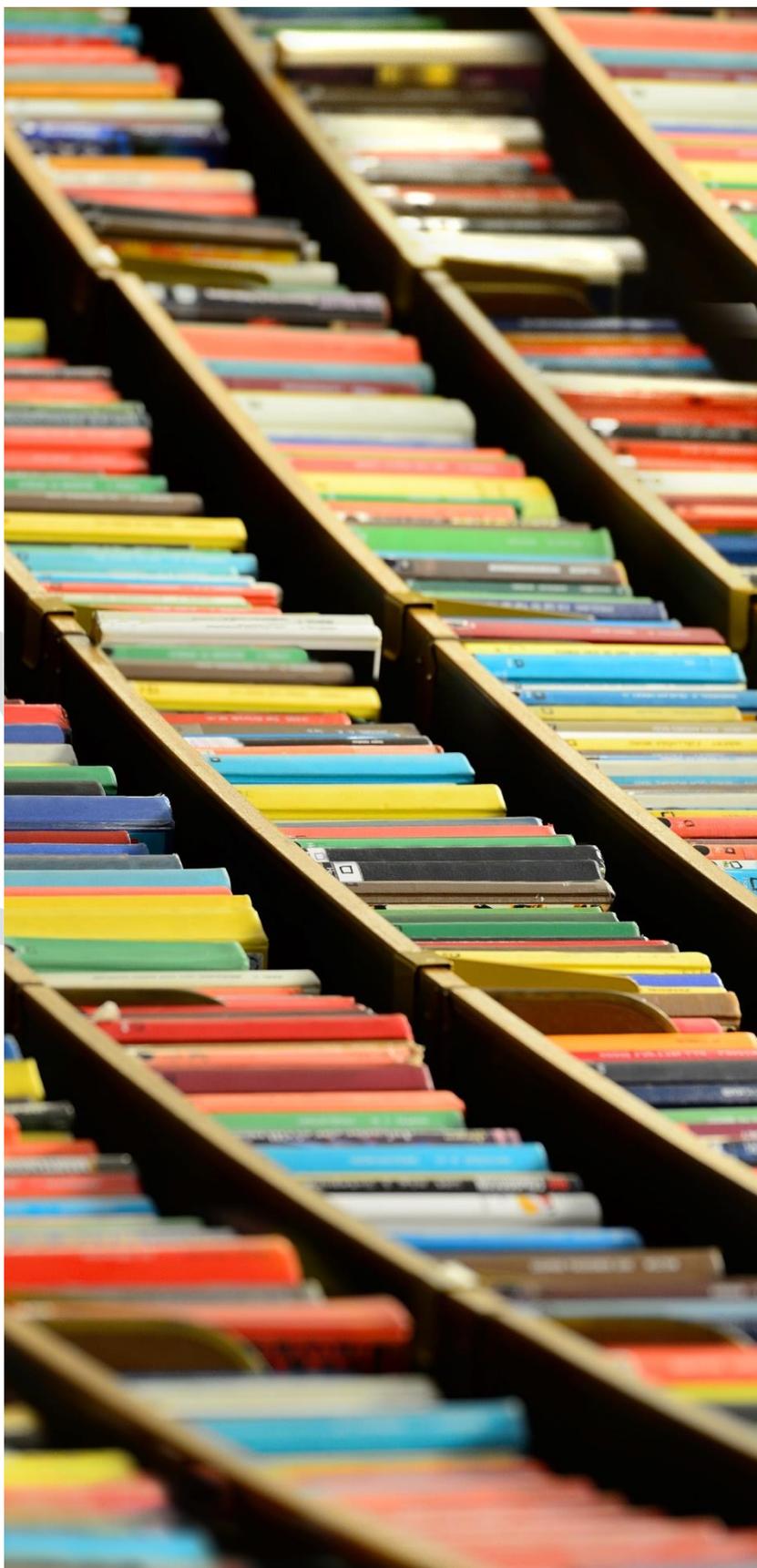




AUDIT REPORT
November 13, 2023

Library Expenditures – Events & Title Procurement Process Audit FY2023

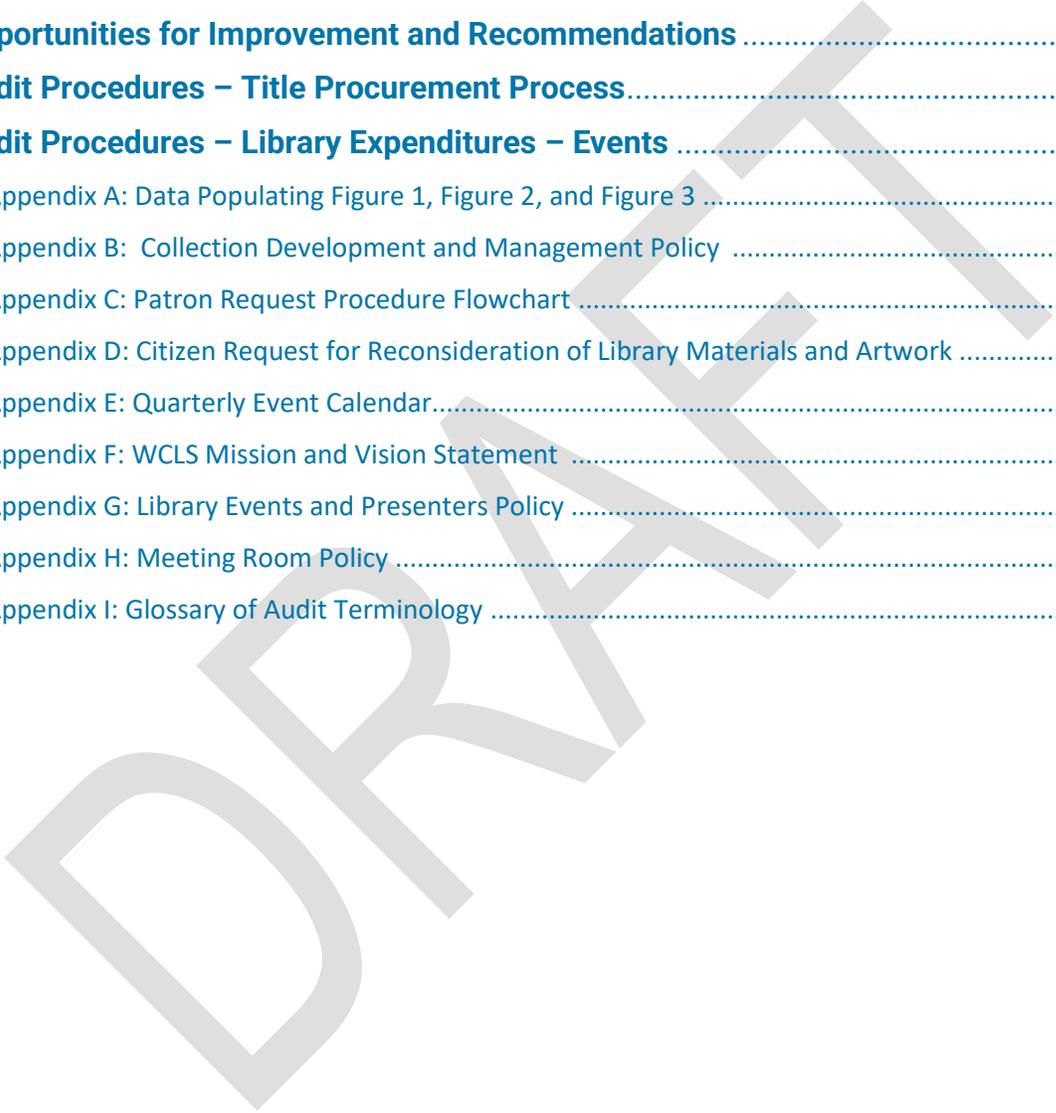


WASHOE COUNTY INTERNAL AUDIT
INTERNAL AUDIT MANAGER - KATELYN KLEIDOSTY
INTERNAL AUDITOR - LOUIS MARTENSEN



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AUDIT HIGHLIGHTS

Washoe County Library Title Procurement Process Audit and Library Expenditures – Events Audit

