STRATEGIC PLAN

2020-2025

Adopted by Member Libraries in September 2019

www.bccls.org
BCCLS

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MESSAGE FROM THE EXECUTIVE DIRECTOR

Strategic Plans are often viewed as merely exercises—moments where we consider and write things down without intent to really move forward. This is not one of those plans. This represents what I believe is the best of us—our hopes for the next several years. It shapes our work together and hones our focus. These are important and vital things to our continued success.

Thanks to Chelsea Coleman for her leadership as Committee Chair during the months of this project. Thank you to the amazing committee members for the huge amount of work and time invested into this plan. This group came together representing a cross section of *US*. Throughout the months of work, we grew closer and achieved more understanding of the issues and opportunities that we all face moving forward.

I invite you to read and think about the document that follows. You are going to hear a lot about it in the weeks, months and years to come. There will be opportunities for the entire group, for committees, and for individuals to play a part in our future. A future that is full of promise, hope and good things for BCCLS.

Dave Hanson
BCCLS Executive Director

EXECUTIVE SUMMARY

Bergen County Cooperative Library System (BCCLS) assembled a committee to develop a new Strategic Plan in early 2019. Comprised of 12 member library directors and the BCCLS executive director, the committee developed this plan to lead the consortium through 2025.

In order to effectively determine goals, the committee spent considerable time interpreting terms used in the established BCCLS mission statement—specifically cost-effective resource sharing, commitment to collaboration and mindful innovation. This analysis led the committee to amend the mission statement for better clarity. Proposed definitions for the new verbiage, expounded in the next few pages, qualify the final priorities established to ensure forward progress over the next few years.

The committee also examined the results of demographic research, focus groups and surveys to ensure this plan considers concerns beyond the committee's acumen. Careful thought was given not only to goals that may impact each member individually, but to those that are vital to the overall health of the consortium.

The committee created objectives for each of the five key priorities and action steps through 2025. In order to determine the success and effectiveness of the various action steps, benchmarks were constructed to measure the progress of the plan. It is acknowledged that any strategic plan allow for amendments should future circumstances require adaptability for relevance. It is recommended that the Strategic Plan Committee meet biannually to evaluate and adjust the objectives as necessary.

MISSION

It is necessary and appropriate for an institution to define what it is and how it interacts with its members. We use this as a guidepost as we move forward toward an even brighter future:

> BCCLS empowers our member libraries by providing a collaborative framework made stronger by the uniqueness of its members. We demonstrate our commitment to collaboration through cost-effective resource sharing, shared professional development, and the fostering of initiatives to facilitate a forward-thinking public library system.

It is also necessary to define the three core tenets of this mission in ways that allow the consortium to apply them when making strategic decisions.

COST-EFFECTIVE RESOURCE SHARING

The combined purchasing power of the membership results in cost savings that could not be achieved by individual members. Value and fairness for the membership is accomplished by providing the flexibility of optional services beyond those mandated for membership.

MANDATED SERVICES are those that members are required to utilize and financially support.

These core services must:

- Enhance the patron experience
- Be required for sharing identified content within the membership
- Require centralized control for management

OPT IN SERVICES are those that individual members may support and are substantially financed by those utilizing them. Additional centralized expertise will be considered a factor when determining costs to participants.

These optional services must:

- Enhance the patron experience
- Result in cost savings that could not be achieved by individual members
- Require centralized control in order to execute
- Be able to be financially supported by participants for at least two years

MISSION (CONTINUED)

SHARED PROFESSIONAL DEVELOPMENT

The organization draws strength from its role as a professional association that provides peer expertise and support. This association function is essential in addressing the divergent needs of the individual members while staying focused on the goals and objectives of the organization as a whole.

With membership participation, the association will:

- **Educate** through regular training opportunities
- **Inform** through regular resource publication and sharing
- **Support** through regular networking and mentoring opportunities

FOSTERING THE FORWARD-THINKING LIBRARY

The organization seeks to support the evolving public library as it strives to meet the current and future needs of the communities we serve.

We seek opportunities that:

- Strive for greater efficiencies
- Place us in a proactive position for future developments
- Can be implemented in a timely manner
- Meet the standards for Cost Effective Resource Sharing

VISION

We will empower our member libraries by fostering opportunities for collaboration, harnessing our collective power to respond to evolving technological needs, prioritizing professional development support, and working with regional and statewide partners to increase community engagement with libraries and nurture new library champions.
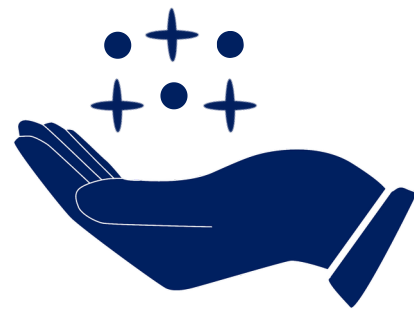
SHARED VALUES

We value efficiency and appropriate stewardship of public funding.

