

SANGER

★ TEXAS

MONTHLY REPORT

JULY 2018





CITY COUNCIL

Agenda Summary

The following items were approved by the Mayor and City Council in July 2018.

Proclamations and Resolutions:

- Vote for appointment of Jim Carter to the Board of Managers of the Denco Area 9-1-1 District.

Ordinances Passed

- Ordinance #06-17-18 – Specific Use Permit (SUP) for a Temporary Batch Plant on 34.58 Acres of Wof the Willowood Addition site zoned Planned Development (PD-SF-06), Situated in the H. Tierwester Survey Abstract No. 1241, generally located West of Rector Road and Railroad Line and North of Eider Drive and First Street.

Plats Approved:

- Replat of Lots 10AR1 & 10AR2, Block A, S.W.H. Addition, 2.88 Acres in the W. Mason Survey, Abstract #801 and being a Replat of Lot 10A, Block A S.W.H. Addition in the Extraterritorial Jurisdiction (ETJ) of the City of Sanger, generally located east of Henderson Road and approximately 622 feet North of the intersection of Lois Road West and Henderson Road. Survey, Abstract No. 1241, generally located at the southeast corner of Willow Street and Railroad Avenue.
- Replat of Lots 10-R-1, Block A, Ridgecrest North Phase 1-A, Adding Lots 12, 13, & 14, Block A, Ridgecrest North Phase 3, Being 52.41 Acres in the R. Bebee Survey, Abstract No. 29 and being a Replat of Lot 10, Block A, Ridgecrest North Phase 1-A in the Extraterritorial Jurisdiction (ETJ) of the City of Sanger, generally located West of Union Hill Road and approximately 667 Feet North of the Intersection of Union Hill Road and Ridgecrest Place.
- Amended Plat of Cottage Estates Lots 1A–5A Block A, being 1.08 Acres of land situated in the Henry Tierwester Survey, Abstract No. 1241 and being an Amendment of Lots 1-5, Block A of Cottage Estates and generally located Southeast of the intersection of Willow Street and Railroad Avenue.
- Preliminary Plat of Lake Country Estates Addition, approximately 50.337 Acres of land situated in the Reuben Bebee Survey, Abstract No. 29, and the J. Morton Survey, Abstract No. 792, Generally located north of Union Hill Road and South of FM 455.

Other Items:

- Approved and authorized Mayor's to execute agreement between the City of Sanger and the Sanger Chamber of Commerce for Hotel Occupancy Tax Funds.
- Reappointed Existing Board Members for a two-year term and appointed the following new members to Boards: Amanda Ford – Library Board; Victor Gann 4-A Board; Carrie Bilyeu 4-B Board.
- Approved Issuing a Request for Proposal (RFP) for Solid Waste and Recycling Services.



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- Approved a request for Alternative Exterior Building Material for a proposed Commercial Building to be located at 600 N. Stemmons.
- Presentation of the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

CITY SECRETARY

Agenda

- City Council Meeting Agenda Summary Items were, where required; prepared, certified, published and processed. Meeting Minutes prepared, approved and filed by the City Secretary. Prepared Ordinances for Council Meeting Agendas. Plats, Various Board Agendas signed and Ordinances and Contracts attested.

Open Records

- Processed seven (7) Open Record Requests and completed them in ten days or less.

Solicitor Permits

- Four (4) Itinerant Merchant Permits (Two Businesses with four individuals permitted).

Summary of Miscellaneous Items:

- Twelve (12) Properties Mowed, Liens Pending for June - Pending Lien payoff payments for release of liens total \$3,888.93.
- Renewal of four Alcohol Permits in process.
- Received Quarterly Hotel Motel Taxes.
- In process of updating Code of Ordinances online.
- Updated Website, posted agendas, minutes; and, Ordinances to the website.
- Pulling titles, updating insurance information as a result of upcoming auction.

DID YOU KNOW...

Every person owning, operating, managing or controlling any hotel or collecting payment for occupancy in any hotel is required to collect Hotel Occupancy Tax from their guests and remit it to the City of Sanger. Definition for "Hotel" is any building or buildings in which the public may obtain sleeping accommodations for a cost of \$2.00 or more each day for a consecutive duration of 30 days or less. This includes without limitation: hotels, motels, tourist homes, vacation rentals by owner, houses or courts, lodging houses, inns, hostels, rooming houses, bed and breakfasts, short-term vacation rentals or other buildings where rooms are furnished for consideration. The revenue derived from the Hotel Occupancy Tax is used to promote tourism and the convention and hotel industry in Sanger. If you have any questions please contact the City Secretary at 940-458-7930.



HUMAN RESOURCES

Employees:

- Completed Texas municipal retirement system monthly report.
- Meet with Well Spring Insurance along with Administration and Finance to get final details for our upcoming Open Enrollment.
- Meet with Austin Lane along with Administration to cover upcoming projects.
- Sat in on interview for Water, Wastewater Treatment Plant, and Director of Economic Development positions.
- Held zero employee orientations.
- We currently have the following positions open for employment.
 - Part Time Firefighter.
 - Full Time WWTP Operator

Training:

- Human Resources attended Fred Pryor training online.
- Attended TMRS City Correspondence Course.
- Human Resources will be setting for the SHRM certification test in the winter of 2018.

Summary of Miscellaneous Items:

- Sent out TABC license renewal letters for city permit renewals.
- Assisted with several open records request.
- Helped with several miscellaneous tasks.

DID YOU KNOW...

The City of Sanger Library holds event each and every week all year round!

Visit The Sanger Library page on our website for the full calendar of events.

www.sangertexas.org



POLICE & ANIMAL CONTROL

SANGER
TEXAS

Monthly Report – July 2018

July 2018 Monthly Report

During the month of July 2018 Officers of the Sanger Police Department responded to a total of 437 calls for service having an average response time of 3 minutes per call. The department issued a total of 79 citations and 19 warnings.

The Texas Department of Public Safety Uniform Crime Reporting tracks seven classifications of offenses. You will find below a list of those classifications as well as any of those classifications the Department responded to:

Criminal Homicide
Forcible Rape-1
Robbery
Assault -8
Burglary-2
Larceny/Theft-4
Motor Vehicle Theft

School will be back in session next week. Be prepared for heavy traffic at our two major crossover areas along I35. Be patient and watch out for students walking to school.

