Moorhead Library
BOARD OF TRUSTEES
Regular Meeting, April 13th, 2021
Virtual Meeting, 5:30 p.m.

https://us02web.zoom.us/j/83463032452?pwd=YURHVXdRaHN3TXNuS2lIRW9jcWJRUT09

Agenda

- Open Meeting
- Approve Agenda
- Approve minutes from February, 2021 meeting
- Summer Library Experience Preview - Kai Thorstad, Youth Librarian
- LARL Board Update – LARL Members – see attached
- City Council Report – Council Liaison
- Director’s Report
- County Library Board Position
- Police Review and Discussion - Code of Conduct - (draft copy attached)
- Endowment Funds
- Needs Assessment Update
  - Background information
  - Subcommittees (building committee, Vote Yes committee)
- Legislative Update
- LARL Donor Report
- Other Business
- Next Meeting: April 13th, 2021
Moorhead Library
BOARD OF TRUSTEES
Regular Meeting, February 9th, 2021
Virtual Meeting, 5:30 p.m.

Present: Douglas Greenly, Kristi Carlson, Chizuko Shastri, Samantha Gust, Neely Benten, Kim Melton, Kellie Meehlhause, Shelly Carlson

There were enough board members present to have a quorum. Douglas Greenly, Vice President, conducted the meeting.

Approval of Agenda
Kristi moved to approve agenda, Samantha seconded. Motion passed

Approval of Minutes from November 2020 Meeting
Neely moved to approve the minutes, Samantha seconded, motion passed

Welcome New Members/Introductions
● Welcome Kellie Meehlhause
● Administration of the Oath of Office

County Library Board Position
● The county does not have a record of appointing people to the board. They have requested a recommendation from LARL on how to move forward
● The bylaws state the Clay County Commission shall appoint that one member
● Kristi, the current Clay County representative, will seek recommendations to fill this position and pass along to Megan
● Kellie moved to approve the motion, Kristi seconded. Motion passed

LARL Board Update – LARL Members
● Chizuko sent information that was shared with the board regarding LARL Board updates
  o The final 2021 Budget was approved

City Council Report – Council Liaison
● Shelly Carlson, previous council liaison, has been appointed mayor
● The city has taken on a comprehensive 10-year plan. Community members have been vocal in supporting the library in planning discussions

Director’s Report
● Currently open for walk in traffic with limited hours. Starting March 1st, normal hours will be resumed
● LARL is celebrating 60 years this year
● Events are still being held virtually, but will continue working towards more in-person. Events planned in-person, will have a virtual option
● Digital magazines are now available on the Overdrive/Libby app. Magazines don’t count towards individual check-out limits and multiple people can check-out single issues at once
● Community needs assessment has begun
  o One-on-one interviews and small-focus groups will begin soon
Community survey will go out this month. Board members should take the survey and promote it with community members
- Discussed proctoring – this service is available to all community members and is frequently used by students and individuals taking the MN driver’s license exam

#LARLReads Social Media Campaign
- Regional campaign
- Will be looking for community members to post on their social media accounts using hashtag. Send participants recommendations to Megan

City Council Tours @ the Library
- Two to three different times will be offered to council members for tours
- Looking for late March or early April
- Megan will send out dates and times to the board for participation

2021 Meeting Schedule
- Second Tuesday of the following months at 5:30 pm: February, April, September, November
- Meetings will be held via Zoom until further notice

Other Business
- Starting to think of dates and locations for the book truck for summer 2021. Will be looking for volunteers to join a staff member during the stops
- COVID vaccine signup - Library staff is open and available to help individuals sign-up for their vaccine. Contact the library with any questions
- Megan posed the question to Shelly if she will be able to continue serving on the board. Shelly will be meeting with the city manager to discuss committee involvement and expectations. She will report back with additional information
- Question was raised regarding volunteer support. Megan stated that often times there are more requests to volunteer than what is needed. Will be looking for additional support for the book truck
- Douglas requested additional information on the history of the needs assessment for the library

The meeting was adjourned at 6:16 pm.
LARL Board meeting report on March 25, 2021 (Virtual meeting)

1. 2020 Audit Report by Brady, Martz & Associates, P.C. Thief River Fall, Minnesota

Nothing came to our attention that caused us to believe that the Library failed to comply with the provisions of the contracting and bidding, deposits and investment, conflict of interest, claims and disbursements, and miscellaneous provisions sections of the Minnesota Legal Compliance Audit Guide for Other Political Subdivisions, promulgated by the State Auditor pursuant to Minn. Stat. §6.65, insofar as they relate to accounting matters.