We value shared leadership.

We value the wisdom of our peers.

We value the public whom we serve.

BCCLS SUMMARY

BCCLS HISTORY

In 1979, a small group of Bergen County library directors organized to share resources in order to maximize individual library funds spent on materials. This reciprocal borrowing program was a pioneer in New Jersey resource sharing. Initial funding assistance for this new Bergen County Library Cooperative, known as BCCLS, came from the New Jersey State Library and the Bergen County Board of Chosen Freeholders. The Board of Freeholders has provided funding annually since that time.

By 1987, BCCLS computer automation began with the creation of the Bergen County Computer Consortium, which was formulated as a legally separate organization. By 1990, almost all existing Bergen County public libraries had joined BCCLS. BCCLS welcomed its first non-Bergen library in 1992. The seventy-seven member cooperative now includes libraries in Bergen, Essex, Hudson and Passaic Counties. The completed legal merger of the Bergen County Computer Consortium with BCCLS was accomplished at the end of 2017.

BCCLS TODAY

BCCLS is a 501(c)(3) nonprofit organization headed by an Executive Director, who reports to a twelve-member elected Executive Board and a System Council comprised of the member library directors. The Executive Director oversees all foundational services provided to the membership. The governance structure of BCCLS enables individual members to have an active voice and vote in decision making.

The opportunities are many as BCCLS evolves. Technological advances provide for an increasingly improved patron experience. In 2019, the cooperative undertook the funding and management of interlibrary loan delivery for its members, which will increase the speed and efficiency in delivering shared materials to the public. Forward direction for the cooperative will continue to be guided by a commitment to collaboration, cost-effective resource sharing, and the shared goal of providing optimum library services to the public.

STRENGTHS & SUCCESSES

The story of BCCLS and its strengths and successes begins, as stated in "The History of the Bergen County Cooperative Library System":

"A group of progressive and concerned library directors from two counties began talking about extending library resource sharing and reciprocal borrowing to local libraries in those counties. It was the preamble to BCCLS."

In 1979, after much research, committee meetings and talks with elected officials, 21 Bergen County libraries formed our Cooperative. This was the first success of BCCLS and provides the cornerstone of member libraries' commitment to each other—a commitment that has held for 40 years.

LIBRARIES

BCCLS includes 77 libraries across four counties serving 1,060,623 residents.

SHARED SERVICES

BCCLS provides over 60% of all interlibrary loans in New Jersey.

BCCLS patrons have access to 5,360,884 physical items and 64,340 digital items.

RECIPROCAL BORROWING

The BCCLS reciprocal borrowing program was a pioneer in New Jersey, and facilitated 1,897,731 loans in 2018.

PEOPLE

Cooperation and collaboration among member library staff and BCCLS office staff are the backbone of this consortium.

We strive to ensure our patrons enjoy all of the services we as a cooperative provide. They are the reason we are BCCLS.

MEMBER PARTICIPATION

All levels of library staff are encouraged to work with the BCCLS Executive Director and staff on systemwide committees tasked with strategic initiatives, policies, procedures, training and public advocacy, among others.

Currently, 158 staff serve on committees to provide their expertise with training, professional development and networking opportunities.

ILS

BCCLS has supported resource sharing with an integrated library circulation and catalog system since 1987.

TRAINING

BCCLS has provided professional training since its automation in 1987.

CHALLENGES

While membership to the consortium affords many benefits for sharing materials and services, it presents its own unique set of challenges for the participating 77 autonomous libraries that are each governed by their own library boards.
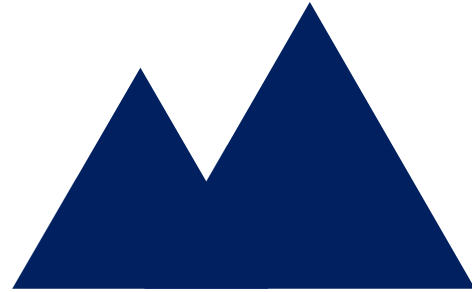
FUNDING

Funding challenges continue as municipal library support is annually tied to property values and the discretion of local governments to fund their libraries above the state mandate. Differences and distribution in county funding as well as underfunding at the state level has added to the financial pressures that individual members experience. For these reasons, the economic disparity varies among member libraries and fluctuates from year to year, impacting how a library balances its budget to support respective operational costs with their portion of the consortium bill.

