

ALL CITY MANAGEMENT SERVICES

June 22, 2026

Dear Ms. Eichmann,

I am writing to continue our recent discussions and correspondence regarding crossing guard coverage at authorized Kingsport locations, specifically as it relates to student arrival patterns associated with school breakfast programs.

Based on our operational knowledge and experience, when schools provide breakfast service pedestrian activity begins earlier than the current crossing guard coverage window. This creates a known gap in coverage where children are exposed to traffic-related risks without support. Because this is a consistent and identifiable arrival pattern, ACMS believes crossing guard coverage must align with the full period during which students are actively traveling to campus. Coverage should not begin after student pedestrian activity is already underway, particularly when that activity is tied to a school-sponsored program.

This concern is based not only on the best operational practice, but also on prior experience. ACMS has been involved in a previous matter where a student walking to a breakfast program was struck by a vehicle shortly before the start of a client-assigned shift time. The incident occurred seven minutes prior to the scheduled start of coverage and resulted in the student being permanently disabled. In that matter, ACMS was jointly found liable alongside the city and the School District for failure to provide adequate crossing protection.

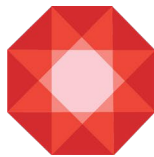
ACMS values its partnership with the City of Kingsport and recognizes the importance of managing costs responsibly. With that in mind, we have developed a proposal intended to expand coverage for breakfast arrival periods while restructuring the hourly rate to help limit the overall budget impact.

For reference:

- The projected 2026–2027 rate under the current “as-is” structure would be **\$51.92/hour**, with an estimated annual total of **\$86,454.20 NTE**, based on 1,665 hours.
- Under the proposed adjustment to include breakfast coverage, the rate would shift to **\$29.98/hour**, with an estimated annual total of **\$97,135.20 NTE**, based on 3,240 hours.

While the proposed structure reduces the hourly rate and increases total coverage hours, the resulting annual increase is approximately **\$10,681**.

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From a risk management and student safety perspective, this represents a measured and appropriate investment to:

- Provide coverage during all known student pedestrian arrival periods
- Reduce the likelihood of preventable incidents during breakfast arrival.
- Strengthening the defensibility of both ACMS and the City in the event of a claim
- Support a safer and more consistent environment for students and families
- Demonstrate a proactive response to the identified operational risk

In our view, this adjustment positions both the City and ACMS more responsibly while ensuring students are not left without protection during a known high-risk timeframe.

We value our relationship with the City of Kingsport and our shared commitment to safety. I would welcome the opportunity to review this proposal with you in more detail, answer any questions and work collaboratively toward a responsible path forward.

Thank you for your consideration and continued partnership.

Sincerely,

Brian Brooks
Chief Operating Officer

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