

FRIDAY MEMO

November 17, 2006

1. The schedule of City-related meetings for next week is attached to this memo. City offices are closed on Thursday, November 23 and Friday, November 24 for the Thanksgiving holiday. There will be no Friday Memo next. It will resume on December 1, 2006.
2. High school senior Chelsea Bantz is working to revive the tradition of the Milwaukie Umbrella Parade. The parade is scheduled for Saturday, December 9, 2006 in the downtown. It begins at 4:00 P.M. and ends with a tree lighting at City Hall at approximately 6:00 P.M. For those wishing to enter the contest for "Best Decorated Umbrella," registration begins at 3:00 P.M. If you have any questions call Chelsea at 503.654.9353.
3. At its November 11, 2006 meeting the City Council heard the appeal of the Planning Commission's denial of a new readerboard sign at Milwaukie High School. The Council upheld the appeal and approved the sign. The Council also approved the Spring Park Master Plan, adopting it as an ancillary document to the Milwaukie Comprehensive Plan. This plan will guide future neighborhood projects to restore and improve the park.
4. The City has received a Measure 37 application to waive Flag Lot standards for a proposed lot division on SE 37th Ave near Hwy 224. Council will consider this application in early 2007.
5. The City is updating its Transportation System Plan (TSP). This process will continue through next year and will help the City set the policies and priorities for all transportation modes, from sidewalks to freight routes to neighborhood traffic calming. Without an updated TSP that prioritizes the City's transportation projects, the City cannot obtain funding from state and federal sources. The City will sponsor a series of issue-specific workshops and work groups. Attend a TSP community briefing to get more information and provide input. At the briefings you will also have an opportunity to learn more about and/or sign up to participate on a mode-specific work group. TSP community briefings and locations are:
 - ✓ Linwood Elementary (library), 11909 SE Linwood Ave. Thurs., Nov. 30th, 6:30-8:30pm. Interested Neighborhoods Include: Linwood, Hector Campbell
 - ✓ Milwaukie High School (commons), 11300 SE 23rd Ave. Sat., Dec. 2nd, 10:30 am-12:30pm. Interested Neighborhoods Include: Historic Milwaukie, Lake Road

- ✓ Milwaukie Community Club, 42nd and Harrison St. Mon., Dec. 4th, 6:30-8:30pm. Interested Neighborhoods Include: Ardenwald-Johnson Creek, Hector Campbell, Lewelling
- ✓ Portland Classical Guitar, 11923 SE McLoughlin Blvd. Wed., Dec. 6th, 7-9pm. Interested Neighborhoods Include: Island Station, Waverly Hts.

6. Gary Parkin has accepted a job offer and will begin as the Engineering Director for the City of Milwaukie on December 1. Gary has spent the past twelve years at the City of West Linn as a Civil Engineer where, most recently, he's been supervising staff and providing day-to-day consultation on matters ranging from traffic calming to water system modeling.
7. Election Day, Tuesday, November 7th, was a busy day at the Library. For several years, the Ledding Library has been an official ballot drop-off site. Though ballots are received for several weeks before the 7th, the final day of the election is always very busy. Keeping this in mind, Circulation Supervisor Nancy Wittig organized a team of volunteers who stood outside on a rainy day to take ballots from people as they drove into the parking lot. Not only did this make voting more convenient for library patrons, the street in front of the library and the parking lot were much less congested because of this service. Deserving thanks are volunteers Robert Russell, Joanne Risley, Cynthia Nagy, Sharon Bradshaw and Pat Lent.
8. Jim Wiley, who was a third generation Milwaukie resident, passed away on October 29, 2006. Jim was a member the non-profit Milwaukie Pioneer Cemetery Association Board of Directors, and he was recently appointed by the Circuit Court as a Trustee of the Milwaukie Pioneer Cemetery. Jim has long served the City in many ways, and he will be missed. Memorial donations may be made in his memory to the Milwaukie Pioneer Cemetery, 12258 SE Grove Loop, Milwaukie 97222 or to the American Cancer Society.
9. This past Sunday Dark Horse Comics, a Milwaukie business, was the subject of a feature article on the front page of the *New York Times* business section. I have attached the article to this memo.

Council Activities Week of November 17, 2006

Councilor Carlotta Collette

Since the last Milwaukie City Council meeting, October 16th, I've attended the following events/meetings.

October 18th: Farmers Market meeting. This very interesting meeting afforded the community the opportunity to hear the concerns of market manager and vendors over the planned move of the market in 2008. I was particularly interested in vendor suggestions for elements they feel will enhance the new market.

October 19th: Three Bridges opening celebration. Later in the week Tideman Johnson Creek Park reopened to less fanfare, and the newly re-engineered creek quickly was overtaken by beavers and then flooded. Before, during, and after photos are available.