GEOGRAPHY

Spanning over 330 square miles and four different counties, libraries deal with the physical logistics of delivery, as well as different funding models on the county level.

VARYING DEMOGRAPHICS

The BCCLS landscape is demographically vast, making each community distinct with its own set of patron-driven needs that shape each library's perspective and expectations of the consortium. It can be difficult to reach a consensus among member libraries when making decisions regarding services, financial obligations and the overall role of BCCLS.

TECHNOLOGICAL COMPETITION

Public libraries face competition from expanding commercial options that offer public information access and entertainment.

METHODOLOGY

The Strategic Planning Committee employed focus groups and surveys to research current perceptions of BCCLS and to ascertain concerns that require a timely response.

Focus groups were held in March 2019, and included three opportunities for library staff, three for library directors, and one for library trustees. Each focus group was limited to 12 participants to allow for more focused discussions. Overall, 21 staff, 24 directors and 11 trustees attended, representing a total of 37 libraries. Adding this count to the number of libraries represented on the Strategic Planning Committee, 62% of libraries were represented in all discussions. The full list of participating libraries can be found in Appendix A.

The surveys were administered in the same fashion, with one set of questions for each group type: library staff, library directors, and library trustees/the public. The surveys were shared with all BCCLS email addresses and on the BCCLS website. Directors were encouraged to share the trustee/public survey via emails to their trustees and on their library website and social media. Survey respondents included 279 staff, 50 directors and 886 trustees/public.
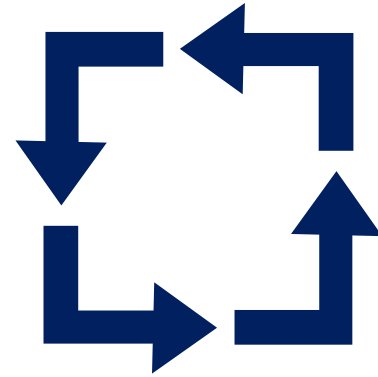
RESULTS

STAFF FOCUS GROUPS

The staff who participated in the focus groups provided insight into their day-to-day challenges and clarified what it means to be on the frontlines of library services today. Increased public relations efforts, improved physical spaces, and the ability to make prompt changes to meet patron demands were all cited as concerns that public libraries will face in the next ten years. In line with this, these staff members believe that BCCLS should facilitate better communication among libraries and the public, ensure libraries have the best technologies available including digital resources, increase uniformity to enhance the user experience, and offer more staff learning opportunities.
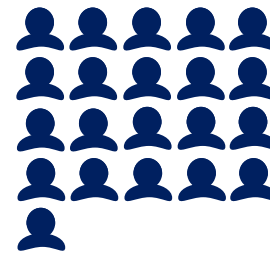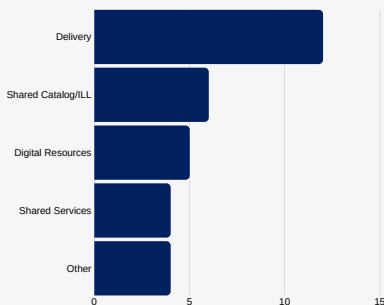
21 participants
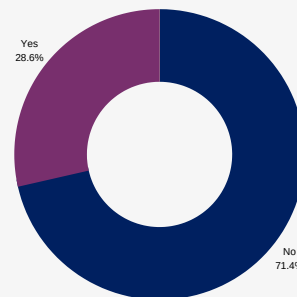
22%

Library representation

When you think of BCCLS, what are the first two services that come to mind?

Have you served on a BCCLS committee?

Yes
28.6%

No
71.4%

*Those who have not served cited time constraints and more perceived value in local community/library efforts.

Most wanted services or technologies that participants wished they had the resources to offer:
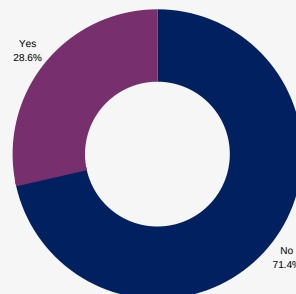
- Improved facilities
- Better technology (more digital offerings, updated catalog, BCCLS app, tech lending program for staff)
- Ability to offer more programming

Have you worked in another library system?

