

## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

# » Office of Library Services Index

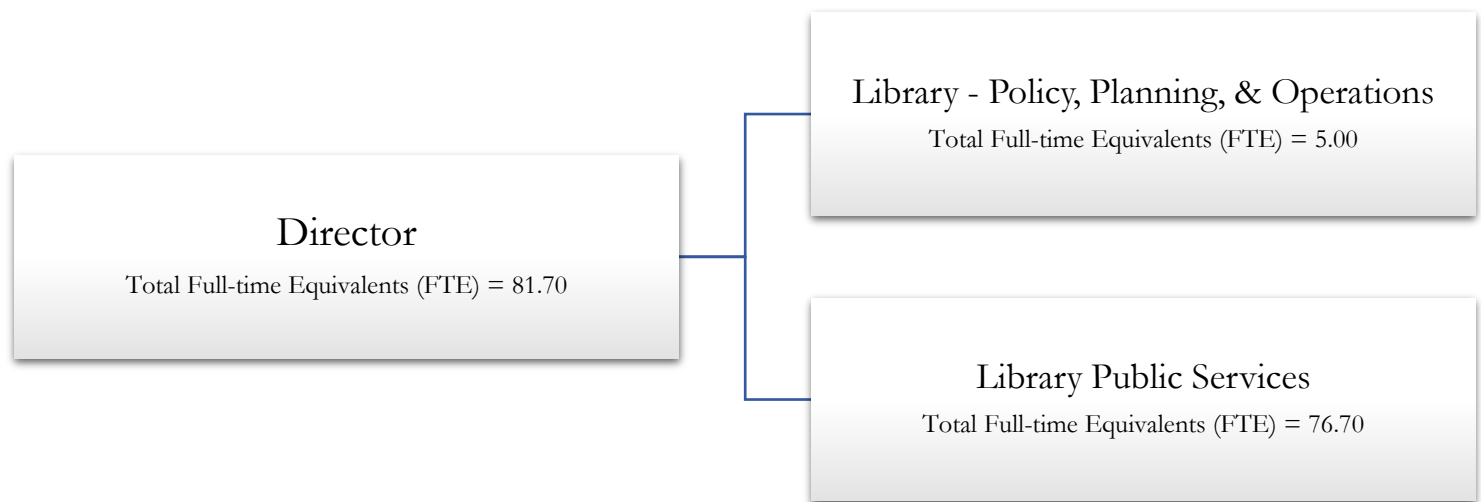
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## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

# » Office of Library Services Organizational Chart

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## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

# » Office Library Services

## Executive Summary

The Office of Library Services section of the Leon County FY 2025 Annual Budget includes Library Policy, Planning & Operations and Library Public Services. Library staff members offer services to library users and the public throughout the library system, with specialized services available at the Main Library.

Leon County follows an annually updated five-year planning cycle, as reflected in the LEADS/Strategic Plan Section. As part of the Leon LEADS Strategic Planning process, the Office of Library Services' Business Plan communicates the continued alignment of the Board's strategic priorities and initiatives with the department's actions and performance measures. The Business Plan is a road map and a broad plan of action for accomplishing the Board's priorities and serves as a gauge to assist the department in measuring outcomes of the Strategic Plan.

### HIGHLIGHTS

The Essential Libraries Initiative (ELI) continues to focus on serving the residents of Leon County as set by the strategic plan. As recipients of the Emergency Connectivity Fund grant from the Federal Communication Commission (FCC), the Library was able to increase access to reliable technology with the launch of Chromebooks and Chromebook/Hotspot Bundles for checkout to help bridge the digital divide. Over 23,000 patrons were assisted on an individual basis with technology or computer questions. The Library developed a Computer Basics multi-session program that included topics like how to use a mouse and keyboard, internet basics, email, mobile devices, and recognizing spam and scams. These computer classes have been held at three locations to date and will continue to expand to other branches. In addition to the computer classes, Tech Explorers 101 gives patrons the opportunity to work one-on-one with Library staff on challenges like setting up a new cell phone and creating an email address. The Outreach Department also began offering monthly one-on-one tech assistance to patrons living in residential facilities in collaboration with the Library's Extension Services.

Demand for digital resources continues to increase, and the Library expanded its digital footprint to better meet patron needs. The Library increased on-demand access to ebooks, audiobooks, video streaming, and music offerings by 1.4 million through Hoopla. With the launch of the New York Times, patrons can access domestic, national, and international news by journalists from more than 150 countries. To further meet the lifelong learning needs of residents, the Library introduced Mango Languages, an online language learning software program that offers more than 70 world languages and over 20 English courses.

