




Cathy B. Bailey was appointed Interim Director of the Utility in July 2015 and selected as permanent Director of Greater Cincinnati Water Works (GCWW) in September 2015. Ms. Bailey has over 28 years of water utility experience in utility management and strategic planning at GCWW. Ms. Bailey leads a team that ensures effective stormwater solutions for the City of Cincinnati and safe drinking water for a regional population of more than 1.1 million citizens; supervises a team of 600 full-time employees; and oversees a \$130 million operating budget and a \$450 million capital budget over the next five years. Ms. Bailey is a strong champion and key visionary behind Greater Cincinnati Water Works award-winning Lead Service Line Replacement Program to remove and replace all lead service lines in the City of Cincinnati within 15 years.

Ms. Bailey holds a Bachelor of Science degree in Chemistry from the University of Cincinnati and started her water industry career spending two years at the United States Environmental Protection Agency as a research chemist. Ms. Bailey then joined Greater Cincinnati Water Works in 1992 as a chemist. She earned promotions to key managerial positions including Information Technology Help Desk Administrator, Strategic Planning and Performance Measurement Manager and Project Manager. Ms. Bailey worked as the project manager on the GCWW Water District Initiative. Ms. Bailey has worked on all five of the utilities' strategic plans and in 2011, she accepted the job as Strategic Planning Manager, where she led development and execution of strategic business planning efforts for the water utility. From 2012-2015, Ms. Bailey served on a City initiative as the transition manager with respect to the integration of the administrative management of the Departments of Water, Sewers, and Stormwater, working closely with City and Utility leadership to pursue cost savings opportunities. Her work involved leading various change management efforts and managing over 62 teams and initiatives, producing recommendations for change and resulting in



implementation of various practices to realize process efficiencies and promote continuous improvement. Ms. Bailey has experience with merging and decoupling utilities as she then worked to lead efforts in decoupling the utilities in 2015.

Ms. Bailey annually speaks and participates on panels at the American Water Works Association/Water Environment Federation Utility Management Conferences, the Association of Metropolitan Water Agencies (AMWA) annual meeting, the Engaging Local Government Leaders conferences, and various other water summits sharing experience and knowledge on strategic planning methods, employee engagement and empowerment, the importance of diversity and inclusion in the workforce, team project solutions, performance management and continuous improvement. Ms. Bailey serves as the chair of the Policy Committee for the Association of the Metropolitan Water Agencies and also as a board member on the Executive Committee and Rate Strategy Committee of The Water Research Foundation. Ms. Bailey remains an active member of the American Water Works Association.

Ms. Bailey has distinguished herself as a leader throughout her career, focusing on communications, strategic thinking, innovation, technical excellence, outreach, and teamwork to bring forward solutions that positively impact the community. Locally, Ms. Bailey is an active member of Delta Sigma Theta Sorority Inc., often working hard to raise funds to provide scholarships to African Americans attending college. Her love for the arts is shown in her involvement as a Playhouse in the Park Board Member. Her community work and leadership roles locally were recently recognized when she was named one of eight 2018 Greater Cincinnati YWCA's Career Women of Achievement and as one of the Cincinnati Venue Magazine's Women of Influence. In 2019, Ms. Bailey was named as one of seven African American leaders in Cincinnati that residents should get to know and understand their impact in the region.

