



Metro Regional Center Resourceful Renovation Special Collection Finding Aid

February 2025

Acknowledgements

We wish to acknowledge the support and contributions of the following individuals who helped to organize, preserve and enrich the Metro Regional Center Resourceful Renovation Special Collection. Through their efforts, the collection is now accessible to the public at large:

- Pam Welch, Records and Information Analyst II
 - Rory Greenfield, MRC Operations Manager
 - Sarah Erskine, Navigator and Security Services Supervisor
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Summary Information

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| Repository | Metro Archives and Special Collections |
| Creator | Pam Welch |
| Title | Metro Regional Center Resourceful Renovation Special Collection |
| Date [inclusive] | 1989 - 1994 |
| Extent | Cite linear footage of the collection and any other relevant details. 3.6 Linear feet of paper and media records |
| Condition | The records are in very good condition. |
| Language | English |
| Abstract | The Metro Regional Center Resourceful Renovation Special Collection documents the renovation of the old Sears building for Metro's new headquarters. It also documents the contentious issues surrounding the lease of the previous headquarters; how Metro incorporated salvage, reuse, and recycling into the construction and demolition process; how an Environmental Protection Agency (EPA) grant was used to support the work and share outcomes and lessons with other organizations across the country; and the mixed public response to the new Metro Regional Center. |

Preferred Citation

Metro Archives and Special Collections: Metro Regional Center Resourceful Renovation, 1989 -1994

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Introduction: A History of the Metro Regional Center Resourceful Renovation

In May of 1990, Metro formed a Relocation Taskforce to evaluate the organization's needs for its administrative offices. The demand for more space was driven in part by the anticipated growth of assuming the management of Civic Stadium, Memorial Coliseum, Portland Auditorium, Portland Center for the Performing Arts, and the Oregon Convention Center in September 1990. Since moving to its location on Southwest First Avenue in 1986, the number of Metro employees had grown from 90 to 150. Metro had outgrown its primary location of 44,000 square feet of office space and the additional 10,000 square feet of office space in the building next door. In addition to the lack of space, Metro found itself facing costly maintenance and building repairs. AMCO, the building's owner, required their tenants to take on the responsibility for building maintenance and operations, so any building repairs or improvements would be Metro's responsibility. If Metro stayed at the SW First Ave location, it would be responsible for replacing the building's aging HVAC system and updating the building to meet ADA compliance.

The Relocation Taskforce, consisting of Metro Council Presiding Officer Tanya Collier, Councilors Tom DeJardin and Larry Bauer, Executive Officer Rena Cusma, and Metro staff, identified the following needs for the new Metro headquarters:

- Easy access by all parts of the metropolitan region and near the Oregon Convention Center
- Promote redevelopment
- Located near mass transit
- Ability to accommodate a daycare facility and a fitness center
- Energy efficient building
- Fully handicap accessible
- Meets parking and storage needs
- Provide options for future expansion

Following the review of twenty-two properties, the taskforce determined it was in the interest of the public to purchase an office facility instead of leasing or building new offices and chose the former Sears building on NE Grand Avenue.

By July, Portland Development Inc. (PDI), the owner of the old Sears building, and Coldwell Banker, the firm representing Metro, began negotiations to purchase of the Sears building. The negotiations included not only the sale price for the building and the parking structure, but who would assume responsibility for an existing agreement for State employee parking in the parking structure, possible profit sharing in the parking garage, asbestos and hazardous waste abatement, and how much influence PDI would have in the preliminary and final design of the building's remodeling plans.

On October 11, 1990, the Metro Council adopted Resolution 90-1338 authorizing the execution of a sale agreement for the acquisition of the Sears facility from PDI for an estimated purchase price of \$5.15 million and an estimated renovation project cost of \$14.65 million. The next day, Metro issued a press release about its intent to purchase the Sears building. The plan for the building was for Metro to use 55,000 of the 183,000 square feet and lease the remainder as retail space, meeting the City of Portland's requirements for buildings in the vicinity of the Oregon Convention Center to include retail space and generate income from floor space not used by Metro. It was expected that the renovation would be complete in eighteen months, sometime between January and March of 1992.

That fall, as the negotiations for the purchase of the Sears building moved forward, Metro began exploring options regarding the old Metro Center located at Southwest First Avenue. The agency still had over six years left on its lease with AMCO and needed to find another tenant to sub-lease the building. The goal was to find a single tenant large enough to take over the space being vacated. This was due in part to AMCO's preference for a single tenant who would be responsible for the maintenance and operations of the building. Initially, Metro had a few good single tenant prospects, but they all fell through.

The due diligence report on the Sears building was presented to the Building Relocation Taskforce on December 7, 1990. The advantages of the building included:

- the large number of available parking spaces
- the capacity for future expansion
- the potential for high quality office space
- options for tenant space, and
- long-term stability for Metro

However, the report also outlined problems that could make finding tenants difficult, including:

- the building and parking structure did not meet current earthquake codes
- new mechanical and electrical systems were required
- hazardous waste abatement was needed to remove asbestos and underground storage tanks
- a lack of windows and access.

Because of the difficulty to find tenants to sub-lease the Southwest First Avenue property, the report included the following recommendations:

- sub-lease the First Ave building and lease tenant space at Sears,
- remain at the First Avenue building and lease the Sears building, or
- stay at the First Avenue building and delay the renovation of the Sears building until Metro's lease expired in 1996.

With no clear decision and with the due diligence period ending at the end of the month, Metro sought an extension of the due diligence period to allow for additional time to determine the best path forward. On December 13th, the Metro Council adopted Resolution 90-1357A to extend the due diligence period on the sales agreement for the acquisition of the Sears facility to April 30, 1991.

By March 1991, staff and consultants presented a report to the Building Relocation Taskforce estimating purchase and renovation costs for the Sears building at \$26 million, concluding that the Sears project was not affordable and recommending that Metro not move forward on the project. The Taskforce concurred with this recommendation. Because of this, Metro allowed the due diligence period on the Sears building to expire.

That summer, Bill Naito approached Metro with the recommendation that the purchase of the Sears building exclude the parking structure and instead convert the bottom two floors of the building into parking. When more space was needed in the future, Metro could then convert the parking space into office space. H. Naito Properties also made an offer to purchase the Sears property, renovate it, and sell it to Metro, but this offer was rejected as the Metro Council questioned its legality. However, they took Mr. Naito's advice under consideration and revisited PDI's original proposal of making the parking structure an optional purchase, developing the upper two floors as office space and the lower two floors as parking with no development of the lower two floors for leased space.

That August, Metro released a Request for Quote (RFQ) for the design/build of the Sears building and completed the *Financial Analysis of the Headquarters Building Purchase and Renovation Report*. The financial analysis report showed an estimated total project cost at \$15.3 million. The Regional Facilities Committee compared sale and lease prices for buildings comparable to the Sears building and the cost of new constructions with the cost of the Sears building purchase and renovation, concluding that the Sears building was still the best option. However, even with the renewed interest in the Sears building, not everyone at Metro agreed. Staff and Metro Councilors continued to raise concerns that alternative properties were not being adequately considered. They also questioned whether renovating the Sears building was the most cost-effective option when Metro was facing financial challenges and trying to fund new Metro initiatives.

On October 10, 1991, the Metro Council adopted multiple resolutions related to the Headquarters project. Resolution 91-1494C authorized the execution of a sale agreement for the acquisition of the Sears facility. It also required the Metro Executive Officer to approve the purchase before finalizing the sale agreement and to conduct a financial analysis of the parking garage. Resolution 91-1505C authorized the release of a Metro Headquarters Project Design/Build RFP. Three teams were selected from six RFQ applicants: Hoffman and TVA/Cole, BOOR/A & Anderson, and H. Naito, SERA & P&C Construction. This resolution authorized the Executive Officer to issue the design/build RFP to the three teams selected. Resolution 91-1507A exempted the Headquarters Project RFQ/RFP process from a competitive bidding process. Because of the short deadline for closing the Sears sale agreement, Metro did not have adequate time for a full lowest-bid process. Later analysis of this decision showed a cost savings of \$1.2 million using the fast-track design/build process.

On October 16, 1991, the sales agreement for the Sears building was fully executed between Metro and PDI. PDI agreed to cover the cost of hazardous material abatement and removal of the underground storage tanks and asbestos in the Sears building but kept the right of reasonable approval of design rights to ensure that the renovation was aesthetically and structurally compatible with other buildings in the Lloyd District. Metro estimated the total cost of the Sears renovation project at \$18.5 million. This included \$2.5 million for the purchase of the Sears building, \$10.5 million for renovation costs, \$3.3 million for financing costs, \$1.2 million for furnishings and a phone system, \$100,000 for One Percent for Art, and \$850,000 for project management, including due diligence, broker fees, and taxes. Completion of the project was projected to be mid-January 1993.

The following month, Metro's Finance department completed its report, *Proposed Parking Structure Financial Analysis*, finding that the purchase of the parking garage would result in a positive financial outcome. While the analysis showed a loss for the first few years, the garage was expected to show a profit by the fifth year. This analysis was done with the understanding that staff would not use the parking garage but the underground parking in the building, and a projected 80 events each year at both the Coliseum and the Oregon Convention Center (OCC) which would require overflow parking at the Sears parking garage. As the sales option for the garage cost an additional \$50,000 at the sixth month period and increasing 5% every six months, it was recommended that Metro acquire the garage immediately.