Chief Curtis Amyx

Did You Know...

Parking in a Fire Zone fine is \$141.00. This is enforced on private property such as schools and businesses.



MUNICIPAL COURT

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Monthly Report – July 2018

- For the month of July, 2018, the Municipal Court filed 79 citations.
- There were 3 requests for deferred disposition and 7 requests for driver safety course.
- There were 2 cases successfully closed by deferred disposition and 1 case successfully closed by driver safety course.
- The court closed 20 cases by payment in full or time served.
- The total fines, court costs and other fees collected were \$5,700.31 with \$2,183.93 of that being remitted to the State.

Christy Dyer, CMCC
Court Administrator

DID YOU KNOW...

While municipal courts serve the important function of preserving public safety, protecting quality of life, and deterring future criminal behavior, the courts also collect fines and costs in relation to court cases processed. According to the *2016 Annual Statistical Report for the Texas Judiciary*, approximately \$680 million in fines and costs were collected in that year by Texas municipal courts. (The *Annual Report* for 2016 may be found at the following link: <http://www.txcourts.gov/media/1436989/annual-statistical-report-for-the-texas-judiciary-fy-2016.pdf>).



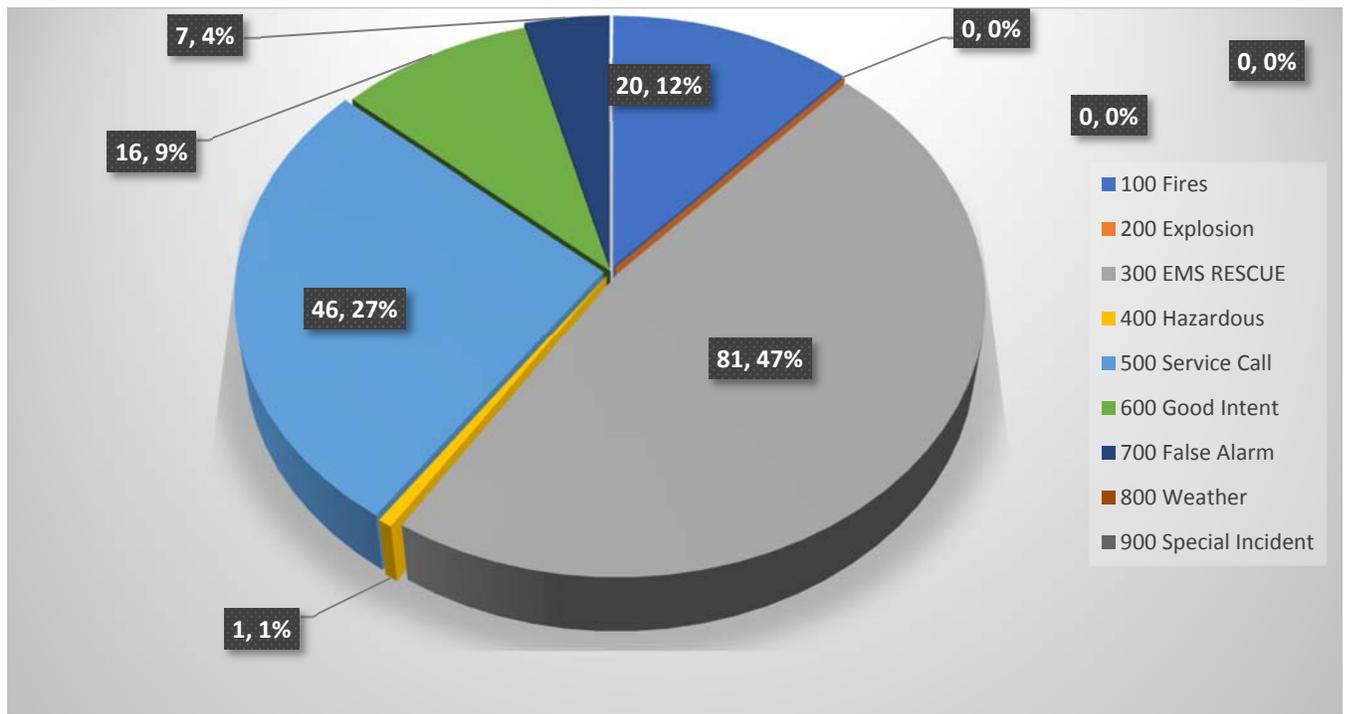
Monthly Report – July 2018

Emergency Responses for July 2018

The Sanger Fire Department responded to 175 emergency incidents during the month of June. The top four busiest incident types:

- 81 Emergency Medical Incident
- 46 Service calls
- 20 Fire related incidents
- 16 Good Intent related incidents