October 19th: Council special meeting on Milwaukie response to CCSD1's recommendation to upgrade the Kellogg Treatment Plant so it can meet current and future loads until a new sewage treatment plant is sited and brought on line.

October 21st: Lewelling Park Dedication. How great to see Art Ball up and about.

October 23, 24, 25: Oregon Community College Association convention. As Milwaukie's representative on the Clackamas Community College Board of Education, I attended this convention, where the school's president, Joe Johnson was awarded the state's highest commendation by his peers.

October 26th: Clackamas Board of Commissioner's hearing on the proposed sewage treatment plan. I testified that while I believe the Citizens Advisory Council did a lot of hard work, I view their recommendation as only meeting the needs of CCSD1 retail ratepayers. The rest of the county needs to convene a forum in which to review the findings of the Clearwater Proposal and the CAC proposal to determine a proposal that can meet the whole community's needs in the most environmentally and economically sound manner.

October 27th: met with Patrick Sheehan from the Milwaukie Masonic Lodge to tour the facility and discuss ways Milwaukie can share the use of this terrific historic building.

November 1st: Clackamas County Economic Development Summit. This was a terrific opportunity to address many of the issues the county faces in a collaborative setting. The keynote address was particularly compelling as the speaker made it clear that the way we view our communities may not be the most "market" wise. He gave examples of small towns that had identified their assets in ways that enabled their participation in larger area economic development opportunities. Milwaukie, for example, could be featuring its enterprise zones and proximity to transportation corridors and to Portland.

November 2nd: Attended second and final County commission hearing on the CAC recommendation. The commissioners will discuss their response at their regular work session in mid November.

November 2nd: Attended the Clackamas County Coordinating Committee (C4). As co-chair of C4's task force on sustainability, I facilitated a discussion of the ways the county's jurisdictions may address sustainability issues. I created a distribution group for communicating with task force members and drafted an initial proposal for how the task force will proceed.

November 8th: Attended Clackamas Community College School Board as Milwaukie's board member. The board approved giving the architects the go-ahead to begin design of the new Harmony Campus Allied Health Services Program Phase I. The board also accepted the resignations of Board Member Larry Wright and college President Joe Johnson.

A Weekly Update on What's Developing in the City of Milwaukie

for the week of October 13, 2006

DEPT	TOPIC	LAST UPDATE	INFORMATION	NEW UPDATE	INFORMATION
Community Development	Texaco Site / Milwaukie Town Center Project	11/2/06	The project consultant is preparing a draft Request for Proposals document for Advisory Committee review. Upcoming meetings: Advisory Committee on 11/15 and joint Metro/Milwaukie Council meeting in Milwaukie on 11/21.	11/17/06	The Project Management Group is refining the draft RFP and preparing for the joint Metro/Milwaukie council work session on 11/21 (5:30).
Community Development	Milwaukie Light Rail Transit Planning	11/2/06	Scope of work for the draft Environmental Impact Study continues. Metro is preparing an Intergovernmental Agreement to utilize Milwaukie's \$200,000 for the study...	11/17/06	No update. The Technical Advisory Committee meeting on 11/17 was cancelled due to a Transportation Committee all-day retreat.
Community Development	STIP/MTIP Funding Requests	11/2/06	Staff from the Clackamas County cities (and county staff) are reviewing the projects from Clackamas County still under consideration, and preparing a recommendation for the C4 group. These projects amount to \$13.4 million. County projects can expect to receive between \$6-8m.	11/16/06	Public comment period closes December 1. For information on projects and comment forms, visit: http://www.metro-region.org/article.cfm?articleid=19681
Community Development	Street Maintenance Program Development	11/2/06	Staff has continued business outreach efforts, briefed Oregonian reporters and is preparing for Nov. 9 th working session with Council.	11/16/06	Staff updated Council and Planning Commission, held two public Open Houses (Nov. 15 & 16 at PSB), and focused additional outreach on downtown retail. Staff will shortly begin preparing the slate of policies for Council consideration on December 19.
Community Development	Sellwood Bridge Planning	11/2/06	A Purpose & Need statement will be forwarded to the Policy Advisory Group for their review on November 9. The next public meeting is a Community Task Force Meeting, Monday, November 6, 2006, 5:30 - 8:30 PM, Sellwood Baptist Church, 1104 SE Spokane Street.	11/16/06	Next Community Task Force Meetings are Monday, November 20, and Monday, December 11.
Community Development	Business Outreach, Support, and	11/2/06	Staff met with PCC Structural, Hygrade Components, and Dieringer Properties.	11/16/06	Meetings with Holman Distribution, Rudie Wilhelm, and Milwaukie Lumber.