At the November 25, 1991 Regional Facilities Committee meeting, members expressed concern about the parking structure, including the lack of a business plan to market the parking garage, that the current number of staff would fill the parking spaces in the building, and that the building wouldn't be filled as anticipated for Coliseum and OCC events as the parking lot at OCC was only about a third full as Coliseum's overflow parking during events. Some committee members also questioned if it was appropriate for a government organization to compete against private parking operators and

that it could send a message to the public encouraging them to drive to OCC and Coliseum events. Others did not share these concerns, as Metro was buying the attached building. They felt it was appropriate to have facilities that supported the operations of other Metro facilities. The following day, the Metro Council adopted Resolution 91-1529 to authorize exercising the optional agreement acquiring the Sears parking garage.

With the purchase of the parking structure underway, the Technical Evaluation Team reviewed the proposals for the Design/Build RFP submitted by the Design/Build teams chosen in October. The Technical Evaluation Team consisting of Metro staff (Berit Stevenson, Glenn Taylor, and Sandy Stallcup), Wade Younie of Walker, Dileretro & Younie, Inc. Rodger Bekooy and Hary Beik of Carson Bekooy, Gulick & Kohn were responsible for providing structural and electrical review. After a full day of presentations by the three teams and a three-hour session to review the proposals, the Technical Evaluation Team selected the proposal from Hoffman and TVA/Cole. The following month, Hoffman and TVA/Cole also won the “People’s Choice” vote for the design of the Metro Headquarters with 60% of the votes (voters mostly included Metro employees and visitors). PDI also approved Metro’s choice of Hoffman and TVA/Cole’s design of the new Metro Headquarters.

Final approval to award the Design/Build RFP came on December 10, 1991 by the Selection Jury which consisted of representatives from the Office of the Executive Officer, the Metro Council, the Regional Facilities Committee, the Metropolitan Exposition Recreation Commission (MERC), Metro staff, and the architectural community. Hoffman and TVA/Cole won 70% of the vote. The Jury stated that Hoffman and TVA/Cole met the RFP’s criteria the closest, and that they were impressed with the team’s qualifications and the affordability of the design. Jury members also felt the design was “innovative and contemporary”, capturing Metro’s image as a young, dynamic, and progressive government. They also noted that the design complimented the glass façade on the nearby Oregon Convention Center. They recommended that the Council move forward with Resolutions 91-1538 and 91-1537.

Two days later, on December 12, 1991, the Metro Council adopted multiple pieces of legislation related to the Metro Headquarters project. Resolution 91-1537 authorized the closing of the real estate transaction to acquire the Sears building and the adjacent parking garage. The estimated total cost of purchasing the Sears building and garage, along with the renovation was \$19.4 million. Resolution 91-1538 authorized the award of the Metro Headquarters Design/Build contract to Hoffman Construction Company. By winning the contract for the Metro Headquarters project, Hoffman came full circle as the company was the original contractor that built the Sears building in 1929. The Metro Council also adopted Ordinance 91-039B and 91-0440A to establish a financing plan for the Metro Headquarters building and authorized the issuance of the Metro Headquarters Building bonds. On December 20, 1991, Metro closed on the sale of \$22.9 million in revenue bonds rated A+ and A.

As the public learned more about the project to turn the old Sears building into the new Metro Headquarters, Metro started to receive suggestions on incorporating energy conservation into the project. For example, Inner City Strategies encouraged Metro to use the renovation of the Sears building as an opportunity to “create a model demonstration facility for waste reduction and energy conservation in office buildings”. The suggestions included well placed stairways to encourage use, passive solar water heating, and waste recovery and recycling systems in work and kitchen areas. They also encouraged demolition and construction techniques and material that would minimize waste. It was also suggested that once the building was completed, Metro include permanent display cards at demonstration areas and invite the public to learn about these approaches. While not all suggestions were included in the project, staff did want to practice what they preached, so Metro’s

Waste Reduction staff played a role in the renovation by participating in the design and construction phases of the renovation. They also planned to produce materials for dissemination to the construction industry that would promote construction/demolition waste reduction, reuse, and recycling. Metro staff members Jim Goddard, Pat Varley, and Any Sloop proposed establishing a short-term contract with two recycling specialists, Debbie Palermini (who was versed in construction site recycling and salvage of building materials during construction and demolition) and Ed Mays (for his extensive information about recycled building products and experience working with architects and builders). Waste reduction staff monitored the contractors' progress to establish recycling systems, audit quantities of waste and recyclables, and document the process.

Staff also saw this as an opportunity to further expand on Metro's 1% For Recycling project at the 1991 Street of Dreams that demonstrated construction site recycling could cut construction/demolition disposal costs by more than 50%. As a large-scale construction/demolition reuse and recycling of a commercial building renovation project, the new Metro Headquarters building would be the first of its kind in the country. Staff also researched innovative building practices to improve energy efficiency. This included plans to install a recycling chute system in the building, room sensors that turn off lights in empty rooms, using native plants for landscaping and drip irrigation. To learn more about conserving building resources, Metro staff conducted site visits at buildings in the region, such as the Lloyd 500 Building to see their "leading edge" HVAC and lighting systems.

As 1991 ended, the Oregonian published an article in its political column criticizing Metro for spending millions to purchase and renovate a new headquarters building when the Performing Arts Center was heading towards bankruptcy and the Zoo was raising ticket prices. The article referred to the new Metro Headquarters as "Cusma's glass palace" and costing \$23.4 million. Councilor Jim Gardner was quoted as saying "It's a good deal, but the timing is wrong". The article was also critical of Metro's plan in November to ask voters in the region for more money for Greenspaces, the Zoo, and Metro's taxing authority.

Before demolition began on the Sears building, Don Nail, Hoffman's project superintendent, worked to ensure that salvageable materials were removed from the building for reuse. During the first two months of 1992, agreements were made with the Salvation Army, Gethsemane Church of God in Christ, and the Warehouse Project for the salvage/removal of nine tons of carpet. An architectural salvage company removed two tons of doors, fixtures, paneling, and hardware. Other agreements were made with Hippo Hardware and Rejuvenation Houseparts for the salvage of metal and wood products. Marblecrete and concrete from the Sears building were set aside to haul to St Johns Landfill for use as closure material.

While no specific requirements for women and minority owned businesses were included in Metro's contract with Hoffman, Hoffman participated in Metro's new employment program for women and minorities. A pre-bid conference for the project was hosted by Metro and Hoffman at Hoffman's offices on January 27, 1992, and was attended by 19 women and minority owned businesses. Hoffman hosted another meeting on March 4, 1992, which was attended by various craft and trade unions and service providers. An information booth was also set up in April on the Metro construction site to provide career guidance and present possible work opportunities at the Metro construction worksite or other construction sites with participating contractors.

However, Metro ran into multiple complications as the Headquarters project got underway. Architectural Salvage and Recycling declined to work on the Metro Headquarters project due to disagreements. Concerns arose over Palermini and Metro's recycling project due to gaps in the recycling market to recycle products; changes in demolition practices; and the additional time and

costs of collecting and separating materials for recycling and reuse rather than demolishing and hauling materials to the landfill. The media continued its criticism of Metro for proceeding with the Headquarters projects, stating the timing was poor for such a big project with the recent passing of Ballot Measure 5 to lower taxes and curb government spending, and the unknown outcomes of using recycled materials in construction.

Metro had been in negotiations with PERS to take over the lease or sublease the First Avenue property, but after negotiations fell through in early 1992, Metro hired CB Commercial to assist with finding potential tenants. Due to poor market conditions, it became apparent that that a single tenant option was not possible. In response, Metro and CB Commercial considered sub-leasing the building to multiple tenants. This option presented its own problems as each tenant wanted to make their own improvements to the building. But AMCO, the building's owner, was not willing to approve the extensive proposed changes. The tenants also wanted a sub-lease longer than Metro could offer and AMCO was unwilling to take on the sub-leases once the lease with Metro ended.

Asbestos abatement took ten weeks to complete, seven weeks longer than expected, causing delays in the demolition schedule. Despite the delay, Hoffman was able to keep the renovation project moving quickly. By the end of March 1992, the first round of permits were submitted to the City of Portland and were expected to receive approval in April. Elevator, window, skylight, and fire protection packages were awarded to sub-contractors. The smokestack was removed, and underground utilities as-builts were created. Demolition was well underway with the exterior brick and marblecrete 95% completed and the nonstructural walls and ceilings 85% completed. Metro and TVA/Cole were still working on the plans for the tenant spaces on the first floor as Metro began negotiating a lease agreement with the City of Portland Police Traffic Department for a portion of the tenant space.

On March 17, 1992, Palermini and Associates submitted a *Phase I Demolition Waste Management Plan*. It noted that a waste demolition plan for managing recyclables and salvage had not been considered during the initial RFP for the Metro Headquarters Project. This resulted in a duplication of effort, as Hoffman and TVA/Cole conducted a waste audit the same time that Metro and Palermini and Associates were conducting their own waste audit. Recognizing the need to create a unified work plan, specific language was developed for inclusion in future RFPs and contracts, as well as the creation of guidance for contractors on what could be recycled and where they could recycle materials from construction sites. The types of materials identified for recycling and salvage included: marblecrete, bricks, lighting fixtures, sprinklers, scrap metal or piping, wiring, copper tubing, metal door and window casings, door frames, concrete, wood, packaging materials, wallboard (gypsum), glass, asphalt, doors, ceiling tile, and carpet.