Yes
28.6%

No
71.4%

*Those who have worked outside of BCCLS appreciated centralized ordering for best sellers and more cohesion among libraries.
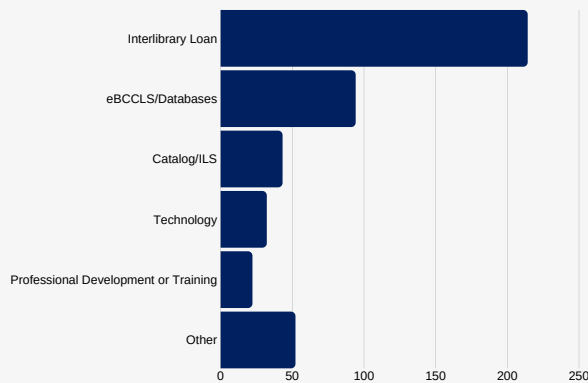
RESULTS (CONTINUED)

STAFF SURVEY

This survey was written with non-director level staff in mind. The results correlate with perceptions and comments gathered during staff focus groups. Most surveyed staff wished they had the ability to offer better technology and more digital products. The survey also revealed a deep misconception about what BCCLS is and what services it provides.
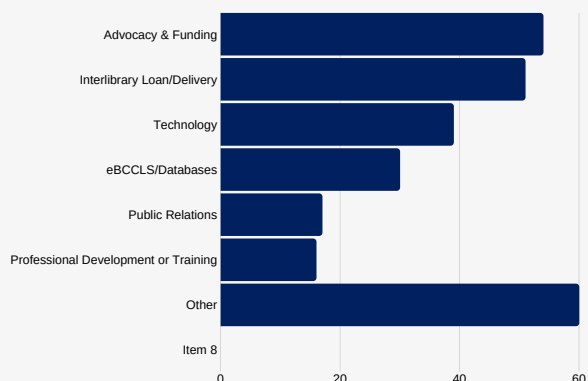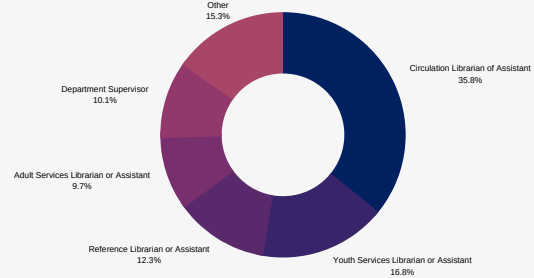
279 responses

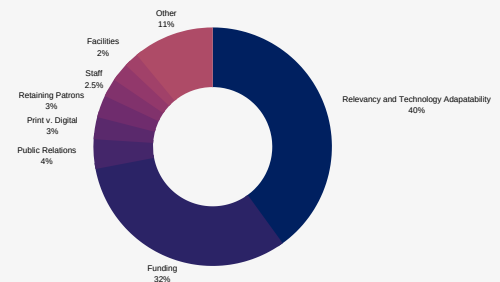### When you think of BCCLS, what are the first two services that come to mind?

- Interlibrary Loan
- eBCCLS/Databases
- Catalog/ILS
- Technology
- Professional Development or Training
- Other

What critical issues should BCCLS address in the next 3-5 years?

- Advocacy & Funding
- Interlibrary Loan/Delivery
- Technology
- eBCCLS/Databases
- Public Relations
- Professional Development or Training
- Other
- Item 8

What job title most closely identifies your position?

- Other 15.3%
- Department Supervisor 10.1%
- Adult Services Librarian or Assistant 9.7%
- Reference Librarian or Assistant 12.3%
- Circulation Librarian of Assistant 35.8%
- Youth Services Librarian or Assistant 16.8%

What is the biggest concern that public libraries face in the next ten years?

- Other 11%
- Facilities 2%
- Staff 2.5%
- Retaining Patrons 3%
- Print v. Digital 3%
- Public Relations 4%
- Relevancy and Technology Adapatability 40%
- Funding 32%

Have you worked in another library system?


- Yes 28.8%
- No 71.2%
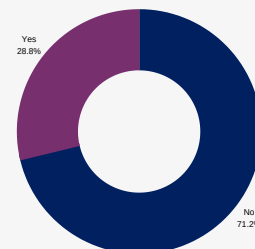
RESULTS (CONTINUED)

DIRECTOR FOCUS GROUPS

Directors were asked to reflect on what "cost-effective," "mindful innovation" and "collaboration" mean to them. Their responses helped the committee to revise the BCCLS mission statement for better clarity, which is a driving force in this plan.

Directors stressed a need for libraries to identify their purpose in order to remain relevant. They also cited funding insecurity, advocacy and public relations, and the ability to keep up with commercial technology as key challenges. One topic without consensus is the level of presence that the BCCLS brand should have in member libraries. Responses ranged from "none" to "quite a bit."
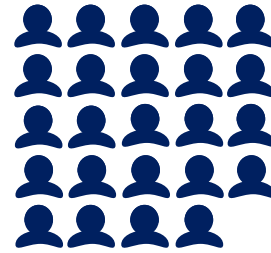
24 participants

31%

Library representation

*Strategic Plan Committee members did not participate in focus groups.

