



2004 OMBUDSMAN REPORT

AUDITOR'S OFFICE, CITY OF PORTLAND, OREGON

Issued: November, 2005



Photo: Steve Bonini

A Message from Michael Mills, Ombudsman

The Office of the Ombudsman offers any member of the public the opportunity to have their concern about city government listened to and addressed. Regardless of an individual's knowledge or connectedness, or their ability to articulate their concerns, the Office is a place to help insure that complaints receive fair attention. Sometimes that requires sorting the grain from the chaff, finding the legitimate concern that might be masked by frustrations or emotions on the part of the complainant. It is easy to discount a person's entire story when it includes a long litany of issues, some of which may be unfounded or exaggerated. It is necessary for public servants to demonstrate patience and examine the concerns closely enough to identify any justified complaints that are present.

Our Office has continued to build effective working relationships with City bureaus. Maintaining a sense of impartiality has been essential in building trust. We have respect for each other's roles even where we may disagree with a bureau. Accomplishing this type of trust is even more important with the public. We continue to expand outreach efforts to broaden our presence in the community. We explain how individuals can proceed in managing their own complaints and, if resolution is not reached, that they may seek assistance from our Office. We are careful to explain that we are not intended to be their personal advocate but rather a representative of the public interest as a whole.

While we have seen trends among sources of complaints in the past, we now seem to be experiencing complaints that are more complex and time consuming. These complaints may involve multiple bureaus or policies with conflicting objectives and therefore usually require more effort to resolve.

As the Complaints and Inquiries By Bureau (Jurisdictional Complaints) chart on pg. 6 indicates, we have also seen an increase in the total number of complaints among the smaller bureaus.

Portland remains a leader in the Ombudsman community, often being examined as a model for others to follow. New ombudsman offices continue to be created, often in specialty areas or agencies. Here, our Office continues to provide a level of accountability that is valued by the public and helps restore trust in government. This is particularly important during a decline in public resources and services.

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Things come up that are beyond the ability of an average citizen to resolve.

The Ombudsman is in a position to broker a reasonable resolution.

Comment from 2004 satisfaction survey

Purpose of Report

The Office of the Ombudsman investigates complaints about City government, develops recommendations to improve public service and provides another voice for the public interest. As a result, City procedures become more transparent, the City is more accountable for its actions and responsive to potential improvements. We have an obligation to be accessible and to let the public know the types of issues we have addressed on their behalf. One way to accomplish these objectives is this Annual Report. The Annual Report is required (PCC 3.77.170) in order to advise the Auditor and City Council of the Office's activities and some of the concerns raised. It also serves as a management tool for improving public services and helps evaluate our performance.



Photo: Steve Bonini

Conferences held in Portland

The United States Ombudsman Association 25th Annual Conference was held October 19-22, 2004 in Portland, Oregon. The conference drew just under one hundred attendees from around the United States, Canada, and even Israel and Denmark. Local presenters and guests were featured throughout the conference including a session on ethics which included City of Portland Auditor Gary Blackmer and PacifiCorp Ombudsman Michael Kaplan. The conference explored ways to increase government accountability as well as ombudsman skill-building workshops.

The USOA is a nonprofit membership organization that provides education, assistance, and support to its members and ombudsman organizations to improve the operations of ombudsman offices throughout the United States. The organization, through its Outreach and Development Committee, actively promotes and encourages the establishment of ombudsman offices in the public sector. Kristen Erbes is a newly elected member of the USOA Board of Directors. Michael Mills served as Municipal Government Chapter Chair.

In May of 2004, the Office also assisted in hosting the Association of Conflict Resolution's Environment and Public Policy Section's mid-year conference bringing some 100 practitioners to Portland. Former Governor Kitzhaber was the featured keynote speaker. The positive economic impact from both conferences was estimated to be over \$110,000.



Armand Minthorn,
Confederated Tribes of the Umatilla
Indian Reservation and Robin
Matsunaga, President of USOA



Former Governor Kitzhaber

A Word from the Auditor

Gary Blackmer, Portland City Auditor

In its four years, I am pleased to see how well the Office of the Ombudsman has filled a need in Portland City government. Citizens who are unhappy with City services now have an impartial place to be heard. We help them better understand their situation, and we often help the bureau better understand the citizen's situation. Sometimes that is all it takes to get a solution; most of the time the solutions are much more difficult.

I am continually impressed with the strong working relationships that Michael and Kristen have built with Council member offices, the bureaus, and the citizens. They also earned respect by finding immediate and long-

term solutions that work for everyone.

The bureaus should also be recognized for their cooperation when they are contacted by the Ombudsman about a complaint. I appreciate their willingness to consider new information and new approaches to find a better solution.

