Board Briefing Report

DATE: October 19, 2026

TO: Board of Supervisors

FROM: Paul Nerland, County Administrative Officer

SUBJECT: Review of Library System Services

EXECUTIVE SUMMARY

This informational report responds to your Board's June 2, 2026 direction to analyze potential savings and operational implications of alternative management arrangements for the Fresno County Public Library. At your September 22, 2026 meeting, your Board requested that staff return with a Board Briefing Report rather than a separate agenda item at a Board meeting. The direction was to gather information, not to initiate any change in operations. Any additional work or action would require further Board direction.

Library Systems & Services (LSS) provided a preliminary managed-services submission dated December 1, 2023 at the request of a Board member, estimating approximately $85.15 million in savings over ten years. This vendor estimate has not been independently validated but was based on what LSS suggested they could save the County Library. Staff requested a detailed, current submission to support the Board's study. Staff understood that LSS intended to provide it; however, in October 2026 the company notified the County that it would not submit the requested materials.

The review, therefore, is based on incomplete information and was unable to rely on information expected from LSS. For that reason, this report is a high-level summary of what the County understands about LSS including potential service and administrative benefits, but also substantial employee, retirement, financial, governance and community concerns. Under County Charter section 13, contracting out operations would require at least four affirmative Board votes.

BACKGROUND

The Fresno County Public Library was established in 1910, with the City of Fresno's library system formally incorporated into the County system in 1917. Since that time, the Library has grown into a countywide network serving urban, suburban, and rural communities. Today, the County operates a Central Resource Library in downtown Fresno and 34 branch libraries, providing access to books, digital resources, educational programs, literacy services, technology, and community resources. The Library also participates in the San Joaquin Valley Library System, a regional cooperative that facilitates resource sharing among 10 public library jurisdictions across seven counties.

The Library operates as a County department under the authority of the Board of Supervisors and the County Administrative Officer. Its funding includes a dedicated one-eighth-cent sales tax approved by voters through Measure B in 1998, which currently provides the majority of the Library's annual budget. Measure B has supported expanded operating hours, library collections, programs, and facility improvements. The current County-operated model maintains public oversight of library policies, employees, funding, and operations.

In December 2023, LSS submitted a proposal at the request of a member of the Board of Supervisors to better understand their services and how it may or may not help the County. The model summarized in that proposal suggested that public ownership and policy authority would remain with the County, while LSS would employ library personnel and manage daily operations. The December 2023 proposal is included as Attachment A for historical reference only.

The December 2023 LSS submission contemplated a ten-year arrangement, had a limited validity period, and excluded capital improvements and certain building and equipment maintenance. Following your Board's direction for a review of Library System Services to return with more details and analysis, staff subsequently requested detailed, current operating and financial information to assess the model. LSS ultimately declined to provide it.

WHAT A MANAGED-SERVICES MODEL WOULD MEAN

Under the model described by LSS, the County would continue to own library buildings, collections and other assets and would retain public policy direction, budget oversight and operating-hour decisions. A contractor would manage day-to-day service delivery, staffing, human resources, collection procurement, information technology, accounting, marketing and programming. LSS characterizes this arrangement as managed services rather than a sale or transfer of public assets; others describe the contracting out of public operations as privatization. Both the retained public ownership and the transfer of employment and operational responsibilities are material facts. [1, 2]

LSS states that it seeks to retain incumbent employees when assuming operations, subject to the terms of an agreement. However, County employees who accepted employment with LSS would move to a different employer and benefits framework. LSS describes a 401(k) plan and other employee benefits rather than continued accrual under the County's defined-benefit pension system for LSS employment. Existing vested pension rights, employee choices, collective bargaining obligations and any transition or separation costs would require individual legal and actuarial analysis. [1, A]

POTENTIAL BENEFITS IDENTIFIED

LSS attributes possible efficiencies to centralized administrative services, purchasing scale, shared library technology, collection analytics and specialized professional support. Its 2023 proposal suggested that resources freed through efficiencies might support longer evening or weekend hours, additional programming, updated collections, technology, genealogy and home-school resources, and other services. These are possibilities, not adopted County commitments or verified local outcomes. [A, 1, 2]

LSS also cites other jurisdictions' experiences. For example, its materials discuss Riverside County's long-running managed-services arrangement and expanded programming in partner communities. Additionally, they cited creative expanded services highlighted the Cybrarium library in Homestead, Florida, as an example of an innovative library model that was celebrated after it's first year. These examples illustrate possible approaches, but do not establish that comparable results or savings would occur in Fresno County. [B, 3]

HISTORICAL 2023 PROPOSAL AND FISCAL LIMITATIONS

Attachment A states an estimated $85,153,807 in cumulative savings over ten years (roughly $8.5 million annually on average). The narrative figure and cost-summary table are not fully consistent. This historical, time-limited submission is not a current offer, and the County has not verified its assumptions or savings.

Any future assessment would require an apples-to-apples comparison of fully loaded County costs and contractor charges, including transition expenses, accrued leave and employment liabilities, pension-related obligations, County contract administration, retained facilities and maintenance, technology, capital needs, insurance, inflation escalators and enforceable service-level requirements. The allocation of any savings would also be constrained by applicable library funding requirements.

EMPLOYEE AND PUBLIC POLICY CONSIDERATIONS

- Employees and retirement: Changes in employer, defined-benefit pension accrual, 401(k) participation, health benefits, seniority, wages, leave, job security and bargaining rights could materially affect the workforce. The claim that existing staff would be retained would need contractual specificity.

- Public accountability: Residents may be concerned about private management of a core public service, transparency of contractor records and decisions, responsiveness to elected officials, complaint handling, public input and meaningful performance oversight.

- Collections and intellectual freedom: Any contract would need clear public policies on collection development, book challenges, programming, patron privacy, equitable access and safeguards against inappropriate political or commercial influence.

- Access and equity: Branch hours, rural and disadvantaged communities, language access, disability accessibility, outreach, free public services and service continuity would need measurable protection.

- Continuity and operational resilience: Transition risks include staffing vacancies, IT and patron-data migration, cybersecurity, emergency operations, vendor dependence, contract termination and the County's ability to resume direct operations.

- Other County functions: Libraries may serve as cooling centers, vote centers and community emergency resources. Agreements would need to preserve these uses and clarify responsibility for facilities and coordination.

- Community trust: Library staff, Friends groups, volunteers, donors and patrons have a substantial stake in how the system is operated. Any future change would warrant meaningful public engagement before policy decisions.

LEGAL AND FUNDING CONSIDERATIONS

County Charter section 13 requires a four-fifths affirmative Board vote to contract out County operations. A decision of that kind was not before the Board as part of this study. Any future consideration affecting represented employees would require review of applicable labor obligations, including the Meyers-Milias-Brown Act.

Measure B library tax revenues are restricted to authorized library purposes and must supplement rather than supplant qualifying existing funding. They cannot simply be redirected to unrestricted General Fund uses. A future management agreement would require County Counsel and fiscal review of retained County control, eligible costs, the funding baseline, revenue-sharing requirements and the proposed use of any efficiencies. The absence of a current agreement or proposal prevents a definitive funding determination.

OTHER MANAGEMENT OPTIONS

In addition to continuing the County-operated system or considering a full managed-services contract, possible models include selected service contracts, a separately governed library district, a joint powers authority with participating cities, or city-specific operating arrangements. More fundamental changes to the library system would involve distinct statutory, fiscal, asset, labor and service-continuity considerations. None has been evaluated to the level required for a recommendation, and none is proposed by this report.

LSS WITHDRAWAL AND EXPERIENCE IN OTHER JURISDICTIONS

To carry out the Board's study, County staff requested a detailed, updated LSS submission covering operating costs, staffing, employee benefits, service standards, transition requirements and projected savings. Communications with LSS led staff to understand that the company intended to provide those materials. In October 2026, LSS instead notified the County that it would not submit them and was no longer pursuing a managed-services agreement. Without that information, staff cannot conduct a reliable comparison or substantiate the historical vendor savings estimate.

Public records and reporting identify additional instances in which LSS discontinued consideration of library management arrangements. In December 2017, The Daily Journal reported that a management company withdrew its offer to operate the Vineland Public Library in New Jersey. In June 2024, LSS withdrew its bid to manage the Huntington Beach Public Library shortly before City Council consideration. In June 2025, Samuels Public Library confirmed that LSS had withdrawn its bid to provide library services in Warren County, Virginia. Unlike Fresno County, Warren County had received

a bid before the withdrawal. These cases involved different circumstances and do not establish a common reason for the decisions. [4] [5] [6] [7] [8]

A private provider may discontinue its pursuit of a public contract for various reasons; the County cannot determine LSS's motivation from these events. However, the public record underscores the importance of detailed, timely contractor submissions and an opportunity for independent fiscal, operational and public review. In Fresno County, LSS declined to submit the requested detailed information. Consequently, staff cannot validate the historical savings figures or complete the Board-directed study of that company's model. This is a limitation of available evidence, not a determination about LSS's qualifications or the merits of contracted library management generally. However, the failure to submit a proposal under public scrutiny has raised questions about the dependability of the organization and merit of any proposal.

CURRENT STATUS AND CONCLUSION

The Board directed staff to study the potential benefits and implications of alternative library management, without authorizing a change in operations or directing negotiations. Available materials describe possible efficiencies and service enhancements, along with material employee, fiscal, legal, operational and public-accountability considerations. Because LSS declined to provide the detailed information requested, the County cannot reach a supported conclusion about the financial or operational merits of an LSS arrangement. There is no further action recommended.

CONTACT PERSON

For further information, please contact:

Samantha Buck, Deputy CAO, County Administrative Office – (559) 600-1215

ATTACHMENTS AND REFERENCES

- Attachment A — Library Systems & Services, “Library Services Proposal: Fresno County, CA,” December 1, 2023 (historical vendor submission; no longer valid; provided separately).

- Reference B — LSS correspondence to Fresno County, October 31, 2024, describing its Cybrarium example (background correspondence; not included as a public attachment).

- [1] Library Systems & Services, Frequently Asked Questions: https://www.lsslibraries.com/faqs/

- [2] Library Systems & Services, Partnership with LSS: https://www.lsslibraries.com/partnership-with-lss/

- [3] Library Systems & Services, Riverside County case study: https://www.lsslibraries.com/success-stories/riverside-county-library-system/

- [4] Los Angeles Times / Daily Pilot, “Library management company abruptly pulls bid for Huntington Beach services,” June 18, 2024: https://www.latimes.com/socal/daily-pilot/news/story/2024-06-18/library-management-company-abruptly-pulls-bid-for-huntington-beach-services

- [5] LAist, “In latest chapter of library wars, company cancels bid to manage Huntington Beach library,” June 17, 2024: https://laist.com/news/politics/huntington-beach-privatization-library-vote

- [6] The Daily Journal, “Management company pulls offer to run Vineland library,” December 19, 2017: https://www.thedailyjournal.com/story/news/2017/12/19/management-company-pulls-offer-run-vineland-library/932476001/ (article identified; full text not independently reviewed).

