## Fred Todd:

Fred Todd may not be sitting on top of the world, but the view from his 13th-floor office in downtown Detroit's City-County Building is a long way up for this former small-town civil serv-

City-County Building is a long way up for this former small-town civil servant.

With a view of the Detroit River as it flows past Hart Plaza, Todd is not just at the focal point of one of the nation's five largest counties. He is at the center of the power structure of a new, emerging Wayne County government.

Today, the 36-year-old Plymouth Township resident has settled into his role as Wayne County finance director and architect of County Executive William Lucas" Flucal integrity plan.

"I think he heeds advice from me and my department heads. He's easy to work for in that regard because be docant usually try to second guess you and what we're trying to do. And when he decides, he's committed, and we carry it out.

TODD DISPLAYS no flash or glitter

- just a quietly at-ease sense of his
esponsibilities in directing a \$00-peron staff and managing a \$201 million

son start and managing a \$200 minutes county budget. More recently, he has been acquiring a regional reputation as a director of SEMTA, the money-plagued Southeast-ern Michigan Transportation Authori-

orn Michigan Transportation Authority.

"I had a fairly casy job where I was—as the controller and county administrator in Ingham County. They had an operating surplus (85.8 million), they had money to burn," he sail people at the management levels at least two and three people deep. I was ready for a change and thought this would offer some excitement God knows it has fulfilled every expectation in that regard."

BACT.

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charged him with eliminating a runa-way county deficit projected at \$118 million. Todd says that has been brought down to \$40 million.

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"I KNEW what I was getting into," he continued. "The accounting system was in shambles, the computer system was in deplorable condition. Some of the staff people were not trained in what had to be done. It really lacked the organization."

After taking the job, Todd hired some new administrators for the seven divisions here oversees. He "raided" his previous employer. Ingham County, and brought along three division heads to oversee accounting, budget and grants. He also hired a risk manager from the city of Battle Creek and a purchasing director from Dearborn.

"I guest I've been though any of the say, But it doesn't bother me.

"BULLIAMS sizes as free rela-

arrea gun, 1 guess some people would say. But it doesn't bother me.

"BILL LUCAS gives me a free rein on what I want to do, need to do, and I coordinate that with him, usually on a weekly basis. Sometimes I might not see him for two weeks, but we talk. And if there's a pressing problem, he clears his schedule."

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As a numbers man of is considered more a fiscal technician than a policymaker, howered the decision to clear his schedule. For example, the complete of the company of the control of the company of the

"THE COUNTY'S labor costs are still higher than we'd like them to be," he said. "Quile frankly there are times it's advantageous to (contract out). . You have to change with the times, and contracting is probably the in thing to do right now." The crux of Wayne County's problem

# 'I guess I've been known to be a hired gun, trol auditor. He then went into government finance director and treasurer of Novi and assistant finance director of Madson Height. He never joined a political party. He says his political views are that "big government is responsive when it keeps "budgets low and organizations tight." Moreovernment with the provided in the provide but it doesn't bother me,' Lucas aide says



Fred Todd, seated in a valuable antique chair, has an interest in rescuing and restoring old furniture as well as county finances. The chair, one of elx rescued from Wayne's Old County Court-

es in a decilning property tax base, odd said. And because of inflation and

Todd said. And because of inflation and rising costs, the county is left to respond by cutting expenses.

To reduce the deflett, he said, they trimmed employee labor costs and retirement costs. But at the top of the list of things that brought the deflett in line was restructuring the county's debts to the state of Michigan.

antique chair, has an interest in the mission was a series at the mission of the private sector.

After earning a master's degree in business administration from Indiana Northern University in 1973, Todd worked for a few years at three major U.S. corporations, including Gulf & Western as an auditor, Freuhauf in New York as an operations review analyst and Citron Oil in Romulus as a con
unit of government, 'be said.

BILL SWEET, chairman of the Ingham County Board, said Todd brought in the mission in the Ingham County Board, said Todd brought in the mission in to shape in his five years at the said.

"He pointed out problems we didn't know we had and brought us up-to-date in the work early a the said in the weeks, ho said.

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government is responsive when it keeps "budgets low and organizations tight."

A numbers man down the line, Todd assesses his career development by two-year and five-year plans. His career plan is organized.

By the time I was 30 I wanted to be an administrator or executive in charge of a company or unit of government. I was 20 when I moved to Ingham County and assumed the leadership of the fifth largest county in the state. From there, it was just a larger unit of government," be said.



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