



Golden State Finance Authority (GSFA)
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September 29, 2023

Brett Wiler, Senior Director, Economic Development & Strategic Planning
Thomas P. Miller & Associates
1630 N. Meridian Street, Suite 330
Indianapolis, IN 46202

Dear Brett,

I wanted to extend my thanks and appreciation to the Thomas P. Miller & Associates (TPMA) Team of Consultants that developed the Eastern Sierra Comprehensive Economic Development Strategy (CEDS). This was, as you know, the region's first CEDS and the TPMA Project Team did a wonderful job of explaining the process, walking the local CEDS leadership team through each step, and managing the community participation through stakeholder engagement sessions and open comment periods in a professional, prepared, relaxed manner.

As a career economic development professional, I have been a part of the development of initial and renewing CEDS on many occasions. The experience with the TPMA Project Team has been seamless and comprehensive, and among the best. The project team took the time to get to know the region, listen to local government leaders and stakeholders, and infuse economic and demographic data from multiple sources to develop a strategy that the local CEDS leadership team is excited about adopting and implementing.

This letter is intended to convey my appreciation and serve as my strong recommendation of TPMA as a partner and collaborator in economic development and strategic planning efforts for communities and regions.

If I can provide insight and comments on our experience to others who may be considering TPMA, please share my email address (bhayes@rcrcnet.org) so that we can arrange a phone call or virtual meeting.

On behalf of the Eastern Sierra CEDS Team, thank you.

Sincerely,

A handwritten signature in blue ink that reads 'Barbara Hayes'. The signature is fluid and cursive, with a long, sweeping tail on the 's'.

BARBARA HAYES
Chief Economic Development Officer