The Ombudsman is a commitment by Portland government to listen to the public and consider its actions from an independent perspective. The outcome is improved services and a stronger working relationship between the community and its government. I am proud that we can contribute to that goal.

Eight steps for resolving your own complaints¹

“What steps have you taken to resolve the problem?” That’s often one of the first questions we ask people who contact us with a complaint.

Disputes and grievances can be resolved with simple, honest communication. Certainly not all the time, but enough that it’s almost always worth trying before filing a complaint with our Office.

Here are some basic, important guidelines to follow when you’re trying to resolve any “consumer” problem, whether it involves a government agency or not.

- 1. Be pleasant, persistent and patient.** The wheels of government do usually move, but not always quickly. We’ve found that the citizens who are best able to get problems resolved have three core traits in common: They treat everyone with respect and courtesy; they don’t give up easily; and they realize that most problems are not resolved overnight.
- 2. Exercise your appeal rights.** Does the problem involve a decision or action that has a formal appeal process? If you’re not sure, ask the agency. The right to appeal usually has a deadline. Respond well before the deadline and consider sending your appeal by certified mail. If you can’t write before the deadline, call to see if you can get an extension or if you can appeal by telephone.
- 3. Choose the right communication mode.** If you’re not filing a formal appeal, decide whether you want to contact the agency in person, over the phone or through a letter or e-mail. Go with the mode you’re most comfortable with, unless the problem is urgent, in which case you’ll probably want to rule out a letter or e-mail.
- 4. Strategize.** Before making contact, consider who your likely audience will be. Will it be someone who can actually fix the problem to your satisfaction? If not, your initial goal might be along the lines of patiently explaining your concern, listening to the response, and then politely asking to speak with a supervisor – perhaps even more than once!
- 5. Plan your questions.** Write down your questions before calling or visiting the agency. Be sure to specifically ask which law, rule or policy authorized the agency’s actions. Then ask for a copy of the law, rule or policy (so you can read it for yourself, to see whether you agree.)
- 6. Be prepared.** Be sure to have any relevant information available before contacting the agency. If you want face-to-face contact, we recommend that you call first. A short phone call could save headaches and wasted time, such as finding that the person you need to talk to is sick that day.
- 7. Keep records.** Take good notes of all conversations. This should include the person’s name and title, the time and date, and what they told you. Keep all records received from the agency, even envelopes. And keep copies of any letters, faxes or emails you send to the agency.
- 8. Read what is sent to you.** Carefully read everything from the agency, front and back. This includes the fine print!

If all that fails, contact us. Our Office has authority to investigate complaints about City bureaus. We cannot investigate complaints against Federal, State, Metro or County agencies. We do not have jurisdiction over elected officials—City Commissioners, the Auditor, or the Mayor. There is a separate Office of Independent Police Review to handle complaints against the police.

¹ Reprinted with minor changes from the 2005 Annual Report of the Iowa Citizens’ Aide/Ombudsman

Satisfaction Survey Results

Each year the Office of the Ombudsman mails postcard surveys to complainants whose cases closed during the year. The survey asks questions to evaluate our services. We also solicit comments about changes or improvements that might make our Office more helpful. We sent out 152 surveys, from which we received 49 responses. The pie charts below summarize the responses received.

The results from the 2004 survey are similar to survey results in 2002 and 2003. In all but two of the questions, there were more satisfied and very satisfied responses compared to 2003. The two questions that showed lower satisfaction responses were questions #3 and #4 ('Did the Ombudsman's staff provide helpful assistance?' and 'Did the Ombudsman's staff display a suitable knowledge of issues?'). However, even though the responses were lower than 2003, the response to question #4 was higher than in 2002 (66.7% satisfied in 2004 compared to 64% satisfied in 2002).

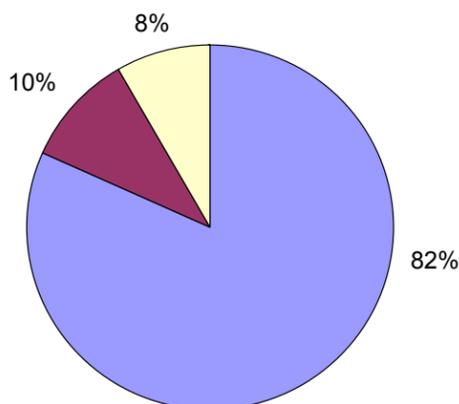
As the Office continues to mature, we are building a better baseline by which to measure responses. In addition, we will institute one major change in how the survey is conducted. Instead of waiting until the calendar year-end to send out all of the surveys in a batch, we will be sending out surveys

closer to when the case actually closes. We hope to get a better response rate by sending out surveys in a more timely manner.

