



Carol Thomas-Keefer

Agency Executive – Water Resources/Public Administration

Carol Thomas-Keefer joined Regional Government Services (RGS) in early 2021.

Prior to joining RGS, Ms. Thomas-Keefer had over thirty-five years' experience in managing water operations and groundwater resources with a focus on water quality, resource sustainability, and responsible cost management. She has strong leadership skills and a track record of innovation, consensus building, strategic planning, and effective community outreach.

Ms. Thomas-Keefer has a bachelor's degree in communication arts and Spanish, and she has completed coursework toward an M.B.A. Her water-related training and certifications include:

- California SWRCB Water Distribution Operator, Grade 4
- California SWRCB Water Treatment Operator, Grade 2
- NARUC Utility Rate School
- Environmental Compliance Boot Camp

PROFESSIONAL EXPERIENCE

REGIONAL GOVERNMENT SERVICES

Agency Executive

As an RGS Agency Executive, Ms. Thomas-Keefer currently serves as the General Manager of two groundwater authorities: the Indian Wells Groundwater Authority, one of the twenty-one basins determined to be in critical overdraft by the California Department of Water Resources; and the Colusa Groundwater Authority. Both agencies contract with RGS for comprehensive administration services. Ms. Thomas-Keefer oversees all agency administrative functions and the work of assigned RGS staff, and works closely with the Groundwater Authority Boards, technical engineering and hydrology consultants/partners, and the members of each community to advance the development and implementation of effective groundwater sustainability plans and to address relevant water policy issues with stakeholders.

LIBERTY UTILITIES APPLE VALLEY

Operations Manager

Ms. Thomas-Keefer was responsible for oversight of twenty-one operations employees, groundwater production from twenty-two wells, facility maintenance, reporting and compliance, distribution system maintenance, permitting, coordination with engineering staff on capital projects, and management of capital and expense budgets. In addition, she has implemented emergency drought regulations and is active in community outreach activities.

CALIFORNIA AMERICAN WATER COMPANY

Operations Manager

Ms. Thomas-Keefer was responsible for management of the investor-owned utility's Los Angeles County District operations with oversight of twenty-five employees, water production from twenty wells located in three separate groundwater basins, and a \$2.5 million capital budget and \$14 million annual expense budget. She coordinated with water quality and environmental compliance staff to meet all applicable regulatory requirements and participated in outreach with city officials regarding rates, conservation measures, and water supply and quality.

MAIN SAN GABRIEL BASIN WATERMASTER

Executive Officer

Ms. Thomas-Keefer served as the chief executive of the Main San Gabriel Basin Watermaster, an agency charged with administering adjudicated water rights and devoted to the management and protection of groundwater resources. She managed the development and implementation of groundwater management rules and regulations for water quality and water supply protection, and had oversight of project construction and operation of four groundwater treatment sites using multiple treatment processes. In addition, she participated in the initial development of the regional Groundwater Reliability Improvement Project to expand use of recycled water for groundwater recharge and participated in leadership of the Greater Los Angeles County Integrated Regional Water Management Plan group.

SAN GABRIEL VALLEY WATER ASSOCIATION

CENTRAL BASIN WATER ASSOCIATION

Executive Director

Through an agreement with Watermaster, Ms. Thomas-Keefer served three agencies simultaneously including as the executive director of two water associations. She managed all the staff functions and worked closely with state and federal lobbyists to monitor and advocate for water policy matters with legislators on behalf of water purveyors.

SUBURBAN WATER SYSTEMS

Communications Administrator

Ms. Thomas-Keefer was responsible for all employee and customer communications as well as support for senior management on rate proceedings, business planning, and annual report preparation.