	Recruitment				
Community Development Admin	Records Project	11/3/06	The next steps in this process are to evaluate what current storage is available for each department; create departmental retention and destruction plans; and map a process for preparing files for records storing for each department.		
Building	North Main	9/5/06	Building A (Large mixed use building) and Buildings C, D and F (rowhouses) have passed framing inspections. Contractors are currently installing sheetrock. Buildings B and E should be ready for framing inspections within a week or two. The contractor is still projecting to be complete by mid-November, although that seems a bit ambitious.	11/17/06	Buildings A, C, D, E and F are nearly complete. Sheetrock is being installed in Building B. The interior parking lot has been paved and work is progressing on the amphitheater.
Building	Safeway	9/5/06	Work is progressing rapidly. Two exterior walls are nearly at full height and plumbing groundwork has begun. Expected completion, February of 2007.	11/17/06	The roof is on and interior framing has begun.
Building	E-Permitting	10/12/06	The Building Department recently issued its 100 th e-permit. For the last fifteen months, the department has been partnering with the State Building Codes Division in a pilot program designed to offer contractors the option of applying for simple, stand-alone plumbing, mechanical and electrical permits on-line. The department is currently investigating ways to expand the program and increase usage.		
Building	ICC Certification	10/12/06	Bonnie Lanz recently passed her Permit Technicians examination and has received certification from the International Code Council.		
Building	Oak Street Square	10/12/06	Interior framing and sheetrocking have been completed on the Walgreens store.	11/17/06	Interior finish work has begun on the Walgreens store. Quiznos Subs is submitting a Tenant Improvement Permit Application for one of the spaces in Building 1.
Building	Permit Activity	10/02/06	During the month of September, the Building Department processed 41 permits with a total construction value of \$566,000; 14 Mechanical, 9 Plumbing, 6 Erosion Control, 2 Signs, 9 Structural and 1 Demolition.	11/17/06	After a slow start in residential permits -6 new single family homes since July 1 - the department expects to issue permits for (2) duplexes and (4) new single family homes in the next few weeks.

Building	Ukrainian Bible Church	10/04/06	Grading and Erosion Control permits are being issued for the 24,000 square foot expansion of the church on Stanley Ave. We expect to issue the building permits in the next week or so.		The permit is on hold pending receipt of revised Public Improvement plans acceptable to the Engineering Department.
Engineering	Sanitary Sewer connection project	11/3/06	The meeting occurred as scheduled and seems to be a success. An extended time frame was agreed upon. Letters will go out to all members of this group Nov. 6 summarizing the meetings findings as well as a contract to connect.		
Engineering	JCB Un-sewered/ Un-annexed Area	11/3/06	Meeting did not occur. Should be scheduled for week of Nov. 13-17.		
Engineering	42nd/King intersection	11/3/06	Staff actively exploring safety and circulation improvements		
Engineering	42nd Ave Sdwks			11/17/06	Project substantially complete; ODOT inspection was successful, paving way for \$100K reimbursement from State and eligibility for future grants.
Engineering	21st/Harrison intersection	10/19/06	As a result of shrubbery trimming and removal, westbound traffic on Harrison will have better vision clearance through the S-curve. This will enhance safety and reduce possibility of re-end collisions. More safety and signage changes at 21 st /Harrison will be forthcoming.		
Engineering	Well 8	11/3/06	Lake Rd. NDA meeting set for Wednesday, Nov. 8; staff preparing design-build RFP for late November issuance.	11/17/06	Staff met w/ Lake Rd NDA to discuss project
Engineering	N. Main Streetscape	10/19/06	The project should be completed within two weeks. Landscaping and street furniture is installed. The "Milwaukie Medallion" is in process of being fabricated.		
Engineering	Lake Rd Multimodal project	11/3/06	Staff provided some additional information to ODOT to finalize the IGA. City is waiting for ODOT approval of IGA prior to hiring a design engineer.	11/17/06	Staff provided 2018 ADT counts to ODOT to finalize IGA; awaiting paperwork from ODOT; should go to CC early 2007 for approval
Engineering	37th RR crossing and Oak St RR crossing impvt's	10/19/06	IGA with CC goes to their Commission this week for approval.	11/17/06	Met with Clack. Co. (Steve Kelly); hired Wallace Engineering for redesign of plans and to process RR permit
Planning/ Engineering	Harmony Road Environmental Assessment	11/3/06	The County's project to define potential improvements to the Harmony Road corridor is underway. In the last month an open house and	11/17/06	1 st Open House held by Clack. Co. with City support from Planning and Engineering – high citizen attendance and interest.