WHY WE DID THIS AUDIT

An audit of the Library Expenditures –Events and review of the Title Procurement Process was included in the three-year audit schedule approved by the Audit Committee and Board of County Commissioners for fiscal year 2024. The audit objective was to determine how events are scheduled and how the library acquires books. Cash handling will also be reviewed to determine their processes, and accounting treatment. While conducting an audit, the internal auditor also has the obligation to make other recommendations based on observations during fieldwork.

STRATEGIC PLAN

An audit of the Library Expenditures – Special Events & Title Procurement Process is necessary to support the objectives and goals of the Washoe County Strategic Plan approved by the Board of County Commissioners. The objectives supported by this audit are:

Innovative Services

Vulnerable Populations

REPORT FRAUD

to Washoe County Internal Audit

WHAT WE FOUND – Title Procurement Process

Observations, interviews, and examination of the documentation noted the following opportunity for improvement:

- There were nineteen (19) instances where the date stamped as received on the invoice was different than the date processed in the system, later than the closed date in the system, or not stamped at all.

WHAT WE RECOMMEND – Title Procurement Process

We recommend the Washoe County Library System:

- Ensure items are being processed appropriately and stamped.
- Continue to consult the American Library Association (ALA) for best practices or attend trainings sponsored by the ALA

WHAT WE FOUND – Library Expenditures – Events

Observations, interviews, and examination of the documentation noted the following opportunities for improvement:

- There are several employees involved in the event programming process from various locations.
- Event information is in several different Excel spreadsheets and can be difficult to follow.

WHAT WE RECOMMEND – Library Expenditures – Events

We recommend the Washoe County Library System:

- Create a centralized team to coordinate and conduct the events instead of one person from every library.
- Compile all event programming information into one comprehensive spreadsheet.

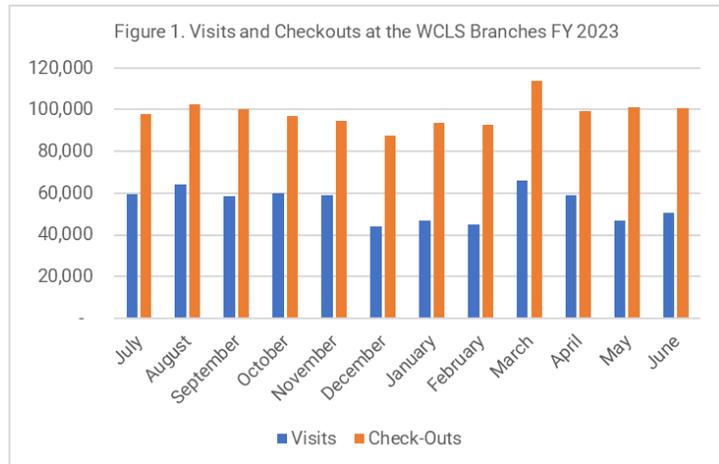
MANAGEMENT RESPONSE

The Washoe County Library System agreed with the recommendations and plans to implement changes. A follow-up will be performed and brought back to the Audit Committee for accountability.

Background and Strategic Plan

The Washoe County Library System (“the WCLS”) has a mission to connect people with information, ideas, and experiences to support an enriched and engaged community, one person at a time. Additionally, their vision is that all Washoe County residents benefit from the Library’s Support of literacy and self-education.

To further their vision and mission, the WCLS has eight (8) full-service branches and four (4) additional outstations located throughout Washoe County serving approximately 252,000 individual library card holders. In fiscal year 2023, there was a total of 658,545 visits and 1,180,649 check-outs across all WCLS branches.



Source: Information provided by WCLS¹

The WCLS supports the Washoe County community by providing a wide variety of services, such as, renting meeting rooms at no cost, computers and other forms of technology, free internet, 3D printing, maker services, outreach program services, homebound services, community collaboration, museum and state park passes, even library-to-go kiosks. In addition, the WCLS offers even more resources for the public to utilize, for example, school and education, business resources, genealogy, health, legal, local, job seekers, STEAM projects, online, and resources for kids and teens. To further engage the community, the WCLS offers a plethora of special events ranging from story times to family game days to book clubs.

The WCLS is continuing to implement the strategic plan and goals approved by the Board of County Commissioners for the fiscal year 2024. A few examples include goals addressed in **innovative services**. The WCLS is improving the experience and modernizing the library resources by adding kiosks and several technology resources. As well as supporting the community engagement and indirectly reaching **vulnerable populations** through various special events, partnering with local partners and charities to facilitate additional resources. To further facilitate achieving the strategic plan and goals, the WCLS promotes quality public service and several guiding principles such as being forward thinkers, committing to digital delivery, and collaborating within and across the County with various organizations, nonprofits, business, and government agencies.

¹Reference Appendix A for data populating graphs.

Objectives, Scope, and Approach

An audit of the Washoe County Library System (WCLS) expenditures for special events and a review of their title procurement process was included in the Audit Committee and Board of County Commissioner's approved three-year audit schedule for fiscal year 2024. The audit objective was to provide County management, the Audit Committee, and the Board of County Commissioners with assurance that the risk and all areas for improvement have been identified, to provide assurance that the internal controls as designed and implemented are operating efficiently and effectively, to provide recommendations to improve the general control environment related to the WCLS special event and title procurement processes.

To obtain background information about potential risks with the Washoe County Library system, the internal auditors reviewed recent similar audits conducted by other cities and counties. In addition, the internal auditors reviewed federal guidance and industry best practices for auditing and investigating internal controls for special events coordination and procurement processes at libraries.

The Internal Audit Division observed the Washoe County Library Systems internal control policies and procedures for event planning and title procurement procedures and processes to identify any weaknesses or gaps in the procedures and processes. Additionally, the processes and procedures were reviewed to ensure compliance with applicable laws, regulations, and statutes for the period July 1, 2022, through June 30, 2023 (fiscal year 2023). There are no noted scope limitations for our audit period.

Furthermore, the internal audit division utilized a risk-based approach to evaluating the Washoe County Library System's procedures and processes by assessing significant risks and adequacy, effectiveness, and efficiency of the internal controls designed and implemented to mitigate these risks. The review includes interviews with employees, observations of employees in various aspects of the processes, and an examination of records. The internal auditors employed due professional care and heightened auditor skepticism throughout the audit. However, absolute assurance cannot be given that other non-compliance and irregularities do not exist, as the testing is limited to sample substantive testing and a sample for test of details of internal controls and compliance.