On April 1, 1992, Metro received approval from the EPA for a cost sharing grant to fund a commercial construction site recycling project at the Metro Headquarters building. The EPA awarded Metro \$30,000 with Metro contributing \$91,200 for a total of \$121,200. Funds were used to support the salvage, reuse, and recycling of construction and demolition debris; the purchase of building materials with recycled content; and the design and installation of commercial recycling collection and waste reduction systems. The intent of Metro's project was to demonstrate the effectiveness of these ideas and create new standards for resource reduction, reuse and recycling, and market development. The hope was that this model could be used by other government and private businesses across the nation.

By mid-April 1992, Metro reported on its success to-date for construction/demolition recycling and salvage in press releases, stating the following:

- 165 tons of metal and 9 tons of wood recycled
- 1,968 tons of brick, concrete, metal studs used for capping St Johns Landfill
- 50 shrubs removed from landscaping replanted in a residential development in Vancouver
- 20 tons of waste disposed at a landfill as garbage

Workers on the Metro Headquarters project found additional ways to salvage and reuse materials from the Sears building's internal demolition. Sheetrock and 2x4s were reused in the construction of interior offices; sand from under the hardwood floors and rubble from the boiler room were used to fill in the basement floor openings and backfill around the building; and the dirt from subfloors was used to fill in the escalator pit. Salvage and reuse were not limited to practical purposes. When the marblecrot exterior was removed, revealing the building's original brickwork, the demolition crew discovered multiple eighteen-inch diameter art deco medallions decorating the building. It was decided to salvage two of the medallions and incorporate them into the final design of the building's front entrance. The overall salvage, reuse, and recycling of the building materials went well. The two contractors involved in the demolition process and all parties involved (Palermini and Associates, Metro, Hoffman, and Allied) communicated well and actively looked for opportunities to salvage materials.

Over the summer of 1992, as demolition on the building wrapped up and construction moved forward, Metro started work on its One Percent for Art projects. Requests for proposals were distributed to artists in Oregon and Washinton and Metro received 64 proposals. The proposals were evaluated by the Public Art Committee which included local artists and Metro staff. Of the proposals received, six were chosen for the semi-finalist interviews held on June 26, 1992, at the Oregon Convention Center and Metro headquarters on First Avenue. The committee chose two projects, Lonnie Feathers' glass panels for the second and first floor atrium corridors, and Anne Storrs and David Bales' pavers for the north plaza. The glass panel project reflected culture, sports, recycling, transportation, and livability in the region. The pavers project included the use of recycled objects. On August 13, 1992, the Metro Council adopted Resolution 92-1663 authorizing the execution of contracts for the art projects selected under the Metro Headquarters building One Percent for Art Program. In the following days, the artists signed contracts with Metro and began work on the art installations.

On November 27, 1992, the Metro Council adopted Resolution 92-1682 to designate the new Metro Headquarters building as the Metro Regional Center. The name change was intended to clarify the organization's function to the public, emphasizing Metro's role in the region, and to reduce confusion with other businesses having Metro in their name. During the discussion about the building name at a Regional Facilities Committee meeting the month before, various suggestions were considered including Metro Councilor Ed Washington's idea of an elementary school contest to rename Metro. The committee considered a name change for Metro but decided against it, as a name change would require going to the voters to change the Metro Charter.

As construction on the Metro Headquarters project continued into winter, exterior work slowed due to rain, snow, and icy weather. The project continued to attract comments, both positive and negative. The Oregonian noted that the Metro building was one of the first major construction projects since the Federal Americans with Disabilities Act (ADA) took effect, with the building including items such as alarms with strobe lights and assessable shower stalls. Metro Councilor Jon Kvistad criticized the Metro Headquarters project during his campaign and Metro Councilor Ruth McFarland talked about her opposition to the Metro Headquarters project in her Senate campaign.

That spring, construction on the Metro Regional Center was nearing completion. On March 18, 1993, Metro received the Certificate of Substation Completion from the City of Portland and submitted the paperwork for the Certificate of Occupancy with an expected approval in April. Metro also began the search for a food service vendor to rent the retail space in the plaza. Interested vendors included Motor Mokha and Rich's Deli.

On March 25, 1993, the Metro Council adopted Resolution 93-1777 to authorize the preparation and submission of refunding plans related to the advance refunding of a portion of Metro's outstanding General Revenue Bonds (Metro Headquarters Building Project) and Waste Disposal System Revenue Bonds (Metro East Transfer station Project). Once approved, the refunding plans were submitted to the State Treasurer for approval. Metro wanted to take advantage of low interest rates at the time as this would allow the agency to issue bonds at current market rates and pay off a portion of the two bonds. The projected savings was estimated at nearly four percent.

On April 26, 1993, Metro staff completed their move into the new Metro Regional Center building. On May 14, Metro hosted a dedication ceremony for the new building, inviting the public to tour the building. As part of the EPA grant requirements, Metro created an informational lobby display about the resourceful renovation. A year later, on March 22, 1994, Metro was notified that its "Resourceful Renovation" display had won second place in the category of environmental graphics in the 1993 International Design Competition sponsored by *How Magazine of Design*. The competition included 3,000 entries from 30 different countries.

Following the official opening of the new Metro Regional Center building, Metro released information about the project. Project costs for the building were \$19.6 million, \$12 million of which was for construction. Project costs for the parking structure were \$4.8 million, of which \$1 million was for construction. During the project 8,024 tons of building materials were salvaged and recycled, and only 265 tons of waste were landfilled, which amounted to \$35,000 saved in disposal costs. As more organizations and businesses learned of the project from articles and announcement in national publications, 200 organizations contacted Metro requesting information about the construction waste reduction materials developed by Metro. This included the *Resourceful Renovation* video tape, a guide on buying recycled products entitled *Buy Recycled*, another guide on salvaging and recycling construction materials called *Construction Site Recycling*, and a construction project guide titled, *Resource Efficient Building*. All of these materials were distributed for free.

With the completion of the new Metro Regional Center, Metro was still responsible for the lease of the SW First Avenue property. In November of 1993, Metro's Regional Facilities Director proposed four options for Metro. Option one was to "mothball" the building by emptying the building of its current sub-lesers and performing minimal maintenance until the lease ended. However, staff and members of the Metro Council expressed concerns about the public perception of leaving the building empty. Option two was to buy out the lease. This option was considered too expensive. Option three was to find a single tenant to sub-lease and eventually take over the lease. To date, this had proved difficult with Metro and CB Commercial having doubts they would be able to find a single tenant. Option four was to move forward with multiple tenants. However, this required Metro to extend its current lease with AMCO to better attract new tenants by offering better lease terms. Several Metro councilors expressed reluctance to extend the lease as they did not think government organizations should be in the landlord business.

Metro Council members and staff continued to debate and research the four options, trying to determine which would be the best path forward. Metro's Regional Facilities Director had multiple tenants interested in sub-leasing, but this was contingent on Metro extending its lease and being able

to offer them a 5-year lease. So he presented Resolution 93-1883 to the Metro Council to officially request an extension on Metro's lease. The resolution was not adopted.

One month later, on December 15, 1993, the Regional Facilities Director resigned, coming to a mutual agreement with Executive Officer Rena Cusma that his employment with Metro would terminate at the end of the workday. His resignation resulted from the discovery that he had signed lease agreements with Metropolitan Family Service (MFS) and Parametrix without the Metro Council's approval. MFS and Parametrix did not realize that the Regional Facilities Director lacked the authority to make agreements when the five-year sub-lease contracts were signed. Believing that they had contracts in place for a new lease, both parties had given notice to their current landlords but now found themselves without a leased property. As a result, they demanded Metro honor the sub-lease agreements they had made with the former the Regional Facilities Director.

At the December 23, 1993, council meeting, Council voted eleven to two against Resolution 93-1888 for extending Metro's lease. Recognizing the predicament that this put MFS and Parametrix in, Metro Council directed Rena Cusma to work with MFS and Parametrix to find a solution, and suggested that Metro either pay six months' rent, lease space at the new Metro headquarters, or provide a six-month lease agreement at the old Metro Center.

The same day, The Oregonian published multiple articles questioning Metro's decisions about its lease and pointing out the ineptitude of Metro stating that the Metro Council had not paid proper attention to the correct things and had paid too much attention on to things that did not matter. They also sided with the former the Regional Facilities Director, agreeing that Metro should extend the lease with AMCO and sublease the building.

In March 1994, Metro Executive Officer Rena Cusma, Metro Council Presiding Officer Judy Wyers, and Councilors Rod Monroe and Sandi Hansen made a formal proposal to AMCO that the two agencies work together to find a new long-term tenant for the building and potentially negotiate an early termination of the lease agreement. Metro's Budget Committee approved the recommendation to the Council to exercise the "non-appropriation" clause in the lease with AMCO for early termination of the lease. This was followed by submitting a settlement offer to AMCO for early termination of the lease and to prevent litigation. By April 28, 1994, Metro's existing sub-lesors were notified to vacate the building, Metro's facilities staff removed Metro's property from the building and started the process of "mothballing" the property.