The Big Read grant is awarded by the National Endowment for the Arts, and the Library participated in the program in 2009, 2010, 2019, 2020, and 2021. Programs for the 2024 NEA Big Read Andrew Krivak's *The Bear* brought the community together with activities that highlighted themes of lost history, the importance of storytelling, and respect for nature and natural resources. The Library incorporated a Little Read with *The Hike* by Alison Farrell, a picture book that takes children on a hiking adventure. This program series included stargazing events with the Tallahassee Astronomical Society, a virtual talk with the author, book club discussions at all library locations, and placed copies of *The Hike* in all three Wander and Wonder trails. Partnering with the Tallahassee Writer's Association, the Library held a writing workshop that explored how a single object can have the power to kindle a story, and hosted Misty Penton, the Tradition Keeper and Storyteller for the Muscogee Nation of Florida, White Earth Tribal Town for a Library lecture titled *Keeping History Alive: The Power of Tradition and Storytelling*. Through *Wilderness Discovery: Explore Nature and Those Who Serve It*, attendees explored the great outdoors with an educational hike led by Mark Tancig, Extension Agent for UF/IFAS Leon County Extension Office and also connected with a variety of professionals who work outdoors.

In 2022, the Library hired a Community Resource Specialist (CRS) who worked diligently to develop the social worker's role within the Library. While still in its infancy, the Community Resources Specialist provided one-on-one assistance to patrons at multiple locations with food insecurity challenges, housing, healthcare, workforce, and other various needs. In addition to providing individual patron help, the Community Resources Specialist developed partnerships with a variety of community-based agencies to provide their services on a monthly basis inside the library, eliminating transportation barriers for many patrons. Some of these services include Lawyers in the Library, insurance application assistance, and developmental screenings for young children.

## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

# » Office of Library Services

## Business Plan

### MISSION STATEMENT

The mission of the Leon County Office of Library Services is to enrich the community by Inspiring a love of reading, providing a dynamic resource for intellectual, creative, and recreational pursuits, and enabling residents to live a life of learning.

### STRATEGIC PRIORITIES

#### QUALITY OF LIFE



Q2 - Provide relevant and essential offerings through our libraries and community centers which promote literacy, life-long learning, and social equity.

#### GOVERNANCE



G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.

### STRATEGIC INITIATIVES

#### QUALITY OF LIFE

1. (Q2) Implement the Leon County Essential Libraries Initiative. (2022-21)

### ACTIONS

#### QUALITY OF LIFE

1. a.) Developed the Library of Things to support a sustainable and shared environment. (Complete)
- b.) Facilitate discussions and resources related to topics that impact our community, such as cultural heritage month webpages, health literacy and mental health. (In Progress)
- c.) Introduce STEM and STEAM activities to children in the community through partners (MagLab, 4-H, etc.). (In Progress)
- d.) ECF (Emergency Connectivity Fund) grant to supply 188 Chromebooks, 100 Kindles and 100 hotspots to those in need. (In Progress)
- e.) Worked with the Florida Center for Reading Research to assist staff with literacy training. (Complete)
- f.) Participate in Career Online High School program to help interested in getting a high school diploma. (Ongoing)
- g.) Homework Hub one-on-one tutoring. (Ongoing)
- h.) Expanded the library internship program. (Complete)
- i.) Developed the Library of Things to support a sustainable and shared environment. (Complete)
- j.) Expand the library's reach by promoting library card sign-up. (Ongoing)
- k.) Developed and presented a series of programming for seniors and their caregivers. (Complete)
- l.) Work with HR to assist Leon County job applicants with filling out applications. (Ongoing)
- m.) Coordinate presentations for teens on topics related to the workforce. (In Progress)
- n.) Collaborated with WFSU to host StoryCorp. (Complete)
- o.) Collaborated with local organizations for programming for the NEA Big Read featuring Toni Morrison's Beloved. (Complete)
- p.) Begin phase 1 construction including designated areas for training, career and workforce development, co-working space, a recording studio, and additional conference and meeting space. (In Progress)

## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

## »» Office of Library Services

	FY 2023	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026
<b>Budgetary Costs</b>	<b>Actual</b>	<b>Adopted</b>	<b>Continuation</b>	<b>Issues</b>	<b>Budget</b>	<b>Budget</b>
Personnel Services	5,041,691	5,686,164	5,892,034	-	5,892,034	6,083,882
Operating	625,777	750,790	738,541	-	738,541	749,253
Capital Outlay	500,269	521,193	526,890	-	526,890	534,798
Total Budgetary Costs	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933
	FY 2023	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026
<b>Appropriations</b>	<b>Actual</b>	<b>Adopted</b>	<b>Continuation</b>	<b>Issues</b>	<b>Budget</b>	<b>Budget</b>
Library Services	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933
Total Budget	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933
	FY 2023	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026
<b>Funding Sources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Continuation</b>	<b>Issues</b>	<b>Budget</b>	<b>Budget</b>
001 General Fund	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933
Total Revenues	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933
	FY 2023	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026
<b>Staffing Summary</b>	<b>Actual</b>	<b>Adopted</b>	<b>Continuation</b>	<b>Issues</b>	<b>Budget</b>	<b>Budget</b>
Library Services	85.70	81.70	81.70	-	81.70	81.70
Total Full-Time Equivalents (FTE)	85.70	81.70	81.70	-	81.70	81.70
	FY 2023	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026
<b>OPS Staffing Summary</b>	<b>Actual</b>	<b>Adopted</b>	<b>Continuation</b>	<b>Issues</b>	<b>Budget</b>	<b>Budget</b>
Library Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

## »»» Office of Library Services

## Library Services Summary

<b>Budgetary Costs</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Personnel Services	5,041,691	5,686,164	5,892,034	-	5,892,034	6,083,882
Operating	625,777	750,790	738,541	-	738,541	749,253
Capital Outlay	500,269	521,193	526,890	-	526,890	534,798
Total Budgetary Costs	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933

<b>Appropriations</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Lib - Policy, Planning, & Operations (001-240-571)	826,713	778,926	693,379	-	693,379	713,035
Library Public Services (001-241-571)	5,341,024	6,179,221	6,464,086	-	6,464,086	6,654,898
Total Budget	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933

<b>Funding Sources</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
001 General Fund	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933
Total Revenues	6,167,737	6,958,147	7,157,465	-	7,157,465	7,367,933

<b>Staffing Summary</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Lib - Policy, Planning, & Operations	9.00	6.00	5.00	-	5.00	5.00
Library Public Services	76.70	75.70	76.70	-	76.70	76.70
Total Full-Time Equivalents (FTE)	85.70	81.70	81.70	-	81.70	81.70








<b>OPS Staffing Summary</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Library Public Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

# » Office of Library Services

## Library Services – (001-240-241,571)

<b>Goal</b>	The mission of the LeRoy Collins Leon County Public Library System is to be an essential resource and place for learning, engagement and innovation that provides for our community's changing needs.
<b>Core Objectives</b>	<ol style="list-style-type: none"> <li>1. Provide library materials circulation services, including check-out, check-in, reserves, patron registration, and collection for overdue and damaged materials.</li> <li>2. Provide reference and information services, readers' advisory, and technology assistance in person, by telephone and electronically.</li> <li>3. Provide programs and learning opportunities for all ages, including literacy services and homework help tutoring, interactive story time programs for infants &amp; toddlers, preschoolers, youth and families; summer reading programs; teen and adult programs; and special events.</li> <li>4. Engage with the community via outreach activities, partnerships, programs, and volunteer opportunities.</li> <li>5. Offer online services, including library card registration, library catalog, mobile app, materials requests and reserves; provide access to subscription information services, downloadable and streaming media; and disseminate information via electronic newsletters, events calendars, web site and social media.</li> <li>6. Provide public access to the internet, computers, printers, and technology instruction.</li> <li>7. Offer voter registration and space for supervised voting, free income tax forms and assistance, and meeting rooms for public use.</li> <li>8. Provide access to quality, relevant library collections systemwide through selection, processing, and management of all library materials.</li> <li>9. Maintain integrity of system catalog and participate in the national library catalog database.</li> <li>10. Maintain a library system-wide courier service.</li> </ol>
<b>Statutory Responsibilities</b>	Leon County Code, Appendix C Special Acts, Chapter 10 "Library"; Florida Statutes, Chapter 257 "Public Libraries and State Archives"; Florida Administrative Code, Chapter 1B2 "State Aid to Libraries Grant Program."
<b>Advisory Board</b>	Library Advisory Board Focus Group












Benchmarking			
Strategic Priorities	Benchmark Data <sup>1</sup>	Leon County	Benchmark
	Cost Per Capita	\$19.68	17 <sup>th</sup> out of 30
	Materials Expenditures Per Capita	\$1.56	23 <sup>rd</sup> out of 30
	Circulation Items Per Capita	5.05	4 <sup>th</sup> out of 30
	Square feet Per Capita (State Standard 0.6 sf)	0.53	9 <sup>th</sup> out of 30
	Children's Circulation Per Capita <sup>2</sup>	1.98	2 <sup>nd</sup> out of 29
	Population Per Full-Time Equivalent	0.34/1000	7 <sup>th</sup> out of 30
	Percent of Population with Library Cards	44.7%	15 <sup>th</sup> out of 30

Benchmark Source:

1. State Library of Florida, Annual Public Library Statistics and Ranking Tables 2021 (most current vetted information) for libraries with service population 100,001 -750,000.
2. Only 29 libraries in the service population category responded to this benchmark.