The Internal Auditors conducted this audit in accordance with the Institute of Internal Auditors (IIA) international professional practices framework. Those standards require that the internal auditors plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and recommendations based on the audit objectives. As well as seeking guidance from best practices from the Public Company Accounting Oversight Board (PCAOB) and America Institute of Certified Public Accountants (AICPA) standards. The Internal Auditors believe that the evidence obtained provides a reasonable basis for the findings and recommendations based on the audit objectives. Audit work took place from July 2023 to October 2023.

Opportunities for Improvement and Recommendations

Based on observations, interviews, and examination of the Washoe County Library System's title procurement process and supporting documentation, only one opportunity for improvement was noted:

- There were nineteen (19) instances where the date stamped as received on the invoice was different than the date processed in the system, later than the closed date in the system, or not stamped at all.

As a result of the observations, interviews, and examination of the Washoe County Library System's title procurement process and supporting documentation the following recommendations were made:

- Ensure items are not being processed in the system prior to receiving the materials, and make sure every invoice is stamped before processing the order.
- Continue to consult the American Library Association (ALA) for best practices related to collection development and weeding or attend trainings sponsored by the ALA to ensure the WCLS is operating with best practices.
- Adhere to the record retention policies established by Nevada State Library, Archives, and Public Records.

Furthermore, based on observations, interviews, and examination of the Washoe County Library System's event programming process and expenditures and supporting documentation there were the following opportunities for improvement:

- There are several employees involved in the event programming process from various locations throughout the County.
- Event information is located in several different Excel spreadsheets and can be difficult to follow.

As a result of the observations, interviews, and examination of the Washoe County Library System's title procurement process and supporting documentation the following recommendations were made:

- Event programming is an ever-growing process, continuously meet with management to determine if there are areas for increased efficiency.
- Create a centralized team to coordinate and conduct the events instead of one person from every library.
- Compile all event programming information into one comprehensive spreadsheet.
- Formalize a sub-committee or group to evaluate event proposals. If this sub-committee or group is created, create a formal policy to ensure consistency.
- Continue to consult the American Library Association (ALA) for best practices related to event programming or attend trainings sponsored by the ALA to ensure the WCLS is operating with best practices regarding event programming.
- Adhere to the record retention policies established by Nevada State Library, Archives, and Public Records.

WASHOE COUNTY  LIBRARY SYSTEM

Connect, Gather, Explore

Title Procurement Process Audit

Enter a title, author, or keyword...



Tutorials

NARROW YOUR SEARCH >



Books, Movies, Music



Articles & Research



Library Information

Audit Procedures

Procurement Process

The WCLS strives to create a collection that matches the needs, the demographics, and the interests of the community. As such, WCLS adheres to the *Collection Development and Management Policy* (reference Appendix B for a copy of the policy) when acquiring materials for the various branches.

The *Collection Development and Management Policy* details the principles used when managing the library's collection development. The library cannot possibly acquire all print and non-print materials that are available for purchase. As such, the policy must be utilized to determine which materials should be added to the collection. When the Collections Development team is considering materials to be added to the collection the following criteria is considered. Note the material must only meet one of the criteria to be added to the collection.

- Current and potential relevance to the community
- Suitability of subject and style for intended audience
- Attention by critics and expert reviewers
- Cost
- Requests by the public
- Comprehensiveness
- Skill, competence, purpose of author
- Reputation and significance of author
- Objectivity
- Authenticity of history or social setting
- Consideration of the work as a whole
- Representation of diverse points of view
- Suitability in physical form for library use
- Technical quality

A discussion with the Collections Development Team, which includes Librarians, Librarian Assistants, and a Collections Development Manager, disclosed the following processes related to material procurement:

Each library in the County was responsible for purchasing and maintaining their own collections. This left the collections disorganized and the processes inefficient. The Collections Development Manager restructured, which created a Collections Development Team consisting of Librarians, Librarian Assistants, and the Manager. It centralized the process increasing efficiency and maximized the dollars spent on the collection.

The WCLS utilizes the Dewey Decimal Classification scheme to sort materials at the library. This classification system is used at many libraries nationwide and is consistent

with best practices. Further, the classification system is used to place materials into their proper subject areas and assign them to adult, juvenile, young adult, reference, or other specific areas of the library. To assist with classification, the Librarians read reviews from professionals in the field and the other librarians' expertise contributes to the placement of items at the library. It is the responsibility of parents to monitor the materials their children borrow or use while utilizing the library.

Procurement Process – Printed Materials

Baker & Taylor, a nationwide book wholesaler, is the primary vendor for printed materials. However, other vendors can be utilized if a certain title cannot be ordered through Baker & Taylor. Before an order is placed at Baker & Taylor, the Librarians scan through the "first look" lists provided by the publishers. The "first look" lists are books that are forecasted to be popular and new books set to be released at a future date. After determining which books would be best suited for Washoe County residents, the Librarians will add those books to their cart. All orders are placed in advance of the book's release. Once the book has been placed on the list to be ordered, it is added to the WCLS's website where residents may "hold" the book for checkout. The Librarian checks the number of holds prior to submitting the order. If there are a substantial number of holds, the librarian will increase the number of copies to maintain the demand of the community. In addition, to the number of copies ordered, the Librarian can select which branches receive the new books and how many copies each library branch receives.

After the order is placed, the items will be shipped to the library branch the Librarian selected during the ordering process. The books received come shelf ready from the box. One reason the preferred vendor is Baker & Taylor is the WCLS has contracted with the company to attach the mylar cover and label the book for the book to be shelf ready when received. When the vendor completes the process for WCLS, it saves a tremendous amount of overhead costs and time.

Once the order has been received by the appropriate library branch, the employee will compare the invoice inside the box to the books in box to verify all items have been received. After verification is complete, the invoice is stamped with the date received and forwarded onto the Librarian Assistants to input the information into Washoe County's accounting system SAP and the books are placed onto the shelf ready to be checked out by the residents. A copy of the invoice is sent to the Comptroller's department for independent review by an Account Clerk II, who verifies the correct journal entry was made.

Additionally, if a book is unavailable at Baker & Taylor, the library will attempt to acquire it through other vendors. The process for purchasing books through other vendors remains consistent when compared to the process for purchasing books through Baker & Taylor.

Procurement Process – eBooks, Audiobooks, and Other Digital Materials

OverDrive, a worldwide digital distributor of eBooks, audiobooks, online magazines, and streaming videos titles, is the WCLS's marketplace for eBooks and audiobooks. Since the 2020 COVID shutdown, eBooks and audiobooks have become more popular amongst the community as they do not need to be physically picked up at the library. The WCLS continues to purchase eBooks and audiobooks to satisfy the increasing demands of the community, despite the significantly higher costs of digital materials.

To access the WCLS's eBook and audiobook collection, residents can download the Libby application on any smart device, either create a library card online or enter their library card obtained through WCLS. Once an account is created, a resident may access the entire digital collection, search for books, place books on hold (physical or digital), and read digital materials.

The WCLS utilizes the same guidelines when purchasing eBooks and audiobooks and a similar process as purchasing physical books. The Librarians consider materials based on popularity and expected demand. These forecasts are also guided by OverDrive and the publishers. Where eBooks/audiobooks differ from physical books is that the library does not own the digital material, it is based on a licensing agreement. WCLS will obtain the rights to the digital material for a certain amount of uses or a certain amount of time, as determined by the publisher. For example, 100 OC/OC (one copy, one checkout) so one copy can be checked at a time for one hundred (100) checkouts. These licensing agreements vary based on the publisher, the popularity and demand of the digital material. Additionally, access to digital material can vary depending on the publisher. It was noted by the Librarians that access to digital materials have been terminated after agreements expire by publishers for periods of time with no explanation. As previously noted, the cost of digital materials are significantly higher than the cost for physical materials, therefore, the Librarians must take cost into consideration before purchasing digital materials. If the cost is too high and not an effective use for spending County money, the Librarians wait to purchase the digital materials until a later time when hopefully the pricing has lowered.