On May 5, 1994, the Metro Council adopted Resolution 94-1958 to authorize a lease termination agreement with AMCO Portland Inc. The lease termination was effective June 30, 1994, and Metro was to pay AMCO the sum of \$395,000 by June 1, 1994. On May 10, 1994, Metro notified its current sub-lesors that it had terminated its contract with AMCO and that AMCO would assume control of the building effective June 30, 1994.

Chronology of the Metro Regional Center Resourceful Renovation

- 1929 The Lloyd family entered into a 99-year ground lease agreement with Sears and Roebuck. Sears hires Hoffman Construction Company to construct a new department store in Portland. This was one of 319 Sears stores across the nation and one of 127 stores built that year. Sears was rapidly expanding its retail operations to compete against other chain stores.
- 1946 The Sears building's floor space is increased after a major addition.
- 1961 A four-level parking garage was constructed next to the Sears building.
- 1968 The Sears building underwent a second addition and a renovation.
- 1984 Sears terminates the ground lease with the Lloyd family and sells the Sears department store.
- 1986 Metro moves its headquarters to Southwest First Avenue in Portland.
- 1987 Pacific Development Inc (PDI) purchased the former Sears property from the Lloyd Family. Over the next few years PDI considered several options to develop the property, such as, "car world" where multiple auto dealerships would have showrooms or converting part of the building into a parking garage and the rest into office space.
- 1990 May. Recognizing it was outgrowing its current location, Metro forms a Relocation Task Force to evaluate Metro's needs for its administrative offices.
- July 19, Coldwell Banker reaches out to PDI on Metro's behalf to commence negotiations on the purchase of property. Three sites were identified, one of which is the Sears building.
- Sept 25. PDI and Metro came to a final agreement for the cost of the building, garage, and land. It was also agreed that Metro would have complete management of the parking facility and would take over PDI's obligation to the State to provide parking.
- October 11. Metro Council adopted Resolution 90-1338 for the purpose of authorizing the execution of a sale agreement for acquisition of the Sears Facility from PDI. At the time the estimated purchase price was \$5.15 million and an estimated project costs of \$14.65 million. It was anticipated that the building would be move in ready sometime between January and March of 1992.
- December 3. Dames & Moore prepared a preliminary site assessment of the Sears building. The site was evaluated as moderate for environmental impairment due to the presence of asbestos containing materials and the presence of underground storage tanks.
- December 13. Metro Council adopted Resolution 90-1357A for the purpose of authorizing the amendment of the sales agreement for the acquisition of the Sears

facility to extend the due diligence period to April 30, 1991, and report findings to the Relocation Task Force and Metro Council.

1991 March. Metro staff and consultants presented a report to the Building Relocation Task Force estimating the cost of the Metro Headquarters project to be approximately \$26 million, concluding that the sears project was not affordable, and Metro should not pursue the project. The Task Force concurred with the recommendation.

April 30. Metro's due diligence period for the Sears building expires due to the property being too expensive and the excess space that Metro would be required to lease.

August. The Request for Quote (RFQ) for the design/build was released for the public with responses due by the 30th.

August 13. The *Financial Analysis of Headquarters Building Purchase and Renovation* report was released. The revised estimated total project cost for the new Headquarters is \$15,321,000.

August 27. The Regional Facilities Committee compared sale and lease prices for buildings comparable to the Sears building and the costs of new construction with the cost of the purchase and renovation of the Sears building, concluding that the Sears building was the best option. The committee recommended Council approval for Resolutions 91-1494 and 91-1478.

September 3. Environmental reports on the Sears building were completed.

September 16. The Request for Proposal (RFP) for the design/build was released.

October 10. Metro Council adopted Resolution 91-1494C to authorize the execution of a sale agreement for the acquisition of the Sears facility.

October 10. Metro Council adopted Resolution 91-1505C authorizing the issuance of the Metro Headquarters Project Design/Build RFP and ratifying the previously issued RFQ.

October 10. Metro Council adopted Resolution 91-1507A to exempt the Metro Headquarters RFQ/RFP process from competitive bidding process pursuant to Metro Code 2.04.041.

Oct 16. The Sale Agreement for the Sears building is fully executed.

November 8. Metro's Finance and Management Information Department prepared a report, *Proposed Parking Structure Financial Analysis*. The report recommend that Metro acquire the garage.

November 15. Metro reviews the design/build proposals from the three selected design/build teams. After a full day of presentations by the three teams and a three-

hour session to evaluate the three proposals, the jury selected the proposal from TVA/Cole and Hoffman.

November 26. Metro Council adopts Resolution 91-1529 to authorize the exercise of the option agreement and the acquisition of the Sears parking garage.

November 28. Jim Goddard Pat Varley and Andy Sloop propose to include waste reduction and recycling information to the Sears design build team by establishing short term contracts with two specialists – one versed in construction site recycling and salvage of building materials, and one with extensive information about recycled building products.

December. Hoffman and TVA/Cole’s design for the Metro Headquarters wins the “People’s Choice” vote with 60% of the vote.

December 9. PDI approves of Metro’s choice of Hoffman/TVA Cole for the design of the new Metro headquarters.

December 10. A Selection Jury reviews the three Design/Build proposals. Hoffman wins with 70% of the vote. The Jury recommends the Metro Council adopt Resolution 91-1538.

December 12. The Metro Council adopts Resolution 91-1537 to authorize the closing of the real estate transaction to acquire the Sears building and the adjacent parking garage. The estimated total cost of purchasing the Sears building and garage and the renovation is \$19,459,000.

December 12. The Metro Council adopts Resolution 91-1538 authorizing the award of the Metro Headquarters Design/Build contract to Hoffman Construction Company.

December 12. The Metro Council also adopts Ordinances 91-439B and 91-440A establishing a plan for financing the Metro Headquarters Building and authorizing the issuance of the Metro Headquarters Building bonds.

December. Metro closes the sale of \$22.9 million in revenue bonds. Metro’s bonds are rated A+ and A.

1992 January 14. Metro submits a grant project proposal to the Environmental Protection Agency (EPA) to fund a commercial construction site recycling project.

January 20. Metro signs agreements with Hippo Hardware and Rejuvenation Houseparts for the salvage of metal and wood products from the sears building.

January 21. An agreement is signed between the Salvation Army and Metro for the salvage/removal of carpet from the Sears building.

February 11. The Marblecrete and concrete from the Sears building is hauled to St Johns Landfill for use as closure material.

February 12. Metro donates carpet removed from Sears building to Gethsemane Church of God in Christ and Warehouse Project.

February 21. Oregon Public Employees' Retirement System proposes taking over or subleasing Metro's lease at SW First Avenue.

March 2. Metro applies to the EPA for a grant to fund a commercial construction site recycling project at Metro Headquarters building.

March 23. The *Phase I Demolition Waste Management Plan* is submitted to Metro by Palermini and Associates.

April 1. Metro receives approval from the EPA for a grant of \$30,000 with a minimum of five percent cost sharing.

June 3. Demolition of the Sears building is 99% complete.

June 3. Metro proposes to City Center Parking to rent Metro employee spaces at SW First Avenue to the public once staff are relocated to the new headquarters building.

June 26. Metro Headquarters Public Art semifinalist interviews are held at the Oregon Convention Center and Metro Headquarters at SW First Avenue.

August 13. The Metro Council adopts Resolution 92-1663 authorizing the execution of contracts for the art projects selected under the Metro's Headquarters building 1% for Art Program.

August 14. Metro notifies David Bales and Ann Storrs that they have been awarded the One Percent for Art Metro courtyard art display.

August 18. Metro notifies Lonnie Feather that she has been awarded the Metro lobby One Percent for Art Program display.

September. Pat Merkle, the Construction Site Recycling Coordinator, submits the *Metro Regional Center Renovation Project First Quarter Report* to Metro as part of the EPA grant project requirements.

October 22. The Metro Council adopts Resolution 92-1694B authorizing the issuance of a request for proposal for the operator of Metro's on-site childcare facility at the headquarters building. The facility will be for both Metro employed parents and parents from the neighborhood.

November 27. The Metro Council adopts Resolution 92-1682 to designate the new Metro Headquarters building as the Metro Regional Center. The name change is intended to clarify its function to the public and reduce confusion with other businesses that use Metro in their names. This formal name selection also facilitated proper signage for the building.

1993

January. Pat Merkle submits the *Metro Regional Center Renovation Project Second Quarter Report* to Metro as part of the EPA grant project.

March. David Bales and Ann Storrs placed their paver forms in the north plaza.

March. Pat Merkle submits the *Metro Regional Center Renovation Project Third Quarter Report* to Metro as part of the EPA grant project.

March 25. The Metro Council adopts Resolution 93-1777 to authorize the preparation and submission of refunding plans related to the advance refunding of a portion of Metro's outstanding General Revenue Bonds (Metro Headquarters Building Project) and Waste Disposal System Revenue Bonds (Metro East Transfer station Project). Once approved, the refunding plans are submitted to the State Treasurer for approval.