If a genie appeared and granted you one wish for your library, what would it be?

$

What is the single most important part of being in BCCLS for your library?

- ILS services
- Tech support
- Delivery, shared resources
- Infrastructure
- Mentorship, camaraderie
- Cataloging, ILS, Reciprocal borrowing all needed together
- Access

Have you worked in another library system?

Yes 54.2%

No 45.8%
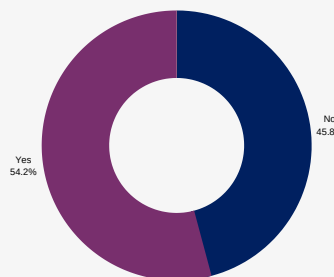
*Those who have worked outside of BCCLS appreciated cultural perks, uniformity, tiered levels of membership, greater technological innovation and consistent training.

What is the single most challenging part of being in BCCLS for your library?

- Lack of uniformity and seamless experience for patrons
- Diversity of opinion
- Rigidness in practices
- Size and budget of a library
- Constraints due to policies, procedures or lack of a la carte services
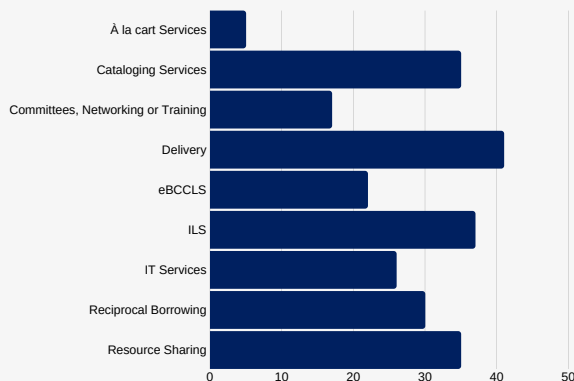
RESULTS (CONTINUED)

DIRECTOR SURVEY

While 50 directors responded to the survey, some also attended a focus group making it impossible to ascertain the total level of library representation in the information gathering process.

Most directors cited some aspect of funding as their greatest wish for their library. Along these lines, 40% said the most challenging part of BCCLS membership is the cost.
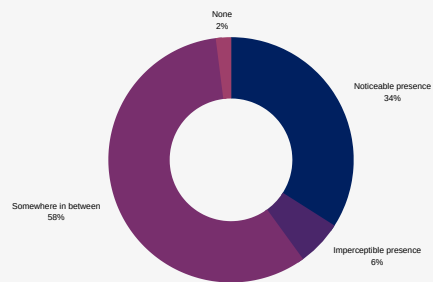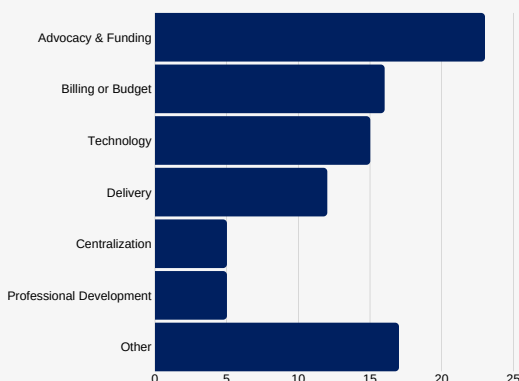
50 responses

What are the top five most important reasons for being in BCCLS for your library?

Category	Value
À la cart Services	5
Cataloging Services	35
Committees, Networking or Training	17
Delivery	41
eBCCLS	22
ILS	37
IT Services	25
Reciprocal Borrowing	30
Resource Sharing	35

What critical issues should BCCLS address in the next 3-5 years?

Category	Value
Advocacy & Funding	23
Billing or Budget	16
Technology	15
Delivery	12
Centralization	5
Professional Development	5
Other	17

How much presence should the BCCLS brand have in your library?

- None 2%
- Noticeable presence 34%
- Imperceptible presence 6%
- Somewhere in between 58%

How long have you worked in BCCLS?

- Less than 1 year 4%
- 1 to 3 years 6%
- 4 to 8 years 16%
- 9+ years 74%

Have you worked in another library system?

