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Re: Submission of Analysis and Report by Houston Financial Forensics, LLC of HSSK's
Report

Regina D. Adams
Radcliffe Bobbitt Adams Polley PLLC
America Tower, 2929 Allen Parkway, Suite 3450
Houston, Texas 77019-7120
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Dear Ms. Adams:

This letter from the Board of Directors of Cypress Creek Emergency Medical Services Association transmits, to the Commissioners of Emergency Service District #11, the enclosed Houston Financial Forensics, LLC report. The CCEMS Board and officers anticipate Mr. Ramey's report will assist in answering questions the parties may have regarding HSSK's report dated December 19, 2018.

The Board is also providing the report as part of its continuing effort to renew and restore the working relationship between ESD #11 and CCEMS. The Board believes that alliance is for the ultimate benefit of residents and taxpayers in both the District and in CCEMS's service area.

In recent months, CCEMS and its Board have embraced several governance changes. There is a new management team and a new controller focused on fiscal and administrative concerns, in addition to the delivery of emergency care. There are new board members who, with existing members, want to bring a fresh approach to transparency, accountability, and oversight with ESD #11. The Board and new management recognize the need for improvement in several areas, one of which is improving internal controls. The process of reviewing Houston Financial Forensics' report has helped the CCEMS Board focus on additional areas of operation where these priorities can be addressed through new organizational efforts.

The report has also sparked interest in additional metrics that may help ESD #11 understand the cost effectiveness of CCEMS's first-rate emergency medical care. CCEMS sincerely believes

it provides the best quality emergency service to ESD #11 consistent with the contract and considering community and expected performance standards.

We know there are areas of concern from the Commissioners, and we want to address them. True, the controversies over financial and budgetary contract matters, and document requests that have arisen from those fiscal disputes, will not resolve overnight. But the new Board and management of CCEMS do take to heart the ESD Commissioners' desire to fulfill their oversight responsibility and accountability to taxpayers.

The CCEMS Board, officers, and management team are committed to rebuilding and improving their relationship with ESD #11 while continuing to maintain, if not improve, the CCEMS standard for prehospital care. The attached report is submitted by CCEMS as one more step in the process, and we hope it will be received in the same spirit.

Yours very truly,

/s/ George W. Vie III

cc:

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