

## **Promoting Government Accountability**

I received my master's in public administration (MPA) from Brigham Young University in 1978. During my studies, I was introduced to government performance auditing by adjunct professor, Dr. Lennis Knighton, then the Auditor General of the State of Utah. Performance auditing endeavors to hold government officials accountable for their use of taxpayer funds by evaluating and reporting on the efficiency and effectiveness of government services.

Dr. Knighton was the foremost leader in the development of performance auditing. He helped many states establish performance audit functions and was named the "father of performance auditing" by the Association of Local Government Auditors (ALGA).

After graduating, I returned home to Portland, Oregon, and was hired by the elected Auditor of Multnomah County, and later by the City of Portland's elected auditor. I was charged with helping to establish performance auditing in both offices. Over time, the City Auditor's Office became one of the leaders of performance auditing in local governments across the country. Audits we conducted in the City facilitated many improvements in government services. For example, our audits of the fire and police bureaus resulted in changes that reduced the emergency response times of both fire and police personnel.