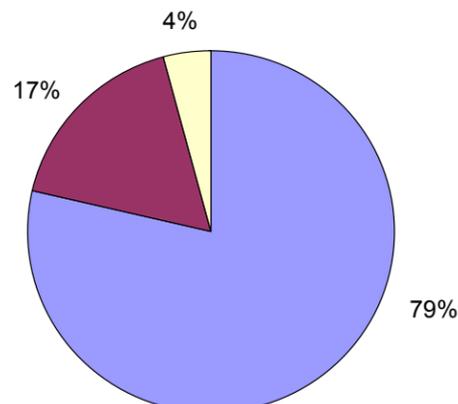
Survey participants have the option to remain anonymous in order to solicit candid feedback. Most people who were dissatisfied with our services said they wanted the Office to have power to overturn the bureau decision. Although we try to be clear with complainants that we are not a citizen advocate or an advocate for the bureau, citizens sometimes become dissatisfied when we support a bureau decision. However, we always try to explain the justification for supporting the bureau decision. One complainant responded to the question "How can the Ombudsman Service be improved?" by saying, "Although I was unsuccessful in a resolution to my problem, it was not through a fault in service. I felt the Ombudsman service provided a fair and professional response to my query. Other than the ability to overturn City policy in favor of the consumer, I can think of no other services."

Thanks to everyone who returned the Satisfaction Survey. We welcome constructive feedback on how we can improve our services – from users, bureau staff, and all members of the public – anytime throughout the year!

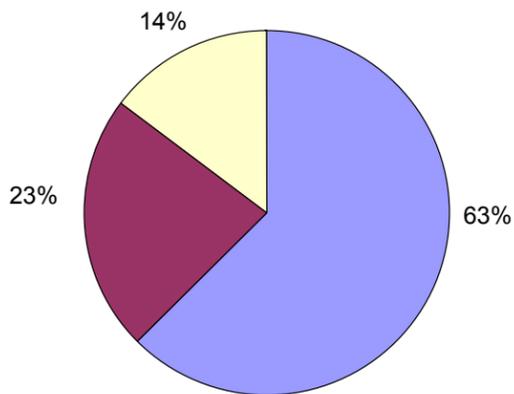
Question #1 - Did staff listen carefully to your complaint?



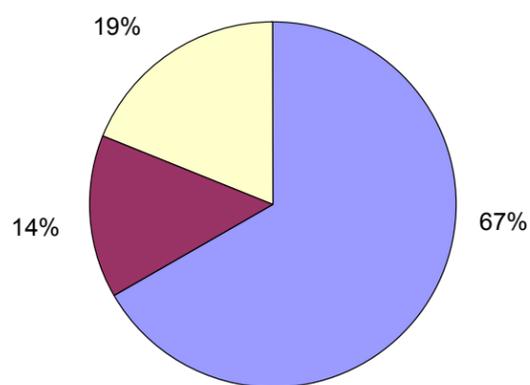
Question #2 - Did staff evaluate your complaint fairly?



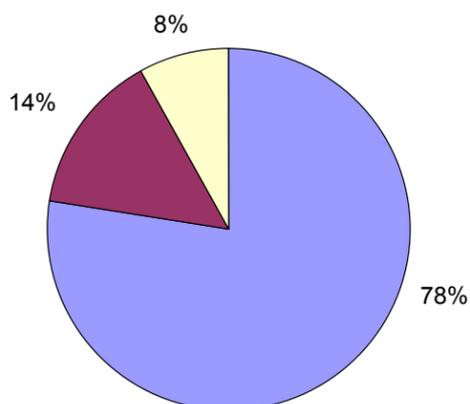
Question #3 - Did staff provide helpful assistance?



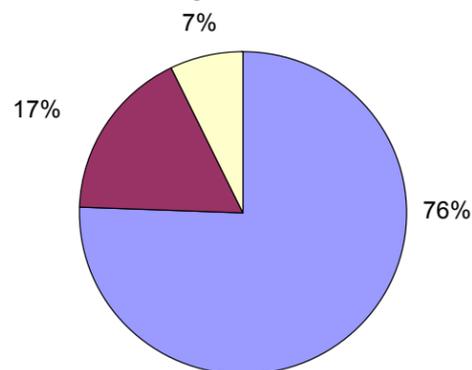
Question #4 - Did staff display suitable knowledge of issues?



Question #5 - Did staff respond in a timely manner?



Question #6 - How would you rate the service you received?



■ Satisfied ■ Dissatisfied ■ Neither

Ombudsman Helps Resolve a Wide Variety of Cases

Throughout the year, the Office of the Ombudsman is involved with a wide variety of complaints. Listed below is a representative sampling of cases arising in 2004.

Medical Exemption Policy for Water Service - A couple had their water shut off for three weeks due to tampering of the water meter and delinquent bills. They applied for medical certification and hardship status but were denied by the Water Bureau due to their past payment history. The couple managed to pay the bill in full with the help of their landlady and restore water but there was still some question about the Medical Certification exemption policy and whether it could have been applied to this case. Administrative reviews or appeals being considered in the policy review process should address situations like this in the future.

