

November 25, 2019

Ms. Karen Plummer  
President, Board of Commissioners  
Harris County Emergency Services District No. 11  
c/o Radcliffe Bobbit Adams Polley PLLC  
2929 Allen Parkway, Suite 3450  
Houston TX 77019

Dear Ms. Plummer:

In reply to yours of October 25, 2019, I write to advise that the CCEMS Board carefully reviewed the ESD 11 Term Sheet months ago and in response thereto instructed CCEMS Executive Director Brad England and General Counsel Andrew McKinney to formulate a counter proposal and a form of contract which they did and which the CCEMS Board thereafter approved and instructed that it be sent to ESD 11. My understanding is that those documents have been in ESD 11's hands for some period of time. Going forward, all communications on this topic should be directed to Mr. England and Mr. McKinney who are the authorized representatives of CCEMS for the purpose of engaging with ESD 11 on this or any other topic. For the CCEMS Board, I hope we can continue to work with ESD 11 in an atmosphere of mutual respect and accommodation, keeping in mind that continued service to the public is our highest and most solemn duty.

Kindest personal regards.



Glen Henning, President  
Cypress Creek EMS Board of  
Directors