Financial Highlights
- Lake Agassiz Regional Library (LARL) has total net position of $498,364, an increase of $353,917 for the year ended December 31, 2020.
- LARL’s 2020 general operating expenditure budget of $3,458,250 represents an increase of 1.85% from the 2019 budget. While the 2020 budget presented expenditures exceeding revenues by $57,621, actual results showed a surplus of $239,319 for 2020.

### GENERAL FUND REVENUES

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>Amount of Increase (Decrease)</th>
<th>Percent Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signatory Funding</td>
<td>$2,622,130</td>
<td>$2,545,620</td>
<td>$76,510</td>
<td>3.0%</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>31,481</td>
<td>31,481</td>
<td></td>
<td>100.0</td>
</tr>
<tr>
<td>State Grants</td>
<td>691,844</td>
<td>723,975</td>
<td>(32,131)</td>
<td>(4.4)</td>
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<tr>
<td>Investment Earnings</td>
<td>81,369</td>
<td>100,328</td>
<td>(18,959)</td>
<td>(18.9)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>85,439</td>
<td>107,368</td>
<td>(21,929)</td>
<td>(20.4)</td>
</tr>
<tr>
<td>Special Projects</td>
<td>97,221</td>
<td>50,861</td>
<td>46,360</td>
<td>91.2</td>
</tr>
<tr>
<td><strong>Total General Fund Revenue</strong></td>
<td><strong>$3,609,484</strong></td>
<td><strong>$3,528,152</strong></td>
<td><strong>81,332</strong></td>
<td><strong>2.3%</strong></td>
</tr>
</tbody>
</table>

Total general fund revenue increased by $81,332 or 2.1% from the previous year

### GENERAL FUND EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>Amount of Increase (Decrease)</th>
<th>Percent Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>$1,704,665</td>
<td>$1,775,814</td>
<td>($71,149)</td>
<td>(4.0)%</td>
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<tr>
<td>Employee Benefits</td>
<td>614,867</td>
<td>606,740</td>
<td>8,127</td>
<td>1.3</td>
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<td>Purchased Services</td>
<td>220,155</td>
<td>260,484</td>
<td>(40,329)</td>
<td>(15.5)</td>
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<tr>
<td>Supplies and Materials</td>
<td>421,250</td>
<td>434,412</td>
<td>(13,162)</td>
<td>(3.0)</td>
</tr>
<tr>
<td>Automation and Cataloging</td>
<td>159,885</td>
<td>164,723</td>
<td>(4,838)</td>
<td>(2.9)</td>
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<tr>
<td>Special Projects</td>
<td>240,181</td>
<td>218,549</td>
<td>21,632</td>
<td>9.9</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>9,162</td>
<td>46,250</td>
<td>(37,088)</td>
<td>(80.2)</td>
</tr>
<tr>
<td><strong>Total General Fund Expenditures</strong></td>
<td><strong>$3,370,165</strong></td>
<td><strong>$3,506,972</strong></td>
<td><strong>(136,807)</strong></td>
<td><strong>(3.9)%</strong></td>
</tr>
</tbody>
</table>
MAJOR FUNDS

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>2020</th>
<th>2019</th>
<th>Increase (Decrease)</th>
<th>Percentage Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governmental Funds General</td>
<td>$1,986,417</td>
<td>$1,747,098</td>
<td>$239,319</td>
<td>13.7%</td>
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ASSETS