Ice and Snow Can Delay Garbage Service - During the January snow-storm, the complainant's trash was not picked up on two consecutive collection days. The complainant sought a refund from their garbage hauler but was told a refund was not due. The complainant was dissatisfied and asked the Office of the Ombudsman to investigate. The Office of Sustainable Development was notified and promptly issued a letter addressing the unusual circumstances and explaining that all refuse was ultimately collected. The letter satisfied the complainant.

Run-Around - A complainant called the Police to report a gutted car found in a park. The Police Department directed the complainant to another bureau. After calling Abandoned Autos, the complainant was asked to check with Police Records to confirm that the car had been stolen. The citizen then spoke with the Police Records Department and was then directed to call Abandoned Autos at another number. Frustrated, the Office of the Ombudsman received a call about this matter from the complainant. The information was ultimately conveyed so the automobile could be removed and the bureaus were notified of the confusion the processing caused and were asked to improve coordination.

Retrieval of Personal Property - The Portland Development Commission purchased a building from a private entity. While the sellers were given the opportunity to remove their personal property, for a variety of reasons - from notification of the timeframe to their securing equipment and assistance - the removal of personal property was not accomplished by the time the property was transferred. After the transfer, the complainants were unable to remove their personal property from the hazardous building. After Ombudsman discussions with PDC, the complainant and PDC were able to reach a mutually agreeable time to collect their belongings.

M-I-C-K-E-Y - In May, the Walt Disney Corporation held a 75th anniversary commemorating Mickey Mouse. Portland was selected as one of a handful of major cities to participate in their special arts project. Nine of the life-sized statues of Mickey Mouse painted by artists and celebrities were proposed to be placed throughout the downtown area for 8 weeks and ultimately sold for charities. Our local sign laws posed a compliance challenge that nearly prompted the event to move to another city.

The Portland Department of Transportation explained that, "there is no provision in City Code that gives the Office of Transportation authority to issue a permit for this type of display."

When Disney first approached Portland's city government, there was debate as to whether the placement of the statues on the public sidewalks would be considered a sign in the sense that it conveyed a message (which would not be permitted), or a work of art (which might be allowed under the jurisdiction of the Regional Arts and Culture Council (RACC)). Disney applied to RACC for affirmation that the statues were works of art. RACC had been involved with the Cow Exhibit several years earlier and sanctioned the cows as art for the purposes of placing them in city right-of-way. Disney maintained the proposal paralleled that of the Cow Exhibit. Both sought to place statues on sidewalks and building entryways, and both had artists or celebrities paint the animal statues as a fundraising effort. The Mickeys were considered by RACC to be more of a corporate image with a message than art.



Photo: © Disney

Once the RACC determination was made, it ensured that the Portland Department of Transportation would not issue permits under their Code. While some possible location scenarios out of the public rights-of-way were identified as potentially suitable by right, sign regulators continued to maintain that the Mickeys in the identified desired locations would otherwise be required by Code to conform to sign regulations and that, in most cases, an approval would be unlikely.

The Office of the Ombudsman spoke with city officials to help explore solutions. While a solution seemed elusive, the statues were none-the-less placed at entrances to Nordstrom's despite the regulatory requirements, and the event proceeded unabated.

Currently, installations on public sidewalks have the potential to be considered as signage regardless of their intent. The Office of the Ombudsman encouraged modifications to the city sign Code to preserve the aesthetic protections under the law yet provide flexibility for future events when they are found to be in the public's best interest. The City has yet to address this issue further by means of a Code revision.

Buyer Beware - During home purchase negotiations between a buyer and seller, it was discovered that the sewer pipe leading out of the property was compromised due to an underground vegetative root system. After confirming with the City's public records that the pipe system was connected to the sewer system, the buyer and seller reached a compromise concerning the damaged pipe and the purchase was completed. The contract of sale reflected that sewer pipe was connected with the City's sewer system.

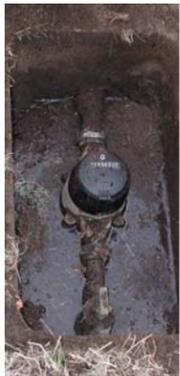
An assessment after closing, and after clearing the obstructions, revealed that the pipe did not connect to the City's sewer system but instead led to a cesspool. The seller, the owner of the property since four years prior, had inadvertently been paying the City for sewer usage fees. In light of this

(Continued on pg. 5)