# » Office of Library Services

## Library Services – (001-240-241,571)

Performance Measures					
Strategic Priorities	Performance Measures	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
	Number of total Library visits <sup>1</sup>	1,132,588	1,096,974	1,117,645	1,135,300
	Number of items in Library Collection <sup>2</sup>	419,682	1,907,727	2,019,758	2,131,800
	Number of total Material Circulation <sup>3</sup>	1,361,623	1,374,855	1,404,208	1,432,700
	Number of total computer sessions <sup>4</sup>	216,016	207,878	200,853	193,770
	Number of Community Resources Specialist Engagements <sup>5</sup>	N/A	816	651	688
	Number of users receiving technology and digital literacy instruction <sup>6</sup>	966	23,722	22,137	20,550
	Number of Library programs held <sup>7</sup>	1,759	2,320	2,559	2,600
	Number of Library program attendees <sup>7</sup>	37,053	45,866	48,067	50,610
	Library Cardholders <sup>8</sup>	142,664	152,741	136,648	147,450
	Number of hours for meeting room bookings <sup>9</sup>	N/A	N/A	20,000	23,000
	Number of K-12 students receiving homework and reading help <sup>10</sup>	985	623	747	840

### Notes:

1. The total number of library visits includes door counts (in-person visits), curbside service, online catalogue, and website visits. Digital access is estimated to account for 48% of total “visits” in FY 2025.
2. Along with print material, the library collection is showing a steady increase with non-traditional items such as tablets preloaded with Library apps. The Library is constantly reviewing materials and circulation statistics to ensure the collection is current and mirrors the community. The digital collection includes Hoopla, a streaming service that includes eBooks, audiobooks, television, music, and movies, as well as ebook and audiobook platforms Libby and Boundless (formerly Axis 360).
3. This performance measure varies year-to-year based on circulation trends as under-used materials are replaced with new items. This measure includes traditional (books and digital content) and nontraditional (Library of Things, hotspots, etc.) library materials. Hoopla and New York Times launched in FY 2023, and tablets were added for checkout in the second quarter of FY 2024, so circulation is anticipated to increase in FY 2024 and FY 2025.
4. Computers are offered at all library locations which enable patrons to search and apply for jobs, conduct research, browse the web, and complete other tasks that require internet and software access. Additionally, laptop checkout allows for computer usage throughout the library, giving patrons the opportunity to work in tutor rooms or other spaces on the floor independently. Public internet use is expected to decrease by 3.5% in FY 2025; however, is still an in-demand resource for the community.
5. The Community Resources Specialist connects people with available social services; these services include housing, workforce development, legal aid, food insecurity, and utility assistance. The Community Resources Specialist also assists with programming and organized Stories and Screenings, grief and loss programs, and monthly assistance through community partners. There is an estimated increase in one-on-one assistance between FY 2024 to FY 2025. The Community Resources Specialist is planning to provide a higher number of targeted programs to reach more people while increasing the number of community partners providing direct services within the library.
6. Technology and digital assistance continue to be a popular area in which patrons need assistance. Library staff field a high number of technology help questions. The Library hosted basic computer classes at different locations and tech device assistance during FY 2024.
7. The number of programs held is projected to increase by 2% and attendance is anticipated to increase by 5%, including both in-person and virtual events, such as Stargazing, an Expungement Clinic, Reading Journal Club, and a Multi-generational Workforce Lecture.
8. The number of cardholders shows a steady increase due to additional community outreach. There were 23,446 patrons purged January 2024 due to three years or more of inactivity resulting in a projected reduction in cardholders for FY 2024. Inactive patrons were last purged in 2021 and will be removed on a yearly basis moving forward. Bicentennial Edition library cards launched in January 2024, and have given out over 1,600 in the first three months.
9. Meeting room space is available at all Library locations for patrons to reserve and range from larger program spaces to smaller study rooms. It is estimated that meeting space will be booked for 20,000 hours during FY 2024 and increase in FY 2025 to 23,000 based on current trends; however, renovation at the Main Library could impact FY 2025 bookings.
10. Homework Hub offers both virtual and in-person assistance to students at no cost and directly supports the ELI. The Library offers other programs and workshops related to assisting K-12 students with schoolwork throughout the year. Marketing efforts increased for Homework Hub, and the program is anticipated to see a 13% growth. Homework Hub volunteer numbers have decreased in the last fiscal year; however, staff are actively working to engage new volunteers.



## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

## »» Office of Library Services

## Library Services - Lib - Policy, Planning, &amp; Operations (001-240-571)

<b>Budgetary Costs</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Personnel Services	613,556	555,542	488,274	-	488,274	504,539
Operating	213,158	223,384	205,105	-	205,105	208,496
Total Budgetary Costs	826,713	778,926	693,379	-	693,379	713,035
<b>Funding Sources</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
001 General Fund	826,713	778,926	693,379	-	693,379	713,035
Total Revenues	826,713	778,926	693,379	-	693,379	713,035
<b>Staffing Summary</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Library Director	1.00	1.00	1.00	-	1.00	1.00
Innovation Officer	1.00	1.00	1.00	-	1.00	1.00
Community Resources Specialist	-	1.00	1.00	-	1.00	1.00
Library Services Coordinator	1.00		-	-	-	-
Graphic Design Specialist	1.00		-	-	-	-
Information Professional	2.00		-	-	-	-
Library Services Manager	1.00	1.00	-	-	-	-
Senior Administrative Associate II	1.00	1.00	1.00	-	1.00	1.00
Library Financial Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	6.00	5.00	-	5.00	5.00

The major variances for the FY 2025 Library Services budget are as follows:

Decreases to Program Funding:

1. Personnel costs associated with the realignment of a Library Services Manager to Library Public Services offset by costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 6%, increase in workers' compensation costs, and funding for 5% raises for all employees.
2. Realignment of a portion of the operating budget to Library Public Services to offset increased subscription and material processing fees.

## LEON COUNTY FISCAL YEAR 2025 ADOPTED BUDGET

## »» Office of Library Services

## Library Services - Library Public Services (001-241-571)

<b>Budgetary Costs</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Personnel Services	4,428,136	5,130,622	5,403,760	-	5,403,760	5,579,343
Operating	412,619	527,406	533,436	-	533,436	540,757
Capital Outlay	500,269	521,193	526,890	-	526,890	534,798
Total Budgetary Costs	5,341,024	6,179,221	6,464,086	-	6,464,086	6,654,898

<b>Funding Sources</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
001 General Fund	5,341,024	6,179,221	6,464,086	-	6,464,086	6,654,898
Total Revenues	5,341,024	6,179,221	6,464,086	-	6,464,086	6,654,898

<b>Staffing Summary</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Library Special Services Coordinator	4.00	4.00	4.00	-	4.00	4.00
Library Services Coordinator	8.00	9.00	9.00	-	9.00	9.00
Applications Systems Analyst II	1.00	1.00	1.00	-	1.00	1.00
Library Services Assistant II	15.00	15.00	15.00	-	15.00	15.00
Courier	1.00	1.00	1.00	-	1.00	1.00
Information Professional	14.00	15.00	15.00	-	15.00	15.00
Senior Library Services Specialist	4.00	4.00	4.00	-	4.00	4.00
Library Services Specialist	16.00	13.00	14.00	-	14.00	14.00
Library Services Manager	2.00	2.00	3.00	-	3.00	3.00
Information Professional - Community Outreach	-	1.00	1.00	-	1.00	1.00
Community Resources Specialist	1.00	-	-	-	-	-
Library Services Specialist - PT	0.50	0.50	0.50	-	0.50	0.50
Library Services Assistant II	2.70	2.20	2.20	-	2.20	2.20
Library Services Assistant I	7.50	8.00	7.00	-	7.00	7.00
Total Full-Time Equivalents (FTE)	76.70	75.70	76.70	-	76.70	76.70

<b>OPS Staffing Summary</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Adopted</b>	<b>FY 2025 Continuation</b>	<b>FY 2025 Issues</b>	<b>FY 2025 Budget</b>	<b>FY 2026 Budget</b>
Library Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2025 Library Public Services budget are as follows:

## Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 6%, increase in workers' compensation costs, and funding for 5% raises for all employees.
2. Library Services Manager position realigned from Library Policy, Planning, & Operations to improve operational efficiencies.
3. Inflationary costs associated with subscriptions and processing fees.