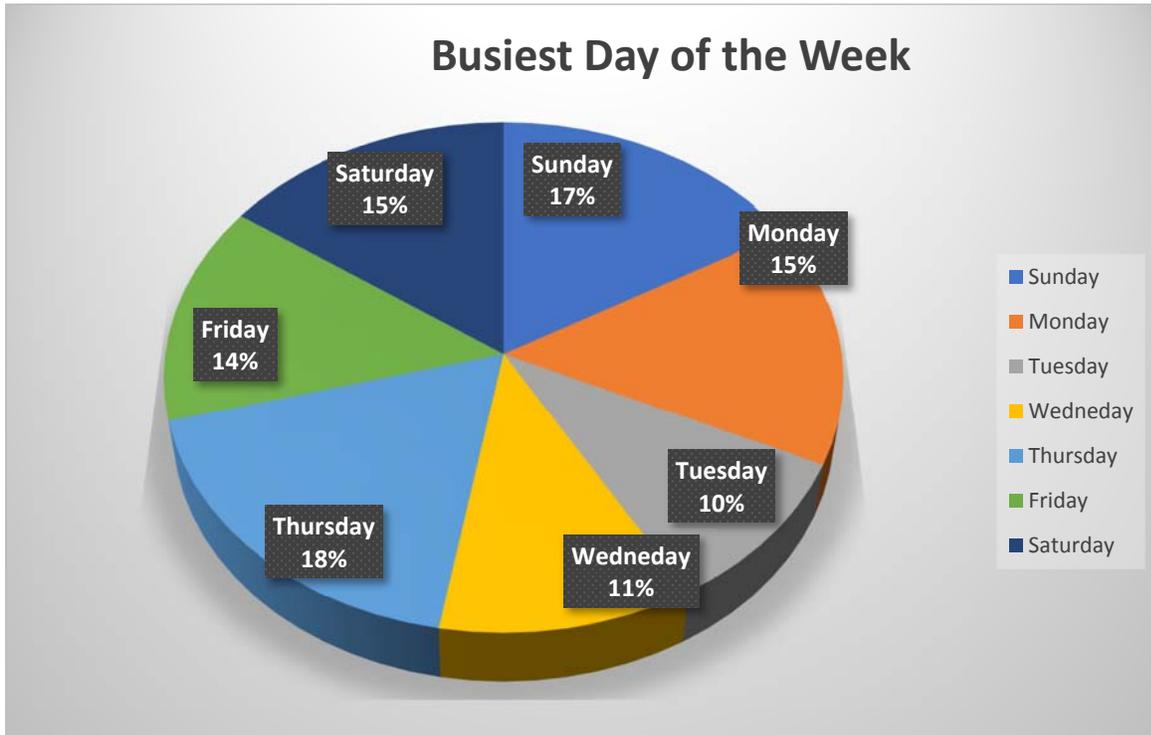
The average response time for emergency related incidents was 7 minutes and 42 second for the entire 130 square mile district. The average time spent on a medical transport from initial alarm until units are back in service was 1 hour 5 minutes. The busiest day of the month for July was Thursday with 18% of the call volume. Emergency Medical call accounted for 47% of the total call volume. Out of the 81 medical emergencies most occurred between the hours of 19:00 until 19:59.



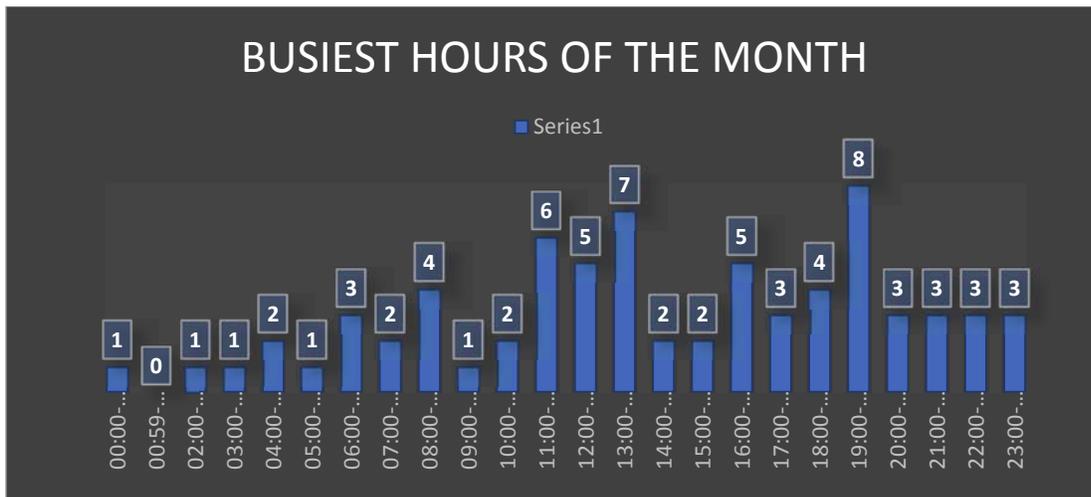


Monthly Report – July 2018

Busiest Day of the Week



BUSIEST HOURS OF THE MONTH





ELECTRIC

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Monthly Report – July 2018

General Summary

Daily Operations

The Electric department worked primarily on-line maintenance during the month of July.

Construction

- Raise primary street crossings on McReynolds Rd. (due to road elevation changes)
- Install underground primary for new service at 5820 455W
- Install Two secondary service in Ranger Creek Subdivision
- Cleaned equipment Trailers, trucks, and stocked inventory. (Fridays)
- Assist electricians with startup of electrical service at sewer plant.
- Straighten poles on Cowling Rd. and McReynolds.
- Deliver Vactron Machine to Vermeer for repair.
- Install temporary power outlets for downtown concert
- De energize power pole involved in accident on I35
- Replaced service at 101 David DR. (Hit by pool contractor)
- Transport Equipment to R&L Carriers for transformer

Service Truck/After Hours combined

- Connects – 16
- Disconnects- 25
- Occupant change - 28
- Cutoffs – 25
- Reinstates - 16
- Service changes - 0 (meter changes)

DID YOU KNOW...

Enough sunlight reaches the earth's surface each minute to satisfy the world's energy demands for an entire year.



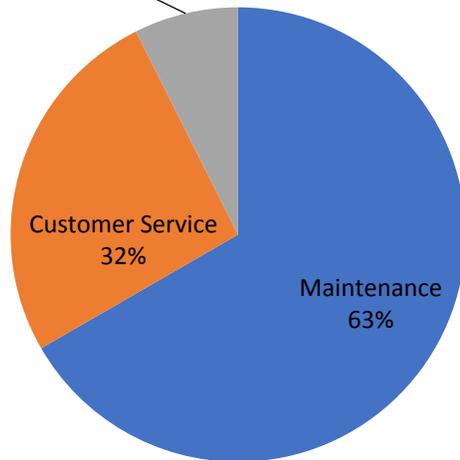
ELECTRIC

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Monthly Report – July 2018

MONTHLY REPORTS

Powerline
Construction
5%





FINANCE

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Monthly Report – July 2018

GENERAL SUMMARY

The Finance Department is responsible for all financial, accounting and utility billing operations of the City. The department is charged with managing the City's resources through budgeting, purchasing, and reporting. Operations of the department include billing and collecting for all utilities, handling all accounts receivable and payable, preparing payroll for all City employees, paying all City obligations, and preparing the annual budget document.