(Continued from pg. 4)

new information, the buyer claimed that they would not have bought the property in question had they known about this liability. The buyers sought a claim against the City to recover expenses for connecting the pipes to the main sewage system. They claimed that the City falsely informed the buyer of the status of their sewage connection and should be held liable for the expenses in restoring the pipe connection. However, the City counter-argued that it was not responsible because it has a disclaimer on the bottom of every page of public records that states that the City cannot guarantee the accuracy of the information. After receiving a denial from Risk Management against their claim, the buyers contacted the Office of the Ombudsman to mediate with the City. After deliberation, it was determined that the City acted reasonably given the disclaimer and that the responsibility rests primarily with the seller. While the sellers may have not known that their line was not connected, they are ultimately responsible for their property. Had the fact of the line not being connected been known prior to the sale, the seller would have either corrected the problem or adjusted the price to reflect the deficiency. We did not believe that public should have to bear this cost. There was no compelling reason why the seller should not be responsible to remedy the problem. So though the public records provide an invaluable service in assessing a property, the buyer and seller must still practice a high standard of diligence. The previous owner (seller) and buyer received refunds on sewer charges they paid for four years (total = \$755.00) Almost all was refunded to the seller. Even though the seller wasn't the complainant, they wouldn't have known to ask for a refund if the complainant had not called to report the problem.

Broken Water Line - Complainant explained that the Water Bureau, while replacing her meter, broke her service line. She had been bypassing the meter waiting for the Bureau to make the repair. The Water Bureau acknowledged breaking the property side line, but said that it happened because the line was dilapidated. City code 21.20.050 states that the Water Bureau is not responsible for any damage or breakage as a result of shutting off the water. The customer had the line repaired at a cost of approximately \$1800 and submitted a claim of \$356 to the City for the portion the Water Bureau crew broke. The City paid the claim.



Once the line was repaired, the complainant claimed her estimated bill was incorrect. During the break, the Water Bureau estimated usage based on historical usage on the account, which hap-

pened to be with two persons living in the home. However, the complainant's daughter moved out just before the break. The complainant requested it be estimated based on a single person and suggested looking at either past usage when her daughter did not live there or on future usage when she would be alone. The bureau agreed to recalculate the usage estimate.

Parking Meter Malfunction - After parking in a two-hour metered space, the complainant inserted his credit card into one of the City's SmartMeter machines - a solar-powered, multi-space parking meter. However, after completing the transaction a receipt did not print. The complainant then went to a nearby machine and chose 2 one-hour receipts and pasted them to his car window. When he returned to his car, he had received a parking ticket. The complainant mailed a written argument to the court. However, after mailing in his argument, he received his credit card bill showing he had paid twice.



Portland Department of Transportation (PDOT) said that although the machines are not supposed to accept payment if they cannot print a receipt they had had some reports of this happening. It was also confirmed that citizens are allowed to add up two receipts. Although the court would not allow additional evidence to be submitted the Bureau's "issuing officer" cancelled the ticket in this unusual case.

All the City Bureaus were pointing to the other as the proper jurisdiction and without the Ombudsman's office they'd still be pointing and not acting! My experience shows that the Ombudsman service could be improved if the bureaucratic processes for change were improved. The City bureaus should respond more quickly to valid recommendations for change.

Comment from 2004 satisfaction survey

Did You Know ???

Most people know elected officials - the Mayor, City Commissioners and Auditor are located in City Hall.

Some people know the Office of the Ombudsman is in City Hall.