Procurement Process – Interlibrary Loan (ILL) Program

The WCLS Librarians attempt to fulfill the demands and requests of the residents by adding physical and digital materials to the library daily. However, not all requests can be fulfilled for various reasons, such as, the physical book is no longer able to be purchased, reference material is too expensive to purchase, etc. In such cases, the WCLS participates in an Interlibrary Loan Program with libraries all over the nation.

A Library Assistant reaches out through the program requesting a specific title, if another library has the title requested, it sends the title to the WCLS. The resident is notified once the material has been received. Once the resident has completed utilizing the borrowed material, the WCLS will return the material to the original library.

Procurement Process – Donations

The public can donate materials directly to the WCLS or to Friends of the Washoe County Library. The donated materials will be evaluated in accordance with the WCLS's *Collection Development and Management Policy and Gift Policy*. All donated materials can be added to the collection or given to the Friends of the library to be sold to fund future purchases of new materials for the collection.

Procurement Process – Requesting Physical or Digital Materials

While the WCLS attempts to anticipate all the popular books, new trends, and demands of the community, the library cannot purchase all materials available to add to the collection. Therefore, if a resident cannot find a book in the WCLS's collection, the resident can request a book through the [Request an Item](#) link on the library's website.

Didn't find it?

Can't find what you are looking for? Try our Materials Request Service.

[Submit Request](#)

This request is reviewed by a Library Assistant to determine if the item is already owned by the WCLS or if it needs to be purchased. From there the request will be forwarded to the appropriate Librarians who assess the availability and/or appropriateness of the request compared to the *Collection Development and Management Policy*. If the material requested is available and deemed appropriate to purchase, the purchase is made through the procurement process. If the material is not able to be purchased, the request will be attempted to be obtained through the ILL program. If the WCLS exhausts all the options and still cannot obtain the requested material, the request will be denied. Reference Appendix C for a *Patron Request Procedure* flowchart.

Title Review and Challenge Process

A discussion with the Collection Development Manager disclosed that in the last ten years only two books have been formally challenged by residents of Washoe County. Ultimately the challenged books were not removed from the collection. It is the WCLS's policy that items are not removed items without proper cause.

A challenge begins with an informal conversation with the Collection Development Manager. The Manager will research the concern and answer any questions before the formal challenge process begins. Based on past experiences, the Manager stated that most concerns are resolved with a conversation and a formal challenge process is not required. However, if a formal challenge process is still requested by the resident after the informal conversation with the Manager, the resident can fill out the *Citizen Request for Reconsideration of Library Materials and Artwork*. Reference Appendix D for a sample form. This form can be used to recommend the book be moved, removed, or have limited access.

The completed form will be delivered to the Collection Development Manager to review. The Manager will research and read the book that is being challenged, the Collection Development Policy, the policies on how the book was acquired, demand for the book from the community, and if it is being discussed in publications for librarians. An assessment is compiled with all the information that was collected and given to the Library Director. The Library Director is responsible for writing a formal response to the resident that initiated the challenge. If the resident is still not satisfied with the response, then the challenge can be appealed to the Library Board of Trustees, who will have the final decision on the book.

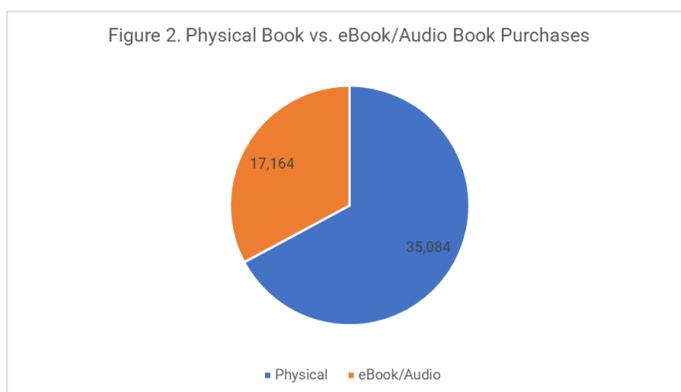
Collection Development and Review

The WCLS's collection is reviewed on an ongoing basis to meet the needs of the community, to ensure the WCLS is staying current with trends and demands, and books are in a readable condition. Although not popular, the WCLS must discard materials. Materials can be removed from the WCLS's collection for a variety of reasons. Such as, too many duplicates of once popular books, books are destroyed from use and no longer readable, or materials are outdated, and newer versions have been printed.

There are a few ways the WCLS disposes of materials from the collection. Once the demand once popular books has leveled out the excess books will be donated to the Friends of the Washoe County Library for resale. The proceeds from these sales will be used to fund additional library purchases. Additionally, books that are damaged and destroyed and no longer usable will be recycled if the condition is too poor to donate. If the book is still popular and current, a replacement book will be purchased. Books that are outdated will either be donated or recycled based on the material and condition of the books.

Procurement Invoice Testing

For the period, July 1, 2022, through June 30, 2023, the WCLS purchased 35,084 physical books and 17,164 eBook/audio books. In general, 84% of material orders are attributed to future forecasting and 16% are requested by community members using the online materials *Request and Item* function. Discussions with the Collection Development Manager disclosed fiscal year 2023 remained consistent with prior year trends related to material orders. Furthermore, almost 40% of all titles purchased by the WCLS during the fiscal year 2023 were eBook and audiobooks.



Source: Information provided by WCLS¹

¹Reference Appendix A for data populating graphs.

A review of the check-outs data from the WCLS system, approximately 37% of all checkouts consist of about 6% of the collection that is considered new, which is less than one and half (1.5) years old.

Furthermore, based on observations and interviews, the internal auditors evaluated the risk associated with this process initially at medium/high because there is monetary movement and no prior workpapers or reviews. However, further discussions with WCLS staff and preliminary fieldwork disclosed that adequate controls, approvals, written policies and procedures, no physical cash, separation of duties, and system controls were in place. For fiscal year 2023, the WCLS had an overall budget approximately \$1 million attributed to the purchase of materials and expanding the collection. This is less than 0.5% of the total overall budget for the County. Therefore, the risk was reevaluated at medium/low risk, decreasing the number of test dates for fiscal year 2023.

Confidence level	95%
Population proportion	0.691666667
Marginal error	0.04
Population size	1173
Risk	Medium/Low
Sample Size (Rounded)	143

Table 1. outlines the sample size calculation for testing of title procurement compliance. The sample was randomly selected by inputting all invoices for fiscal year 2023 into an Excel spreadsheet.

Of the 143 invoices that were randomly selected and tested, there were no instances of noncompliance noted with the tracing the invoices from the WCLS system to SAP, separation of duties, verification the invoice was attached in SAP, and if the material purchased was available for check-out on the WCLS’s website. Additionally, all associated general ledger accounts were scanned for any large and unusual transactions with nothing noted for follow-up. However, there were nineteen (19) instances where the date stamped as received on the invoice was different than the date processed in the system, later than the closed date in the system, or not stamped at all. The Internal Audit Division makes the recommendation that the library ensure items are not being processed in the system prior to receiving the materials, and make sure every invoice is stamped before processing the order.

