas Talamante, Steve Walker
From: Betsy Cavendish
Date: March 12, 2024
Subject: Legal sufficiency review of Resolution nominating Charlette K. Woodard as Director of the Office of Veteran's Affairs

This is to Certify that this office has reviewed the above-referenced resolution and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Erika Satterlee, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in cursive script that reads 'Elizabeth A. Cavendish'. The signature is written in black ink and is positioned above a horizontal line.

Elizabeth A. (Betsy) Cavendish