			2 Project Advisory Committee meetings were held. Five Milwaukie residents are on this committee. Current work is to define the Goals and Objectives for the project.		
Planning	Transportation System Plan (TSP)	11/3/06	ODOT has approved the consultant scope of work and Intergovernmental Agreement with the City. Staff will ask Council to approve the IGA on 11/9, allowing the project to move ahead at full speed. Four Community Briefings are scheduled in Nov. & Dec. to begin neighborhood conversations about transportation.	11/15/06	The City has signed the IGA with ODOT, who then gave the consultant team Notice to Proceed with the project. Community Briefings (which will be mini, neighborhood-focused open houses) are scheduled for: 11/30 at Linwood Elementary, 12/2 Milwaukie HS, 12/4 at Milwaukie Community Club, 12/6 at Portland Classical Guitar. Information on these meetings and other TSP-related issues will be posted at: www.ci.milwaukie.or.us/milwaukie/projects/tspupdate/tspupdate.html
Planning	Planning Commission	11/3/06	The 11/14 meeting the Planning Commission will hold a work session to discuss the Transportation System Plan update.	11/15/06	Minutes from Planning Commission meetings are now being updated on the city website as they become final. http://www.ci.milwaukie.or.us/committees/plancomm.html The 11/28-commission meeting is cancelled. The next meeting will be 12/12/06.
Planning	Pre-Application Activity			11/15/06	Pre-application conferences have been scheduled for: <ul style="list-style-type: none"> • a proposed 18-lot subdivision at 42nd & Railroad Ave. a lot division on 40 th near King Road.
Planning	Applications for Staff –Level Review	11/3/06	Staff is reviewing tenant improvement plans for a new salon in the McLoughlin Building at Scott & McLoughlin downtown. Staff issued a Director’s Determination on a legally nonconforming situation involving two houses on one lot on SE 21 st Ave.	11/15/06	Staff is currently reviewing <ul style="list-style-type: none"> • a request by Providence Hospital for a Minor Modification to their Community Service Overlay permit for an interior remodel. • building permits for a 10 bedroom residential home proposed on Lake Road. • a sign permit for a new sign at Rowe Middle School (already approved by Planning Commission).
Planning	Applications for City Council Review			11/15/06	At the 11/9 meeting, City Council approved the appeal of Planning Commission’s denial of a new sign at Milwaukie High School.

					<p>At the 11/9 meeting, City Council approved the Spring Park Master Plan.</p> <p>The City has received a Measure 37 application to waive flag lot standards for a proposed lot division on SE 37th Ave. Council will consider this application in early 2007.</p> <p>Council will hold a second hearing on proposed revisions to the Sign Code on 12/5/06.</p>
Planning	Applications for Planning Commission Review (Type III)	11/3/06	The LUBA hearing on the TriMet Southgate Park & Ride has been re-scheduled for November 30, 2006.	11/15/06	The City received an application to approve a Community Service Use permit for a dance studio in the International Way area.
Planning	Downtown Parking	11/3/06	Staff conducted a second parking utilization count and is mapping the results.	11/15/06	The inventory map of parking in downtown and the results of the October utilization study will be posted on the Planning Department website shortly. www.ci.milwaukie.or.us/departments/planning/planning.html
Facilities	Library Pond House	11/2/06	Handrail has been delayed due to fit problems; the new schedule for installation is November 20 th .	11/16/06	Still in process
Facilities	Library Fountain	9/20/06	Staff is dealing with vandalism in the fountain, in the form of soap being placed in the water, which is creating foam. Staff has found an anti foam product that seems to counteract the foaming.		
Fleet	New Police Motorcycles	10/19/06	Motorcycles are in service.		
Fleet	New Staff Car	10/19/06	Requesting demonstrations from three vendors.	11/16/06	Still in process.
Fleet	New Patrol car	11/2/06	The new police patrol vehicle has arrived today.	11/16/06	Being set up for service
Fleet	Fleet Shop	10/13/06	Two doors have been replaced in the shop.		
Fleet	Surplus Sweeper			11/16/06	Happy Valley is trying it out for possible purchase
Street Department	42nd Ave Sidewalk project	11/2/06	Both sweepers are in operation to keep up with the on slot of leaves to avoid as much flooding as possible. Monitoring new pavement markings on Oak st. Striping completed by Clackamas County.	11/16/06	Continued efforts to clear all of the leaves and address the flooding problems. Equipment, personnel and materials at the ready for winter storm events.
Water Department	Lake Rd. Phase II	11/2/06	Water crew found a long time (since 1968) buried line valve on Oak and Washington (GREAT	11/16/06	Several H2O service line leaks repaired. Busy pressure washing the well houses.