Overall, the Internal Audit Division recommends the following items be considered with regards to event programming:

- Continue to consult the American Library Association (ALA) for best practices related to collection development and weeding or attend trainings sponsored by the ALA to ensure the WCLS is operating with best practices.
- Adhere to the record retention policies established by Nevada State Library, Archives, and Public Records.



Washoe County Library

EXPLORER

September-November 2023

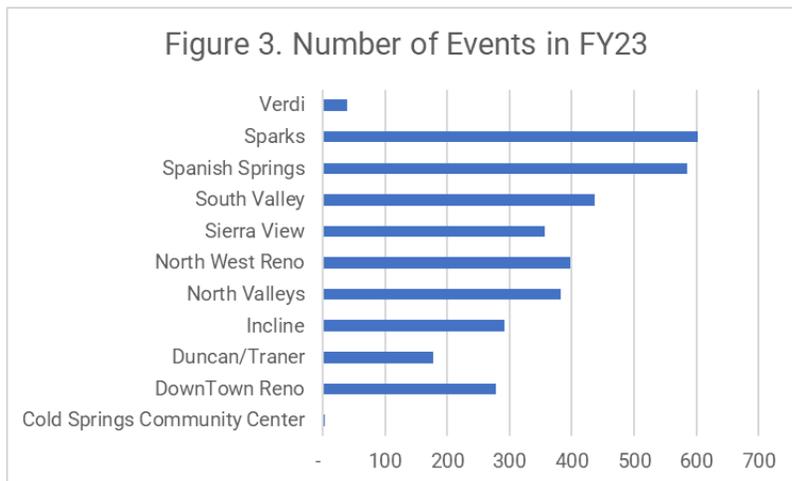
Fall Events
& Resources

**Library Expenditures
– Events Audit**



WCLS Events

The primary objective of events held at the library are to enrich and connect the community by providing educational, arts, cultural, recreational, and informational opportunities, and experiences at library branches and throughout the county. During fiscal year 2023, the WCLS held a total of 3,550 events. The WCLS hosts many different



Source: Information provided by WCLS¹

events at various branches that include 3D printing, apps and digital tools, community collaborations, computers and technology including Wi-Fi computer classes and help with mobile devices, Makers/STEM activities, homebound services, meeting rooms, museum passes, state park passes, virtual reality headsets and VR programs, request for items, and book a librarian.

Reference Appendix E for a copy of the quarterly event calendar. All events held at the WCLS are free and open to the public and were consistent with the Washoe County Library System's Mission and Vision. Reference Appendix F for a copy of the WCLS's Mission and Vision statement.

Events are held year-round at all branches of WCLS. All events are planned approximately six (6) to nine (9) months in advance. There are three different teams that manage events. The Youth Service and Library Service (YSLE) Team, the Maker Team, and the Tech Team. Most events are coordinated by the Youth Service and Library Service Team unless it's a specific Maker or Tech event. Managers from each branch meet monthly to discuss potential events to be hosted at their respective branches. During this meeting, there are discussions surrounding making the events equitable to residents and offering the same type of events at all branches so all community members can have the opportunity to participate. Additionally, most of the events offered by the WCLS are based on national trends and mirror several other similar libraries when compared.

When an idea for an event is brought to the monthly meeting the managers from each branch discuss the idea and if the event should proceed. The idea is then vetted by the WCLS's management to determine if the event is trending nationally and has community support. Once the event idea is approved, the YSLE Team proceeds with planning and vetting of the presenter. The WCLS wants to ensure that the presenter is

¹Reference Appendix A for data populating graphs.

knowledgeable and has the correct certifications to present on the topic. Once the presenter is vetted, the event is scheduled and added to the quarterly event calendar *Explorer* and distributed to the public.

Ideas for events can also be proposed by members of the public, especially those who wish to be presenters in their area of expertise. Community members can submit an [Event Proposal Form](#) on the WCLS website. This form is for people interested in hosting a program at the library or have a suggestion for a collaborative program with a local organization. All proposals are screened to ensure that they follow the *Library Events and Presenters Policy*. Reference Appendix G for a copy of the policy. If the event does not meet the standards of the policy, the event will not be sponsored by the WCLS, and the community members can utilize a meeting room for the requested event. If an event is not approved by the YSLE team, the requestor can appeal to the WCLS management team and Library Director. Typically, the management team and the Library Director agree with the YSLE team. In that case, the Library Director will respond advising the requestor that a meeting room may be a better fit for their event rather than a library supported event. While using the meeting room community members must follow the *Meeting Room Policy*. Reference Appendix H for a copy of the policy.

WCLS Paid Events

While all the events that are held at the library are free for the public to attend, and most do not come at a cost to the WCLS, there are a few events for which the WCLS pays a small fee to the presenters. This nominal fee is meant to cover their travel costs to and from the library while giving their presentations. Presenters that receive fees for a presentation must be set up in the Washoe County accounting system (SAP) as a vendor and must also have liability insurance. Additionally, some events are sponsored and paid by local sponsors such as Friends of the Washoe County Library and Our Center, who provide the presenter's fee and handle marketing costs, as well as provide donations to offset the costs running the event.

WCLS Event "Advertisement"

The only "advertising" that the WCLS utilizes is the quarterly Washoe County Library *Explorer* and the [calendar](#) on the website. The Washoe County Library *Explorer* is a printed booklet that outlines all the events that are going to take place at all the library branches for each three-month period for spring, summer, fall, and winter. The cost of printing this booklet is covered by donations from Friends of the Washoe County Library. The WCLS does not pay for any other advertisements or materials to be distributed.

WCLS Event and Expenditures Testing

Based on observations and interviews, the internal auditors evaluated the risk associated with this process at low because the majority of all the events are free and there is very little cash or monetary movement and a low risk for fraud. Additionally, for fiscal year 2023, the WCLS had an overall budget of approximately \$10,000 attributed to

the operations and coordination of event programming. This is approximately 0.001% of the total overall budget for the County.

Table 2. outlines the sample size calculation for testing of event compliance. The sample was randomly selected by imputing all events for fiscal year 2023 into an Excel spreadsheet.

Confidence level	95%
Population proportion	0.8505
Marginal error	0.04
Population size	3,550
Risk	Low
Sample Size (Rounded)	57

Of the 57 events that were randomly selected and tested, four (4) events had paid presenters. Three (3) were paid for using county funds and the one (1) event was paid for with a donation from Friends of the Washoe County Library. A discussion with the YSLE team and an examination of the supporting documentation disclosed that all policies and procedures were followed for the sample tested, amounts traced from the invoice to the SAP journal entry when applicable, and there were no sales of goods for the sample tested. There were no instances of noncompliance noted. Additionally, all associated general ledger accounts were scanned for any large and unusual transactions with nothing noted for follow-up.

Overall, the Internal Audit Division recommends the following items be considered with regards to event programming:

- Since event programming is an ever-growing process, continuously meet with management to determine if there are areas for increased efficiency.
- An observation was noted that there are a lot of individuals involved in event programming, our recommendation is to create a centralized team to coordinate and conduct the events instead of one person from every library.
- Another observation was noted that the event information is listed amongst several different Excel spreadsheets, our recommendation is to compile this information into one comprehensive spreadsheet.
- Formalize a sub-committee or group to evaluate event proposals. If this sub-committee or group is created, create a formal policy to ensure consistency.
- Continue to consult the American Library Association (ALA) for best practices related to event programming or attend trainings sponsored by the ALA to ensure the WCLS is operating with best practices regarding event programming.
- Adhere to the record retention policies established by Nevada State Library, Archives, and Public Records.