- Yes 46%
- No 54%
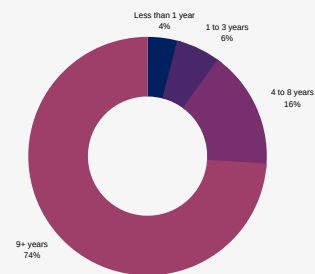
RESULTS (CONTINUED)

TRUSTEE/PUBLIC FOCUS GROUP

Library trustees were invited to participate in order for the committee to gain an understanding of how community members with a deeper knowledge of libraries perceive BCCLS. All attendees spoke positively of BCCLS, although it is clear through some of the responses that they do not have a full picture of what BCCLS is. Many cited the online services such as the catalog and digital resources as the basis of BCCLS, however a few were not up-to-date on specifics. They also expressed anxiety over the delivery situation and whether it is the right investment, and would like to see the cost become more equitable.

Overall, the trustees felt that BCCLS fees are well worth it when compared to the cost of operating alone. They believe that patrons want and need the service, and that resource collaboration should improve.

11 participants

13%

Library representation

What does your library do well?

- Children's services
- Programming that serves a diverse need
- Community outreach
- Customer service

If a genie appeared and granted you one wish for your library, what would it be?

- More and/or updated space
- Improved donations and funding

What could your library improve or offer?

- Personnel time constraints
- Effectively use technology to promote services
- More program offerings
- Increase in eBook availability
- Higher attendance at programs, especially for those in their 20s and 30s
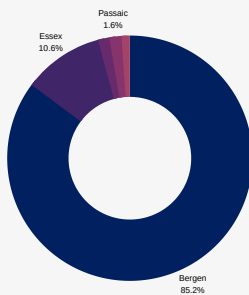
RESULTS (CONTINUED)

TRUSTEE/PUBLIC SURVEY

The greatest amount of feedback we received regarding BCCLS services came from the trustee/public survey. As with the staff survey, it is evident that many members of the public are not knowledgable about what BCCLS is.

Sixty percent of respondents visit their town's library weekly, and 44% visit a library outside of their town a few times per year. More than half visit the BCCLS website weekly, although it is not clear if they understand that the BCCLS website is separate from library websites.
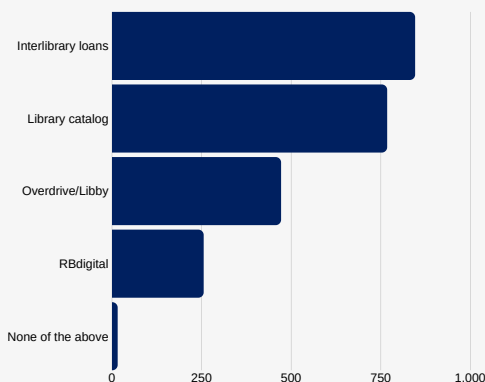
886 responses

What county do you live in?

Passaic 1.6%
Essex 10.6%
Bergen 85.2%

Which of these BCCLS services are you familiar with?

Interlibrary loans
Library catalog
Overdrive/Libby
RBdigital
None of the above

0   250   500   750   1,000

What does your library do well?

- Programming
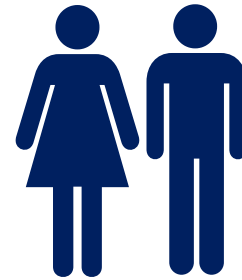- Children's services
- Delivery to buildings/senior homes
- Notification/emails
- Interlibrary loans
- Quick, friendly service
- Displays

What could your library improve or offer?

- Better hours
- More programs
- More books, eBooks, media
- Item loan periods
- Museum passes
- Faster delivery
- Online newspapers
- Improved online experience
- Streaming services
- Better communication

RESEARCH DATA

Using SimplyAnalytics, the committee compiled demographic data for the 1,060,623 residents in Northern New Jersey that fall in the BCCLS footprint. Youth under the age of 18 comprise 20.83% of the population served by BCCLS and adults over the age of 65 represent an additional 16.9% of the population. The majority of potential library patrons in the BCCLS community (62.27%) are between the ages of 18 to 64.

BCCLS serves an increasingly ethnically and linguistically diverse community. Residents who speak a language other than English account for 38.3% of the population. Spanish is the most prevalent language after English and is spoken by 14.9% of residents in BCCLS' service area. Approximately 16% of the residents surveyed identify as Hispanic and approximately 14.5% identify as Asian.

While approximately 10.4% of residents in municipalities who participate in BCCLS live near or below the poverty level, the vast majority of residents have above average household incomes. In 2018, 54.6% of households in communities served by BCCLS had household incomes exceeding $100,000 per year, and 23.3% of households earned over $200,000 per year. Residents in BCCLS communities are more likely to have college degrees and other advanced postgraduate degrees than the national average (45.5% vs. approximately 33%).