- [7] The Northern Virginia Daily, “LS&S withdraws library proposal for Warren County,” June 2025: https://www.nvdaily.com/nvdaily/ls-s-withdraws-library-proposal-for-warren-county/article_5ee69baf-44cb-5032-83ad-0c661dfb95dd.html

- [8] Samuels Public Library, press release, “Community Victory: LS&S Withdraws Proposal to Take Over Samuels Public Library,” June 27, 2025: https://samuelslibrary.net/index.php/about/press-releases

Attachment A

Library Systems & Services, "Library Services Proposal: Fresno County, CA," December 1, 2023

LIBRARY SERVICES PROPOSAL

Fresno County, CA

DECEMBER 1, 2023

library systems services

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December 1, 2023

Paul Nerland, CAO
Ed Hill, COO
County of Fresno
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Fresno, CA 93721

Gentlemen,

Thank you for the opportunity to provide information about a partnership with Library Systems & Services (LS&S) to manage and operate the Fresno County Library. For more than 35 years, LS&S has focused on a single mission: Help communities flourish through enhanced public library operation.

A partnership with LS&S results in peace of mind knowing that library professionals with decades of experience are there to provide high-quality library services tailored to local community needs. LS&S will be committed to providing service enhancements and additional hours of collection management and program assistance.

The enclosed proposal details how LS&S will bring expertise and extensive experience to developing and operating public libraries that will exceed Fresno County's present and future needs.

Thank you for your interest and consideration.

Respectfully,

Mike Posey

Regional Sales Executive
michael.posey@lsslibraries.com
(714)412-0174

PROPOSAL SUMMARY

Library Systems & Services has a history of providing high-quality library services across the country. Based on our analysis of the Fresno County Library System , LS&S can be a valuable partner to the County by delivering long-term budget stability in an outsourced model that handles library operations, human resources, library IT services, marketing and library services and goods procurement in an effective model driven by the County's policies and needs of the patrons it serves. Library Systems & Services will also work with the County on programming, community partnerships and growth/innovation initiatives that support the local community. Library Systems & Services' approach includes the following benefits to the Mission Viejo Library:

- **Cost savings estimated at $85,153,807 over the ten-year contract**
- **Included as part of the contract, LS&S will provide the following at the County's request: Analysis of the Fresno County collection data using Library IQ and align according to:**
    - Circulation trends
    - Relative Use
    - Patron Demographics
- Transition of existing library staff to Library Systems & Services team
- Complete managed services of the Fresno County Library in accordance with the direction of city leadership and patron demand including:
    - Library Operations
    - Centralized collection management, materials procurement and cataloging
    - Human Resources management
    - Strategic Planning
    - Library Information Technology Systems Management
    - Marketing
    - Finance and Accounting
- Expertise from a company of Librarians that is flexible and adaptable to the Community's changing needs

Library Systems & Services appreciates the opportunity to propose our services to the Fresno County Library. We are confident our approach will strategically position the Fresno County Library for all of the changes and challenges facing your community over the next 10 years. Library Systems & Services is committed to an effective partnership that allows the county to maintain local control and ownership while maximizing the efficiencies and efficacy of our services platform.

EXECUTIVE SUMMARY

LS&S partners with communities to provide more public library services than any system in the country. Leveraging a true partnership model, LS&S has focused on a single mission for 35 years: Helping communities flourish through enhanced public library service. With deep expertise in public library strategy, best practices and innovation, LS&S powers strong libraries and strong communities.

A partnership with LS&S means high-quality libraries backed by the support and strength of subject matter experts. **The unique public-private partnership model means community leaders continue to control policy, direction, and assets while LS&S employs personnel and manages day-to-day operations.** Leveraging industry best practices and decades of experience, LS&S streamlines and modernizes operations and centralizes back-office tasks, enabling staff to focus on meeting community needs. We pass along our large consortium discounts on materials and technology to all our member libraries.

PARTNERSHIP BENEFITS OF LS&S MANAGED SERVICES

BUDGET STABILITY
Budget will remain stable and predictable over the life of the contract.

RESOURCES FOR REINVESTMENT
The County of Fresno will be able to leverage the projected annual savings for library service expansion to include but not limited to;

- Expand Hours for evenings and extended weekend access.
- Co-location and access to books and materials
- After hours card and code access for pre-approved patrons
- Strategic assessment and planning for future library locations.
- Expanded programming options.
- Reinvestment in print, electronic and materials collection with real-time Library IQ data informing selection and acquisition and reinvestment.
- Additional staffing for added hours and programs.
- Refresh, weeding and potential monetization strategy for out-dated, non-circulating and items of disrepair within the current collection.
- Genealogy Department investment
- Home school materials investment

COMMUNITY CONTROL, FOCUS & COLLABORATION

- Community ownership of facilities, collections, technology, furniture, fixtures and equipment.
- Collections and programs tailored to community policies and patron demand.
- Working beyond library walls, professionals collaborate with the community - including local city government (staff and council), library board members, Friends organizations

and volunteers - to advance the Library's mission, expand services and maximize resources.

- LS&S brings extensive experience in collaborating with local community colleges, local nonprofits, as well as other third party education providers to deliver valuable education services to our communities. Examples include:
    - **Shasta Public Libraries** – Redding Library partnered with Shasta Community College to provide space and support for adult literacy programming.
    - **Camarillo Public Library** – Partnership with the Oxnard School for Adult Literacy.
    - **Riverside County** has six joint-use locations (public library within a public school setting) – shared resources and space.

OPTIMIZED STAFFING

A full-service **Human Resources Department** specialized in the library industry handles employee relations, benefits administration and recruiting. Staffing ratios and best practices focus on service excellence and provide 24/7 support to community leaders and staff.

Employee benefits include:

- Professional development and training
- Nationwide peer network and knowledge sharing
- Nationwide career opportunities
- Loan forgiveness and tuition reimbursement
- Benefits, including 401K with match, medical, dental, flexible spending & disability

COLLECTION MANAGEMENT

Print materials and digital resources tailored to local community data, needs and desires are an LS&S hallmark. With LS&S partnership, collection policy remains under the control of the Library Board and local officials while selection decisions are made by LS&S library staff. A centralized collection management team with decades of experience supports every LS&S partner library, enabling valuable staff time to be devoted to patron service. Proprietary LS&S collection management process and technology optimize budgets and ensure strong ROI on materials purchased. **Collection management services include:**

- **Acquisition, Cataloging and Processing**
    - Real-time online invoice and budget reporting including vendor accounts, budgets, titles on order, invoices, encumbrances and remaining balances.
    - Vendor and processing discounts.
- **Selection**
    - Expert selectors work with all major library vendors to select materials that align with local needs.
- **Physical Inventory and Weeding**
    - Disposal of weeded material.
    - Removal of catalog records for weeded materials.
- **LibraryIQ Analytics Platform**

- **Library Resource Planning** - Uses in-depth analytics to ensure Library offerings are optimized to meet patron needs. Through a deep understanding of library resource usage, libraries can strategically allocate budget and determine the ideal mix for collections, programs, technology and facility.
- **Patron Relationship Planning** - Supports library goals of expanding outreach, meeting the needs of communities and engaging current and prospective patrons. Insights are gained through analytics combining demographic data, engagement with current and prospective patrons and correlation with library usage data to develop marketing tactics and programs.
- **Workflow and Process Management** - Provides efficiencies and strategic cost reductions through automation and streamlining of core library activities such as collection management from selection through weeding. Integrating systems, data and technology to refine processes, staff can spend less time and effort while attaining better outcomes.

PROGRAMS

Thousands of programs have been developed and are available for use through the LS&S library consortium, saving significant time and resources. Programs are designed to strengthen patron access to information and complement library collections, inspiring new thoughts and ideas. Programs are tailored to community needs and interests and help educate and improve the quality of community life while celebrating and upholding intellectual freedom.

As a partner library with LS&S, the Fresno County Library will have access to expanded programming resources and collaboration opportunities with other libraries in the consortium.

Program Examples:

Early Literacy: Storytimes centered around the Five Early Literacy Practices in combination with the Six Early Literacy Components are in high demand and crucial in developing early literacy skills needed for success. Programs benefit caregivers as trained professionals model techniques and encourage caregivers to teach early literacy skills at home.

STEM/STEAM: School-age programs are designed to enhance learning with hands-on, dynamic experiences. Spark Space, Sorcerers at Sunset Harry Potter after hours, Harry Potter Yule Ball, NASA Space Club, science experiments, scavenger hunts and more enable children to apply new knowledge through projects and events.

Adult: Cultural and educational programs and events focused on enriching lives also fight social isolation and keep minds sharp. Shared interests - reading, knitting, cooking and art - are the common bases of adult programs.

Adult Literacy: Hugely successful, adult literacy programs pair adults in need with trained volunteers, who tutor them in reading, math, English as a Second Language and much more.

Career/Business Development: Upskilling in Microsoft applications and technology, resume writing and entrepreneurial seminars create a springboard for local employment and business development.

GED/High School Equivalence: Classes and tutoring ensure preparation and provide practice tests for exams. Opportunities to earn accredited high school diploma and career certificates expand career opportunities, prepare for workforce entry and enable continuing education.

Teen: Centered around preparing for adulthood, teen programs expose adolescents to new thoughts and ideas, and provide the freedom to explore without repercussions of failure. Teen Advisory Boards, Makerspaces and cosplay provide opportunities to safely explore and experiment.

Family: Family programs like Comic-Cons and Halloween Extravaganza bring multiple generations together to learn and connect at the library.

TECHNOLOGY

Leveraging a team of IT professionals and developers with deep library industry knowledge, LS&S crafts scalable and easy-to-use IT solutions that fit the needs of libraries of all shapes and sizes. The combination of large-scale purchasing power and strategic IT planning transforms libraries into tech learning and access hubs.

Data security and uninterrupted patron service are foundations of LS&S IT services and are always assured with redundancy, regular backups and offline capabilities in the event of connectivity issues.

The LS&S IT team is available to assume full management of library technology or coordinate with municipal IT services.

Technology & Security Management

- Review and measurement of current technology using ALA-approved benchmarks, staff and stakeholder insights
- Maximize security by optimizing existing cybersecurity infrastructure with data protection at the forefront
- Inventory existing technology to create a proactive monitoring plan and "end of life" replacement cycle
- Helpdesk and 24/7 support to promptly resolve technology issues via efficient ticketing platform

Integrated Library System (ILS)

Alleviate the burden of ILS management with hosted service.