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$1,062,824</td>
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<tr>
<td>Investments</td>
<td>1,408,171</td>
<td></td>
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<tr>
<td>Investments with Fiscal Agents</td>
<td>89,746</td>
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<tr>
<td>Account Receivable</td>
<td>31,820</td>
<td></td>
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<tr>
<td>Prepaid</td>
<td>71,727</td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$2,758,172</strong></td>
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</table>

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

- LARL, a consolidated public library system, was created through a joint powers agreement **in 1961**. LARL is composed of **13 branches** which are located in the Minnesota cities of Ada, Bagley, Barnesville, Breckenridge, Climax, Crookston, Detroit Lakes, Fertile, Fosston, Hawley, McIntosh, Mahnomen, and Moorhead. These cities are located within the **seven county area** comprised of Becker, Clearwater, Clay, Mahnomen, Norman, Polk, and Wilkin Counties. These are **LINKS sites** in the communities of Cormorant, Frazee, Gonvick, Halstad, Hendrum, Lake Park, Rothsay, Twin Valley, and Ulen.
- LARL uses one major fund to account for all of its activities. This fund is used to account for LARL's general activities, including the collection and disbursement of specific or legally restricted monies and the acquisition or construction of capital assets.


<table>
<thead>
<tr>
<th>General Fund Revenue</th>
<th>Current Month Actual</th>
<th>Year To Date Actual</th>
<th>Annual Budget</th>
<th>YTD Actual To Annual $ Variance</th>
<th>YTD Actual Budget %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Signatory Funding</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Becker County</td>
<td>$0</td>
<td>$100,091</td>
<td>$400,565</td>
<td>$300,274</td>
<td>25.00</td>
</tr>
<tr>
<td>Detroit Lakes</td>
<td>0</td>
<td>59,086</td>
<td>236,345</td>
<td>177,259</td>
<td>25.00</td>
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<tr>
<td>Clay County</td>
<td>0</td>
<td>81,864</td>
<td>308,075</td>
<td>226,211</td>
<td>26.57</td>
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<tr>
<td>Moorhead</td>
<td>0</td>
<td>196,730</td>
<td>786,920</td>
<td>590,190</td>
<td>25.00</td>
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<td>Clearwater County</td>
<td>0</td>
<td>27,195</td>
<td>108,780</td>
<td>81,585</td>
<td>25.00</td>
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<tr>
<td>Mahnomen County</td>
<td>0</td>
<td>11,406</td>
<td>45,625</td>
<td>34,219</td>
<td>25.00</td>
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<tr>
<td>Mahnomen</td>
<td>0</td>
<td>5,603</td>
<td>22,410</td>
<td>16,807</td>
<td>25.00</td>
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<td>Norman County</td>
<td>0</td>
<td>26,120</td>
<td>104,480</td>
<td>78,360</td>
<td>25.00</td>
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<tr>
<td></td>
<td>Polk County</td>
<td>Crookston</td>
<td>Wilkin County</td>
<td>Breckenridge</td>
<td>Total Signatory Funding</td>
</tr>
<tr>
<td>------------------------</td>
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<td>---------------</td>
<td>--------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>70,143</td>
<td>280,570</td>
<td>210,427</td>
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<tr>
<td>Total Personnel</td>
<td>187,057</td>
<td>376,205</td>
<td>2,508,500</td>
<td>2,132,295</td>
<td>15.00</td>
</tr>
<tr>
<td>Regional Library Telcom Aid (RITA)</td>
<td>0</td>
<td>10,000</td>
<td>83,650</td>
<td>73,650</td>
<td>11.95</td>
</tr>
<tr>
<td>Regional Library Telcom Aid (RITA)</td>
<td>0</td>
<td>10,000</td>
<td>83,650</td>
<td>73,650</td>
<td>11.95</td>
</tr>
<tr>
<td>Total Transportation</td>
<td>155</td>
<td>340</td>
<td>3,650</td>
<td>3,310</td>
<td>9.32</td>
</tr>
<tr>
<td>Total Materials</td>
<td>24,959</td>
<td>73,398</td>
<td>405,000</td>
<td>331,602</td>
<td>18.12</td>
</tr>
<tr>
<td>Total Capital Expenditures</td>
<td>185</td>
<td>1,499</td>
<td>40,000</td>
<td>38,501</td>
<td>16.67</td>
</tr>
<tr>
<td>Total Capital Fund Accounts</td>
<td>375</td>
<td>750</td>
<td>4,500</td>
<td>3,750</td>
<td>10.84</td>
</tr>
<tr>
<td>Total General Fund Expenditures</td>
<td>240,383</td>
<td>516,210</td>
<td>3,496,450</td>
<td>2,980,240</td>
<td>14.76</td>
</tr>
<tr>
<td>General Fund Revenue Over Expenditures</td>
<td>(81,662)</td>
<td>393,116</td>
<td>0</td>
<td>(393,116)</td>
<td>0.00</td>
</tr>
<tr>
<td>Special Project Revenue</td>
<td>10,100</td>
<td>23,214</td>
<td>0</td>
<td>(23,214)</td>
<td>0.00</td>
</tr>
<tr>
<td>Special Project Expenditures</td>
<td>33,859</td>
<td>50,384</td>
<td>0</td>
<td>(50,384)</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Special Projects Capital</td>
<td>0</td>
<td>325</td>
<td>0</td>
<td>(325)</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Special Projects Expenditures</td>
<td>33,859</td>
<td>50,709</td>
<td>0</td>
<td>(50,709)</td>
<td>0.00</td>
</tr>
<tr>
<td>------------------------------------</td>
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<td>------</td>
</tr>
<tr>
<td>Special Projects Revenue Over (Under) Expenditures</td>
<td>(23,759)</td>
<td>(27,495)</td>
<td>0</td>
<td>27,495</td>
<td>0.00</td>
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<tr>
<td>GRAND TOTAL REVENUE</td>
<td>168,821</td>
<td>932,540</td>
<td>3,496,450</td>
<td>2,563,910</td>
<td>26.67</td>
</tr>
<tr>
<td>GRAND TOTAL EXPENDITURES</td>
<td>274,267</td>
<td>566,955</td>
<td>3,496,450</td>
<td>2,929,495</td>
<td>16.22</td>
</tr>
<tr>
<td>CHANGE IN FUND BALANCE</td>
<td>(105,446)</td>
<td>365,585</td>
<td>0</td>
<td>(365,585)</td>
<td>0.00</td>
</tr>
</tbody>
</table>