During the month of July 2018, the Department:

- Prepared and issued a Request for Proposals for solid waste and recycling services for the City for the period from 2019 through 2023
- Began work on the 2017-2018 annual audit
- Worked with the City's auditors for two days on-site for interim audit work
- Continued work on the 2018-2019 Annual Budget
- Performed normal Accounts Payable, Financial Reporting, Payroll, Purchase Order, and Utility Customer Service functions for the City

DID YOU KNOW...

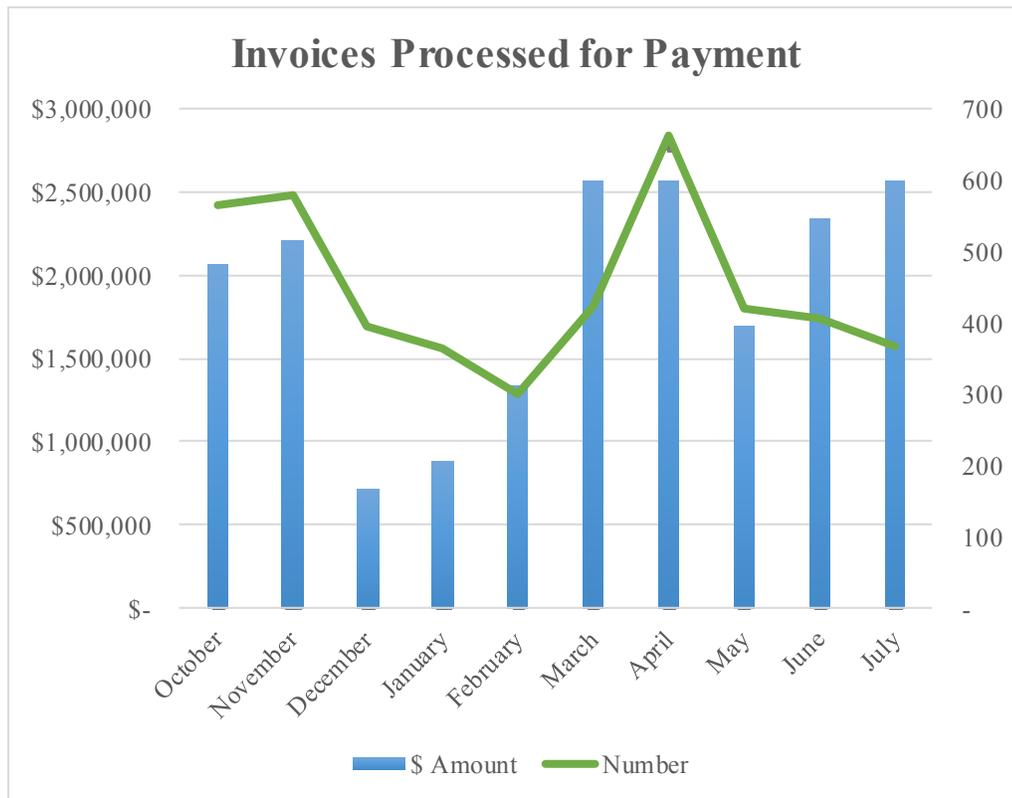
Sanger's population is estimated to be 8,400, which is a 21.5% increase from the 2010 US Census of 6,916!



Accounts Payable Function

The purpose of the Accounts Payable function is to provide payment processing services for City departments to ensure timely vendor payments for goods and services.

Invoices Processed		
Year	Number	Amount
17-18 YTD	4,479	#####
16-17 YTD	4,923	#####
15-16 YTD	4,469	#####

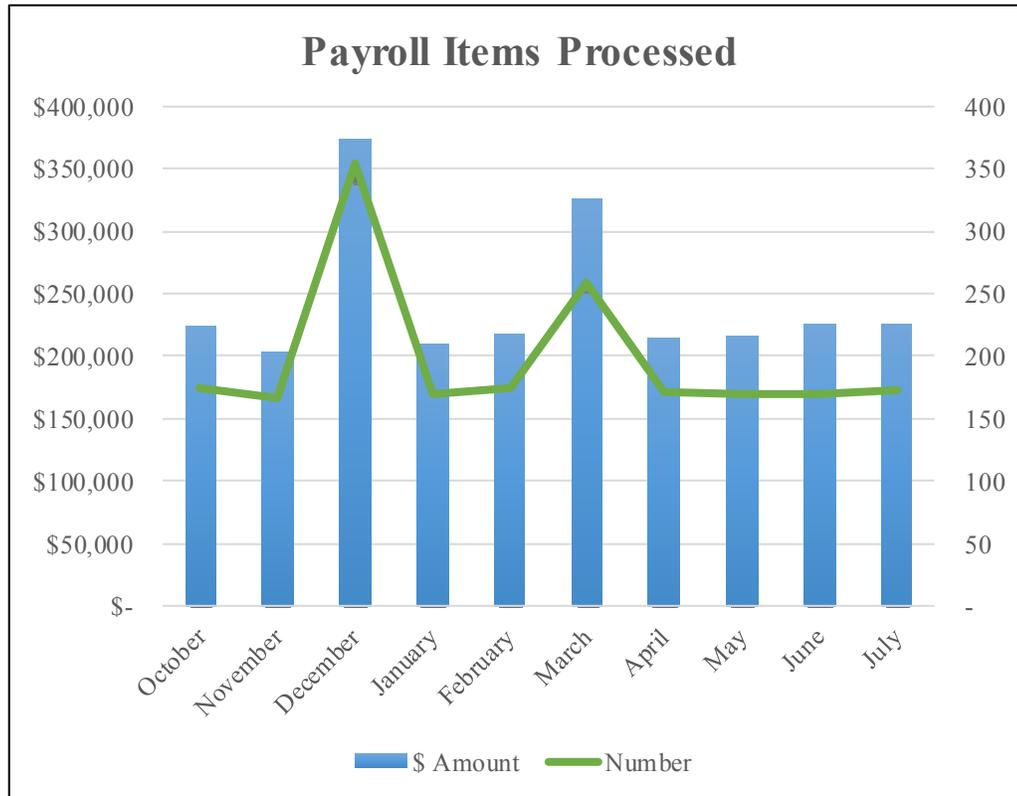




Payroll Function

The purpose of the Payroll function is to provide timely payroll services for City departments to ensure that employees are paid timely and accurately.