62% of those in the BCCLS footprint are 18 to 64 years old

38% speak a language other than English
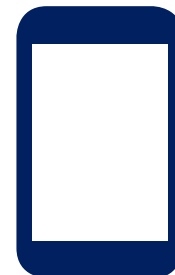
72% have and use cell phones, tablets and other similar, app-focused devices

STRATEGIC PRIORITIES

The Strategic Planning Committee developed the following strategic priorities based on the aforementioned research, including the surveys and focus groups. Each priority has measurable objectives that will determine the plan's overall success.

1 Ensure mandated services are fiscally sustainable for the organization and all member libraries

2 Have control over the BCCLS brand

3 Elevate the BCCLS brand through regular advocacy and awareness efforts across the four counties

4 Support the use of forward-thinking technologies that improve efficiencies and customer satisfaction with consideration for patron privacy and security

5 Increase education and participation in BCCLS activities among all

6 Have financial stability, the means to respond to anticipated and unforeseen circumstances, and the ability to pursue new opportunities to advance the cooperative

OBJECTIVES

STRATEGIC PRIORITY 1

Ensure mandated services are fiscally sustainable for the organization and all member libraries

Mandated services are those that every member library is required to use.

1.1 Evaluate mandated services and opt-in services every two years beginning in 2020

1.2 Review the billing formula to support sustainable participation by member libraries in 2020, and every three years after

1.3 Identify and advocate for additional funding opportunities

MEASUREMENTS

- 1.1: Task Force submits report and any revision recommendations by the October 2020 System Council meeting
- 1.2: Finance Committee submits report and any revision recommendations by the October 2020 System Council meeting
- 1.3: Advocacy Committee, working with the Executive Director, develops a 2021-2025 plan of action by the December 2020 System Council meeting
- 1.3: Executive Director will increase additional operational grant funding by 100% by the end of 2025

OBJECTIVES (CONTINUED)

STRATEGIC PRIORITY 2

Have control over the BCCLS brand.

The BCCLS brand is the perception of the organization and its services, i.e. how people feel about it. Branding is the strategy used to influence the way people think about BCCLS.

2.1 Establish a task force to evaluate the current brand, brand identity and effectiveness of the BCCLS name within sixty days of adoption of the plan

2.2 Establish a clear brand style guide that includes integration with member library materials

2.3 Create general marketing materials to promote BCCLS services for optional use in every library

MEASUREMENTS

- 2.1: Report due by the June 2020 System Council meeting with recommendation regarding possible professional expertise and budget
- 2.2: Style guide is electronically available to all BCCLS membership by 2023
- 2.3: Materials are electronically available by the end of 2023

OBJECTIVES (CONTINUED)

STRATEGIC PRIORITY 3

Elevate the BCCLS brand through regular advocacy and awareness efforts across the four counties

Advocacy and awareness topics encompass BCCLS-specific services as well as general public library promotion that aligns with professional values as set forth by the ALA.

3.1 Advocacy & Government Relations Committee, working with the Executive Director, creates a biennial marketing campaign to support libraries

3.2 Encourage BCCLS membership and trustee attendance at regional, high-trafficked public events

3.3 Encourage BCCLS membership and trustee attendance at local and state legislative events

3.4 Partner with established county, state and national library organizations to promote public libraries in general and the BCCLS organization in particular

MEASUREMENTS

- 3.1: Campaigns executed in 2022 and 2024
- 3.2: Create and promote event list by the end of 2020 with quarterly review
- 3.2: Assist in logistical planning for those interested in attending by the end of 2020 with annual appeal thereafter
- 3.3: Create and promote an event list by the end of 2020 with quarterly review
- 3.3: Assist in logistical planning for those interested in attending by the end of 2020 with annual appeal thereafter
- 3.4: BCCLS directors will be encouraged annually to seek official positions in regional and state library organizations

OBJECTIVES (CONTINUED)

STRATEGIC PRIORITY 4

Support the use of forward-thinking technologies that improve efficiencies and customer satisfaction with consideration for patron privacy and security

4.1 Create a mechanism for member libraries to test new technologies

4.2 Increase technology training opportunities by the BCCLS Office

4.3 Investigate development of a BCCLS mobile app

MEASUREMENTS

- 4.1: Technology & Digital Services Committee, working with the BCCLS staff, develops plan and steps by the end of 2023
- 4.2: BCCLS Office offers at least 6 webinars and/or in-person classes annually
- 4.3: Technology & Digital Services Committee will make a recommendation by the end of 2021

OBJECTIVES (CONTINUED)