Automated Material Handling
Reliable and easy-to-use automated material handling (AMH) solutions are an option to expedite re-shelving materials and reduce staff burden. Volume discounts from leading vendors are available, along with experts to assist in planning and implementation.

State-of-the-Art Technology
Vendor partnerships ensure technology such as makerspaces, coding environments, virtual and alternate reality and other emerging technologies are available. Expert purchasing, setup, training and adaptive technology ensure accessibility.

Technology Strategic Planning
Combining technology insights with valuable input from staff and library stakeholders, IT experts create an ideal, yet practical plan and technology roadmap to suit community needs.

STRATEGIC PLANNING
LS&S has a team of Library professionals that focus on strategic planning, they will collaborate with library leadership, city leadership and stakeholders to chart a path to success. Strategic plans are informed by community demographics and projected growth (industrial, commercial and residential), surveys, stakeholder/public input and insight from the LS&S library consortium. Inclusive of this contract, **LS&S will provide a library strategic plan as well as an assessment and plan for the city regarding satellite locations during the initial contract term and at renewal/contract extension periods.**

MARKETING
Marketing strategy and planning increases community awareness strategies and increases library visibility, reaching new audiences and promoting programs and services. LS&S has a team of dedicated marketing experts available to provide support in the following areas and more:

- Brand and logo development
- Brochures and other printed materials
- Web banners
- Graphic design
- Quarterly or Annual Reports
- Presentations to City/County leaders
- Press Inquiries
- News Releases
- Communications development
- Media training
- Social media strategy

The LS&S marketing team leads a Marketing Committee for library staff members responsible for marketing, communication, social media, etc. The group gathers virtually every other month

to share resources and ideas and learn more about specific topics.

GRANT SUPPORT

Grants are an excellent opportunity to supplement budgets and enhance programs and services. LS&S staff has decades of experience in public library grant strategy, development and operations. The Grants team supports all LS&S-operated libraries with grant opportunity identification, application creation and editing, planning, budget development and execution. Recent grant awards include:

- Building Forward Library Improvement Grant Program
  - Escondido Public Library: Critical Infrastructure and Modernization Project, $10M
  - Moorpark City Library: New Library, $4.6M
  - Redding Library: Redding Library Safety Renovation Project, $1.6M
  - Riverside County Library System, Coachella Library: Retrofitting and Renovation Project, $4.5M
- Osceola County
  - ALA American Dream Grant (programs for adult English learners) 2018, $10K
  - Florida Humanities Life, Liberty + Library (democracy and civics books) 2020, $2,500
  - CARES Connecting Osceola for a Better Tomorrow (hotspots, chromebooks) 2020, $108,145
- California State Library – Bookmobile, $110K
- First 5 Shasta, Shasta Regional Community Foundation, Shasta Library Foundation - Outdoor Explore Garden, $90K
- LSTA Pitch-An-Idea – Makerspace Kits, $47K
- California Library and Literacy Services – Adult Literacy Grant, $47K
- California State Library – Comic-Con Cosplay, $18K
- NewCo Foundation – Tech Lab, $10K

FINANCE AND ACCOUNTING

Experienced accounting and finance teams managing all financial operations for all LS&S-operated libraries. Services include:

- Payroll and accounting
- Financial planning and budgeting
- Financial reporting and analysis
- Monthly financial reviews with the Library Director
- Procurement expertise and management
- Supplier efficiencies, discounts and management

BACKGROUND & QUALIFICATIONS

LS&S is the nation's only company exclusively focused on partnering with local governments to optimize public libraries.

Modern libraries have evolved from "reading rooms" to vibrant places for learning and connection, and LS&S has led the way. LS&S partner libraries are hubs of community growth and play a key role in developing local workforce and boosting the economy.

LS&S employs nearly 1,000 people - more than 140 of whom are professional librarians with MLS degrees from ALA-accredited library schools - and operates libraries in the following communities:

Arlington, TN
Camarillo, CA
Collegedale, TN
Escondido, CA
Farmers Branch, TX
Finney County, KS
Homestead, FL
Huntsville, TX
Manassas Park, VA
Millington, TN
Moorpark, CA
Moreno Valley, CA (3 branches)
Osceola County, FL (6 branches)
Palmdale, CA (1 branch and 1 mobile library)
Red Oak, TX
Riverside County, CA (34 branches, two mobile libraries and a museum)
Shasta County, CA (3 branches)
Simi Valley, CA
Sumter County, FL (5 locations)
Upland, CA
Wilmer, TX

LS&S LEADERSHIP

Heidi Dolamore, MLIS | *VP Library Operations West Region*

Heid is an expert in public library strategy, leadership and staff development who has worked in California libraries since 2006. She conducted assessment and visioning for statewide library cooperatives and created professional development courses on library management. Heidi was Director of Library Services at the Berkeley Public Library in California where she created a leadership development program to spark innovation and launched a STEM initiative to elevate libraries as a destination for hands-on science learning. She was also Assistant Director of the San José Public Library where she initiated and managed a significant broadband enhancement. Heidi earned a Master of Library and Information Studies from the University of British Columbia in Vancouver, Canada. She was a Graduate Fellow in Germanic Language and Literature at Washington University in St. Louis, MO and earned a BA in Art History from Bryn Mawr College in PA.

Amy Johnson, MLS | *Director, Collection Management*

With over 15 years of experience driving workflow efficiency for libraries, Amy uses her background in Cataloging and Collection Development to manage a variety of projects. She thrives on adaptability and makes library workflows as efficient as possible. Between her passion for library user experience, deep love for spreadsheets and strong project management focus, Amy has been improving cataloging and collection development for libraries for decades. She has her MLS from the University at Buffalo and a BA in Psychology from the Pennsylvania State University.

Sue Considine, MLIS | *VP Library Operations East/Central Region*

Always at the forefront of industry thought leadership, Sue has been developing and growing public libraries for decades. She facilitated the creation and implementation of the first library makerspace in the nation at the Fayetteville Free Library (NY) where she served as the Library Executive Director from May 2001 – August 2018. Since 2018, Sue has been providing library consulting services and presentations internationally. Sue's consulting work was focused in the following areas: Organizational Design, Strategic Planning, Board Development, Community Engagement, Staff Training and Development, Innovation and Change, Emerging Technology Integration and Space Planning. She received her BA in English Literature from the State University of Albany (NY) and her MLIS from Rockefeller College, State of New York at Albany. Sue also has certificates in Strategic HR Leadership and is a certified grant writer. She inspires library excellence.

Todd Frager | *Chief Executive Officer*

Todd has been with LS&S for five years and brings with him extensive experience in public-private partnerships. Spending the majority of his career building solutions to support the K12, Higher Education and Homeschooling industry. Under Todd's leadership, LibraryIQ was created to bring innovation and products to the library space. Todd is a member of ICMA and volunteers as a Board Member and Treasurer of the ARC of Carroll County, MD. Todd has executive experience at the education technology firms Blackboard, Inc., Moodlerooms and Spectrum K-12 Solutions. Todd earned an MBA from the University of Baltimore and BBA in Finance and Economics from James Madison University

LS&S CLIENT TESTIMONIALS

"With LS&S, continuous improvement, efficiency and innovation are the standard. We have already been able to realize these benefits and clearly see how **the partnership enables us to be nimbler in tackling the challenges of today and tomorrow.**"
- Jeffrey Epp, *Escondido City Manager*

"By partnering with LS&S, we have been able to **significantly increase the level of service** to the community, **while also reducing annual costs**"
- Dr. Yxstian Gutierrez, *Mayor, City of Moreno Valley*

"**$1.2M in savings…**You can't ask for a better partner than LS&S."
- Fred Hawkins, Jr., *Osceola County Chairman and District 5 Osceola County Commissioner*

"**I rely heavily on LS&S** to provide me with the new trends, best practices, and anything that we may be able to implement."
- Suzanne Holland, *Director, Riverside Economic Development Agency, County of Riverside*

"**Across the board, we've had strong increases** in total circulation, digital circulation, total program attendance and total number of cardholders."
- Leslie Smith, *Administrative Head, Sumter County*

LS&S PARTNERSHIP SUMMARY

- Enhance services with additional programs/events and possibly hours
- Optimize collections with centralized collection management
- Increase efficiency across library operations
- Maximize budgets with large consortium discounts and benefits
- Provide staff for patron service
- Dedicated back office support from HR, IT, Finance and Marketing professionals
- City maintains control of library assets and direction
- Leverage library industry best practices and experts

COST SUMMARY

The pricing contained in this section is for Managed Services. Pricing below reflects thorough review of the Fresno County Library's budget and practices and will secure operations to provide high quality library services. LS&S management is turnkey and includes all operations except capital improvements and other building and equipment maintenance.

Annual Cost for Managed Services:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Personnel	$ 24,008,770	$ 24,729,033	$ 25,470,904	$ 26,235,031	$ 27,022,082	$ 27,832,745	$ 28,667,727	$ 29,527,759	$ 30,413,592	$ 31,325,999	$ 275,233,642
ODC	$ 12,648,397	$ 13,027,849	$ 13,418,684	$ 13,821,245	$ 14,235,882	$ 14,662,959	$ 15,102,847	$ 15,555,933	$ 16,022,611	$ 16,503,289	$ 144,999,697
Materials	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 43,608,280
Current Cost	$ 41,017,995	$ 42,117,710	$ 43,250,416	$ 44,417,104	$ 45,618,792	$ 46,856,531	$ 48,131,402	$ 49,444,520	$ 50,797,030	$ 52,190,116	$ 463,841,618
Library Management Fee	$ 29,229,222	$ 30,106,099	$ 31,009,281	$ 31,939,560	$ 32,897,747	$ 33,884,679	$ 34,901,219	$ 35,948,256	$ 37,026,704	$ 38,137,505	$ 335,080,272
Materials	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 4,360,828	$ 43,608,280
New Cost	$ 33,590,050	$ 34,466,927	$ 35,370,109	$ 36,300,388	$ 37,258,575	$ 38,245,507	$ 39,262,047	$ 40,309,084	$ 41,387,532	$ 42,498,333	$ 378,688,552
Savings	$ 7,427,945	$ 7,650,784	$ 7,880,307	$ 8,116,716	$ 8,360,218	$ 8,611,024	$ 8,869,355	$ 9,135,436	$ 9,409,499	$ 9,691,784	$ 85,153,067
% Savings*	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

**Percentage of savings based off LS&S costs only removes materials*

Pricing for Managed Services Includes:

- A strategic plan at the commencement of the contract and at contract renewals
- Items listed in this proposal such as collection management, technology, LibraryIQ, marketing, programs and grant support
- Dedicated back office support of HR, IT, Finance and Marketing

Through contracting with LS&S, the Fresno County Library will have a predictable library budget.

The County of Fresno will realize budget stability **over the life of the contract** as your Library operating costs will be a predictable part of the County's budget.