LEDDING LIBRARY STATISTICS

October 2006

OCTOBER	2006	2005	2004	2003	2002	2001	2000
Adult	29,346	29,209	27854	24628	26,085	24,424	21,141
Juvenile	15,913	18,619	17224	14902	16,839	14,586	13,631
Total	45,259	47,828	45078	39530	42,924	39,010	34,772
Number days open	31	31	31	31	31	31	31
Hours open per week	52	52	52	48.5	58	51	51

Library Revenues	Current month	% change from prv. yr	New Library Users Added	Current month	% change from prv. yr
Fines & Fees:	\$4,025.86	.66%	Milw.residents	130	18%
Copy Machine:	\$157.65	-9%	Unincorp. residents.	24	-40%
Total:	\$4,183.51	.24%	Mult Co. residents.	38	46%

Reference Questions	Current month	% change from prv. yr	Volunteers	Current month	change from prv. yr
Research	1,099	-1%	Number	55	4%
Directional	1,142	-5%	Hours worked	400	-33%

Interlibrary Loan

Loaned:	Current month	% change from prv. yr	Borrowed:	Current month	% change from prv. yr
In state	16	-43%	In state	11	-45%
Network	8,608	13%	Network	8,035	14%
Out of state	16	-33%	Out of state	11	-15%
Total	8,640	13%	Total	8,057	13%

Items circulated to:	Current month	% change from prv. yr	Adult Programs	Current month
Milwaukie residents	18,978	2%	Number	2
Unincorp. res.	16,708	-8%	# of people attend.	72
Mult. Co. res	6,480	-17%		

Circulation of specific collections

	Adult	%ch	Juv	% ch	Adult	% ch	Adult		% ch	
Nonfiction	4,283	-6%			Large Print	340	17%	DVD's.	8,051	17%
Fiction	2,107	7%			Westerns	25	NC	CDROM/Soft.	312	9%
Mystery	560	-17%			Short Stories	16	-30%	Audio on CD	600	9%
Science Fic.	274	-6%			Talk. Books	715	-21%	Spanish Lang.	146	16%
Young Ad.	742	2%			Compact discs	3,700	15%	Russian Lang.	109	738%
Paperbacks	1,136	-1%			Biography	166	48%	Cultural Passes	24	9%
Magazines	947	1%			Equipment	0	----			
Videos	3,227	-26%			New fiction	1,426	-20%			
Vert. File	3	NC*			New nonfic.	498	9%			

*NC = No change

	Adult	Juvenile	Total
Print Items added	216	148	364
Items deleted	-101	-147	-248
Audio Items added	155	20	175
Items deleted	-85	-5	-90
Video Items added	126	32	161
Items deleted	-260	-54	-314
Research Queries	1099	131	1230
Directional Queries	1142	376	1518
Programs	2	23	25
Number attending	72	540	612

November 12, 2006

A Quirky Superhero of the Comics Trade

By GEORGE GENE GUSTINES

YOU may not know a little publishing company called Dark Horse Comics, but if you are a fan of Concrete (whose brain was transplanted by aliens into a stone body), Hellboy (he of the sawed-off red horns, satanic red tail and gargantuan red fist) or Sin City (the violent, edge-of-desperation town where people and principles are routinely bought and sold), then you certainly know its characters and its comic books.

And if you are a Dark Horse aficionado with an insatiable appetite, the company has more in store for next year. A new comic book series about Buffy the Vampire Slayer is on its way, written by Joss Whedon, who wrote and helped produce the popular television series of the same name. Dark Horse will also release "Star Wars: Legacy Vol. 1," chronicling the distant future of the Jedi, as well as "300: The Art of the Film," an account of the movie adaptation of Frank Miller's comic book mini-series about an ancient, epic battle between Spartan and Persian soldiers.

By nurturing and backing a quirky, brooding and inventive stable of writers and artists, Dark Horse has spent the last 20 years carving out and maintaining its place as a scrappy comic book franchise in an industry dominated by Marvel Entertainment and DC Comics.

Dark Horse, which is privately held, has endured in an industry where many small publishers last less than a year. It has thrived, its owners say, by sharing financial success with its artists and taking its role as an independent publisher very, very seriously.

"Every comic we do, whether we ask to share the film or toy rights or not, we publish because we think it's a great comic," said Mike Richardson, who founded Dark Horse 20 years ago and is the company's president. "We want to survive far into the future, but we also want to leave a legacy."

The Dark Horse approach calls for protecting the creative and financial rights of its contributors — including giving them a cut of the profits — and publishing comics that are well out of the mainstream (meaning fewer capes and cowls).