Payments to Employees		
Year	Number	Amount
17-18 YTD	1,981	\$ 2,433,212
16-17 YTD	1,877	\$ 2,203,220
15-16 YTD	1,900	\$ 2,225,598





Monthly Report – July 2018

Purchase Order Function

The purpose of the Purchase Order function is to provide purchasing management and support to departments and suppliers so that the City has the resources available to accomplish its mission in a timely and efficient manner.

Purchase Orders Issued		
Year	Number	Amount
17-18 YTD	266	\$ 7,591,696
16-17 YTD	308	#####
15-16 YTD	273	\$ 3,500,035



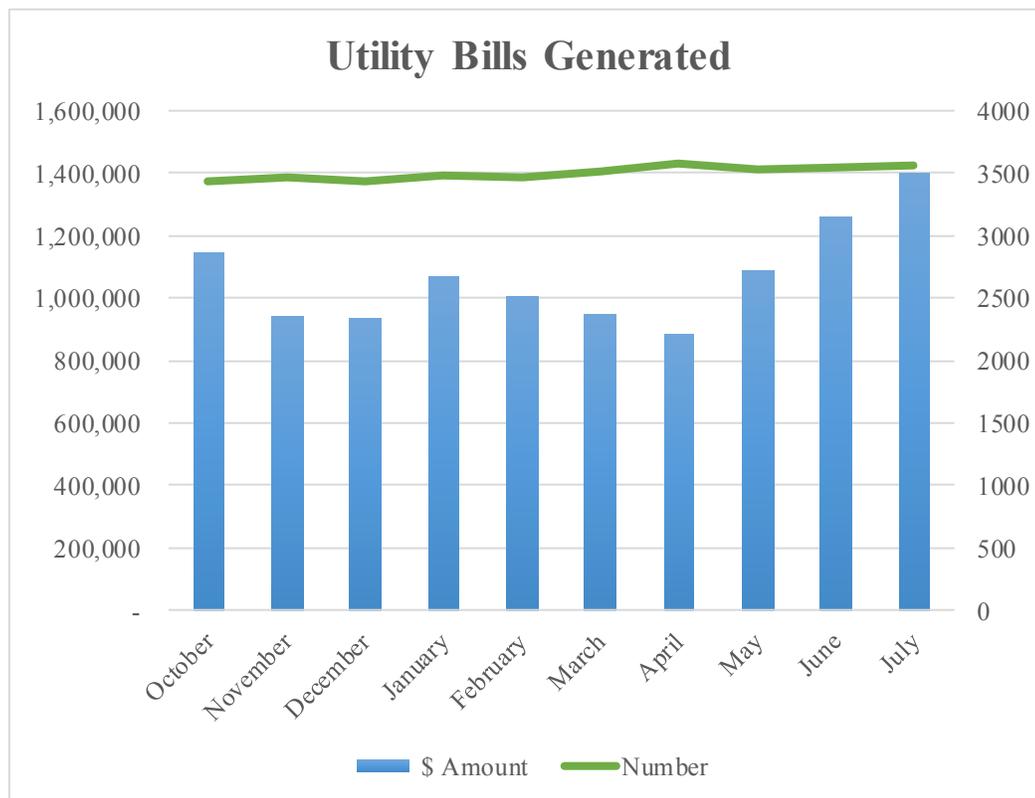


Utility Customer Service Function

The purpose of the Utility Customer Service function is to provide billing and revenue collection services for all City of Sanger utilities and to provide excellent customer service and information to all City of Sanger utility customers.

Billing Activity

Utility Bills Generated		
Year	Number	Amount
17-18 YTD	35,013	#####
16-17 YTD	33,309	\$ 9,853,219
15-16 YTD	32,230	\$ 9,255,569

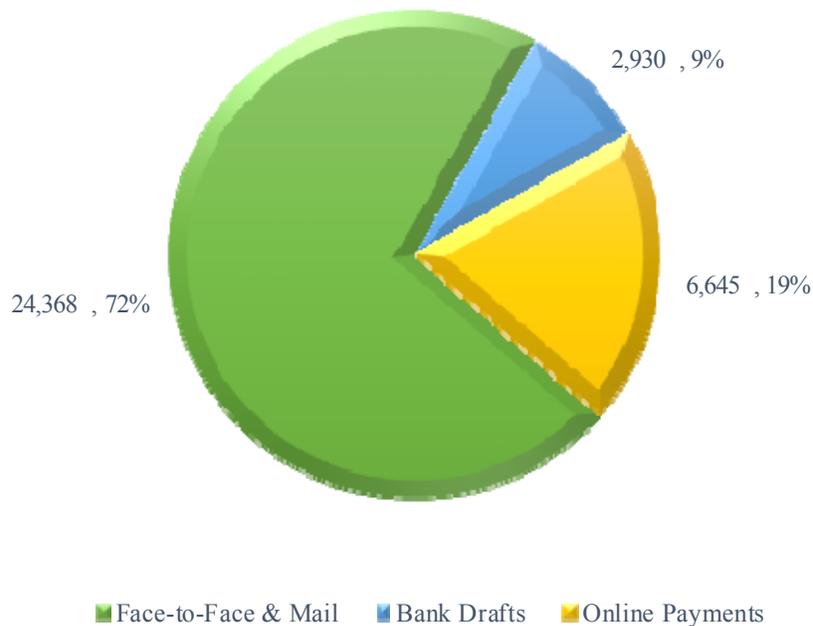




Payment Processing Activity

Utility Payments Processed		
Year	Number	Amount
17-18 YTD	33,943	#####
16-17 YTD	32,491	\$ 9,904,072
15-16 YTD	31,421	\$ 9,391,178

Utility Payments Processed YTD by Type





Financial Reporting Function

The purpose of the Financial Reporting function is to provide internal controls and financial information to City Council and City departments so that they may manage operations and meet financial reporting needs.