ANNUAL OPERATING BUDGET INCLUDES:

Human Resources

- Salaries, Wages & Employee Benefits
- Health Insurance
- FICA – Medicare Contributions
- Retirement Benefits

Technology & Equipment (non-capital)

- Service Agreements
- Online Services

Materials
Strategic Plan
Programming

Pricing based on information provided by the County of Fresno. Final numbers may vary and are based on a 10 Year Term locked in at 3% versus 5-year renewal at a minimum of 4% or ECI. Contract expires within 30 days.

Attachment B

Cybrarium Example Links from LSS

Attachment B

Links Provided By LSS on Cybrarium

Cybrarium specific webiste linked here
- https://cybrarium.org/

Our Cybrarium made the news -
https://www.southdadenewsleader.com/news/cybrarium-celebrates-successful-year/article_e428edd6-87da-11ed-b324-ab9d5f8bdc72.html

Attachment 1

LSS Frequently Asked Questions

library systems & services

LEARN MORE

FAQs

FREQUENTLY ASKED QUESTIONS

— What are library managed services?

LS&S library experts partner with community leaders to strategize, develop and deliver excellent library services in alignment with community goals. LS&S

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— Does the community still own the library?

> Yes. The community maintains ownership of the library and all of its assets – from the building to the books and digital materials to the furniture and technology. LS&S provides day-to-day operation of the library.

— Is managed services or outsourcing another name for privatization?

> Outsourcing or managed services is not the same as privatization. LS&S does not privatize libraries. Privatization is the transfer of ownership of assets to a privately held company. LS&S offers outsourcing or managed services for libraries through partnership with communities.

— Who makes decisions about the library after LS&S assumes operation?

> The community, typically community leaders and staff and library board members, maintains oversight and direction of library. Strategic decisions and policies are made collaboratively to reflect the needs and desires of the community.

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technology and participate in programs—all for free. LS&S honors and serves in alignment with the core values of public librarianship. Like all public libraries, LS&S operated libraries submit statistics annually to the Institute of Museum and Library Services.

What happens to current library staff when LS&S assumes operation of a library?

LS&S retains existing staff upon execution of the agreement and hires qualified local staff that meet the needs of the library and are invested in the success of the library and community as necessary. Staff continuity is essential for the library to remain connected to the community and for the community to support the library. LS&S library staff live and work in their communities.

What happens to library policies when LS&S assumes operation?

Local government leaders and/or Library Boards continue to set the budget, make policy decisions and determine operating hours. LS&S works closely and collaboratively with local leaders to implement the defined plan for the library with enhanced services, technology and collections as cost efficiently as possible. LS&S professionals maintain strong relationships with Library Boards of Trustees and work for them to support library policy.

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platform to take a data-driven approach to collection management – assessing current collections and making collection adjustments based on demand. Purchases of best-sellers, adult and children's titles, audio-visual and reference materials are based on community needs, demographics, preferences and usage. Collections expertise is enhanced by access to library cooperatives through which libraries share materials for patrons to check out in other library systems. Local staff has final approval on all materials and drive acquisition of locally-focused materials.

— What are qualifications of LS&S library staff?

All LS&S Library Directors are library professionals with master's degrees in library science or library information services. They are supported by a senior team of MLS degreed librarians. LS&S places high value on the commitment and knowledge an advanced library degree represents; more than 100 MLS/MLIS degreed librarians work in LS&S libraries. All eligible staff have the opportunity to take advantage of an MLS student loan forgiveness program and tuition reimbursement to continue personal and professional growth.

— What benefits are available to library staff?

LS&S offers generous benefits packages including medical (with company paid deductible), dental, vision, life, short-term and long-term disability insurance and a 401k retirement plan. All eligible staff have the opportunity to take

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What are the biggest advantages of library managed services?

LS&S helps communities enhance library service through additional offerings, more hours and/or lower costs. Libraries become part of a nationwide consortium with all the strength, resources and service excellence that implies. Communities get access to valuable resources that would typically not otherwise be available including large discounts on books, materials and technology and a national perspective of library programs and proven success. Library staff get to focus on direct patron service thanks to professional back office support staff and access to a large peer network for sharing and development.

What happens with Friends of the Library groups after LS&S assumes operation?

LS&S has strong relationships with Friends groups and supports their work and maintenance of non-profit status. Used book sales and other activities are part of the partnership. Proceeds from book sales and other contributions go directly to the libraries, not LS&S.

Are LS&S-managed libraries eligible for grants?

> in close partnership with library personnel to ensure all deliverables are reported accurately and on time.

OUR IMPACT

Libraries have the most impact when aligned with community goals. LS&S works with community leaders to plan a strong and sustainable future for libraries with community vitality in mind.

SEE CLIENT SUCCESS

MODEL

library systems & services

STORIES

Read how how communities of all types partner with LS&S to maximize library impact.

CAREERS

Explore library jobs across the US that offer excellent employee benefits and career development opportunities.

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YOUR COMMUNITY

Every community is unique. Library services should be too. We're here to answer questions and help you understand how the LS&S model can support your community.

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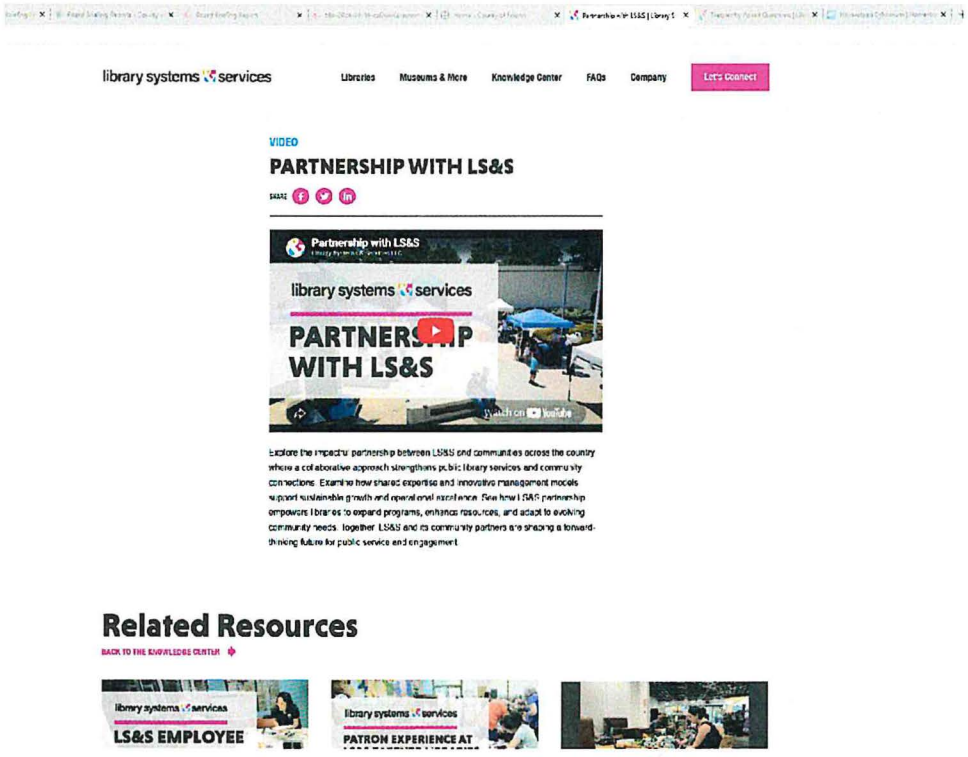
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Attachment 2

Library Systems & Services, Partnership with LSS:

Attachment 2

LSS Partnerships Link:



[Partnership with LS&S | Library Systems & Services]

https://www.lsslibraries.com/partnership-with-lss/

Attachment 3

Library Systems & Services, Riverside County case study

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RIVERSIDE, CA

A History-Making Partnership

RIVERSIDE COUNTY LIBRARY SYSTEM

Historic Partnership 25 Years Strong



In 1997, Riverside County, California became the first community in the nation to operate a public library system in partnership with a private company. This forward-thinking approach resulted in exponentially improved services for residents. From a vast and varied collection of books and materials, to cutting edge technology, to inspirational educational programs and state-of-the-art outreach, the Riverside County Library System (RCLS) offers valuable resources and excellent patron service.

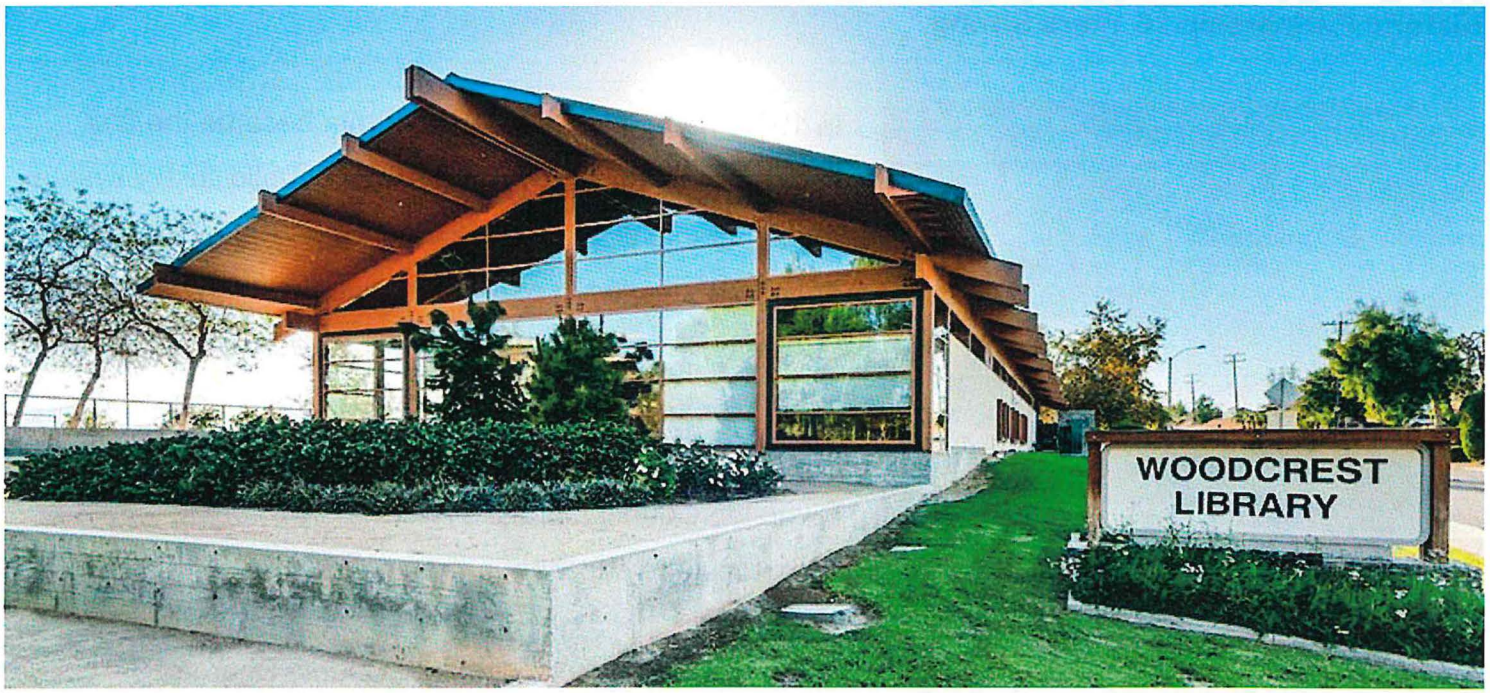
In the mid-1990s, the Riverside County Board of Supervisors needed a new way to operate the library system. Statewide budget cuts meant the status quo was unsustainable. At the same time, Supervisors knew high- quality libraries were crucial for a growing County. They made the unconventional deci

Suzanne Holland, Director of Economic Development in Riverside County, has been responsible for RCLS since 2011. "I am not a librarian," she says. "I'm an administrator, and I have been administering and managing contracts my entire career. I partner with LS&S, a private company, because they're the library experts. I'm not interested in getting into library operations. I'm interested in making sure that the library runs smoothly and is efficient and that there is ease in providing services. It's all about the end result – excellent service for our community members."