Based in Milwaukie, Ore., Dark Horse entered the game thanks to the birth of the direct sales

market in the 1980s, which moved comics beyond newsstands and into specialty stores. Teenage Mutant Ninja Turtles, a small-press, black-and-white comic, became a hit in 1984 and started a boom that Dark Horse also enjoyed. But quick-hit comics publishers introduced a glut of ill-conceived characters and the market collapsed, taking many companies down with it. Dark Horse, however, avoided the debacle.

At the time, Mr. Richardson was a member of a community of artists and writers aspiring to make their marks in comics. Some of them created the stories in Dark Horse Presents No. 1, the company's first comic book. "Later, I created a list of artists and writers that we thought were the best in comics and started calling them," Mr. Richardson said. His sales pitch included promises of competitive pay and ownership of the work. The pitch worked, giving Dark Horse access to some of the most original and creative minds in the comics business.

Dark Horse later branched out to produce licensed comics devoted to the "Star Wars," "Aliens" and "Terminator" films. It was also among a small group of pioneers that began importing Japanese comics, also known as manga (pronounced MAHN-gah).

Delving into everything from romance and adventure stories to science fiction and horror, manga have developed a large following in America and are commonly sold in bookstores. One of Dark Horse's biggest manga successes has been the 28-volume Lone Wolf and Cub, about a wandering samurai and a young boy. The most violent and gory manga titles that Dark Horse reprints are shrink-wrapped.

"We're reprinting them as they were published in Japan," said Neil Hankerson, Dark Horse's executive vice president. "We publish as is or we don't publish it at all."

COMIC books — sealed in plastic or not — were only the beginning. By 1991, Dark Horse had set up a unit to develop toys and later began a film division and a publishing imprint for decidedly noncomics products, including collections of Playboy interviews and a series of novels chronicling the early years of Tony Montana, the character played by Al Pacino in the 1983 film "Scarface."

Today, Dark Horse is the third-largest publisher, behind the much larger Marvel and DC, in the direct market, which includes the specialty shops that cater to comic book fans. That market produced more than \$500 million in sales last year, according to Milton Griep, the publisher and founder of ICv2, an online trade publication that covers pop culture for retailers.

According to Diamond Comic Distributors, the world's largest distributor of English-language comics, Marvel had 36.9 percent of the market last year and DC (owned by Time Warner) had 32.9 percent; Dark Horse came in at 5.6 percent.

At the heart of Dark Horse's varied efforts is Mr. Richardson, 56, who is also its president. "I'm sure some people would like me to have less of a hand in things," he said in an interview. "But clearly I like to control the direction of the different divisions." He said Dark Horse, with about 100 employees, had \$30 million in revenue last year.

Mr. Richardson grew up in Portland, Ore., reading the adventures of a certain caped crusader and a spectacular wall-crawler. "My preschool fascination with comics meant that I could read by the time I entered the first grade," he said. "I had boxes of comics in my closet and collected every one I could get my hands on — even the recruiting comics you could get at the Air Force recruiting stations."

It became a lifelong passion. Mr. Richardson began to write comics for an amateur press association and, after graduating from college, established a chain of comic book stores in Oregon. The success of his stores, where writers and artists often appeared to sign their work, and his contacts with other industry professionals paved the way to the founding of Dark Horse.

"There was a recurring complaint that the people who created the comics couldn't own their own work if they worked for the major companies," he said. "There were so many horrible stories of people who signed the back of the check and lost the rights to their characters."

Perhaps the most famous example goes back to Superman himself. Jerry Siegel and Joseph Shuster, the men who created the man of steel, sold their comic strip, and the rights to the character, for \$130 in 1938. Superman, of course, would go on to both inspire countless champions and fill DC's coffers. Mr. Siegel and Mr. Shuster would have to fight for decades to be recognized and compensated. Although they never won a court award, in 1975 Warner Communications agreed to give both men lifelong pensions worth about \$38,000 a year.

"We built our publishing platform around creators' rights," Mr. Richardson said. "Our pitch was, 'We'll match the rights that you get from other companies and we'll let you own the work.'"

Dark Horse pays by the story or the page, and shares profit generated by comic books and related merchandise. That is different from the standard work-for-hire arrangement at DC and Marvel: creators are paid for a specific story and perhaps receive royalties from collected editions, but the bulk of the revenue, and all of the merchandising opportunities, remain with the companies.

In fact, a group of artists, primarily from Marvel, set up their own company, Image comics, in 1992 because they were disenchanted with corporate-owned characters that generated profits

for their bosses but not for them.

"It is always a blow to any organization when you lose talented people," Dan Buckley, the publisher of Marvel, said. "However, we were able to fill those shoes with other talented artists." He added that Marvel "now has more creative opportunities under its umbrella, inside and outside of the Marvel universe."