Financial Reports Prepared		
Type	City Council Reports	Departmental Budget Reports
17-18 YTD	10	20
16-17 YTD	10	20
15-16 YTD	10	20



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BUILDING PERMITS

Residential	New	Alteration	Total
# Permits	12	2	14
# Inspections	176	7	183
Valuation	\$3,332,114.14	\$175,860.00	\$1,527,150.30
Fees	\$88,767.00	\$857.00	\$89,624.00

Commercial	New	Alteration	Total
# Permits	0	2	5
# Inspections	18	15	57
Valuation	\$0	\$90,000.00	\$90,000.00
Fees	\$0	\$250.00	\$375,973.42

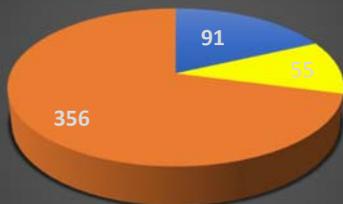
Miscellaneous /One Stop	
# Permits	45
# Inspections	70
Valuation	\$147,529.21
Fees	\$3,275.00

DID YOU KNOW...

The City of Sanger utilizes an online permitting software. The software allows you to submit for and pay for a permit without having to come into the office. This saves you time and needless trips. You can register for your online account at <https://mypermits.meritagesystems.com/app/#/login>.

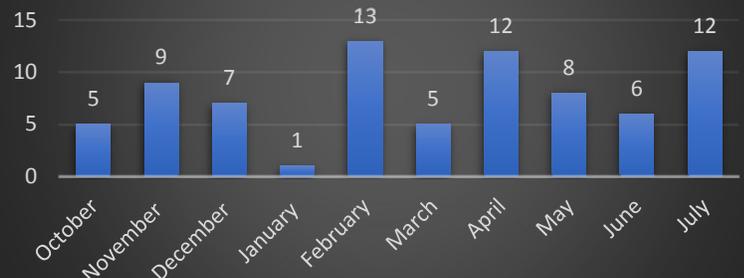
For further questions please contact our department at 940-458-2059.

Building Permits YTD



■ Residential ■ Commercial ■ Miscellaneous/One Stop

New Single-Family Residential Permits FY 17 - 18



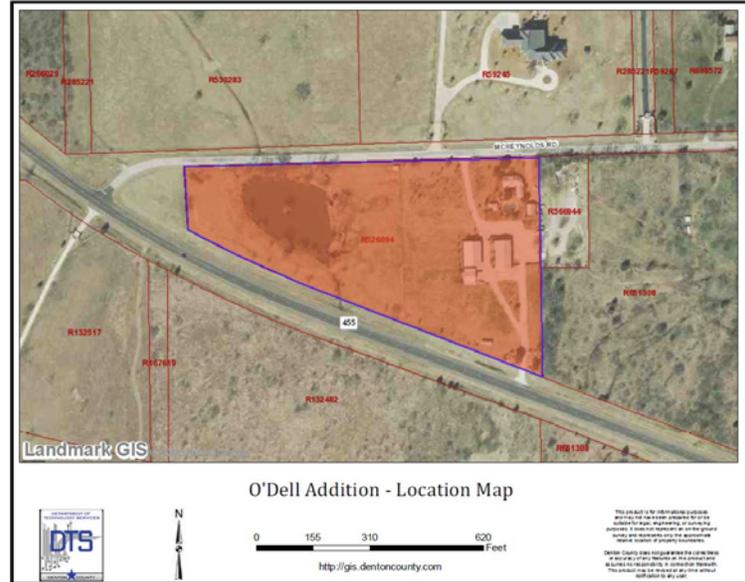


Monthly Report – July 2018

PLANNING & ZONING

Case # 18SANZON-0032

Conduct a Public Hearing, and Consider, Discuss and Act on the Replat of Part of Lot 1, Block A, of O’Dell Addition, and Being 9.23 Acres in the C. Manchaca Survey, Abstract No. 790, and Being in the Extraterritorial Jurisdiction (ETJ) of the City of Sanger, Generally Located South of the Intersection of FM 455 and McReynolds Road.



Planning & Zoning Commission
APPROVED

City Council
APPROVED

Case # 18-SANZON-0033

Conduct a Public Hearing, and Consider, Discuss and Act on the Replat of Lot 1, Block A of SBRC Addition, Being a Replat of Part of Lot 1, Block A, of O’Dell Addition, and Adding Part of 22.35 Acres of Tract, Being 2.00 Acres in the C. Manchaca Survey, Abstract No. 790, and Being in the Extraterritorial Jurisdiction (ETJ) of the City of Sanger, Generally Located North of FM 455 and Approximately 1190 Feet East of the Intersection of FM 455 and McReynolds Road.



Planning & Zoning Commission
APPROVED

City Council
APPROVED



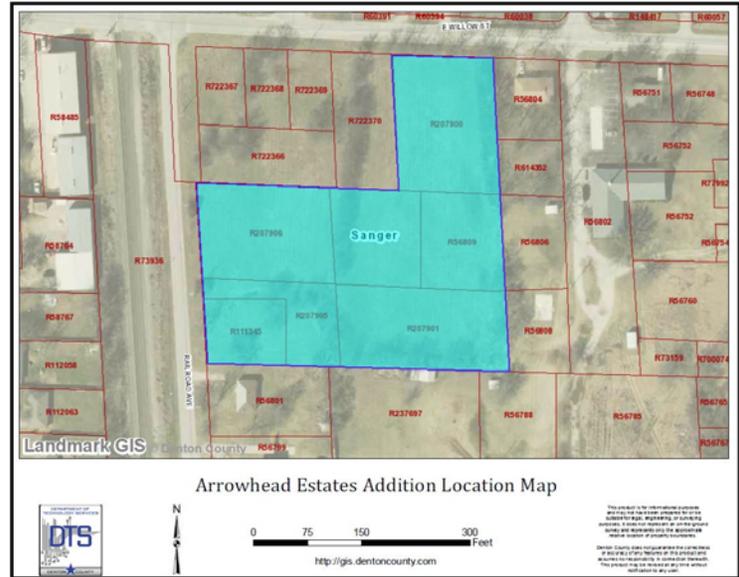
DEVELOPMENT SERVICES

SANGER
TEXAS

Monthly Report – July 2018

Case # 18-SANZON-0034

Consider, Discuss and Act on the Final Plat Lots 1-16, Block A of Arrowhead Estates Addition, Being 3.504 Acres Situated in the H. Tierwester Survey, Abstract No. 1241, and Generally Located East of Railroad Avenue and Approximately 215 Feet South of the Intersection of Railroad Avenue and Willow Street.