This historic collaboration fueled exponential growth for the next 25 years.

New Library Locations

Since partnering with LS&S in 1997, RCLS has expanded to include 12 new library branches.



By leveraging the power of a public-private partnership, Riverside County funded, planned and built three new library buildings concurrently. Desert Hot Springs, French Valley and Menifee opened during Summer 2021 and added over 50,000 total square feet of flexible library space.

operation. “Our new libraries provide space for the community to learn, create and have fun,” Holland says. “They are wonderful resources.”

Improvements did not stop with new library space. In 2019, the La Quinta branch added a state-of-the-art Creation Station Makerspace with laser cutting, a tool shop, sewing equipment, 3D printers and more. This valued community asset is a hive of activity for residents of all ages.

County Librarian Barbara Howison has been part of RCLS growth and innovation since the beginning. She started working for the Library in 1973 and has been an integral part of the LS&S partnership for decades, “Riverside County is huge – 7,000 square miles,” Howison says. “Opening these new branches and extending service to areas that have long needed them has greatly benefited many communities across the County.”

Expanded Community Outreach and Mobile Services

While mobile service and outreach continues to be an important service, delivery has changed. Large bus- sized bookmobiles were replaced with nimbler, grant- funded Library Connect vans that provide on-the-go programming and services at stops around Riverside County, including remote and underserved areas. The vans offer educational enrichment opportunities with a focus on literacy-skill-building programs and include Wi-Fi, laptops and a small collection of books for all ages.

library systems & services



Educational programming includes STEAM (Science, Technology, Engineering, Art, Math) activities for children, engaging storytimes for caregivers and children, English conversation clubs, one-on-one tutoring, work readiness support and more.

Long-Term Results

While service growth and expansion continue to evolve, the LS&S commitment to uncompromising service has never wavered. The results of the partnership between LS&S and RCLS speak for themselves.

	1999-2000	*2018-2019**	*% Increase*
Registered Users as of June 30	**350,818**	**406,021**	**16%**
Branch Libraries	**22**	**36**	**64%**

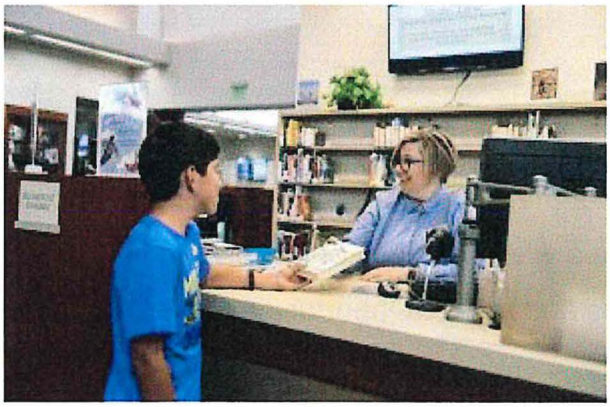
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Total # of Programs	**605**	**10,346**	**1610%**
# of Adult Programs	**605**	**3,802**	**409%**
Total Program Attendance	**28,474**	**180,372**	**533%**
Adult Program Attendance	**8,859**	**40,497**	**360%**
Children's Program Attendance	**19,615**	**125,751**	**540%**

COVID-19 pandemic library closures impacted 2020-2021 statistics

RCLS continues to innovate and engage residents with materials, programs, events and services. "I rely heavily on LS&S to provide me with the new trends, best practices and ideas," Holland says. "LS&S is my librarian. They are in touch with new innovation and new opportunities."

Library Staff: The Faces of RCLS



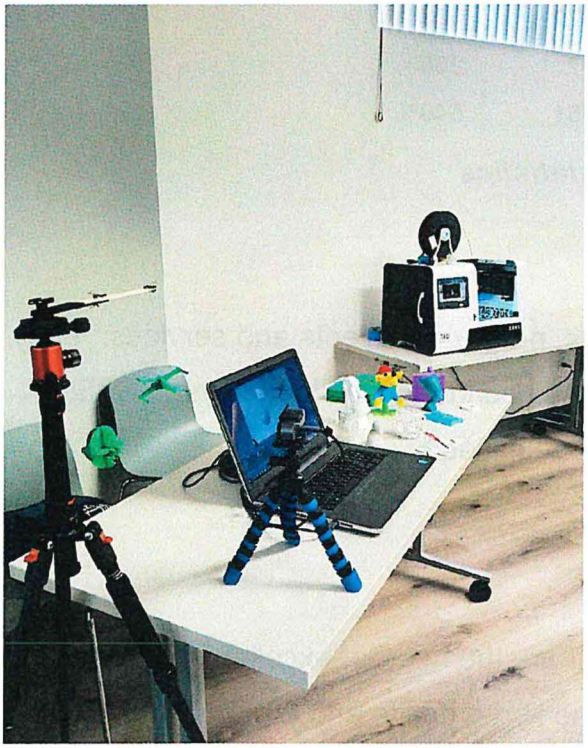
Helpful, caring staff are the heart of excellent libraries. RCLS staff bring the library to life and connect patrons to services. In 1997, LS&S worked closely with County leadership to retain all existing staff members.

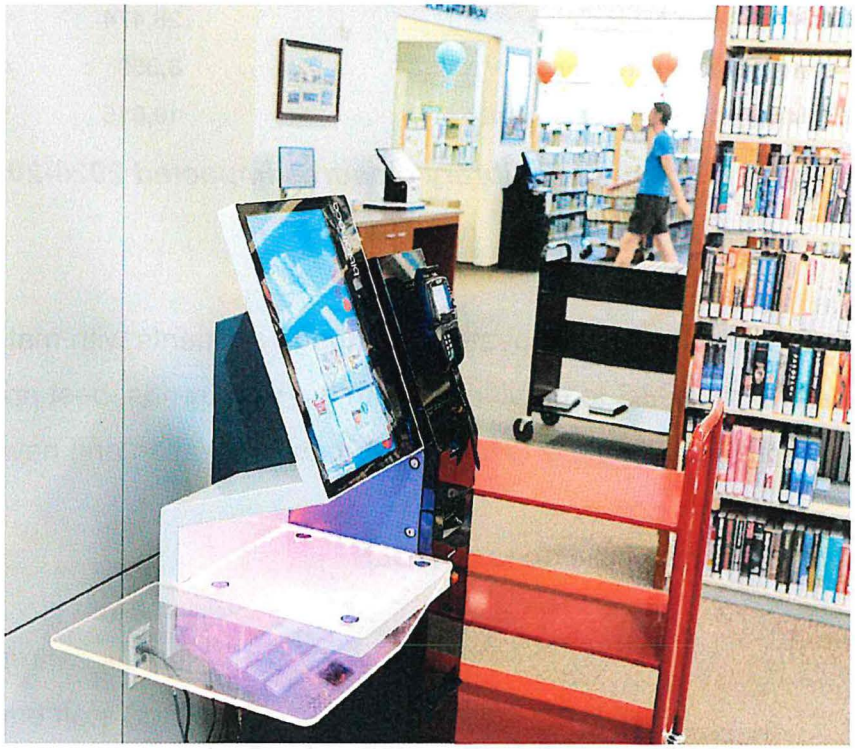
These employees immediately became a part of the LS&S team and continued to receive the same pay, vacation time and accrual rates they enjoyed as government employees. "When the County partnered with LS&S, almost every employee joined the LS&S team," Howison says. "And 25 years later, 17 are still active participants. They are all great employees."

Staff kept existing retirement investments, and many became eligible for 401k funds for the first time in their careers. LS&S also provided development opportunities including staff mental health first aid training via the California State Library, patron privacy, library ethics and intellectual freedom training as well as merit-based raises that would never have been possible prior to partnership. And because almost all staff chose to stay on board, patrons were greeted by a familiar face when they visited the library.

library systems & services

Continuous Innovation





Throughout the long partnership, the collection of books and materials evolved as patrons' needs and desires changed. The collection budget was adapted to include a wide selection of eBooks, eAudiobooks and databases and streaming services for movies and music. Opportunities for eLearning and online instruction were also added.

"I'm very proud of LS&S's many innovations and efforts, not only in expanding STEAM programming and our makerspace, but in language reading, ESL and even financial and computer literacy," Howison says. "There is an emphasis on introducing the best new services and programs that were not in the forefront prior to LS&S."

LS&S continuously upgrades technology and looks for new ways to improve patron-user experience. The RCLS website has been an increasingly important way for patrons to use the library, with nearly 2

use.

As new technologies emerge, LS&S deploys them to improve patron experience. In 2010, an RFID self-service system was installed for materials checkout. By 2015, Wi-Fi access was available at every library, as were lendable e-readers, eBooks, 3D printers and training.

In 2020, RCLS implemented the LibraryIQ Platform for real-time understanding of how the collection circulates, where to most impactfully spend budget and how to select materials and identify programs that closely tie to community preferences at each branch.

Holland relies on LS&S librarians to spark improvement. "When we pivoted to LS&S, the creativity resulted in innovation off the charts and it became clear they really did have the public's best interest at heart." Communication has been key to innovation and overall partnership success. "The communication with LS&S has been stellar. If there's an idea that comes from the ground up, it's brought to our attention and we look into how we can execute. And it goes both ways. We all want the same thing – to provide excellent library services to the communities we serve."