At DC, the president and publisher, Paul Levitz, said the company does not adhere to a rigid compensation model and has made "many types of arrangements." He said that "different deals appeal to different creative talent at different times, but we have no shortage of great people wanting to do new series for us or work our star characters."

PAUL CHADWICK is the writer-artist behind *Concrete*, one of Dark Horse's early successes. Mr. Chadwick chronicles the struggles of *Concrete*, a k a Ron Lithgow, as he learns to cope with and take advantage of his cement-block body while championing environmental causes or scaling Mount Everest.

Concrete first appeared in an eight-page story in *Dark Horse Presents* No. 1 in 1986. It was a runaway hit. "We were hoping to sell 10,000 copies, and it sold 50,000," Mr. Richardson said.

Thanks to their participation in APA-5, an amateur press association devoted to comics and pop culture, Mr. Chadwick and Mr. Richardson were already acquainted when Mr. Chadwick joined Dark Horse.

Other APA-5 members who are part of the Dark Horse family constitute a virtual Who's Who of the comics industry; they include Randy Stradley, the company's vice president; Mr. Miller, one of the comic world's superstars; and Mark Verheiden, a writer for the TV series "*Battlestar Galactica*," who has written Dark Horse comics like *Aliens*, *Predator* and *Timecop*.

Mr. Chadwick first shopped the *Concrete* concept around in 1983. "I was pretty roundly turned down," he recalled. A few years and some improvements later, he tried again, with different results. "I had eight offers, including one from Dark Horse, which was just starting up," he said. "They matched Marvel's offer and were so enthusiastic that it caused me to go with them, which turned out to be very good for me."

The *Concrete* stories would win several Eisner Awards, among the most prestigious honors bestowed upon comic book creators. Mr. Chadwick's next installment of the continuing saga begins with *Concrete* suffering from amnesia after being struck by lightning in a desert in Colorado. His memory loss makes him even more uncertain of his place in the world.

Dark Horse is also patient with contributors like Mr. Chadwick. Unlike those who work for DC

or Marvel on a Batman or Captain America, which are monthly publications and are generally expected to arrive without fail every 30 days, Mr. Chadwick works at his own pace. "I go mini-series by mini-series," he said. "The last one took me — gulp — six years. I'm hoping to cut down on that on the next one."

Mr. Richardson accepts uncertain timetables. "Creators who are doing very personal work can't crank them out on a regular basis," he said. "We support the creator and the rate they can produce it. We want them to be special; sometimes that's not possible to produce on a 30-day schedule."

Such support generates intense feelings of loyalty. When asked what it would take to offer Concrete to another publisher, Mr. Chadwick is quick with his answer: "A plane going down with Mike Richardson on it. Mike's done a lot for me. It would be the height of disloyalty to go somewhere else."

Mr. Richardson does not see the ebb and flow of the publication cycle as a creative issue. "The fans understand a creator-owned work," he said. "They wouldn't just want to see us crank something out."

To fill the sales gaps caused by unpredictable publication, Dark Horse licenses characters from popular films, novels and video games and builds comic books around them.

Attention to quality played a role in this business strategy, too. Dark Horse discovered "a way to do licensed comics successfully," Mr. Griep said. "Marvel and DC haven't found a formula that worked. It never really clicked."

At Dark Horse, "they put a higher grade of talent on the books," Mr. Griep said. "They didn't take the tack that the license is going to sell these books." He also said the company made the comics easier to repackage by focusing on shorter story lines.

Licensed books, unlike creator-owned titles that can be as tame or as daring as a publisher desires, may have to observe some outside restrictions. "Our basic guidelines are: 'Don't do anything in the comics that you wouldn't see in the films,'" said Mr. Stradley of Dark Horse. "It's an easy rule to follow."

Dark Horse approaches the licensed titles as sequels to the films, not simply repeating the same story. Its *Aliens* adaptation was a hit, selling more than one million copies. In a twist, Dark Horse's first *Predator* series was adapted into the story for the film sequel, *Predator 2*. In turn, in order to protect its license, Dark Horse adapted that film back into a comic. "So a comic was adapted into a movie which was then adapted into a comic," Mr. Richardson said.

The success of space-creature comics led Dark Horse to deploy a well-worn industry tactic: the team-up. Thus *Aliens vs. Predator* was born — the comic and then the film. “That two-way street with Hollywood makes Dark Horse stand out,” Mr. Griep said. “They were able to do it in a way that their larger competitors could not.”

Dark Horse’s success in Hollywood has been relatively fast and furious. It began in 1992 with “Dr. Giggles,” a film about a mental patient posing as a doctor; the company was a co-producer. Next was a blockbuster: the *Mask*, one of Mr. Richardson’s creations, whom he describes as “a Tex Avery cartoon come to life.”