STRATEGIC PRIORITY 5

Increase education and participation in BCCLS activities among all levels

5.1 Offer more virtual meetings and webinar opportunities

5.2 Develop director on-boarding process and educational materials

5.3 Regularly inform library staff of the purpose of committees and availability of participation

5.4 Implement centralized training on mandated services for relevant staff

5.5 Provide greater opportunities to circulation staff

5.6 Ensure BCCLS educational opportunities are available for trustees year-round

MEASUREMENTS

- 5.1: Committees will offer at least one webinar annually
- 5.1: BCCLS Office will investigate virtual participation in BCCLS committee and small group meetings with a recommendation by June 2023
- 5.2: LAMP Committee in conjunction with new director mentors will create on-boarding steps by June 2021
- 5.2: Materials will be available on the Director Portal by the end of 2021
- 5.3: Committee agendas will be electronically available to all BCCLS membership two days before a meeting
- 5.3: Committee minutes will be electronically available to all BCCLS membership one week after approval

- 5.3: BCCLS President will send an informational email about the committees to all BCCLS membership one month prior to enrollment
- 5.3: LAMP Committee will develop a process for sending emails about opportunities to all new library staff email addresses by January 2021
- 5.4: BCCLS Office will recommend a training process by June 2021 with implementation by the end of 2022
- 5.5: Reinstitute circulation staff meetings twice a year
- 5.5: Explore the usefulness and effectiveness of a potential Circulation Committee by the end of 2022
- 5.6: Make educational materials electronically available by 2021
- 5.6: Provide at least one trustee educational opportunity annually

OBJECTIVES (CONTINUED)

STRATEGIC PRIORITY 6

Have financial stability, the means to respond to anticipated and unforeseen circumstances, and the ability to pursue new opportunities to advance the cooperative

6.1 Develop a Capital Plan for 2021-2026

6.2 Evaluate delivery service including warehouse space and vehicles

6.3 Evaluate BCCLS technology to plan for necessary upgrades and equipment replacement

MEASUREMENTS

- 6.1: Task Force submits Capital Plan by October 2020
- 6.2: Delivery Task Force submits evaluation and recommendations by October 2022
- 6.3: Director of Information Technology will present and make recommendations to System Council annually

MOVING FORWARD
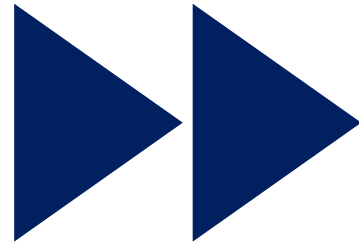
The growing number of challenges and opportunities facing public libraries today provides an unending amount of goals to be accomplished. In order to build a plan with goals that are attainable in a set timespan, it was essential that the Strategic Planning Committee limit its scope. The most urgent strategic priorities were selected for action over the next five years.

Throughout the life of this plan, members of the committee will meet biannually to review progress. It may become necessary to consider amendments to objectives due to unforeseen changes in BCCLS's circumstances. Should a modification be deemed crucial, the committee will make a recommendation to the membership.

When this plan nears its conclusion and BCCLS begins its next strategic planning process, this committee recommends that future strategy take into consideration future challenges with BCCLS infrastructure, including a reflection on any potential growth of BCCLS and possible membership prerequisites to ensure any expansion is sustainable.

APPENDIX

LIST OF PARTICIPATING LIBRARIES

The following 48 libraries had representation on the Strategic Planning Committee, or at one or more staff, director or trustee focus group. This represents 62% of libraries within BCCLS. This list does not include libraries represented in the surveys.

Bloomfield Public Library
Bogota Public Library
Cliffside Park Public Library
Closter Public Library
Dumont's Dixon Homestead Library
East Rutherford Memorial Library
Englewood Public Library
Fair Lawn's Maurice M. Pine Free
    Public Library
Fort Lee Free Public Library
Garfield Public Library
Glen Ridge Public Library
Glen Rock Public Library
Hackensack's Johnson Public Library
Harrington Park Public Library
Hillsdale Library
Hoboken Public Library
Ho-Ho-Kus's Worth Pinkham
    Memorial Library
Livingston Public Library
Mahwah Public Library
Maplewood Memorial Library
Maywood Public Library
Millburn Free Public Library
Montclair Public Library
Montvale Free Public Library

New Milford Public Library
North Bergen Free Public Library
Norwood Public Library
Nutley Public Library
Oakland Public Library
Old Tappan Free Public Library
Oradell Public Library
Palisades Park Public Library
Paramus Public Library
Park Ridge Public Library
Ridgefield Public Library
River Vale Free Public Library
Rochelle Park Free Public Library
Roseland Free Public Library
Rutherford Public Library
Secaucus Public Library
Teaneck Public Library
Upper Saddle River Public Library
Waldwick Public Library
Wallington's John F. Kennedy
    Memorial Library
West Caldwell Public Library
Westwood Free Public Library
Wood-Ridge Memorial Library
Wyckoff Public Library