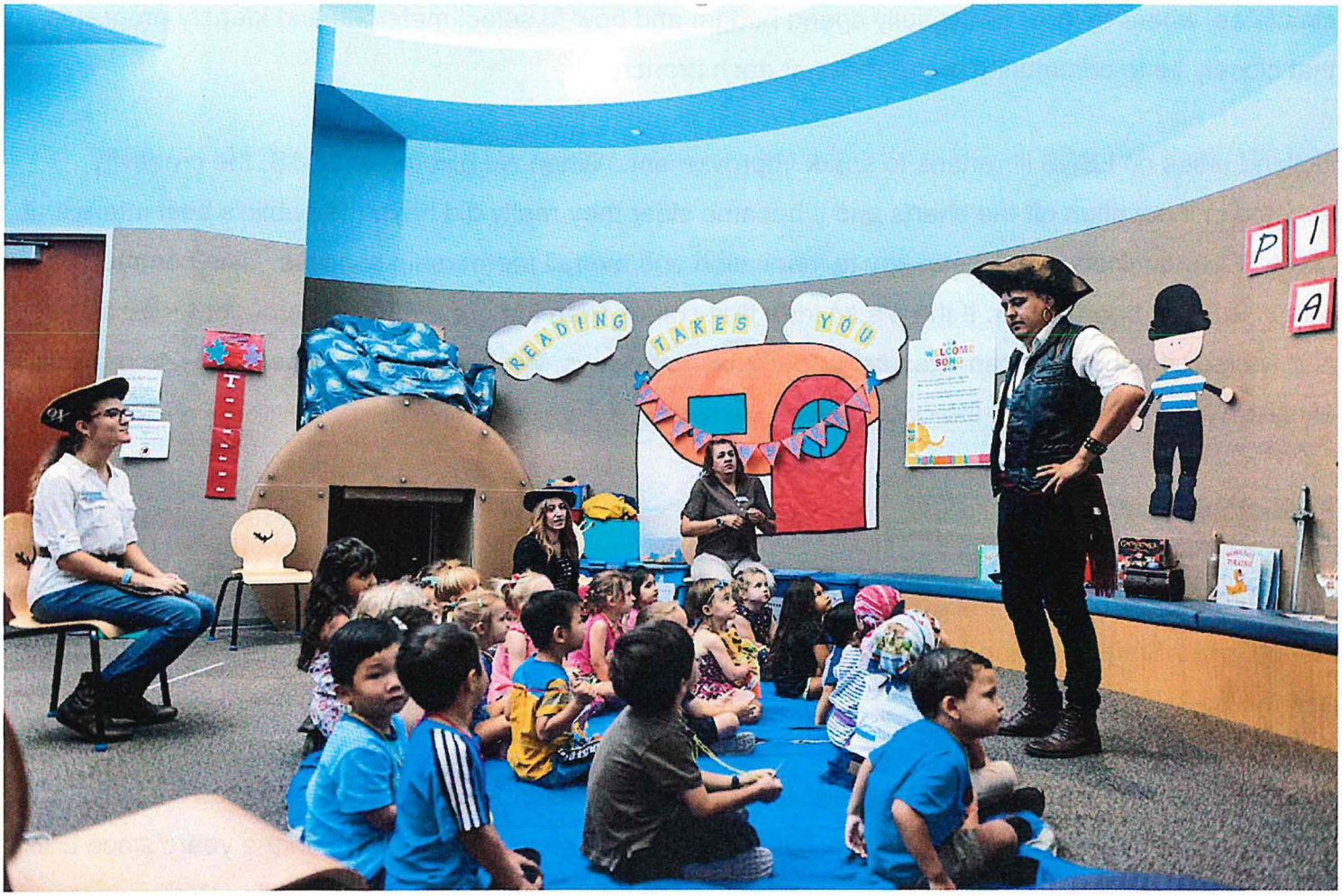
Predictable Budget

Riverside County continues to grow – and grow quickly. "We are one of the ten fastest-growing counties in the United States," Holland says. "And with new residents comes the need for more County services and the budget to support them.

"Contracting with LS&S means a predictable library budget with the ability to plan for growth and flexibility to adjust as needed," she says. "Success is about growth and stability. In the years since LS&S has been the County of Riverside's contractor, we've never had to close down a library. We've never reduced hours, even in the Great Recession. Typically the library budget tends to be the one that's hit the hardest, but we've always kept a steady hand because of our partnership with LS&S. I don't know of any other county system in California that has grown as much as we have. We have 36 branches and just built three brand new facilities."

library systems & services

branch as the first County-owned environmentally friendly building. In 2005, RCLS was awarded the prestigious John Cotton Dana Award by the American Library Association for "Leer Es Triunfar, Reading is Succeeding." In 2008, RCLS received the Raul and Estela Mora Award for leading the way in a statewide celebration of Dia de los Niños/Dia de los Libros. The La Quinta branch received the 2019-2020 California Library Association (CLA) PRExcellence award for "The Night the Library Came Alive" hybrid program.



Since the beginning of the partnership, RCLS has received more than $7 million in grants, including the 2013-2014 Ready to Work and the 2014-2015 Cultural Connections @ Your Library grants, both from the California State Library.

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Riverside County/LS&S partnership. Through good times and bad, recessions and a pandemic, RCLS continues to innovate and expand, making life better for the people it serves.

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Osceola Library System

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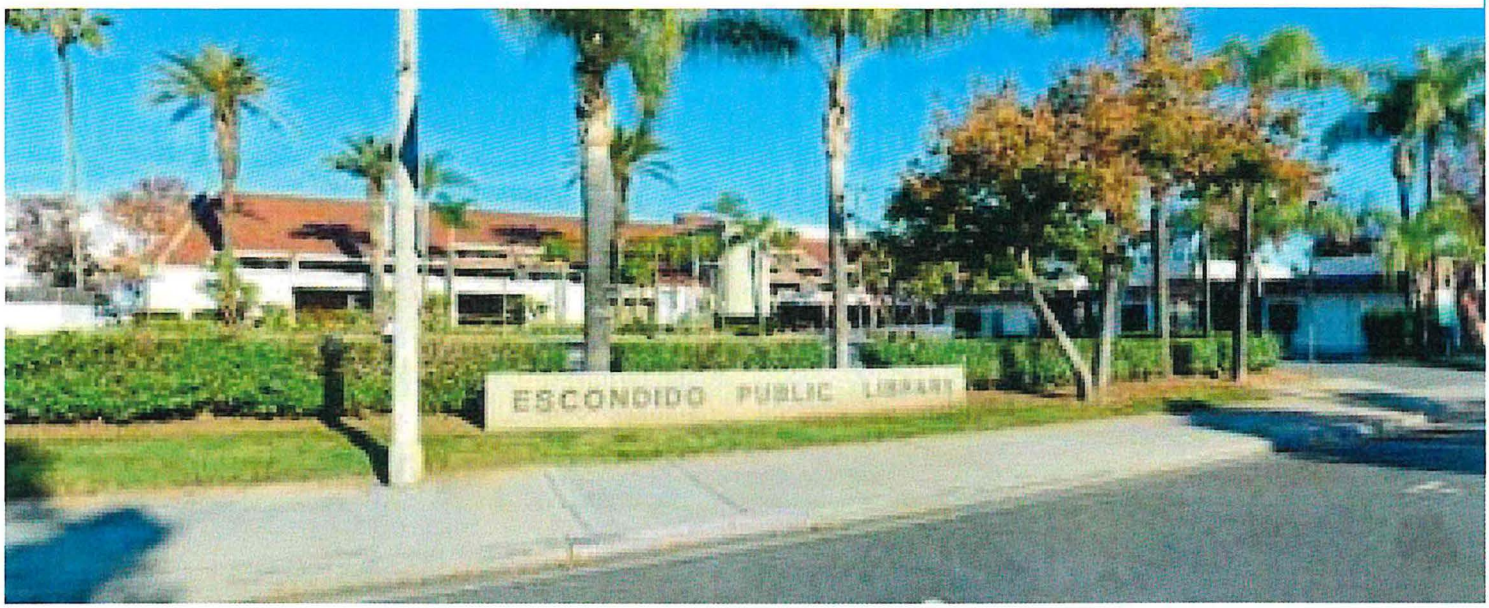


Sumter County Library System

Partner since:

Escondido Public Library

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Partner since:

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LS&S Customers Describe Partnership Benefits

Industry Insights with LS&S CEO Todd Frager

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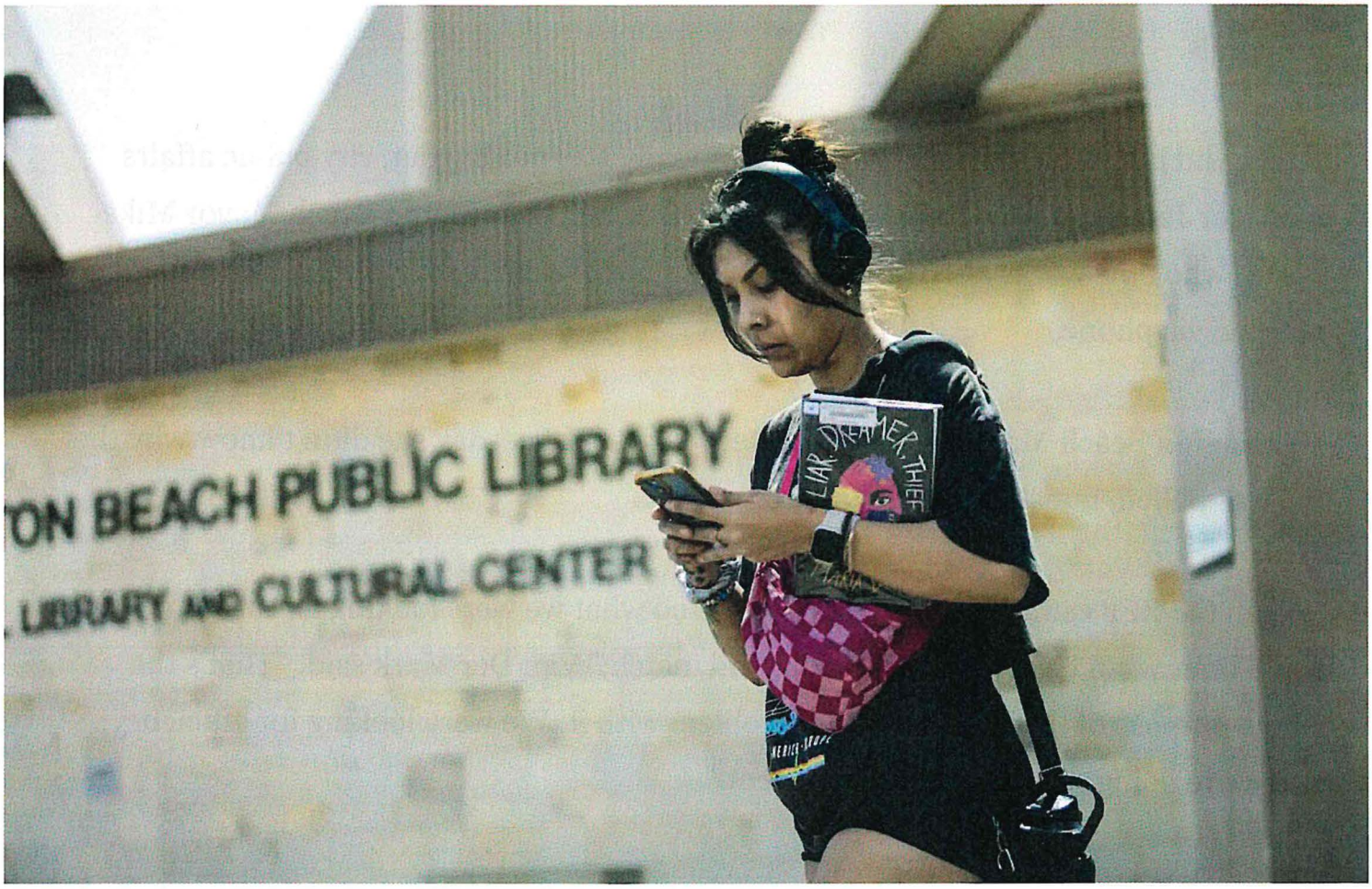
Attachment 4