3. Director’s Report

◊ Moorhead Public Library Needs Assessment/Sales Tax Hearing
   • Library Strategies is currently conducting Needs Assessment for the Moorhead Public Library/LARL Headquarters.
   • Over 800 surveys have been received so far and the consultants have completed the first round of focus groups.
   • This aligns nicely with the Moorhead City Council’s recent approved action to bring a sales tax for a new library/community center approval for a ½ cent sales tax for a new Moorhead Public Library/LARL headquarters/Community Center.

◊ New Service: Book Club Kits
   • LARL is now offering access to a collection of book club kits for book club meetings and other literary-focused groups.
   • Each kit will be equipped with ten copies of a work of popular fiction or non-fiction with a special focus on Minnesota-based authors, along with helpful discussion guides and tips.
   • The kits can be borrowed for six weeks and include titles appealing to a variety of ages, including *This Tender Land* by William Kent Krueger, *Give a Girl of Knife* by Amy Thielen, *Speak* by Laurie Halse Anderson and more.
   • More information can be found at [https://larl.org/book-club-kits/](https://larl.org/book-club-kits/)

◊ LARL’s 60th Anniversary Update: Visit [https://larl.org/60years/](https://larl.org/60years/)

   o Book Blizzard, Winter Reading Program for Adults (January 1 through February 28)
     • 348 participants using paper entries and 207 online Beanstack with 4,934 books read total.

   o Author Presentation Featuring William Kent Krueger (February 16 at 7pm)
     • Virtual event on the LARL Facebook Page (facebook.com/larlmn/live)
     • 439 people attended this event live with 888 views to date.
     • The event was mentioned in the Hutchinson Leader:

- Fringe Earring Take-Home Kits with Tawny Trottier Cale (February 22)
  - Virtual demonstration available at https://www.youtube.com/watch?v=VJ9HhRZ5jn8
  - 201 views to date

- Midwest Native Plant Primer Featuring Alan Branhagen (March 9 at 7pm)
  - Virtual event on the LARL Facebook Page (facebook.com/larlmn/live)
  - 55 in attendance with 151 views to date.