Appendix A – Data Populating Figure 1, Figure 2, and Figure 3

The following table provides data populating Figure 1 graph for fiscal year 2023:

Month	Visits	Check-Outs
July	59,627	97,958
August	64,366	102,468
September	58,317	100,182
October	59,732	96,941
November	58,992	94,553
December	43,891	87,431
January	46,720	93,683
February	45,082	92,854
March	65,878	113,842
April	58,954	99,234
May	46,606	100,975
June	50,380	100,528

The following table provides data populating Figure 2 graph for fiscal year 2023:

Material	Number of Purchases
Physical	35,084
eBook/Audio	17,164

The following table provides data populating Figure 3 graph for fiscal year 2023:

Library	Number of Events in FY23
Cold Springs Community Center	3
DownTown Reno	278
Duncan/Traner	178
Incline	291
North Valleys	382
North West Reno	397
Sierra View	356
South Valley	437
Spanish Springs	586
Sparks	602
Verdi	39

Appendix B – Collection Development and Management Policy

The Collection Development Policy, revised May 19, 2010, was obtained from the WCLS's [website](#):



COLLECTION DEVELOPMENT AND MANAGEMENT POLICY

Collection Development is the ongoing process of assessing the materials available for purchase or licensing and making decisions about their inclusion and retention within the Library.

Scope of the Collection

The library materials collection, one of Washoe County Library System's (WCLS) major assets, is developed and managed to meet the informational, educational, cultural and recreational needs of Washoe County Library customers. Since library systems cannot possibly acquire all print and non-print materials, they must employ a policy of selectivity in acquisitions. The Library System provides, within its financial limitations, a general collection of materials embracing broad areas of knowledge and literary and cultural genres. Included are works of enduring value and timely materials on current issues. Within the framework of these broad objectives, selection is based on community demographics and evidence of areas of interest.

Collections are reviewed and revised on an ongoing basis to meet contemporary needs. Collections are current and popular, not archival, and materials are not needlessly duplicated. Collections provide general coverage of subjects and reflect the characteristics of the community. Materials are withdrawn from the collection to maintain the collection's usefulness, currency and relevance. Withdrawn materials may be sold or used in collaboration with community agencies.

Other community resources and area library resources are taken into consideration when developing collections. Through Interlibrary Loan, librarians may obtain materials from other institutions for the use of WCLS patrons. Information may also be obtained through electronic access and the internet. Information sources made available electronically will be selected using the same principles that are applied to books and other formats. New formats will be considered when a significant portion of the community creates a demand.

The Library supports the individual's right to access ideas and information representing all points of view. To this end, the Library welcomes and solicits patron suggestions, comments and ideas about the collection and its development. The Washoe County Library Board of Trustees has adopted the American Library Association's Library Bill of Rights, Freedom to Read Statement and Freedom to View Statement. The Library recognizes and respects intellectual property rights and conforms to legislative mandates regarding copyright protections.

Collection Development and Management Criteria

To build and maintain a collection of merit, materials are evaluated according to one or more of the following criteria. An item need not meet all of these criteria in order to be acceptable.

- Current and potential relevance to community needs
- Suitability of subject and style for intended audience
- Attention by critics and expert reviewers
- Cost
- Requests by the public
- Comprehensiveness
- Skill, competence, purpose of author
- Reputation and significance of author
- Objectivity
- Authenticity of history or social setting
- Consideration of the work as a whole
- Representation of diverse points of view
- Suitability in physical form for library use
- Technical quality

Gifts of Library Materials

WCLS will accept unrestricted, irrevocable gifts of books and other library materials. Gifts and donations are accepted with the understanding that they will be evaluated by the same criteria used to select and purchase materials for addition to the collection. If gifts do not meet these criteria, they may be conveyed to the Friends of Washoe County Library for sales to benefit the Library System, used for Read and Exchange collections, recycled or otherwise disposed of.

Collection Structure

The placement of materials within the libraries is determined by several factors. The Library uses the Dewey Decimal Classification scheme which divides materials by subject. Professional catalogers use Dewey and Library of Congress subject headings to place materials into the proper subject areas and assign them to Adult, Juvenile, Young Adult, Reference or other specific areas of the Library. Reviews by professionals in the field and the librarians' expertise contribute to the proper placement of material.

Washoe County Library respects the rights of children to choose their own materials. It is the responsibility of parents to monitor the materials their children borrow or use in the Library.

Collection Responsibilities

Staff responsibility for the collection rests with the Library Director, who operates within the framework of the Washoe County Library Collection Development and Management Policy. The Director delegates to staff members authority to interpret and apply this policy in daily operation.

Staff in a centrally organized collection development unit provides continuity in the collections through an organized structure for planning, selecting, acquiring and managing library materials. All staff contributes to the development of collections driven by customer needs and expectations by:

- Engaging in open, continuous communication with customers
- Handling all requests equitably
- Understanding and responding to continually changing demographics, as well as societal and technological changes
- Recognizing that materials of varying complexity and format are necessary to satisfy diverse needs

Intellectual Freedom

A democracy presupposes an informed citizenry, and the public library has an integral role in achieving that goal. The Library provides a neutral environment in which individuals and their interests are brought together with the universe of ideas and information spanning the spectrum of knowledge and opinions. The American Library Association's Library Bill of Rights, Freedom to Read and Freedom to View statements are cornerstones of this policy and guide the acquisitions and management of the collection.

Collection development and management decisions are based on the merit of the work as it relates to the Library's mission and its ability to meet the needs and interests of the community. Decisions are not made on the basis of any anticipated approval or disapproval of the material. The inclusion of an item in the Library collection is in no way an endorsement of its contents. Materials are not marked or identified to show approval or disapproval of the contents.

The Library recognizes that some materials may be controversial and that any given item may offend some. Only the individual can define what materials are consistent with her/his own values. Individuals can apply those values to the use of library materials only for themselves. Parents and legal guardians have the responsibility for monitoring their children's use of library materials.

Reconsideration of Library Materials

A singular obligation of the public library is to reflect within its collection differing points of view. Individuals may request reconsideration of a selection decision of library materials by submitting a written request for reconsideration to any Washoe County Library using the form appended to this policy. The Library Director will respond in writing to an individual's written request.

The Washoe County Library Board of Trustees, upon written request to the Board Chair, will hear appeals of the Library Director's written response. Decisions on appeals are based on this policy, the material, careful review of the objection and the American Library Association's Bill of Rights, Freedom to Read Statement, Freedom to View Statement and Guidelines on Intellectual Freedom. The final decisions on appeals rest with the Washoe County Library Board of Trustees.

