



Kimberly Woollard
GLT Sr. Director

“From the earliest days of GLT, Kim has brought expertise, commitment, and dedication to all that she does. Kim always collaborates to get the job done to the highest standards and serves as a role model for all of the women of GLT.”

– Angel Peña, Chief of GLT



For as long as Kim can remember, she has been a hands-on, fix-it kind of person. Even as a little girl, she was always following her dad or grandfather trying to assist them with fixing something. Weekends were far more interesting and exciting helping her dad with a project around the house or fixing the car. Even at an early age, Kim recalls being drawn to the passion, curiosity and partnership that she felt when helping her dad or seeing her grandfather drive an MBTA bus.

Kim attributes her passion and the success of any project or maintenance

campaign that she later worked on to her mindset that motivation comes from working on things you care about. However, for Kim, it also comes from working with people you care about.



Kim and her grandfather

Although her dad was a guide to her success, Kim credits her mother too. Her mother taught her leadership by the way she lived her life: love others, more than you love yourself; know your shortcomings, but don't let them hinder your forward progress; work hard, and when you think the job is done, work harder; relationships matter; don't hold a grudge; and life is short, live it to its fullest.

Kim recognizes, however, that her background and upbringing are more the exception than the rule. Being a female leader in an industry dominated by men is not necessarily what any girl dreams about growing up. Kim also acknowledges that there is not enough encouragement for women pursuing a career in the Transit Industry to focus on maintenance. Women know that if they choose this path, they will face fewer advancement opportunities compared to their male counterparts. These truths did not and do not deter Kim.

Kim started her career at Boston Children's Hospital in the Engineering and Maintenance Division and served on a task force team representing the Engineering & Maintenance Division to achieve JCAHO Accreditation that demonstrates a commitment to providing safe high-quality care. Soon after, Kim married into the Army life and put a pause on her career to raise her children and support her husband's career and deployments with the U.S. Army. She lived in many places around the world. South Korea, Hawaii and Germany became temporary homes.

She took advantage of the pause in her career to focus on her most challenging role as a mom. In that role, she jokingly says she took on many titles: budget analyst, psychiatrist, mechanic, negotiator, logistician, planner, doctor, emergency responder, and a United Nations spokesperson—all preparing her well for her future management roles.

After 9/11, the Woollard family returned to the States and Kim worked in the Engineering & Maintenance Division at Reagan International Airport. In this role, Kim embraced technology and always looked to improve work processes and customer satisfaction. Kim was a problem solver who improved internal communications too.



Kim receiving the William A. Mitchell ENO Award in 2015

She helped to implement a paperless work order system and worked on training the shop areas on this new system. She was a proud part of the monthly Airport Committee Group. She loved the job and the people of Metropolitan Washington Airports Authority. Yet, she also knew that it was back at home in Boston where she longed to be, and that is what led her to switch from planes to trains.

In 2009, the MBTA hired Kim as a supervisor for Light Rail Vehicle Maintenance. She was soon recognized as a skilled manager and went on to serve as Superintendent, and eventually as Deputy Director of Light Rail Vehicle Maintenance and Engineering. She managed over 200 employees, 4 vehicle maintenance facilities, and a Light Rail Fleet of over 200 vehicles. In 2015, she received the William A. Mitchell ENO Award, primarily for leading Vehicle Maintenance through one of the worst winters the Authority had ever faced. She has served on several MBTA committees and task forces, including APTA's Rail Transit Committee, several Selection Committees, Derailment Committee, and the APTA Committee for International Rail Rodeo and for Vehicle Maintenance. She instituted new programs at the MBTA, including a LEAN Program in the Vehicle Maintenance Facilities and several Vehicle Programs. She has always looked forward to tackling head-on the challenges faced by the operational units of the Authority. She has been honored to be working with such a talented team to help lead the Authority into the future. Kim's motto has always been "You manage things, you lead people." Kim feels that women can be more effective as leaders, because when they deliver on what they promise, they empower other women.

**“ You manage things,
you lead people.”**

She has proudly represented the MBTA and given presentations in the transit industry on subjects such as Asset Management, Vehicle Maintenance Failures & Reliability, Meeting the Challenge of State of Good Repair, Green Line Light Rail Vehicle Fleet in Transition, and on the Impacts of Winter 2015 at APTA's 13th National Light Rail & Streetcar Conference.



Kim with the winners of the 2018 Rail Rodeo

In 2019, when the Green Line Transformation (GLT) program was established, Kim was immediately drawn to the holistic vision for the future of the Green Line. For Kim, this was an opportunity to leave a legacy that her grandchildren and their children could experience. In 2019, she accepted the role of Senior Director of GLT to manage a portfolio of projects that includes new vehicles, upgrades to Vehicle Maintenance Facilities, and implementing the Green Line Train Protection System. Kim joined GLT seeking a way that her voice could be heard as an agent of change.

Kim has never lost focus on pursuing her goals, even without role models in vehicle maintenance. Far more women in the Transit Industry are in civil engineering, construction, operations, finance, procurement or planning than are in equipment repair. This reality makes Kim a true role model of what is possible.

Kim feels that her people skills and her love of vehicle maintenance set her apart—both of which start and end with her love of her family, as evident in her journey from a little girl helping her dad to a senior executive helping shape the Green Line for future generations.

In Her Own Words



Kim presenting to the Fiscal Management and Control Board in 2019

"If more women already in the Transit Industry **start helping, coaching, and supporting each other**, even more women will feel like they belong and can contribute to this field and they will be more inclined to continue advancing their careers as well. The more females hired in this industry, the higher their chances of reaching executive roles. Trade careers should also be recognized and are essential to attracting, retaining and advancing women. It all starts in middle school and in trade schools. If you are a man or woman working in the Transit Industry, mainly in the Maintenance & Engineering area, encourage your female coworkers, inspire them, help them get their voices ideas and opinions heard. In the long run, this will not only result in more women choosing this profession but will also advance the careers of women already working in the industry.

"At GLT, with women making up more than 60% of the team, I am now afforded the opportunity to mentor and support other women in technical roles and help them see the possibilities for their own careers. But I know that is not enough. There is a greater responsibility, for both women and men already in leadership roles, to champion and empower women within our organization and our industry. That support needs to be the rule not the exception, if we truly want to create opportunities for women as leaders."

"Great leaders don't set out to be a leader, they set out to make a difference. It's never about the role but more about the goal."

"To overcome challenges that might arise from working in a male-dominated field, I recommend women help out other women! If you're the only woman—a situation I've been in before—find some like-minded men and align yourself with them. My advice to others working in a similar field would be to **NEVER LOSE YOUR CONFIDENCE**. Don't let anyone take that from you. You may have to fight twice as hard to gain credibility in this field, but if you don't believe in yourself, then it's going to be nearly impossible to make others believe in you too. I always try to credit the people who supported me and I feel the best way to develop the very best in others, is gratitude, building relationships, encouragement, and appreciation."



Kim at a GLT public meeting