In 1994, Hollywood turned the *Mask* into a film starring Jim Carrey; it captured around \$120 million domestically. In 1994, Dark Horse turned another of its properties, *Timecop*, into a film; the box-office take was almost \$45 million. Just like that, “I was in the film business,” Mr. Richardson said.

Dark Horse has come a long way from the day in 1986 when Mr. Richardson and Mr. Stradley put the company’s first issue on the counter of a comic book shop. At the time, all Dark Horse could offer contributors was a print outlet and its dedication to creator rights. Today, it can offer access to the worlds of toys, film and animation.

DARK HORSE also remains hungry and productive, sometimes inspired by comic book properties, sometimes not. Next year, it will publish “Bottomfeeder,” the cartoonist B. H. Fingerman’s first novel, about a vampire in New York who meets others of his kind in several unusual cliques.

In January, it will publish *Hellboy Animated Vol. 1: The Black Wedding*, timed to the DVD release of the title character’s first animated foray. Its roster of original films includes “My Name Is Bruce,” in which Bruce Campbell, a popular B-movie actor, is kidnapped to protect an Oregon town from monsters. And the veteran horror director John Landis will make “Gone,” a thriller that takes place in a haunted house.

“A lot of companies have sprung up trying to do what I’ve done,” Mr. Richardson said. “They try to take comics and cruise them into films.” But there is often “a long period between a sale and when a film gets made,” he added. “If your comics can’t stand on their own, they may not last very long.

“If the comic deserves to be taken into another media,” he said, “that’s a bonus.”

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2005 DEQ MATERIALS RECOVERY REPORT METRO

CALCULATED RECOVERY RATE: 52.6%
2% CREDITS: 6.0% **GOAL (2005):** 62%
TOTAL RECOVERY RATE: 58.6% **GOAL (2009):** 64%

In 2005, METRO disposed of 1,263,721 tons of waste and recovered 1,401,408 tons of waste.

Year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Calculated	42.5%	40.7%	41.6%	43.3%	42.9%	44.6%	48.8%	47.1%	49.2%	51.0%	52.6%
Credits*	-	-	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Total	42.5%	40.7%	47.6%	49.3%	48.9%	50.6%	54.8%	53.1%	55.2%	57.0%	58.6%

* Credits were not available prior to 1997

PER CAPITA WASTE DISPOSAL FOR WASTESHED (Pounds per Person):

The average per capita waste *disposed in Oregon* during 2005 was 1,638 pounds. METRO's per capita waste disposal was 1,637 pounds. As shown in the following table, per-capita waste disposal in METRO has decreased 2% since 2000 (5-year change) and increased 9% since 1995 (10-year change).

PER CAPITA WASTE RECOVERY FOR WASTESHED (Pounds per Person):

The average per capita waste *recovered in Oregon* during 2005 was 1,383 pounds. METRO's per capita waste recovery was 1,815 pounds. As shown in the following table, per-capita waste recovery in METRO has increased 36% since 2000 (5-year change) and increased 64% since 1995 (10-year change).

PER CAPITA WASTE GENERATION FOR WASTESHED (Pounds per Person):

Waste generation is the sum of disposal and recovery. It is a rough measure of the total discards in a wasteshed. In 2001, the Oregon Legislature established waste generation goals for the State. These goals are: a) no increase in per capita waste generation in 2005 and all subsequent years, and b) no increase in total waste generation in 2009 and subsequent years.

The average per capita waste *generation in Oregon* during 2005 was 3,041 pounds. METRO's per capita waste generation was 3,452 pounds. As shown in the following table, per-capita waste generation in METRO has increased 15% since 2000 (5-year change) and increased 33% since 1995 (10-year change).

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
PER-CAPITA DISPOSED*	1,497	1,613	1,692	1,697	1,734	1,663	1,569	1,571	1,577	1,622	1,637
PER-CAPITA RECOVERED*	1,106	1,106	1,204	1,294	1,304	1,338	1,496	1,420	1,580	1,686	1,815
PER-CAPITA GENERATED*	2,604	2,719	2,896	2,991	3,038	3,001	3,065	3,018	3,214	3,308	3,452

*Pounds per person per year.

REGIONAL TECHNICAL ASSISTANCE CONTACT:

Contact Leslie Kochan at (503) 229-5529 for assistance in identifying ways to help reduce waste generation and disposal through waste prevention, reuse, recycling, and composting.

SURVEY COORDINATOR:

Contact Mary Lou Perry in Portland at (503) 229-5731, or toll free in Oregon at 1-800-452-4011, for more information on the survey.

NOTE: DEQ routinely updates recovery rates for prior years as we receive new information. These are the current corrected figures for all years.