April 26. Metro staff complete their move into the new Metro Headquarters building.

May 14. Metro hosts a dedication ceremony for the new Headquarters building, providing tours to the public.

July. Pat Merkle submits the *Metro Regional Center Renovation Project Fourth Quarter Report* to Metro as part of the EPA grant project

October 25. Metro enters into a lease agreement with Metropolitan Family Services for the SW First Avenue location. The lease is signed by Metro's Regional Facilities Director.

1994 February 10. The Metro Council adopts Resolution 94-1886 to authorize execution of Change Order No. 19 and the ratification of Change Orders 1 through 18 to the Hoffman Construction Company contract for the construction of the Metro Regional Center and Adjacent Parking Structure.

May 5. The Metro Council adopts Resolution 94-1958 to authorize a lease termination agreement with AMCO Portland Inc. The termination date of the lease is June 30, 1994. In addition, Metro is required to pay AMCO \$395,000 by June 1, 1994.

May 26. The Metro Council adopts Ordinance 94-551A to amend the building management fund to reflect changes in operational requirements and the agreement with AMCO Portland for the early termination of the lease of Metro Center.

Summary Collection Description

This collection documents the history of the renovation of the old Sears building for the location of the Metro Regional Center. The collection consists primarily of paper records, photographs, slides, and a VHS tape.

The materials within the collection came from a variety of sources, including the construction project records from Hoffman Construction Company, construction project records from Metro staff, a box of EPA grant records for Metro's resourceful renovation, and related records from Jennifer Sims, former Metro Chief Financial Officer (CFO). Additional records were sourced from Rory Greenfield, MRC Operations Manager.

During 2023, the construction project record boxes were reviewed by Rory Greenfield for permanent building records. Pam Welch conducted an evaluation of the various records to identify a potential collection. The initial collection was inventoried, further refined, organized, prepared for permanent storage, and digitized.

Box Numbers and Descriptions

Below is a general list of numbers and descriptions of the boxes containing the Metro Regional Center Resourceful Renovation Special Collection.

| <i>Box Nbr</i> | <i>Box Description</i> | <i>Date Range</i> |
|----------------|---|------------------------|
| CAM000001 | Metro Regional Center (MRC) Resourceful Renovation Special Collection | 1/1/1990 to 6/30/1994 |
| CAM000002 | Metro Regional Center (MRC) Resourceful Renovation Special Collection | 1/1/1992 to 6/230/1993 |
| CAM000003 | Metro Regional Center (MRC) Resourceful Renovation Special Collection | 1/1/1991 to 6/30/1994 |

Collection Divisions and Subdivisions

Collection Division 1: Metro Headquarters Southwest First Avenue

This collection division consists of records related to the previous Metro headquarters and Metro's attempt to resolve issues with its existing lease with AMCO.

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|--------------|
| CAM000001/1a | Letter to Neil Saling, Metro, regarding: OPERS Lease Proposal (Jennifer Sims, Metro) | 11/14/1990 |
| CAM000001/1b | Letter to Jennifer Sims, Metro, regarding Leasing and Marketing of the Metro Building at 2000 SW First Avenue (Brad Pihas, Caldwell Banker) | 02/27/1992 |
| CAM000001/2 | Letter to Neil Saling, Metro, regarding: Metro Center Negotiations (Flor Matias, Metro) | 06/02/1992 |
| CAM000001/3 | To Neil Saling regarding: Metro Center Parking Revenues May and June 1993 (Flor Matias, Metro) | 06/03/1992 |
| CAM000001/4 | Enclosure 1 Operation Analysis (Metro) | 12/31/1993 |
| CAM000001/5 | Letter to Metropolitan Family Services, and Neil Saling, Metro, regarding project definition, scope of services, and compensation (McCarter Boczka) | 09/03/1993 |
| CAM000001/6 | Fax to Neil Saling, Metro, regarding letter sent to Brad Pihas, CB Commercial, regarding: Proposal to lease office space (Brad Pihas, CM Commercial Real Estate Group) | 09/17/1993 |
| CAM000001/7 | Fax to Neil Saling, Metro, regarding document: Metropolitan Family Services (Brad Pihas, CM Commercial Real Estate Group) | 09/20/1993 |
| CAM000001/8 | Fax to Neil Saling, Metro, regarding letter sent to Helen Kowolik, AMCO, regarding terms Metro proposed to Metropolitan Family Services for occupancy of SW First Avenue (Brad Pihas, CM Commercial Real Estate Group) | 09/22/1993 |
| CAM000001/9 | Fax to Neil Saling, Metro, regarding letter sent to John Van Zonneveld regarding: proposal to lease Metro Center (Brad Pihas, CM Commercial Real Estate Group) | 09/28/1993 |
| CAM000001/10 | Fax to Neil Saling, Metro, regarding letter sent to Brad Pihas regarding proposal to lease office space (Brad Pihas, CM Commercial Real Estate Group) | 10/05/1993 |
| CAM000001/11 | Letter John Van Zonneveld, Macadam Forbes, regarding: Contract for the construction of tenant space (Brad Pihas, CB Commercial Real Estate Group, Inc.) | 10/25/1993 |
| CAM000001/12 | Letter to Helen Kowolik, AMCO, regarding Metro Center Sublease Provisions (Neil Saling, Metro) | 11/03/1993 |
| CAM000001/13 | Letter to Helen Kowolik, AMCO, regarding tenant improvements (Neil Saling, Metro) | 11/05/1993 |
| CAM000001/14 | Letter to Neil Saling, Metro, regarding: Conversation with Steve Janik (Daniel B. Cooper, Metro) | 12/09/1993 |
| CAM000001/15 | Letter to Neil Saling, Metro, regarding tenant improvements (Bill Schaeffer, Metropolitan Family Services) | 12/09/1993 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|--------------------------|
| CAM000001/16 | Letter to Judy Wyers, Metro, regarding: Options for Metro Center (Neil Saling, Metro) | 12/14/1993 |
| CAM000001/17 | Letter to Rena Cusma, Metro, regarding: Information for Special Council Meeting on Metro Center Building (Judy Wyers, Metro) | 12/16/1993 |
| CAM000001/18 | Letter to Don Carlson, Metro, regarding: Regional Facilities Committee Briefing on Metro Center (Casey Short, Metro) | 12/17/1993 |
| CAM000001/19 | Letter to Metro Council regarding: AMCO Building Decision (Rena Cusma, Metro) | 12/22/1993 |
| CAM000001/20 | Metro Center Lease | 12/15/1993 to 12/23/1993 |
| CAM000001/21 | Letter to Judy Wyers, Metro, regarding: Council Action Regarding AMCO Building (Rena Cusma, Metro) | 12/28/1993 |
| CAM000001/22 | Damages resulting from Metro's breach of contract to lease to Metropolitan Family Services (Metropolitan Family Services) | Date Unknown |
| CAM000001/23 | Letter to Gary Withers, Metropolitan Family Services, regarding lease negotiations for First Avenue (Douglas E Butler, Metro) | 01/05/1994 |
| CAM000001/24 | Letter to Douglas E Butler, Metro, regarding Metropolitan Family Service lease agreement (Gary Withers, Metropolitan Family Services) | 01/17/1994 |
| CAM000001/25 | Letter to Councilor Judy Wyers, Councilor Rod Monroe, Councilor Sandi Hansen regarding Metro Center Strategy/Options (Doug Butler, Metro) | 01/21/1994 |
| CAM000001/26 | Letter to Doug Bulter, Metro, regarding: Offer to lease Metro Center/2000 SW First Avenue (Brad Pihas, CB Commercial Real Estate Group, Inc) | 01/24/1994 |
| CAM000001/27 | Metro Center Options (Metro) | 01/26/1994 |
| CAM000001/28 | Letter to James Cooper, VoTech Career Center, regarding proposed sublease terms for Metro Center/2000 SW First Avenue (Douglas E. Butler, Metro) | 02/15/1994 |
| CAM000001/29 | Letter to Rover Meier and Helen E Kowolik, AMCO, regarding Metro's lease (Douglas E Butler, Metro) | 03/17/1994 |
| CAM000001/30 | Letter to Jennifer Sims, Metro, regarding: Metropolitan Family Service's Claim for Damages (Scott Moss, Metro) | 03/25/1994 |
| CAM000001/31 | Letter to Steve Moskowitz, Moskowitz & Thomas, regarding Metro's strategy to end the lease at First Avenue (Douglas E Butler, Metro) | 03/28/1994 |
| CAM000001/32 | Letter to David Hamill, Solus Systems, Inc, regarding Metro's strategy to end the lease at First Avenue (Douglas E Butler, Metro) | 03/28/1994 |
| CAM000001/33 | Letter to Larry Six, Pacific Fishery Management Council, regarding Metro's strategy to end the lease at First Avenue (Douglas E. Butler, Metro) | 03/28/1994 |
| CAM000001/34 | Letter to Dan Cooper, Metro, regarding: AMCO 2000 SE First Avenue Building Your File No. 1.S9.B.70 (Stephan T. Janik, Ball, Janik & Novack) | 03/28/1994 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|---|--------------|
| CAM000001/35 | Letter to Daniel B Cooper, Metro, regarding: AMCO | 04/04/1994 |
| CAM000001/36 | Letter to Metro Finance Committee regarding: Information on Metro Center Building (Donald E Carlson, Metro) | 01/18/1994 |
| CAM000001/37 | Letter to Helen Kowolik, AMCO, regarding finding a long | 04/26/1994 |
| CAM000001/38 | Letter to Councilor Rod Monroe and Finance Committee regarding: Metro Center Update (Douglas E Butler, Metro) | 04/28/1994 |
| CAM000001/39 | Letter to Steve Moskowitz, Moskowitz & Thomas, regarding the termination of Metro's lease at First Avenue (Douglas E Butler, Metro) | 05/10/1994 |
| CAM000001/40 | Letter to James Cooper, Vo-Tech Career Center, regarding the potential sublease of the First Avenue property (Douglas E. Butler, Metro) | 05/10/1994 |
| CAM000001/41 | Lease Termination Agreement between AMCO Portland, Inc. and Metro | 05/05/1994 |
| CAM000001/42 | Agreement: Release of All Claims between Metropolitan Family Services Inc. and Metro | 06/08/1994 |

Collection Divisions and Subdivisions

Collection Division 2: Planning the New Metro Headquarters

This collection division consists of records related the planning process for the new Metro headquarters.