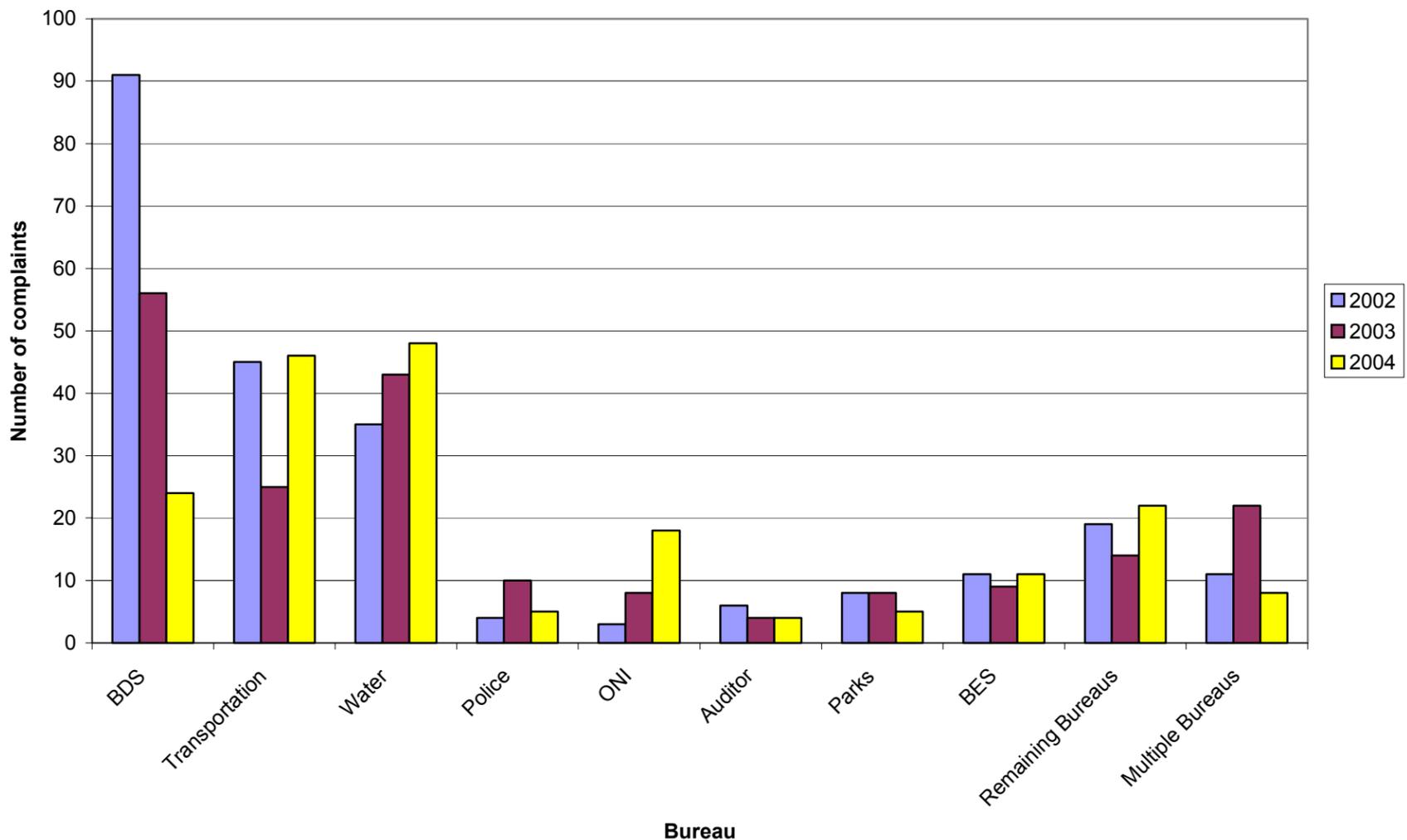
But did you know you can apply for U.S. Passports and purchase Tri-Met tickets at City Hall? If you need to apply for, or renew, a passport or buy transit tickets, proceed to the Treasury Office (Room 120).

Special Thanks to our Intern

At various times we are fortunate to have interns assist in the daily operations of the Office. During the summer of 2004, David Kling, a Reed College student, volunteered in our Office. David researched a variety of issues and assisted in the preparation of the Annual Report. He also assisted in the planning for the US Ombudsman Association conference held here. David went on to accept a research position with a public interest research group in Washington, D.C.

Interns and volunteers are a resource for our Office and offer individuals a valuable experience and insight into City government. People interested in volunteer intern positions in the Office of the Ombudsman should contact Kristen Erbes, the Deputy Ombudsman.

Jurisdictional Complaints - 2002 - 2004



Mission Statement

To receive complaints, conduct independent, impartial investigations of the administrative acts of City agencies and recommend appropriate changes to safeguard the rights of persons and promote higher standards of competency, efficiency and justice in the provision of City services.

Recognition of Outstanding Service

Too often we hear only the negative exceptions in customer service or work performance of City employees. It is important to know that integrity is the norm among City of Portland employees. Because we work with so many talented and dedicated individuals, it is difficult to choose who to recognize. We wish to thank all City employees who provide quality service to the citizens, businesses, organizations, and visitors of Portland.

The Utilities Customer Services Advanced Solution Team was created at the Water Bureau to assist with complex cases and disputes that could not be resolved by other staff. Referrals are made by customer service representatives, Commissioners' Offices, and through our Office. Now under the Office of Management and Finance, Advanced Solution Team members Carrie Hughes and Michael Morris have done an excellent job of working with customers to sort out the issues and to resolve disputes.

Jeri Jenkins of the Portland Office of Transportation has consistently provided value added and timely responses to individuals and to our inquiries related to public streets and right-of-ways. She exemplifies the type of customer service ethics we want to encourage in City government.

The Office of Neighborhood Involvement's Ed Marihart, Inspection

Supervisor for Residential Inspections, consistently provided information to this Office related to on-site compliance issues. He was willing to work with property owners in developing reasonable and productive solutions. Crystle Cowen, formerly at ONI, contributed to our Office's success by coordinating responses to complaints in an efficient and effective manner.

Tiffani Penson at the Bureau of Development Services assumed the role of "point person" between our Office and the Customer Service Team at BDS. She proved to be well organized and solution oriented in responding to constituent complaints about development services.