Planning & Zoning Commission
APPROVED

City Council
APPROVED



PUBLIC WORKS

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Monthly Report – July 2018

Sanger Circle Phase 6: The grading has been completed.

Sable Creek: The contractor is installing conduits for the franchise utilities.

Lake Ridge Phase II: Installing additional erosion controls, will install an additional street light.

R & L Carriers: The contractor continues to pour concrete paving, it is about 70% complete. The building slab is planned in the near future, currently installing storm drains.

Willowood: Installing storm drains, water mains and sewer lines.

McReynolds: The permanent fence has been staked and a change order discussed for the remaining work on the drainage structure.

Coker's Funeral Home: 75% of the parking lot has been poured.

Lois Road Warehouse: Erosion Control is being installed.

The **Fleet Department** continues to repair and maintain our vehicles and equipment with 7 scheduled routine maintenance order repairs completed for the month and getting an average of 1 done a day. This month there was 1 emergency repair orders. The fleet department sublet 2 repairs costing \$3820.10 total. There were 51 repair orders completed with 3 repair orders completed per day average. The total cost of these repairs came to \$8234.92.

DID YOU KNOW...

Don't risk harming yourself, your family or your neighbors. When planning an excavation project, simply dial 811 at least 48 hours (two working days) before you plan to start your work. The call is simple, free AND IT'S THE LAW!



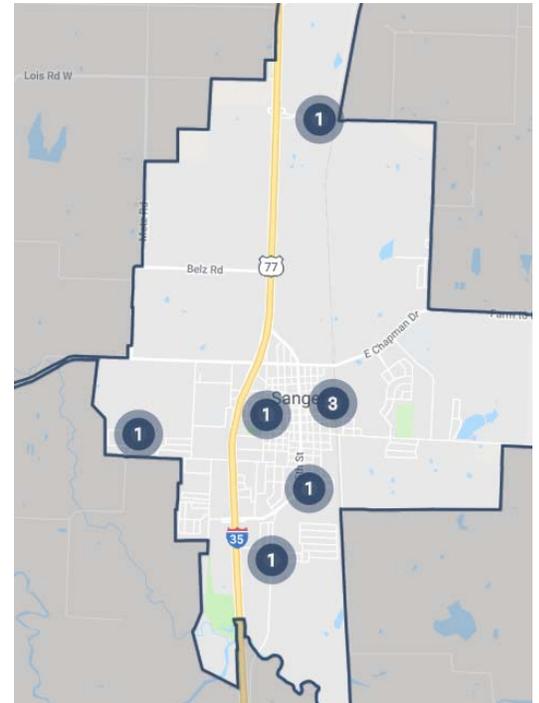
STREETS

Monthly Report – July 2018

Request Type	# Request	% Completed
Road Hazards	3	100%
Road Signs	2	100%
Concrete	1	100%
Miscellaneous	1	100%
Asphalt	1	100%

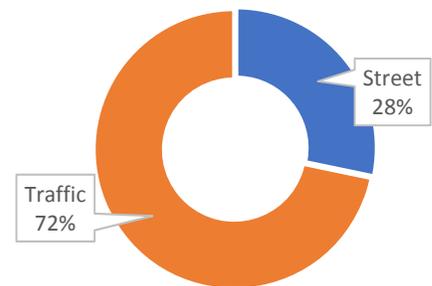
Miscellaneous	Quantity	% of Road Hazards
Weedeat/Mow around City Building	1	100%

Road Hazards	Quantity	% of Miscellaneous
Weedeat/Mow Guardrails	3	100%



DID YOU KNOW...
Sealcoating, or pavement sealing, is the process of applying a protective coating to asphalt-based pavements to provide a layer of protection from the elements: water, oils, and U.V. damage.

YTD Street Signs



■ Street ■ Traffic ■ Other



WATER

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Monthly Report – July 2018

Felix Construction continues to make progress on the improvements to the Wastewater Treatment Plant. During July they were able to:

- Complete the new Outfall structure and pipeline.
- Begin installing equipment in the new UV Disinfection Facility.
- Bring the new Electric Building on line.
- Complete the modifications to the Step Screen structure.
- Complete the demolition of Sludge Drying Bed 1.
- Redesign and program the new SCADA system.

Future significant dates:

- August 2, 2018 - Discontinue by-pass pumping and start up new Raw Wastewater Pumping Station.
- August 6, 2018 – Start up and testing of the new Sludge De-watering equipment.

Bob Moore Construction has completed the installation of the sewer discharge lines from the private lift stations to the city man hole. They have also installed 90% of the domestic fire and potable water lines.

Dickerson Construction completed the mandrel testing of the new 12” sewer line North of Lois Road. A final walkthrough of the North I-35 Phase 3 project was conducted on July 17th.

The Water Department was able to:

- Make repairs to 3 water service lines and 4 water mains.
- Install 10 new water meters and changed out 14 water meters.
- Visually read 609 water meters that were not read by the mobile collector.
- Complete 125 water and sewer service orders.
- Perform 32 meter disconnects for billing.

Did You Know...

An automatic dishwasher uses approximately 9 to 12 gallons of water while hand washing dishes can use up to 20 gallons.



PARKS AND RECREATION

SANGER
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Monthly Report – July 2018

Operations:

The parks crew has continued the pesticide, fertilization, aerification, and irrigation schedule for the season. 325 acres were mowed in the month of July. The Parks Department completed 76 brush orders with 69% of the orders being completed within 10 days on avg. 10.9 days and used an estimated 39 labor hours.

Facilities:

Our facilities continue to be in regular use with 12 rentals for the month of July. Ball Fields and Pavilion Rentals hit an all-time rental high this month with 57 different reservations. Five of those were pavilion rentals and the remaining 52 were field use. Facilities include our Community Center and Historic Presbyterian Church as well as park pavilions and ball fields.