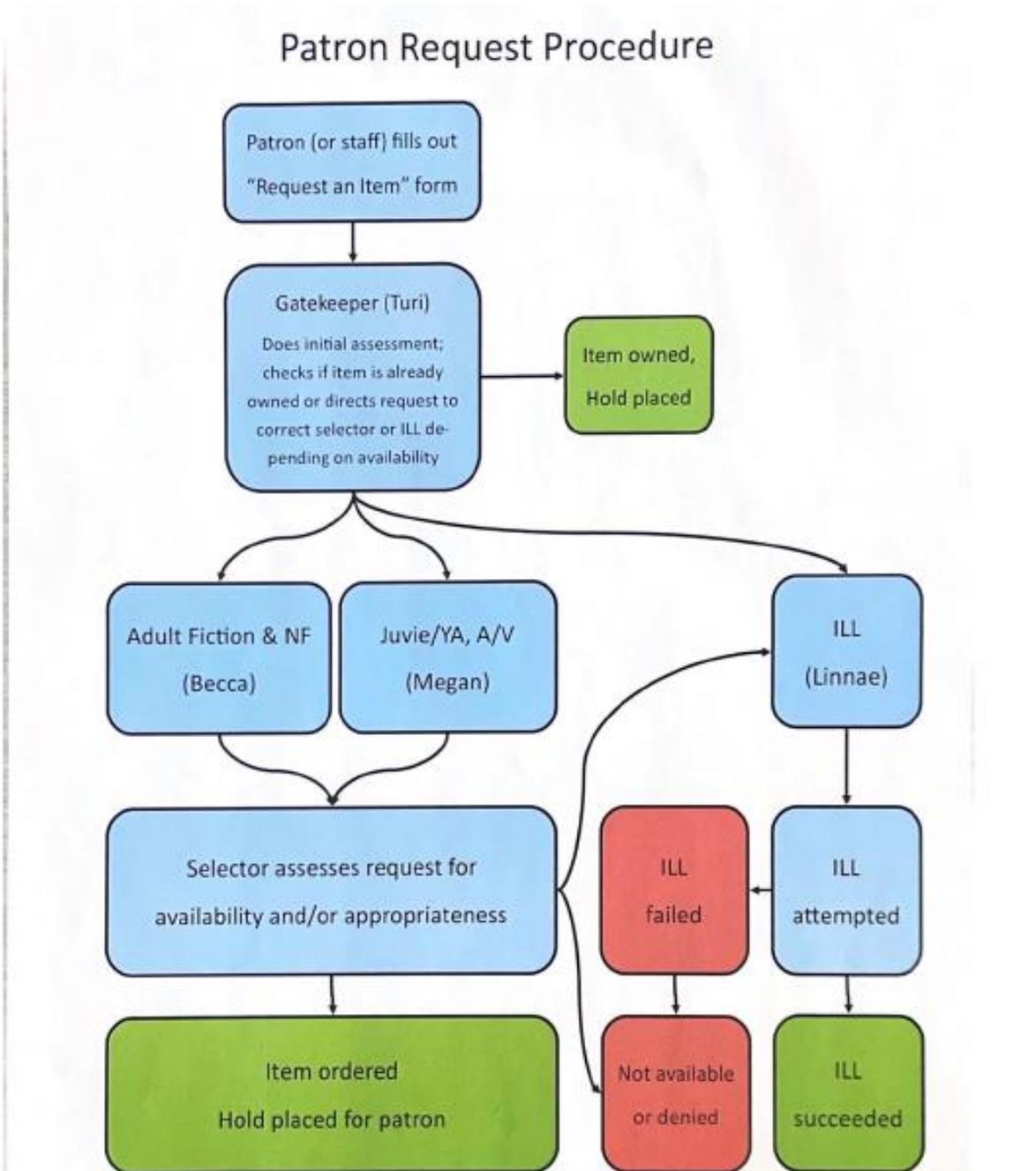
APPROVED: December 15, 2004

REVISED: May 19, 2010

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Appendix C – Patron Request Procedure Flowchart

The following flowchart was provided by the Collections Development Team to assess patron request for materials:



Appendix D – Citizen Request for Reconsideration of Library Materials and Artwork

The following form is from the *Collection Development and Management Policy* located in Appendix A:

CITIZEN REQUEST FOR RECONSIDERATION OF LIBRARY MATERIALS AND ARTWORK

Author/Artist _____

Title _____

Book _____ Periodical _____ Other _____ Publisher/Date _____

Please state the reason for your request. _____

Have you read/viewed/listened to this work/exhibition in its entirety? _____

What are the positive points of this material? _____

What would you like the Library to do about this work? _____

In its place, what work would you recommend that would convey as valuable a picture and perspective of the subject? _____

Have you read the Washoe County Library Collection Development and Management Policy? _____

Have you read the Washoe County Library Public Use of Bulletin Boards, Exhibit Spaces and Display Spaces Policy? _____

Request initiated by: _____

Address _____

State _____ Zip _____ Phone _____

Do you represent:

Yourself
 Organization (name) _____

Date: _____ Signature of Patron: _____

Date: _____ Received by Staff Member: _____

Appendix E – Quarterly Event Calendar

Refer to the following website <https://washoecountylibrary.us/events/explorer.php> for a copy of the most current version of the *Explorer*. It is 24 pages of information regarding event programming for this season.

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Appendix F – Mission, Vision, & Values

The WCLS's *Mission, Vision, & Values*, was obtained from the WCLS's [website](#):

Our Mission & Vision

Our Mission ... is to connect people with information, ideas and experiences to support an enriched and engaged community, one person at a time.

Our Vision ... is that all Washoe County residents benefit from the Library's support of literacy and self-education.

Our Statement of Values

Learning and Literacy

We uphold lifelong learning as the core foundation of our service, and promote reading as a fundamental life skill.

Inclusiveness

We make enriching cultural and intellectual resources available to all.

Customer Service

We help meet the need of information services, while effectively addressing the range of literacy levels.

Community

We address the desire for self-directed personal growth and development opportunities.

Staff

We recruit and retain qualified employees, provide them with timely training and development opportunities, and recognize that they are our most valuable resource.

Fiscal Responsibility

We manage the human and financial resources entrusted to us in a cost-effective manner, and support only those facilities and services that are sustainable within the realities of our financial limits.

Adaptability

As a forward-thinking organization, we are responsive to our users' needs and interests, continuously adapting what we do and how we do it.

Collaboration

We believe in the power of coming together, and expand our impact in the community through appropriate partnerships with individuals, public and nonprofit agencies, educators, community groups and businesses.

Appendix G – Library Events and Presenters Policy

The WCLS's *Library Events and Presenters Policy*, revised September 20, 2018, was obtained from the WCLS's [website](#):



LIBRARY EVENTS AND PRESENTERS POLICY

Purpose

In alignment with the Strategic Plan, Washoe County Library System is committed to providing the public with opportunities for arts, cultural and educational enrichment and engagement through library events.

Subject to all applicable laws and library policies, the Library System's meeting rooms are available for the lawful activities of all individuals or groups and must be free and open to the public. Events taking place within Library facilities are not endorsed or sponsored by Library staff or the Library Board of Trustees except as indicated below.

Foundations for Policy

Article I of the Library Bill of Rights states, "Books and other library resources should be provided for the interest, information and enlightenment of all of the people of the community the library serves."

Reaffirmed in 2000, the ALA interpretation of Article I states, "Library-initiated programs are a library resource and as such are developed in accordance with written guidelines."

The ALA Code of Ethics states in Article VI "We do not advance private interests at the expense of library users, colleagues or our employing institutions."

There are two basic types of library events:

Library-initiated events: Those events that are initiated by the Library.

Library-cooperative events: Those events that result from an individual or organization approaching the Library. The Library may partner with other agencies, organizations, institutions or individuals.