Dan Broome of the Bureau of Maintenance's Sidewalk Maintenance Program provided extensive assistance in dealing with sidewalk maintenance issues with private property owners and helped draft new notification letters to ensure that owners had more complete information before making decisions on paying for sidewalk improvements.

Paul Van Orden of the Noise Control Office has consistently worked to find productive solutions to difficult issues concerning noise complaints. He has focused on systemic solutions to this aspect of neighborhood livability.

Ombudsman Web Site

Want to know how to reach the Ombudsman? Need some ideas for how to be an effective problem solver? Curious about the types of complaints we investigate? Interested in knowing about the staff at the Office of the Ombudsman?

The Ombudsman's web site, at www.portlandonline.com/auditor/ombudsman, will answer all these questions and more. It describes how to contact the Office of the Ombudsman, as well as the scope of what we can and cannot do.

Other topics included are: tips for problem solving, copies of our investigative reports and Annual Reports, the City Code which established the Office of the Ombudsman, our Policies and Procedures and links to other helpful sites.

Information about other services under the Auditor's Office can be found at: www.portlandonline.com/auditor. If you do not have access to the Internet, please call or visit our office (see details in this report) and we'll provide this information to you.

City of Portland Elected Officials

Mayor Tom Potter	503-823-4120
Commissioner Sam Adams	503-823-3008
Commissioner Randy Leonard	503-823-4682
Commissioner Dan Saltzman	503-823-4151
Commissioner Erik Sten	503-823-3589
Auditor Gary Blackmer	503-823-4078

For City of Portland general information, please contact:
City Information and Referral 503-823-4000

City Ethics Code

The Office of the Ombudsman occasionally receives complaints about employees who may have violated the City's Ethics Code. After investigating the issue, we can offer recommendations to the bureau or individual involved. We are also asked to help interpret the intent of the Ethics Code on an informal or advisory manner. Legal opinions on the City Code are provided by the City Attorney, but our Office is able to provide informal guidance and raise awareness to help avoid potential violations of the Code or the appearance of a conflict of interest. We have also provided training to City staff on the Ethics Code.

The Ethics Code plays a critical role in insuring that the public's business is conducted in a fair and equitable manner; and, by following the principles within the Code, the City can establish trust with the public. The level of trust the public has in our local government can affect the willingness to get involved or to support the cost of public services. Having an ombudsman function sets a higher expectation of how the government will treat the public.

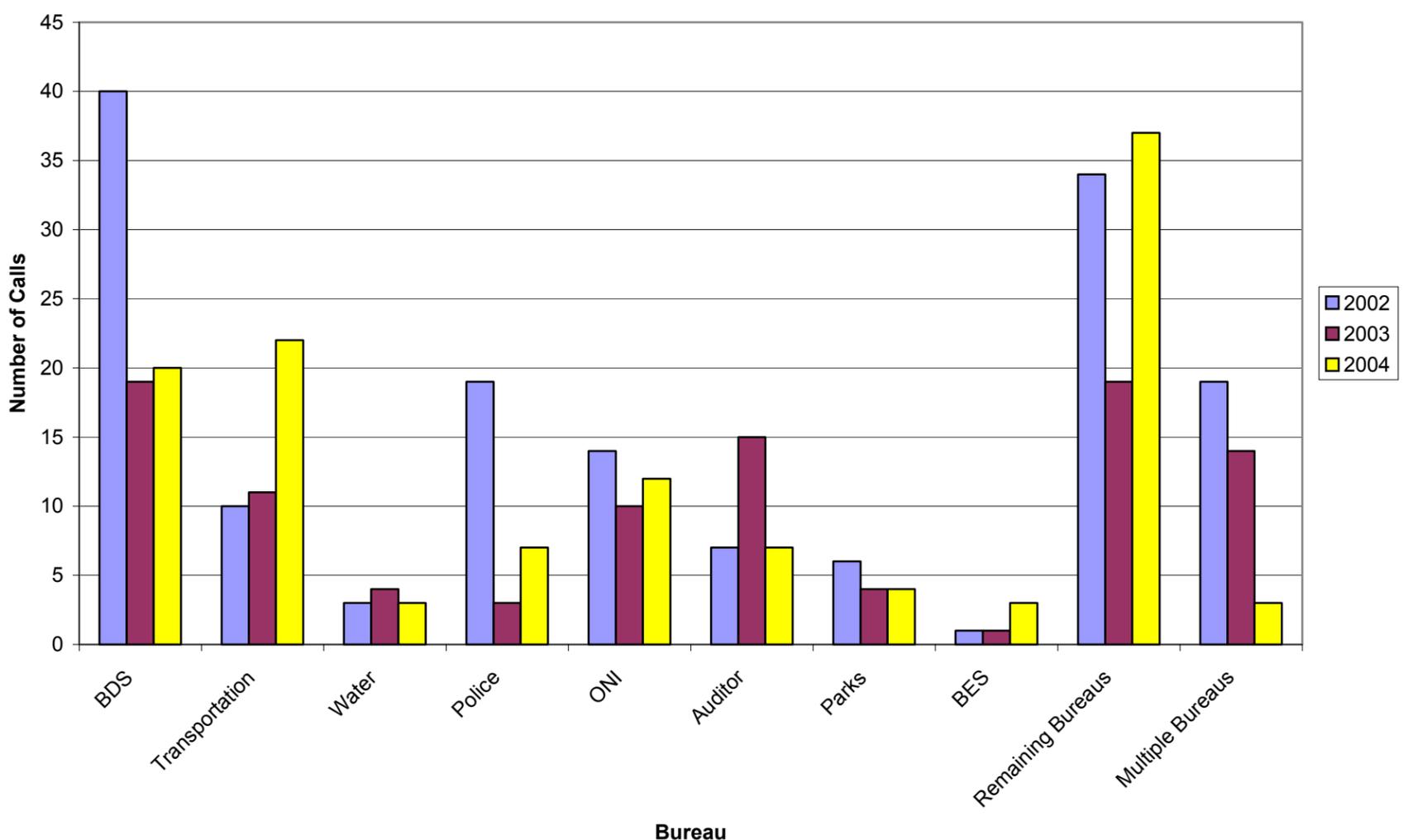
The Ombudsman is in a position to promote organizational and cultural change within the City government. In order to achieve change there has to be a commitment from City managers. Without a commitment from the top management, the oversight may become ineffectual and frustrating.