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|--------------------------|
| CAM000001/42(a) | Sears Building Acquisition | 06/01/1990 to 12/20/1991 |
| CAM000001/42(b) | Sears Parking Structure | 09/06/1990 to 11/26/1991 |
| CAM000001/42(c) | Sears Building Purchase | 08/26/1990 to 12/15/1991 |
| CAM000001/42(d) | Adaptive Reuse of Sears Building | 10/26/1990 to 12/06/1990 |
| CAM000001/43 | Metro Building Program (Metro and Broome, Oringdulph, O'Toole, Rudolf, Boles & Associates P.C. (BOOR/A) | 03/14/1991 |
| CAM000001/44 | Evaluation recommendations of proposals for Metro Headquarters project, includes pricing of each proposal (Nato Properties) | 03/01/1991 |
| CAM000001/44(a) | Appraisal Report Proposed Renovation Metropolitan Service District Office Building / Parking Structure (Palmer, Growth & Pietka) | 03/04/1991 |
| CAM000001/45 | Renovation Reference Materials | 10/1/1989 to 07/26/1992 |
| CAM000001/46 | Construction Costs and Comparisons March 12, 1991, Sears Renovation (Metro) | 03/12/1991 |
| CAM000001/47 | Financial Analysis of Headquarters Building Purchase and Renovation (Metro) | 08/13/1991 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|--------------------------|
| CAM000001/48 | Metro Headquarters Project Stage | 08/30/1991 |
| CAM000001/49 | Metro Headquarters Design/Build RFQ (Hoffman Construction Company, TVA/Cole Associated Architects) | 08/30/1991 |
| CAM000001/50 | Sears Building Fact Sheet (Metro) | 10/01/1991 |
| CAM000001/51 | Metropolitan Service District Proposed Parking Structure Financial Analysis (Metro) | 10/08/1991 |
| CAM000001/52 | Letter to Berit Stevenson, Metro, regarding: Preliminary Update of Least Cost Analysis Comparing Current Sears Building Proposal with Other Headquarters Alternatives (Robert Charles Lessler & Co.) | 10/10/1991 |
| CAM000001/52(a) | Metro Headquarters Building Design / Build Request for Proposals (Metro) | 10/11/1991 |
| CAM000001/53 | Letter to Metro Regional Facilities Committee, regarding: The Metro Headquarters (Ruth Miller, Steven D Rogers, David McMahon, Howard Loucks, David Brook, Erick Wentland, Inner City Strategies) | 11/1/1991 |
| CAM000001/53(a) | Metro Headquarters Project Design / Build Proposal (TVA Cole Associated Architects and Hoffman Construction Company) | 11/15/1991 |
| CAM000001/54 | Evaluation of Metro Headquarters Design / Build Competition | 11/15/1991 to 11/30/1991 |
| CAM000001/54(a) | Letter to Berit Stevenson, Metro, regarding questions from the November 20, 1991 letter (Wayne Drinkward, Hoffman Construction Company) | 11/21/1991 |
| CAM000001/55 | Letter to Debbie Gorham, Metro, regarding: Sears Building (Andy Sloop, Metro) | 11/27/1991 |
| CAM000001/56 | Letter to Debbie Gorham, Metro, regarding: Sears Renovation (Jim Goddard, Pat Varley, and Andy Sloop, Metro) | 11/28/1991 |
| CAM000001/57 | People's Choice Vote Metro Headquarters (Metro) | 12/1/1991 |
| CAM000001/57(a) | Letter to Rena Cusma, Metro, regarding: Metro Building Design Review (William C Scott, Pacific Development Inc) | 12/9/1991 |
| CAM000001/58 | Draft Finding Metro/Sears Building (Metro) | 12/10/1991 |
| CAM000001/59 | Letter to Tanya Collier, Metro Councilor regarding: Metro Construction Project | 12/12/1991 |
| CAM000001/60 | Recycled Building Materials Report Phase 1, Sear's Renovation Project New Metro Headquarters (Envirowise Developments) | 12/20/1991 |
| CAM000001/61 | Metro Headquarters Project in the News | 10/15/1991 to 03/01/1992 |
| CAM000001/62 | Instructions and special provisions (invitation to submit a sub bid proposal) (Metro) | 01/13/1992 |
| CAM000001/63 | Letter to Metro regarding salvage work at Metro headquarters renovation project (Mary Nicholes and Carson Horton, Architectural Salvage and Recycling) | 01/18/1992 |
| CAM000001/64 | Metro Office Building (MOBA Media Inc, KATU TV CH2) | 01/23/1992 |
| CAM000001/65 | Design Review Application Metro Headquarters Project (Thompson Vaivoda Cole and Associates, Hoffman Construction Company) | 02/13/1992 |

Collection Divisions and Subdivisions

Collection Division 3: Resourceful Renovation

This collection division consists of records related to the demolition of the old Sears building and the construction of the Metro Regional Center