Library-cooperative events must meet these criteria:

- In alignment with the Strategic Plan and at the discretion of the Youth Services and Library Events Team, the presenter must demonstrate knowledge, expertise, and experience in the particular subject matter.
- The desired dates for presentation must be acceptable to the Library.
- Resources required, including publicity and corresponding collateral may be shared and will be agreed upon well in advance of the event.
- The Library will provide the opportunity to present differing viewpoints. Each presenting group will have equal access and equal rights.

Library-initiated or library-cooperative special events

Special events may include sales of goods per Washoe County Code 80.520: Soliciting on county property. Such sales must be pre-approved by the Library Administration upon the recommendation of the Youth Services and Library Events Team.

Approval process for library-initiated or library-cooperative events:

The Youth Services and Library Events Team may review requests for fee-based events on a case-by-case basis. Fee-based events will be an agreed upon flat fee.

The Youth Services and Library Events Team has discretion to decide if a particular event meets the criteria of a library-initiated or cooperative event. If the Team declines a proposal, the event representatives have the right to appeal the decision to the Library Director or his/her designee. If Library Administration denies an appeal, a subsequent appeal may be taken to the Library Board of Trustees.

All other users of meeting rooms must follow the Meeting Rooms Policy.

APPROVED: February 21, 2007
REVISED: February 15, 2012
REVISED: October 16, 2014
REVISED: September 20, 2018

Appendix H – Meeting Room Policy

The *Meeting Room Policy*, revised January 1, 2019, was obtained from the WCLS's [website](#):



MEETING ROOM POLICY

The community meeting rooms provided by the Washoe County Library System are for Library-sponsored programs, for carrying out the mission and goals of the Library System and for use by other governmental agencies.

When a Library or other governmental agency is not using these meeting rooms, they are available for use by the public. Social events are prohibited. Use of Library facilities may be subject to special conditions imposed by the Library or by the branch in charge of a meeting room/auditorium facility.

The Washoe County Library System is an institution dedicated to free expression of and access to ideas representing all points of view. Accordingly, subject to all applicable laws and Library policies, the Library System's meeting rooms are available for the activities of individuals or groups. Permission to use Library facilities, in and of itself, does not constitute an endorsement or sponsorship by an individual library, the Library System, the Library Board of Trustees or Washoe County. By submitting a room reservation request, users agree to abide by all applicable laws and library policies, and release Washoe County and Washoe County Library System from all liability.

1. Meeting rooms may be used any time during the regular business hours of the Library. Some Library facilities have separate entrances to meeting rooms and can be reserved for meetings that may begin prior to or end after Library hours.
2. All programs and meetings must be free and open to the public. Meeting room users, groups and individuals may not charge or solicit fees, dues or donations as a condition of attending, or during any meeting or program.
3. All Library-sponsored and Friends of Washoe County Library-sponsored meetings/programs take first priority on all meeting room schedules. The Library reserves the right to reschedule an existing reservation.
4. Reservations will be on a first-come, first-served basis. Groups may schedule up to 24 meetings per library in a calendar year (January through December). Meeting rooms may be reserved no more than six months in advance; exceptions may be made at the discretion of the Library Manager or designee.
5. More than two no shows or last-minute cancellations within a twelve-month period may result in the loss of privileges. Reservations will be held for 20 minutes, unless the group has notified the Library that it will be late.
6. Groups and individuals using the meeting room may not disrupt the use of the Library by others. Persons attending meetings or programs are subject to all applicable Library and County policies. Washoe County Library System reserves the right to revoke meeting room privileges when policies or procedures are not

- followed. Print copies of Library policies are available upon request or at our website.
7. Food and non-alcoholic beverages may be served upon the approval of the Library Manager or his/her designee. Alcoholic beverages may be served outside of the Library's public hours upon the approval of the Library Director or his/her designee.
 8. Pursuant to Library policy, no child aged nine or under may be left unattended elsewhere in the Library while a parent or guardian attends a meeting or program in the meeting room. Library staff cannot assume liability for children who are left unattended.
 9. Groups must provide proof of adequate liability insurance coverage when any of its meetings or programs has more than 106 attendees.
 10. Set-up and clean-up are the responsibility of the group. When scheduling, groups or individuals should include the full time they will need access to the room including set-up and clean-up.
 11. Activities that create substantial risk of damage to or destruction of Library property are prohibited in the Library meeting rooms. Meeting rooms must be left in a clean and orderly condition. Groups will pay the cost for repair of any damages to facilities or equipment for which the group is responsible. The Library will not be responsible for materials or equipment left in the building by groups.

APPROVED: February 15, 2006
REVISED: June 21, 2012
REVISED: October 16, 2014
REVISED: February 23, 2017
REVISED: January 1, 2019

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Appendix I – Glossary of Audit Terminology

Internal audit – an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Institute of internal auditors (IIA) – an international professional association with global headquarters in Lake Mary, Florida, USA. The IIA is the internal audit profession's leader in standards, certification, education, research, and technical guidance throughout the world.

International professional practices framework (IPPF) – the conceptual framework that organizes authoritative guidance promulgated by the IIA; provides internal audit professionals worldwide with authoritative guidance organized in the IPPF as mandatory guidance and recommended guidance.

<https://www.theiia.org/en/standards/what-are-the-standards/mandatory-guidance/standards/>

Public Company Accounting Oversight Board (PCAOB) – a nonprofit corporation established by Congress to oversee the audits of public companies in order to protect investors and further the public interest in the preparation of informative, accurate, and independent audit reports.

American Institute of Certified Public Accountants (AICPA) – a [non-profit](#) professional organization representing [certified public accountants \(CPA\)](#) in the United States.

Assurance – to obtain sufficient appropriate evidence to express a conclusion, providing reasonable or limited assurance, as to whether the audited body has complied with the specified requirements of the appropriate legislation (the 'criteria') in all material respects.

Risk-based approach – identifying the highest compliance risks to your organization, making them a priority for the organization's compliance controls, policies and procedures. Once your compliance program reduces those highest risks to acceptable levels, it moves on to lower risks.

Substantive testing – an [audit procedure](#) that examines the [financial statements](#) and supporting documentation to see if they contain errors. These tests are needed as evidence to support the assertion that the [financial records](#) of an entity are complete, valid, and accurate.

Test of details – are used by [auditors](#) to collect evidence that the balances, [disclosures](#), and underlying [transactions](#) associated with a client's [financial statements](#) are correct.

Test of transactions – focuses on the individual transactions that make up an account balance. This test of details is done to check the accuracy of the financial statement transactions. Auditors typically choose a sample to test whether the details match the transaction recorded in a company's books.

Population – the entire set of data from which a sample is selected and about which the auditor wishes to draw conclusions.

Confidence level – refers to the reliability the auditor places on the sample results. Confidence levels of 90% to 99% are common.

Sample size – the size of a sample necessary to provide sufficient evidential matter depends on both the objectives and the efficiency of the sample.

Population Proportion – a fraction of the population that has a certain characteristic.

Marginal error or Margin of error – a permissible or tolerable degree of error from a correct or exact value or target.

Risk or Risk assessment – the auditor's assessment of the risks of material misstatement in a financial statement audit and the design and performance of audit procedures whose nature, timing, and extent are responsive to the assessed risks. Additionally, the identification and evaluation of several aspects of an entity whereby risks are identified and evaluated for use in guiding the audit procedures that will be necessary in order to substantiate the amounts reported in the financial statements.