July also saw the groundbreaking for our new park pavilion at Porter Park! The pavilion is a 40'x80' pavilion that will hold 10 picnic tables and provide an array of rental opportunities for the community and event opportunities for the Parks Department.



Press Release regarding the pavilion:

940.458.2059 | 201 Bolivar | PO Box 1729 | Sanger, TX 76266 | www.sangertexas.org

 facebook.com/SangerTexas  [@CityofSanger](https://twitter.com/CityofSanger)



PARKS AND RECREATION

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Monthly Report – July 2018

“Congratulations, Tatum Whitewood on being named one of ten outstanding graduates of the Texas FFA Association’s Ford Leadership Scholars program. She was recognized at the Eighth Annual Ford Leadership Scholars Banquet in Austin, Texas, March 25, 2018.

The Ford Leadership Scholars Program criteria for selection and the leadership development components of the program focus on six characteristics of leadership: action, relationships, vision, character, awareness and continuous improvement. More than 200 FFA members applied to be a part of the program through a process that included an extensive online application, exam over an assigned leadership text, telephone interview and a day-long behavioral interview.

The Ford Leadership Scholars program provides an intense hands-on leadership development experience through apprentice-type scenarios, interaction with nationally-recognized leaders and projects to be completed by students in their respective communities. The program is funded by an endowment established by the Ford Motor Company and Texas Ford dealers. Each scholar also receives a \$1,000 academic scholarship.

After evaluating different options for a project, Tatum decided that our community needed a place to hold events; such as school dances, family reunions, concerts, or the annual Sanger Sellastration. She met with her mentor, Mr. Joe Musacchio and set out to build a large outdoor pavilion. Knowing this would be an expensive project, Tatum immediately scheduled a meeting with the city of Sanger concerning location and funds. The Parks and Recreation Board loved the idea and provided an excellent location within Sanger’s ‘Porter Park.’ The challenge then became funding. Tatum was then tasked with giving the city a reason to say yes and spent four months talking to builders in order to receive the best deal. With the help of many, on February 27, 2018 Tatum presented her project to 4B, Sanger’s board for city funding. The highlight of the sales pitch included the steps throughout her journey, ending with a 40x80 event pavilion that would save the city of Sanger \$28, 947.

Currently, her project has been approved and will break ground in July. This pavilion will not only improve the functionality of our community, but also provide a place to strengthen bonds between one another. These bonds are investments that Tatum believes in, and that the city has chosen to believe in, giving the chance for further legacies to be developed- together.

Throughout this project Tatum has worked closely with several individuals including Mrs. Jennifer Shumate the City of Sanger Parks and Recreation Coordinator. Mrs. Shumate had this to say about Tatum Whitewood, "Tatum really shot for the stars with this project – it was go big or go home. She came in and presented to not only City Staff but also our 4B Development Corporation Board with professionalism and maturity beyond her years. Tatum exemplifies what I think of when I think of Community and she was a pleasure to work with and the City of Sanger is proud to call her one of its own."

Tatum, the Sanger FFA is extremely proud of your commitment to servant leadership. Young lady you are the reason that "Sanger is someplace special."



PARKS AND RECREATION

SANGER
TEXAS

Monthly Report – July 2018

Recreation:

On the Recreation side, July was a FUN month. First July saw the close of TWO adult recreational sports leagues. Both Kickball and Softball ended with some sadness and the promise of fall leagues in the future.

On the more fun side July saw the City of Sanger's first ever concert! The concert featured two bands, both local, and was held at the intersection of Bolivar Street and 2nd Street. Even though North Texas was experiencing one of the hottest days on record (high of 113) the show went on to an excited crowd! This Recreation Coordinator did not get one picture of the concert because there was too much dancing in the street to stop and take one. I think everyone is excited for more shows to come!



The month of July also proved excited for our boards. On July 24, 2018 a joint meeting was held with the Parks and Recreation Board, 4B Development Corporation Board, and City Council where all parks and event facilities were toured and discussed.





PARKS AND RECREATION

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Our Facebook page is still experiencing a steady growth up to 2,151 likes at the end of July which is an increase of 320 from the previous month. If you have not, please go and like our page at Sanger, TX Parks, and Recreation to follow all of the fun events coming up.

Department Staff

Director – Jim Berman

Recreation & Event Coordinator – Jennifer Shumate

Crew Leader – James Hunter

Maintenance Worker II – Dean Mason

Maintenance Worker II – Brandon Metcalf

DID YOU KNOW...

Tips for your lawn: With the current temperatures on the rise, this is the time to raise those mowers up and deep water once a week to insure a healthy lawn.



LIBRARY

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Monthly Report – July 2018

Monthly Report for July 2018

With the exception of a Friday movie showing scheduled in early August, the programming component of the library's Summer Reading wrapped up at the end of July. While June events focused more on younger children, July's calendar provided more specialized craft and workshop activities for tweens and teens, including journaling, jewelry and craft classes, and a coding class. We continued to build program offerings for middle grades with the second meeting of the 6th grade book club and a craft activity specifically for 6th graders. We also offered two tech help classes for adults on using Android phones and iPhones.

The attendance was 253 people for programs this month, with the major events "Guitar Like A Star" and "Library Mini-Golf: End of Summer Party" drawing the highest numbers of participants for July at 43 and 25 people respectively. Summer Reading program attendance has continued to increase from one year to the next: The past several summers have seen year-to-year growth of approximately 15%.



GUITAR LIKE A STAR



ROCK PAINTING



LIBRARY

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Monthly Report – July 2018



TEEN EVENTS



Other Statistics for July:

2,577 items were checked out from the library.

44 new patrons were registered for library cards.

Since reading logs will continue to be accepted through the first full week in August, reading program statistics will be reported next month.

DID YOU KNOW...

Traditional publishers sold 10% fewer eBook units in 2017 than the previous year, and there was a 16% drop in eBook sales from the top 30 publishers during the previous year. On the other hand, eBooks sold by small publishers and self-published authors has increased, and accounted for 42% of units sold in 2016.