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|--------------|
| CAM000001/65(a) | Organization Chart for the Metro Headquarters Project | 01/01/1992 |
| CAM000001/66 | Metro Headquarters Project Meeting Minutes December 20, 1991 | 12/20/1991 |
| CAM000001/67 | Metro Headquarters Project Meeting Minutes January 2, 1992 | 01/02/1992 |
| CAM000001/68 | Metro Headquarters Project Meeting Minutes January 9, 1992 | 01/09/1992 |
| CAM000001/69 | Metro Headquarters Project Meeting Minutes January 16, 1992 | 01/16/1992 |
| CAM000001/70 | Metro Headquarters Project Meeting Minutes January 23, 1992 | 01/23/1992 |
| CAM000001/71 | Metro Headquarters Project Meeting Minutes January 30, 1992 | 01/30/1992 |
| CAM000001/72 | Metro Headquarters Project Meeting Minutes February 6, 1992 | 02/06/1992 |
| CAM000001/73 | Metro Headquarters Project Meeting Minutes February 13, 1992 | 02/13/1992 |
| CAM000001/74 | Metro Headquarters Project Meeting Minutes February 20, 1992 | 02/20/1992 |
| CAM000001/75 | Metro Headquarters Project Meeting Minutes February 25, 1992 | 02/25/1992 |
| CAM000001/76 | Metro Headquarters Project Meeting Minutes March 3, 1992 | 03/03/1992 |
| CAM000001/77 | Metro Headquarters Project Meeting Minutes March 10, 1992 | 03/10/1992 |
| CAM000001/78 | Metro Headquarters Project Meeting Minutes March 17, 1992 | 03/17/1992 |
| CAM000001/79 | Metro Headquarters Project Meeting Minutes March 24, 1992 | 03/24/1992 |
| CAM000001/80 | Metro Headquarters Project Meeting Minutes March 31, 1992 | 03/31/1992 |
| CAM000001/81 | Metro Headquarters Project Meeting Minutes April 7, 1992 | 04/07/1992 |
| CAM000001/82 | Metro Headquarters Project Meeting Minutes April 14, 1992 | 04/14/1992 |
| CAM000001/83 | Metro Headquarters Project Meeting Minutes April 21, 1992 | 04/21/1992 |
| CAM000001/84 | Metro Headquarters Project Meeting Minutes April 28, 1992 | 04/28/1992 |
| CAM000001/85 | Metro Headquarters Project Meeting Minutes May 5, 1992 | 05/05/1992 |
| CAM000001/86 | Metro Headquarters Project Meeting Minutes May 12, 1992 | 05/12/1992 |
| CAM000001/87 | Metro Headquarters Project Meeting Minutes May 19, 1992 | 05/19/1992 |
| CAM000001/88 | Metro Headquarters Project Meeting Minutes May 26, 1992 | 05/26/1992 |
| CAM000001/89 | Metro Headquarters Project Meeting Minutes June 2, 1992 | 06/02/1992 |
| CAM000001/90 | Metro Headquarters Project Meeting Minutes June 9, 1992 | 06/09/1992 |
| CAM000001/91 | Metro Headquarters Project Meeting Minutes June 16, 1992 | 06/16/1992 |
| CAM000002/92 | Metro Headquarters Project Meeting Minutes June 23, 1992 | 06/23/1992 |
| CAM000002/93 | Metro Headquarters Project Meeting Minutes June 30, 1992 | 06/30/1992 |
| CAM000002/94 | Metro Headquarters Project Meeting Minutes July 7, 1992 | 07/07/1992 |
| CAM000002/95 | Metro Headquarters Project Meeting Minutes July 14, 1992 | 07/14/1992 |
| CAM000002/96 | Metro Headquarters Project Meeting Minutes July 21, 1992 | 07/21/1992 |
| CAM000002/97 | Metro Headquarters Project Meeting Minutes July 28, 1992 | 07/28/1992 |
| CAM000002/98 | Metro Headquarters Project Meeting Minutes August 4, 1992 | 08/04/1992 |
| CAM000002/99 | Metro Headquarters Project Meeting Minutes August 11, 1992 | 08/11/1992 |
| CAM000002/100 | Metro Headquarters Project Meeting Minutes August 18, 1992 | 08/18/1992 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|---|--------------|
| CAM000002/101 | Metro Headquarters Project Meeting Minutes August 25, 1992 | 08/25/1992 |
| CAM000002/102 | Metro Headquarters Project Meeting Minutes September 1, 1992 | 09/01/1992 |
| CAM000002/103 | Metro Headquarters Project Meeting Minutes September 8, 1992 | 09/08/1992 |
| CAM000002/104 | Metro Headquarters Project Meeting Minutes September 15, 1992 | 09/15/1992 |
| CAM000002/105 | Metro Headquarters Project Meeting Minutes September 20, 1992 | 09/20/1992 |
| CAM000002/106 | Metro Headquarters Project Meeting Minutes September 29, 1992 | 09/29/1992 |
| CAM000002/107 | Metro Headquarters Project Meeting Minutes October 6, 1992 | 10/06/1992 |
| CAM000002/108 | Metro Headquarters Project Meeting Minutes October 13, 1992 | 10/13/1992 |
| CAM000002/109 | Metro Headquarters Project Meeting Minutes October 20, 1992 | 10/20/1992 |
| CAM000002/110 | Metro Headquarters Project Meeting Minutes October 27, 1992 | 10/27/1992 |
| CAM000002/111 | Metro Headquarters Project Meeting Minutes November 3, 1992 | 11/03/1992 |
| CAM000002/112 | Metro Headquarters Project Meeting Minutes November 10, 1992 | 11/10/1992 |
| CAM000002/113 | Metro Headquarters Project Meeting Minutes November 17, 1992 | 11/17/1992 |
| CAM000002/114 | Metro Headquarters Project Meeting Minutes November 24, 1992 | 11/24/1992 |
| CAM000002/115 | Metro Headquarters Project Meeting Minutes December 1, 1992 | 12/01/1992 |
| CAM000002/116 | Metro Headquarters Project Meeting Minutes December 8, 1992 | 12/08/1992 |
| CAM000002/117 | Metro Headquarters Project Meeting Minutes December 15, 1992 | 12/15/1992 |
| CAM000002/118 | Metro Headquarters Project Meeting Minutes December 22, 1992 | 12/22/1992 |
| CAM000002/119 | Metro Headquarters Project Meeting Minutes December 29, 1992 | 12/29/1992 |
| CAM000002/120 | Metro Headquarters Project Meeting Minutes January 5, 1993 | 01/05/1993 |
| CAM000002/121 | Metro Headquarters Project Meeting Minutes February 9, 1993 | 02/09/1993 |
| CAM000002/122 | Metro Headquarters Project Meeting Minutes February 16, 1993 | 02/16/1983 |
| CAM000002/123 | Metro Headquarters Project Meeting Minutes February 23, 1993 | 02/23/1993 |
| CAM000002/124 | Metro Headquarters Project Meeting Minutes March 2, 1993 | 03/02/1993 |
| CAM000002/125 | Metro Headquarters Project Meeting Minutes March 9, 1993 | 03/09/1993 |
| CAM000002/126 | Metro Headquarters Project Meeting Minutes March 16, 1993 | 03/16/1993 |
| CAM000002/127 | Metro Headquarters Project Meeting Minutes March 23, 1993 | 03/23/1993 |
| CAM000002/128 | Metro Headquarters Project Meeting Minutes March 30, 1993 | 03/30/1993 |
| CAM000002/129 | Metro Headquarters Project Meeting Minutes April 6, 1993 | 04/06/1993 |
| CAM000002/130 | Metro Headquarters Project Meeting Minutes April 13, 1993 | 04/13/1992 |
| CAM000002/131 | Metro Headquarters Project Meeting Minutes April 20, 1993 | 04/20/1993 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|--------------------------|
| CAM000002/132 | Metro Headquarters Project Meeting Minutes April 27, 1993 | 04/27/1993 |
| CAM000002/133 | Metro Headquarters Project Meeting Minutes May 4, 1993 | 04/04/1993 |
| CAM000002/134 | Metro Headquarters Project Meeting Minutes May 16, 1993 | 05/16/1993 |
| CAM000002/135 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary January 28, 1992 | 01/08/1992 |
| CAM000002/136 | Waste Reduction Coordination for Headquarters Renovation Agenda February 11, 1992 | 02/11/1992 |
| CAM000002/137 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary March 3, 1992 | 03/03/1992 |
| CAM000002/138 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary March 17, 1992 | 03/17/1992 |
| CAM000002/139 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary April 1, 1992 | 04/01/1992 |
| CAM000002/140 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary April 14, 1992 | 04/14/1992 |
| CAM000002/141 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary May 19, 1992 | 05/19/1992 |
| CAM000002/142 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary June 3, 1992 | 06/03/1992 |
| CAM000002/143 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary June 16, 1992 | 06/16/1992 |
| CAM000002/144 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary June 30, 1992 | 06/30/1992 |
| CAM000002/145 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary July 14, 1992 | 07/14/1992 |
| CAM000002/146 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary July 28, 1992 | 07/28/1992 |
| CAM000002/147 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary August 27, 1992 | 08/27/1992 |
| CAM000002/148 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary September 22, 1992 | 09/22/1992 |
| CAM000002/149 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary October 6, 1992 | 10/06/1992 |
| CAM000002/150 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary October 20, 1992 | 10/20/1992 |
| CAM000002/151 | Waste Reduction Coordination for Headquarters Renovation Meeting Summary November 30, 1992 | 11/30/1992 |
| CAM000002/152 | Memorandums of Understanding | 01/01/1992 to 07/01/1992 |
| CAM000002/153 | Metro Newsletters | 04/01/1992 to 12/01/1992 |
| CAM000002/154 | Donations of Reclaimed Materials | 02/01/1992 to 02/12/1992 |
| CAM000002/155 | Letter to Glen Taylor, Berit Stevenson, Jim Goddard, Metro, regarding: Controls at Lloyd 500 Building (Joanna Karl, Metro) | 02/06/1992 |
| CAM000002/156 | Image of demolition on east side of the building | 02/20/1992 |
| CAM000002/157 | Metro's Future Home Builds from Past (What's NEWS) | 03/01/1993 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|---|-----------------------------|
| CAM000002/158 | Memorandum of Understanding between Metro and Palermini & Associates) | 05/05/1992 |
| CAM000002/159 | Letter to Bob Thompson, Thompson Vaivoda/Cole and Associates, regarding Metro's commitment to use recycled building materials (Bob Martin and Neal Saling, Metro) | 03/09/1992 |
| CAM000002/160 | Phase 1 Demolition Waste Management Plan New Metro Headquarters Final Report (Palermini & Associates) | 03/23/1992 |
| CAM000002/161 | Metro Headquarters Renovation in the News | 02/12/1992 to 02/28/1993 |
| CAM000002/162 | Metro Headquarters Construction Narrative No. 1 (Hoffman Construction Company) | 03/31/1992 |
| CAM000002/163 | Metro Headquarters Construction Narrative No. 2 (Hoffman Construction Company) | 04/30/1992 |
| CAM000002/164 | Metro Headquarters Construction Narrative No. 3 (Hoffman Construction Company) | 05/31/1992 |
| CAM000002/165 | Metro Headquarters Construction Narrative No. 4 (Hoffman Construction Company) | 06/30/1992 |
| CAM000002/166 | Metro Headquarters Construction Narrative No. 5 (Hoffman Construction Company) | 07/31/1992 |
| CAM000002/167 | Metro Headquarters Construction Narrative No. 6 (Hoffman Construction Company) | 08/31/1992 |
| CAM000002/168 | Metro Headquarters Construction Narrative No. 7 (Hoffman Construction Company) | 09/30/1992 |
| CAM000002/169 | Metro Headquarters Construction Narrative No. 8 (Hoffman Construction Company) | 10/31/1992 |
| CAM000002/170 | Metro Headquarters Construction Narrative No. 9 (Hoffman Construction Company) | 11/30/1992 |
| CAM000002/171 | Metro Headquarters Construction Narrative No. 10 (Hoffman Construction Company) | 12/31/1992 |
| CAM000002/172 | Metro Headquarters Construction Narrative No. 11 (Hoffman Construction Company) | 01/31/1993 |
| CAM000002/173 | Metro Headquarters Construction Narrative No. 12 (Hoffman Construction Company) | 02/28/1993 |
| CAM000002/174 | Metro Headquarters Construction Narrative No. 13 (Hoffman Construction Company) | 03/31/1993 |
| CAM000002/175 | Project Manual for Metro Headquarters, Core and Shell Specifications (Hoffman Construction Company) | 04/27/1992 |
| CAM000002/176 | Construction Site Recycling A Guide for Architects, Builders and Developers (Metro) | 06/01/1992 |
| CAM000002/177 | Fact Sheets about Metro Renovation | 01/01/1992 to 03/01/1993 |
| CAM000002/178 | Final Report Contract 902331 (Debi Palermini, Palermini & Associates) | 06/30/1992 |
| CAM000002/179 | Subcontractor Bidding and Reporting | 07/14/1992 to 10/22/1992 |
| CAM000002/180 | Buy Recycling Activities | 07/21/1992 to 01/01/1993 |
| CAM000002/181 | Metro's Recycling Chute & Collection System (author unknown) | 08/01/1992 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|---|-----------------------------|
| CAM000002/182 | Resourceful Renovation Reuse and Salvage Summary (Jim Goddard, Metro) | 08/01/1992 |
| CAM000002/183 | Right-of-way Easement for Metro Building | 08/05/1992 to 10/20/1992 |
| CAM000002/184 | Subcontractors Recycle Construction Waste for Profit and By Necessity (Marsha Rhea, The Subcontractor) | 09/01/1992 |
| CAM000002/185 | Photograph of material collection during demolition | 10/01/1992 |
| CAM000002/186 | Letter to Berit Stevenson, Metro, regarding: Use of glass cullet in construction aggregate applications (Andy Sloop, Metro) | 11/09/1992 |
| CAM000002/186(a) | Letter to Jennifer Sims, Metro, regarding: Headquarters Building Status (Robert S Ricks, Metro) | 11/09/1992 |
| CAM000002/186(b) | Letter to Metro Council, regarding: Metro Regional Center | 11/12/1992 |
| CAM000002/187 | Letter to Casey Short, Metro, regarding: Proposed Drip Irrigation System (Neil Saling, Metro) | 12/28/1992 |
| CAM000002/187(a) | Completed Metro Building Renovation | 04/01/1993 |