- 1961: A Minnesota Sports Retrospective with Ross Bernstein (March 23 at 7pm)
  - Virtual event on the LARL Facebook Page (facebook.com/larlmn/live)

- Adam Thielen Poetry Contest
  - March 1-April 9, submission accepted with winner announced on April 30th

- Madness and Mental Health with Journalist and Author Marya Hornbacher
  - May 18 at 10:30am at the Detroit Lakes Public Library and 7pm at the Moorhead Public Library: in-person event.
  - Also streamed to the LARL Facebook Page (facebook.com/larlmn/live)

4. Detroit Lakes Needs Assessment Update

Library Activity

The Moorhead Library resumed normal operating hours March 1st. Current COVID restrictions include encouraging social distancing, limited in-person events, and enforcing the mask mandate.

Traffic in the library is quite busy. While circulation numbers continue on a downward trend, staff continue to stay busy helping the public with computer assistance, applying for jobs or unemployment, faxing documents, notarizing documents, proctoring exams and much more. A quick look at our gate count shows that we are seeing about half the traffic each day than what we saw before COVID, however, those visiting us are specifically seeking help from library staff, rather than visiting to browse the stacks. Traffic is heaviest during the daytime hours as many continue to assume we are still operating under reduced hours.

Events / LARL 60th Anniversary

As we continue to celebrate LARL’s 60th Anniversary, the Moorhead Library will welcome Madness and Mental Health with Journalist and Author Marya Hornbacher for our first hybrid (in-person / live-streaming) event. This event will take place May 18 at 10:30 AM at the Detroit Lakes Public Library and 7 PM at the Moorhead Public Library.

Visit https://larl.org/60years/ for updates on these special events for the remainder of 2021.

In celebration of 60 Years of Service, customers are also encouraged to help us fulfill our mission of enriching lives and strengthening communities by making a $60 donation in honor of this milestone at larl.org/donate.

Summer 2021

Summer Library Experience: Youth Librarian Kai Thorstad has been busy planning this year’s Summer Library Experience, which will run during June and July. Outdoor events will take place weekly during this time surrounding the theme Tails and Trails.

60 Books for 60 Years: LARL will challenge adult readers to read a total of 60 books in 2021 in celebration of LARL’s 60 years of service. This program will launch in late April and will take the place of our usual adult summer reading challenge. More information will soon be available on larl.org.

Book Truck: Library staff are busy working on building a schedule for the Book Truck. We plan to bring the Book Truck to neighborhoods throughout Moorhead and Dilworth four days a week June - August. Stops will include city parks, school parking lots, Adult Basic Education, daycares and various community events. The public is able to request an appearance from the Book Truck by visiting
Services

Legal Kiosk Project in Partnership with Minnesota Legal Aid:
The Moorhead Public Library is now home to a Legal Kiosk that is available for public use. The COVID-19 pandemic and public health emergency have moved the legal system virtual, creating a digital divide that has disproportionately impacted the communities served by Minnesota Legal Aid.

Access to the legal system and a chance at justice is only available to those with the means and resources to use technology. To address this digital divide, the Minnesota Legal Services Coalition requested CARES Act funds to give communities access to civil justice by creating a statewide network of legal kiosks to be stationed in a variety of court, agency, non-profit, and other community locations.

Legal kiosks are computers located across the state of Minnesota that provide access to legal aid services to individuals without access to wifi or technology. These Legal Kiosks are stationed in a variety of community locations offering the public the ability to apply for civil legal aid services, access legal resources, and, in some cases, attend online meetings and remote court hearings in privacy.