Los Angeles Times / Daily Pilot, "Library management company abruptly pulls bid for Huntington Beach services," June 18, 2024

Daily Pilot

NEWS

Library management company abruptly pulls bid for Huntington Beach services



In an email to city staff, Library Systems & Services pulled the bid it had made to manage Huntington Beach libraries. As of Tuesday afternoon, the City Council had received nearly 300 emails, mostly against the outsourcing of management of library services. (File Photo)



By Matt Szabo
Staff Writer | Contact

June 18, 2024 3:36 PM PT

The Huntington Beach City Council was set to vote Tuesday night on a bid from Library Systems & Services to possibly outsource library operations.

Instead, the offer from the private company is suddenly off the table.

Library Systems & Services pulled its bid in an email to city staff Monday afternoon, which is being called a victory by those seeking to keep library operations public.

LS&S chief executive Todd Frager sent the email Monday, requesting that the agenda item be withdrawn since LS&S is withdrawing its response to the city's request for proposals.

Frager did not say in the email why the company was pulling out, city public affairs manager Jennifer Carey confirmed Tuesday. Former Huntington Beach Mayor Mike Posey, who now works at LS&S as a regional sales executive, declined comment when reached via phone.

Huntington Beach Mayor Gracey Van Der Mark said Tuesday she didn't know why the bid was pulled, but she was OK with it.

"When the RFP came out, maybe they realized what we were looking for and what they could offer wasn't a good fit, wasn't a good match," Van Der Mark said. "That's the whole purpose of the RFP. I have no problem with it. We were looking for efficiency, and we're doing that in every department."

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Van Der Mark said she would still like to modernize the Central Library a little bit and cater it toward the needs of the community, with things like a section for homeschooling materials.



Bruce Growth takes his grandchildren, Logan and Juliana Weber, to the Huntington Beach Public Library in May 2023. (File Photo)

Libraries have been a hot topic in Surf City in recent months. In March, the conservative City Council majority voted 4-3 to seek bids for outsourcing of library management. Library Systems & Services had approached city staff late last year, claiming it could save the city about $1 million per year.

In May, minority City Council members Dan Kalmick, Rhonda Bolton and Natalie Moser brought forward an item to pause the RFP process and send it to voters to decide, but that failed by the same 4-3 vote.

Carol Daus, a board member of Friends of the Huntington Beach Public Library, said she was excited that LS&S withdrew its bid.

As of Tuesday afternoon, the council had received nearly 300 emails, mostly against the outsourcing of management of library services.

"We do view it as a win," Daus said. "We won the battle. We didn't win the war quite yet, but this is huge in terms of getting them out of the picture. We don't need a for-profit corporation coming in and managing our library when we are managed so well, so efficiently with great staff that are loved by the community."

Two petitions have begun collecting signatures in Huntington Beach in recent weeks. One seeks to repeal the parent/guardian children's book review board ordinance, while a more recently launched petition seeks to put public library operations in the city's municipal code.

More than 6,000 signatures have been collected for the book review petition in about a month, Daus said, while the library operations petition has gathered about 1,500 signatures in just more than a week.

Both of them would require signatures of 10% of the voters of Huntington Beach, though the Orange County Registrar of Voters recommends collecting an additional 50% — slightly less than 20,000 total signatures — to account for disqualified signers.

"We want to keep the corporate interests out of our library system," Daus said. "Even though LS&S did remove the bid, we have no protection right now that they might not come back in the future, or that even in the short term they would rewrite the RFP. There's all kinds of things that could still happen."

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Matt Szabo

Matt Szabo covers the city of Huntington Beach and sports for the Daily Pilot. A Southern California native and Cal Poly San Luis Obispo graduate, he has been working for L.A. Times Community News since 2006 and still loves talking to people about their hopes and dreams.

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Attachment 5

Voice of OC Article

Huntington Beach Library Privatization Efforts Fizzle Out After Public Pushback

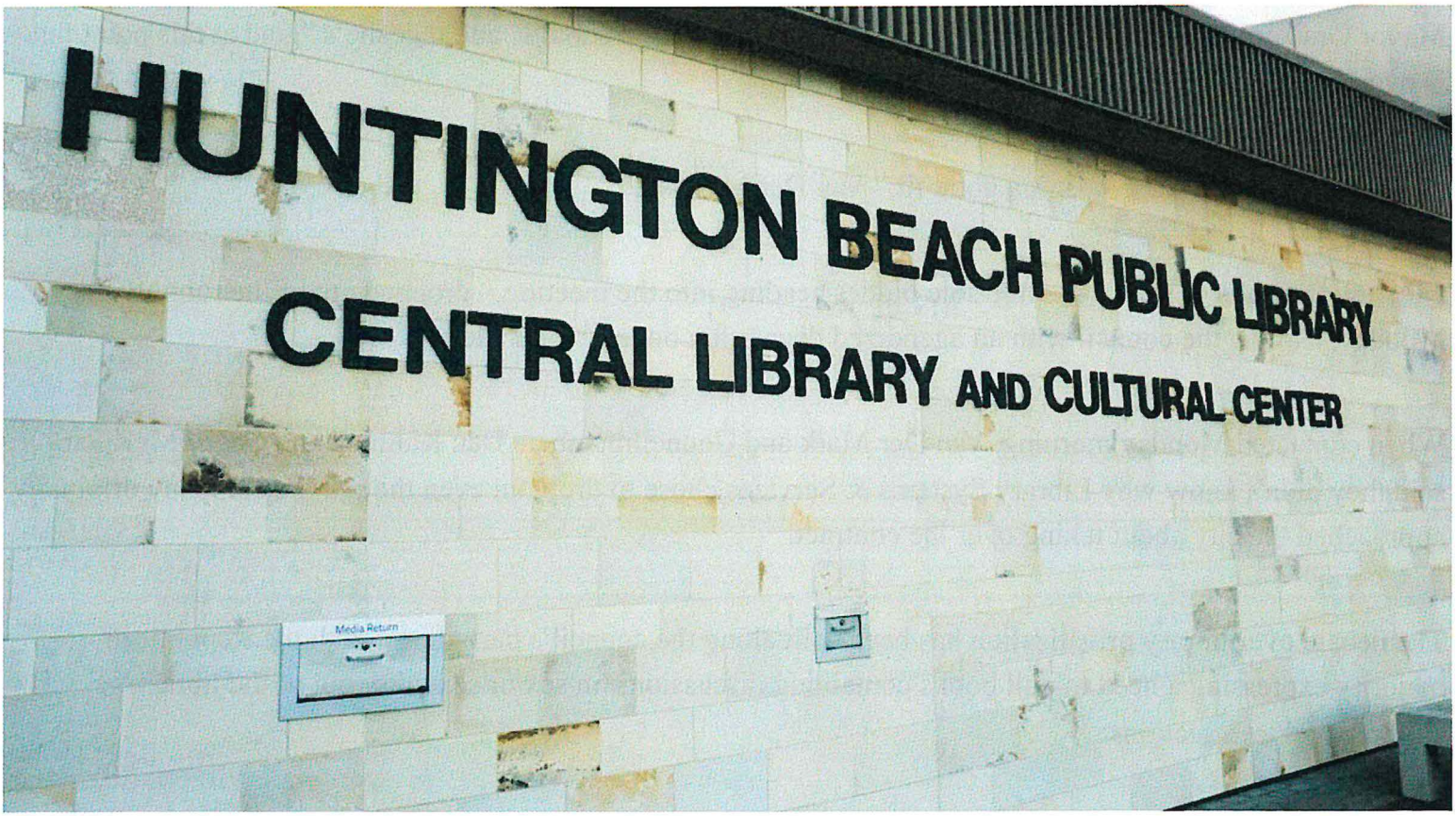
VOICE of OC

TOP STORIES

Huntington Beach Library Privatization Efforts Fizzle Out After Public Pushback



BY **Angelina Hicks**
Jun 20, 2024 · Why you can trust Voice of OC



Huntington Beach Public Library on Oct. 17, 2023. Credit: DYLAN NICHOLS, Voice of OC

Huntington Beach officials won't be outsourcing library management to a private company after council members publicly acknowledged staunch resident opposition against the move.

The end of the privatization efforts come after the sole bidder withdrew its proposal at the 11th hour.

[***Read***: **Surf City's Move to Privatize Public Libraries Falls Apart at 11th Hour**]

Even though Huntington Beach City Council members weren't able to vote on outsourcing at the meeting Tuesday night, the Republican majority – who originally voted to accept applications along party lines – backed down from pushes toward privatization.

Councilmember Tony Strickland said meetings with residents revealed that the majority of the public doesn't favor outsourcing library services.

"Even after discussions with a lot of folks in the community, the community pretty much said even with the possible savings they didn't want to contract out for the library services," Strickland said during the meeting. "That's what we ended today. That's where we are."

Mayor Gracey Van Der Mark said the process "worked out as it should" and that she's "glad at this point this is over."

"If it wasn't a good fit, it wasn't a good fit," Van Der Mark said.

Library Systems & Services – the sole bidder heading into the meeting – dropped out of the running on Monday, leaving the council with an agendized discussion but no bidders left.

When contacted Monday morning, Van Der Mark and Councilmembers Dan Kalmick and Casey McKeon said they didn't know why Library Systems & Services chose to drop out even though the company originally approached the city about taking over the contract.

The debate over library privatization has been split along the council's party lines, with the Republican majority expressing a need to pull books containing discussions on sex or sexuality out of the library's children and teen sections.