Collection Divisions and Subdivisions

Collection Division 4: Environmental Protection Agency (EPA) Grant

This collection division consists of records related to the EPA grant.

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|---|-----------------------------|
| CAM000003/188 | Letter to Lauris Davies, EPA, regarding waste reduction project at Metro headquarters building (Debbie Gorham, Metro) | 1/14/1992 |
| CAM000003/189 | Letter to Lauris Davies, EPA, regarding Metro's official application for an EPA grant (Debbie Gorham, Metro) | 03/02/1992 |
| CAM000003/190 | Letter to Rena Cusma, Metro, regarding: Solid Waste Management Assistance (Lauris Davies, EPA) | 03/23/1992 |
| CAM000003/191 | News Release: Metro receives EPA grant for headquarters renovation project (Metro) | 04/17/1992 |
| CAM000003/192 | Resourceful Renovation Project Buy Recycled Meeting Summary June 23, 1992 | 06/23/1993 |
| CAM000003/193 | Metro Regional Center Renovation Project First Quarter Report June, July, and August 1992 (Pat Merkle, Metro, September 1992) | 09/01/1992 |
| CAM000003/194 | Letter to Rena Cusma, Metro, regarding approval of revised EPA grant agreement (Lauris Davis, Metro) | 01/08/1993 |
| CAM000003/195 | EPA Grant Second Quarter Report | 01/15/1993 to 05/21/1992 |
| CAM000003/196 | Metro Regional Center Renovation Project Third Quarter Report December 1992, January 1993 and February 1993 (Pat Merkle, Metro) | 05/21/1992 |
| CAM000003/197 | Metro Regional Center Renovation Project Fourth Quarter Report March 5, 1993, through June 5, 1993 (Pat Merkle, Metro) | 06/01/1993 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|---|--------------|
| CAM000003/198 | Letter to Lauris Davis, EPA, regarding resourceful renovation grant wrap up (Jim Goddard, Metro) | 08/06/1993 |
| CAM000003/199 | Earth-Wise Builders Folder (Metro) | 12/01/1994 |
| CAM000003/200 | Letter to Metro Council regarding Metro's informational lobby display "Resourceful Renovation" selected for national recognition (Janice Larson, Metro) | 03/22/1994 |

Collection Divisions and Subdivisions

Collection Division 5: One Percent for Public Art

This collection division consists of records related to artist chosen for the One Percent for Public Art installations at Metro Regional Center.

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|-----------------------------|
| CAM000003/201 | An Invitation to Regional Artists (Metro) | 03/01/1992 |
| CAM000003/202 | Artist Proposals and Applications for Metro Corridor Public Art | 05/01/1992 |
| CAM000003/203 | Artist Proposals and Applications for Metro Plaza Public Art | 05/01/1992 |
| CAM000003/204 | Artist Proposals and Applications for Metro Corridor and Plaza Public Art | 05/01/1992 |
| CAM000003/205 | Letters to participants in the Metro Headquarters Public Art Project regarding that their proposal was not chosen (Kristin Law Calhoun, Metro) | 06/03/1992 |
| CAM000003/206 | Metro Headquarters Art Semi-Finalists' Proposals | 06/14/1992 to 06/25/1992 |
| CAM000003/206(a) | "Affect / Effect" Art Installation Lonnie Feather | 08/18/1992 to 06/30/1993 |
| CAM000003/206(b) | Art Pavers Art installation David Bales and Anne Storrs | 08/12/1992 to 06/22/1993 |

Collection Divisions and Subdivisions

Collection Division 6: Building Dedication and Public Response and Slides

This collection division consists of records related to the Metro Regional Center building dedication in 1993, the public response, as well as the slides that document the demolition and construction, waste audits, landscaping, and art installations.

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|--|-----------------------------|
| CAM000003/207 | Postcards to the Public | 04/26/1993 |
| CAM000003/208 | Summaries of "Resourceful Renovation" | 01/01/1993 to 03/01/1993 |
| CAM000003/209 | Staff Communications about New Headquarters | 01/06/1994 to 05/11/1993 |
| CAM000003/209(a) | Letter to Berit Stevenson, Metro, regarding: Metro Regional Center Tour Follow | 01/29/1993 |

| <i>Box/Folder Nbr</i> | <i>Folder Description</i> | <i>Dates</i> |
|-----------------------|---|-----------------------------|
| CAM000003/210 | Construction Specifications Institute Technical Meeting | 09/15/1993 |
| CAM000003/211 | Media Response to New Metro Headquarters | 02/22/1993 to 02/01/1994 |
| CAM000003/212 | Slides – Sears Building | 01/01/1929 to 01/01/1991 |
| CAM000003/213 | Slides – Architectural Model of Metro Headquarters Project | 01/01/1991 |
| CAM000003/214 | Slides – Metro Headquarters Project - Deconstruction | 01/23/1992 to 02/05/1993 |
| CAM000003/215 | Slides – Metro Headquarters Project – Construction Site Recycling | 06/23/1992 to 05/04/1993 |
| CAM000003/216 | Slides – Metro Headquarters Project – Reconstruction August | 08/06/1992 to 04/09/1993 |
| CAM000003/217 | Slides – Metro Headquarters Project – Waste Audit | 09/30/1992 to 04/08/1993 |
| CAM000003/218 | Slides – Metro Headquarters Project – Percentage for Art | 08/01/1992 to 05/30/1993 |
| CAM000003/219 | Slides – Metro Headquarters Project – Landscaping | 05/03/1993 to 07/01/1993 |
| CAM000003/220 | Slides – Metro Regional Center | 01/07/1993 to 02/01/1994 |
| CAM000003/221 | Slides – Metro’s Resourceful Renovation Presentation | Date Unknown |

Appendix A: Glossary of Acronyms

Below is a list of acronyms that appear in the Metro Regional Center Resourceful Renovation Special Collection with the corresponding terms:

| | |
|----------|--|
| BOOR/A | Broome, Oringdulph, O'Toole, Rudolf, Boles & Associates P.C. |
| EPA | Environmental Protection Agency |
| MFS | Metropolitan Family Services |
| MRC | Metro Regional Center |
| OCC | Oregon Convention Center |
| PDI | Portland Development Inc. |
| RFP | Request for Proposal |
| RFQ | Request for Quote |
| TVA/Cole | Thompson Vaivoda Architects and Thomas E Cole Architects |

Appendix B: Library of Congress Subject Headings

Government buildings—Oregon

Hoffman Construction Company (Portland, Oregon)

Public Art—Oregon

Recycling (Waste, etc.)—Oregon

Refuse and refuse disposal—Oregon

Regional planning—Oregon

Renovation (Architecture)—Oregon

Sears, Roebuck and Company—Oregon

Thompson, Vaivoda & Associates—Oregon

Appendix C: Related Records

The following is a list of other records collections that are related by content or topic to the Metro Regional Center Resourceful Renovation Special Collection records:

- Metro Councilor Tanya Collier Special Collection
- Regional Facilities Committee Records (1991 to 2001)
- Metro Ordinances and Resolutions