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Rick Riggs has worked for the State of Kansas's Legislative Division of Post Audit since 1984. As Administrative Auditor, his responsibilities include audit quality control and staff training. Before coming to Legislative Post Audit, Rick was a management analyst for the Kansas Corporation Commission, the state utilities-regulation agency. Before that, he worked for the Kansas Department of Corrections, first as a corrections officer and later as a probation and parole officer. He has a master's degree in public administration from the University of Kansas. In his other life, Rick and his wife teach people how to train their dogs.

**James R. Fountain Jr., CPA, CMA, CGFM**  
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Jay Fountain is a consultant in financial and performance management for government. He recently retired as assistant director of research for the Governmental Accounting Standards Board (GASB) in Norwalk, Connecticut. Jay's projects while at GASB included involvement in the Financial Reporting Model, Capital Assets Use and Service Potential Reporting, and Economic Condition Reporting. His primary responsibility is a major project on Reporting Performance Information which included the development and publication of and experimentation with a set of suggested criteria for effective communication of performance information. He participated in many projects at GASB including GASB No. 33 and Statement No. 34 and Concepts Statements 1 and 2.

Prior to joining GASB, Jay spent many years in local government, both in Dallas, Texas, Fulton County, Georgia, and Atlanta, Georgia. While in local government his positions included finance director, city auditor, and assistant city manager. He holds a BSBA degree in accounting and an MBA from the University of Florida and a MSUL (Public Administration) degree from Georgia State University. He has served on project committees for the NRC of the NAS and the FRP of CERES. Jay is active in making presentations and providing training in financial reporting, performance reporting, and managing for results.

Jay is married and has three sons (36, 34, and 19); his avocations include studying (philosophy, mythology, theology, biography, metaphysics, sustainable living, K-12 education, and government management), enjoying theater, jazz and classical music, exploring spirituality, golf, hiking, travel, and visiting national parks. He is also involved in activities that assist in experiencing and contributing to harmony and oneness in life.

**Gary Blackmer**  
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Gary Blackmer is running for his third four-year term as the elected Portland City Auditor. The 60-person office is responsible for conducting performance audits, handling complaints against the city, monitoring benchmarks of community conditions, serving as the city clerk, managing city records and archives, providing hearings officers to adjudicate appeals of city actions, and collecting liens on property.

Before his election to the City, Mr. Blackmer was the elected Multnomah County Auditor for two terms. Prior to that he was a senior management auditor in Portland, a management analyst with the Multnomah County Sheriff's Office, and performed contract research work for a variety of state and local agencies.

Mr. Blackmer became a Certified Internal Auditor in 1988. He received a bachelor's degree from Northern Illinois University, and was a full-time Ph.D. student in the Systems Science Program at Portland State University for two years.

He was Chair of the Northwest Intergovernmental Audit Forum, President of the National Association of Local Government Auditors, and has been a member of the Portland Chapter of the Institute of Internal Auditors since 1988.

**Robert Schwartz, Ph.D.**  
***Associate Director of Evaluation***  
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Robert Schwartz is Associate Professor in the Department of Public Health Sciences and Associate Director of Evaluation in the Ontario Tobacco Research Unit at the University of Toronto. Until recently, he was Head of the Graduate Program in Public and Internal Audit and Senior Lecturer at the University of Haifa. He has published widely about political perspectives on state audit, accountability and program evaluation. Recent publications include *Quality Matters: Seeking Confidence in Evaluating, Auditing and Performance Reporting* (Transaction, 2005) and articles in *Journal of Public Administration Research and Theory*, *Public Money and Management* and *Financial Accountability and Management*. In the past, Dr. Schwartz served as audit director and program evaluation advisor in Israel's State Comptroller's Office. He has also worked as an independent evaluator, a performance measurement consultant and an applied researcher.

**Barb Hinton**  
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Barb has been with Legislative Post Audit since 1977, working her way up the food chain from editor to auditor to manager to deputy to Post Auditor, a position she was appointed to in 1991. For 20 years she's had overall responsibility for the office's performance audit work, and she's been active in professional audit organizations for more than 28 years.

Barb loves her job and the people she works with, and is always happy to tell stories about the important work we all do as auditors.

**Deborah L. Kerr, Ph.D.**  
**Senior Vice President**  
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**Deborah L. Kerr, Ph.D.**, has over twenty years experience in executive management, consulting, and teaching. In 2005, she joined the American Heart Association (AHA) as Senior Vice President of Human and Organizational Development. She is also on the graduate faculty at the George Bush School of Government and Public Service, Texas A&M University where she teaches policy formation and advanced management.

As a member of the AHA's executive team, she leads the design and implementation of human capital systems, strategy execution, and performance management. Before moving to the Heart Association, Deborah served on the executive team at the Texas State Auditor's Office (SAO) where she led the development of innovative processes that have been adopted by audit organizations across the U.S. She directed the development of the Office's scorecard and, in 2004, the SAO was named to the Balanced Scorecard Hall of Fame, which recognized its performance management system as one of the world's best. Deborah's work in performance management has been written about in *Financial World* magazine and featured in both Paul Niven's 2002 book *Balanced Scorecard Step by Step* and Mohan Nair's 2004 book *Essentials of the Balanced Scorecard*.

Deborah is frequently asked to speak at national, regional, and state programs about managing strategy and systems, measuring results, and managing people. She served on the National Advisory Panel for Human Resource Performance Measurement at the Maxwell School of Government, Syracuse University, to develop public sector performance measures for the "Grading Government" series published in *Governing* magazine. Her articles about organizational management have been published in *Perform* magazine and the *Journal of Accountancy* and have been published in Italy and India as well. She co-authored a chapter on consulting to public sector organizations, which is included in the textbook *In Action: Building a Successful Consulting Practice* published by ASTD in June 2002.

Deborah holds degrees from St. Mary's College (Notre Dame), Columbia University, and The University of Texas at Austin.

**Bernice Steinhardt**  
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For more than a decade, Bernice Steinhardt has held a variety of leadership positions within the U.S Government Accountability Office (GAO), Congress' analytic and investigative arm. Currently, as Director for Strategic Issues, Ms. Steinhardt is responsible for examining government-wide management issues and supporting the federal government's transformation to meet 21<sup>st</sup> century challenges. For several years prior, Ms. Steinhardt led GAO's efforts in strategic planning, helping to develop the organization's first strategic plan and overseeing its biennial updates. Between 1996 and 1999, Ms. Steinhardt was director of GAO's Public Health Issues group; prior to that, she served as associate director for Energy, Natural Resources and Science Issues and associate director for Environmental Protection Issues.

Before joining GAO, Ms. Steinhardt was at the Department of the Interior, in the office of the Assistant Secretary for Energy and Minerals, and at the President's Council on Environmental Quality. Earlier in her career, Ms. Steinhardt worked as a consultant to the Assistant Secretary for Health at the U.S. Department of Health, Education, and Welfare and others on evaluations of health care programs.

Ms. Steinhardt holds a Bachelor of Arts degree in Comparative Literature (magna cum laude) from the University of Maryland; she was elected to Phi Beta Kappa. She has received numerous awards from GAO, including a Meritorious Service Award.