Pushes for outsourcing also came from desires to increase efficiency and find cost-saving measures within the libraries.

At Tuesday's council meeting, McKeon said he wasn't going to support the change in library management because it did more harm than good.

"At the end of the day, I was not willing to move forward with this proposal as I'm not convinced that the financial savings could be guaranteed, and I don't believe they outweighed the negative community impact," McKeon said.

McKeon also expressed an interest in advertising library meeting rooms or theater areas for rent to increase revenue.

It's been a heated discussion over the past year as opposing council members have accused each other of spreading misinformation or attacking the city library.

The decision to put out a call for proposals was also split along party lines.

The council narrowly approved to begin the bidding process in March with a 4-3 vote, with all three Democratic council members voting against the item.

[***Read***: **Huntington Beach Moves Ahead on Privatizing Library Management**]

In May, the council's Democratic minority tried to push this issue on the ballot instead.

The action would have let voters decide if they wanted to move forward with having a private company take over managing the public library.

But the Republican majority shot down the move, saying they wanted to study the issue and get more information on how to save the city some money on library management.

[***Read***: **Huntington Beach Leaders Shoot Down Putting Library Outsourcing on the Ballot**]

During Tuesday's meeting, the council's Democratic minority criticized the bidding process, saying it took up staff time and didn't produce enough useful research that the council could use moving forward.

"In the future, I would hope that if another situation like this presents itself it will not be conducted like this," Councilmember Rhonda Bolton said. "There was no reason to go straight to an RFP. I think that just created unnecessary concern on the part of the community."

Angelina Hicks is a Voice of OC Tracy Wood Reporting Fellow. Contact her at ahicks@voiceofoc.org or on Twitter @angelinahicks13.

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Attachment 6

The Daily Journal, "Management company pulls offer to run Vineland library," December 19, 2017

Daily Journal

NEWS

Management company pulls offer to run Vineland library



Anthony V. Coppola
The Daily Journal

Updated Dec. 19, 2017, 3:58 p.m. ET

VINELAND - There will be no takeover of the Vineland Public Library.

Days before the library's board of trustees was set to vote on a measure to potentially bring a management group on board to oversee operations, that company, Library Systems & Services, withdrew its formal proposal.

The move by LS&S to pull its offer is not a complete surprise. The plan, all along, was met with strong opposition from the majority of library officials and the public.

More: Management company to make second visit to Vineland library
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More: Management company to make pitch to Vineland library

Board President Victor Druziako said LS&S communicated to him on Dec. 14 its intention to end negotiations, citing an apparent lack of interest. The board planned to vote on the proposal at its Dec. 21 meeting.

"I think they were accurately gauging the support of the board members and the community," Druziako told The Daily Journal on Monday.

LS&S first appeared before the board at its September meeting boasting a yearly savings of $350,000 per year in the library's budget if it took over.

The library board was skeptical of that claim and repeatedly pointed to a lack of specifics from LS&S as to how it would achieve that promise.

Druziako in early November said the board was considering letting LS&S return to give a second, more-detailed presentation. That would never happen.

"We felt as if we had gotten enough material," Druziako said, adding "everybody felt pretty comfortable with the information they had."

That prompted LS&S to deliver in-person a formal proposal dated Dec. 6 to, among others, Druziako and Vineland Mayor Anthony Fanucci ahead of the board's planned vote.

The 14-page proposal laid out potential benefits for Vineland — including $3 million in savings over a 10-year span — and the library staff, which it promised to retain in its entirety.

Some other benefits in the proposal included:

- Opening 9 a.m. to 5 p.m. on Sunday and extending hours to 8 p.m on Friday and Saturday.
- Installing a self-check kiosk for patrons.
- Overhaul of the Vineland Public Library website.
- Expanding the library's English as a Second Language program.
- Loan forgiveness program up to $3,000 per year for library employees.

"Again, they refer to, very generally, increasing services to the community without indicating how exactly they plan to achieve that," Druziako said of the formal proposal.

Druziako and other library officials met city representatives, including Fanucci and Council President Paul Spinelli, on Nov. 13 just to make sure all parties were on the same page.

The board, at Spinelli's request, allowed LS&S to make a presentation to the library board at its September meeting. LS&S, a Maryland-based company that oversees 83 libraries across the country, first appeared at a City Council work session in July to pitch its services.

Spinelli on several occasions made it clear City Council was in no way trying to force the library board to forge an agreement with LS&S.

"We look at every department to make sure there are no wasted dollars," Spinelli said. "All we asked is that the library listen to what LS&S had to say and see if it fit something they were trying to do."

Spinelli called the November gathering with library officials a "good meeting."

"We put all the cards on the table in terms of where we're at and where they're at," Spinelli said. "The library is in a situation where they feel that they're running a good show, and I don't think anybody argued that ever."

Vineland's 2017 budget appropriates $1.365 million for the library. Spinelli said an additional $800,000 from the general fund was used to operate the library, bringing the total to $2.1 million.

"And we answer for that," Spinelli said regarding $800,000. "It was a productive meeting. "We laid it out that this is what we expect — look to see where you can save money so we're not strapped."

Druziako said the LS&S saga has "given us an opportunity to look at ourselves and where we're at."

As for the meeting with city officials, Druziako said, "It was great having them all here and hearing from Mayor Fanucci and Council President Spinelli what their priorities were."

"They were doing what they thought was in the best interest of the city, and I felt like we were together on that point. I felt like that meeting cleared the air."

Although LS&S formally pulled its proposal, Druziako said the the board will still take some action on the matter at Thursday's meeting.

"We spent so much time dancing around with this issue, so we feel it's important to put something formal on the record," Druziako said.

Druziako also commended community members for their support throughout this issue and said they too deserve to have the board take formal action at the meeting.

When asked if the vote would entail language that ruled out any future negotiations with LS&S, Druziako indicated he wouldn't go that far.

"I wouldn't say it was foreclosed," Druziako said of the relationship with LS&S. "But barring substantial changes and different circumstances, I'd say it's something we're not interested in."

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Attachment 7

The Northern Virginia Daily, "LS&S withdraws library proposal for Warren County," June 2025

https://thefnp.com/tncms/asset/editorial/d3607acd-aab9-44e0-ac6c-cdddd52d99e5/

LS&S withdraws library proposal for Warren County

By Laura Ruby The Northern Virginia Daily
Jun 25, 2025

FRONT ROYAL – Library Systems & Services, a nationwide corporation that had been in talks to provide library services to Warren County, withdrew its proposal Monday.

In a three-sentence email to the Warren County Library Board and Kimberly Henry, the county's buyer, LS&S said that it would "not be offering our services to Warren County."

The Warren County Board of Supervisors voted to approve its fiscal year 2026 budget Tuesday night, but withheld the appropriation of $1.024 million that had been earmarked for library services.

County Administrator Edwin C. Daley said Wednesday that County Attorney Jason Ham had suggested that the funds not be appropriated since the county did not have a contract to provide library services.

The Warren County Library Board had been in negotiations with LS&S over the last several weeks, but a contract had not been approved by supervisors. LS&S was selected June 3 as the winning bidder in a Request for Proposal process initiated by the county April 4.

In its initial proposal, LS&S sought $1.024 million annually for the first few years of a 10-year contract with the county.

That's the same amount the nonprofit Samuels Public Library requested through an amended budget request it filed with the county this spring. Samuels has provided library services to the Warren County community for decades. Supervisors voted this year not to renew a contract with Samuels and instead pursue the request for proposal process.

On Tuesday, Supervisor Vicky Cook made a motion to adopt the county's proposed budget while withholding the appropriation for library services. She said that the money would remain in the budget, but not be appropriated at this time. The motion was seconded by Supervisor Richard Jamieson.

"The board started talking with the county attorney and they will continue those talks at the next meeting," Daley said Wednesday when asked about discussions surrounding library services.

The county's contract with Samuels Public Library is set to expire June 30. The nonprofit library plans to remain open, using money donated to its emergency donor fund, along with state money to fund operations.

— Contact Laura Ruby at lruby@nvdaily.com

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— Contact Laura Ruby at lruby@nvdaily.com

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Attachment 8

Samuels Public Library, press release, "Community Victory: LS&S Withdraws Proposal to Take Over Samuels Public Library," June 27, 2025

COMMUNITY VICTORY: LS&S WITHDRAWS PROPOSAL TO TAKE OVER SAMUELS PUBLIC LIBRARY

JUNE 27TH, 2025

In a major victory for public libraries and the power of local voices, Library Systems & Services (LS&S) has officially withdrawn its proposal to manage library services in Warren County. This decision follows months of grassroots pressure, highlighting the power of a community standing together to protect a beloved local institution.

On Monday, LS&S notified Warren County officials that it will "not be offering our services to Warren County," ending a proposal that could have handed over local library operations to an out-of-state corporate provider. Similar defeats were seen recently in Huntington Beach, CA, where LS&S pulled out after a wave of community resistance—marking a national pattern of pushback against privatization.

"This is what happens when people show up," said Erin Rooney, Director of Samuels Public Library. "They tried to take this library away from the community, and the community said no. They've shown up in force: at Board meetings, through letters, with donations, and with each other. This isn't just a win for Samuels. It's a win for public libraries everywhere, and a win for the people who believe they should stay public, local, and open to all."

While LS&S has stepped back, the library is still facing the negative impact of the Warren County Board of Supervisors' decision to cut library services funding without a plan in place—leaving Samuels operating on emergency funds in order to service Warren County and keep critical library programming running. Its future remains uncertain.

On July 1, Samuels will host an Open House. Residents are invited to come celebrate their library, learn more about recent developments, and rally behind its future. The event will be held all day and will feature donuts and coffee from local partners Apple House and Starbucks, a scavenger hunt, a Tiny Art exhibit, and tours of Studio 330—the library's new Makerspace and memory lab. The entire day's events are in great part due to the generous sponsorship of Mountain Home Bed and Breakfast.

What's happening in Front Royal is bigger than just one library. Across the country, public institutions are being defunded, politicized, and handed over to private companies. But what makes Samuels unique is the way neighbors across political lines have come together to protect it. This fight reflects deeper questions facing communities everywhere: Whose voice matters? And who gets to shape the public spaces we all depend on? Samuels stands as a bellwether for what's happening in towns like this across America.

Samuels remains committed to serving the people of Warren County. Through uncertainty, the library continues to provide trusted services and a sense of belonging to all. As this next chapter begins, Samuels will keep fighting for its future, and for the values that have guided it since 1799.

Supporters can help by attending the July 1 Open House to meet staff, see programs in action, and ask questions. Donations to the Emergency Fund remain critical to maintaining operations and defending the library's future. To contribute, visit https://samuelspubliclibrary.substack.com/p/donor-emergency-fund or contact development@samuelslibrary.net.

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