The City's adoption of an Ethics Code was done in a manner that engaged employees in a participatory process, seeking agreement upon written goals and guidelines, not simply a system of rules and boundaries. Ethics are taught more effectively by communicating expectations.

Integrating ethical behavior into our organizational culture is not a one step process. It takes periodic training and constant reminding of the expectations and the value behind what we are seeking to achieve. It requires constant awareness on the part of public servants and attentiveness on the part of the public to know when to ask questions. The results will be of benefit to both the City government as an institution and the public who supports it.

The City's Code of Ethics is Chapter 1.03 of the City Code and can be found online at www.portlandonline.com/auditor/index.cfm?&c=28153

Information Requests - 2002 - 2004



When and How to file a Complaint

The Office of the Ombudsman receives complaints by mail, telephone, fax, e-mail and in person. Our staff is available from 8:00 a.m. to 5:00 p.m., Monday through Friday. Making an appointment is helpful, as the Ombudsman staff might be otherwise occupied. If you have not yet tried to deal with the relevant bureau, we recommend you first seek help from the bureau staff. Most often, the bureau will be able to help more directly than the Office of the Ombudsman. If you are not sure which bureau to call, you can call us or the Information and Referral Line, (503) 823-4000. If you cannot resolve the issue with the bureau, you may contact the Office of the Ombudsman.

When you contact the Office of the Ombudsman, you will work with a designated staff member who will follow through with the case by gathering information and discussing the situation with you. The staff member may ask questions to clarify exactly what happened. It is helpful if you provide as many details as possible, such as the names of any staff you have contacted, dates of the events in question, options already tried and copies of any documents or correspondence.

If you wish, you may specifically request your identity be kept confidential. We will explain the extent to which we can protect confidentiality under the law.

The staff member will conduct additional research, and speak with the City officials and employees involved, to get a more complete overview of the situation, as well as solutions that might be available. When the staff member has gathered all the relevant information, and has a complete understanding of the situation, the staff member will contact you to explain their findings and possible resolutions. When warranted, the Office of the Ombudsman will make a recommendation to a bureau. It is up to the bureau itself to make a final decision. If a bureau declines to accept a recommendation, the Office of the Ombudsman may issue a public report.

How To Contact Us:

Ombudsman staff: Michael Mills and Kristen Erbes
Phone: (503) 823-0144
Fax: (503) 823-3530
E-mail: ombudsman@ci.portland.or.us
Website: www.portlandonline.com/auditor/ombudsman
Address: 1221 SW 4th Avenue, Room 320
Portland, OR. 97204-1900

Our office is located on the third floor of City Hall, which is downtown between SW 4th and SW 5th Avenues and SW Madison and SW Jefferson Streets.



Photo: Steve Bonini
"Ring of Time" by Hilda Morris. 1977. D. K. Row of *The Oregonian* wrote of the winding "O", "it's real value may be as a symbol of human engagement"; and, "a reminder to stay human in the machine and computer age."

Office of the Ombudsman P399
City of Portland, Auditor's Office
1221 SW 4th Avenue, Room 320
Portland, OR 97204 - 1900