Legal Services of Northwest Minnesota will begin offering office hours via the Legal Kiosk at the Moorhead Public Library on the third Thursday of the month from 4:00-6:00.

Shredding Service:
A document shredding service is now available on an ongoing basis at the library. The public is invited to bring their old documents to the library for safe disposal at the cost of $5 per banker’s box / grocery bag. Proceeds support operational costs for the Book Truck.

Staffing Update

Congratulations to Tiffany Ross who was recently promoted from an assistant position to an associate (librarian) position.

Congratulations and welcome to Kailynn Allen who recently joined the library staff as a part time assistant.

The Library is currently seeking a part-time, temporary employee to accompany staff on the Book Truck.

One 20/wk assistant position remains unfilled at this time and will be filled when needed.

Friends of the Moorhead Library

Bag Sale: The Friends are currently holding a bag sale in the library that will run through 26th or longer. The sale has only been advertised on social media however word has gotten out and the sale is seeing a steady stream of traffic.

May Outdoor Sale: The Friends will host an outdoor sale May 13-15.
MALF Webinar: Karen Jacowitz, Friends President, will present at a webinar hosted by the Minnesota Association of Library Friends. Her presentation will focus on the Friend's partnership with an online bookseller. Their partnership with Famine Books includes both selling items directly, and earning a commission on items sent for sale. This partnership has been quite lucrative and is fairly innovative. Karen was invited to present by a MALF board member hoping this experience will help other Friends groups thrive.
Lake Agassiz Regional Library

CODE OF CONDUCT POLICY

The Lake Agassiz Regional Library encourages the public to use its facilities, materials and services to fulfill their educational, cultural and recreational needs. To best serve all library users and staff, certain standards and rules of library behavior have been established. Behavior becomes unacceptable when it interferes with appropriate use of the library by others or when it could result in a safety hazard, injury, or damage to library property. The Library is defined as the library building, its surrounding parking lot and sidewalks. The following is not intended to be an exhaustive list:

Rules of Conduct

- Any act or conduct in violation of federal, state, or local law, ordinance or regulations or library rules or policies is prohibited in any library facility.

- Behavior which may disturb others or interfere with their rights to use library facilities is prohibited, including, but not limited to: loud, repetitive, abusive, obscene or threatening language; loud conversations, running, shoving, fighting, physical or verbal harassment of staff or other customers; or offensive, pervasive odor that interferes with others' use of the library.

- Customers must maintain orderly and safe entry/exit of the library by not loitering in high traffic areas, doorways, aisles and stairways.

- In acknowledgement of the Clean Indoor Air Act (Minnesota Statutes 144.412-147), smoking and tobacco use of any form is forbidden inside library buildings, and includes surrounding parking lots, sidewalks and grounds.

- Drinking alcoholic beverages or displaying intoxicated behavior on library property is prohibited.

- Audio/visual equipment, used with headphones, and cell phones may be used in library facilities provided the equipment’s volume or the speaker’s voice level does not disturb others.
● Proselytizing or solicitation of or by the public or staff is not permitted on library property, including sidewalks, parking lots, and other areas solely associated with library use. This includes, but is not limited to political campaigning, distributing religious pamphlets, soliciting contributions, conducting surveys, gathering signatures, selling fundraising merchandise, etc.

● Proper attire, including shoes and shirts, is required at all times.

● Use of sporting equipment is not allowed in any library facility.

● Only animals needed to assist a customer with a disability are allowed in library facilities.

● Prior permission from the library director or designee is required prior to recording any sound or images on television equipment, tape or film, or on electronic or digital devices, such as cell phones, while on library property.

● Failure to abide by the Library Code of Conduct may result in loss of library privileges.

Individuals of all ages are expected to follow these rules. Individuals who violate the Code of Conduct may be suspended or banned from the Library properties and/or prosecuted to the fullest extent of the law. Staff may tell any patron who has engaged in any inappropriate behavior in violation of this Code of Conduct to immediately leave the Library. Any person who has been told to leave the Library and refuses to leave will be considered to be trespassing resulting in notification of law enforcement.

Adopted: LARL Board of Trustees, November 21, 2019,