

4/16/90

**ME**

Sun-Sentinel, Monday, Ap

**ROBIN BRANCH**  
Staff Columnist



## Fish Delray manager from day labor pool

**A** resident of Lake Worth who was voicing his opposition to the firing of then-City Manager Ken Nipper in February 1987 may have suggested, albeit inadvertently, the solution to an ongoing problem in Delray Beach.

We're speaking here of the ongoing problem in which Delray runs through city managers as if it were the mother of twins running through Pampers.

For some reason, this has led to a certain reluctance among out-of-work city managers to become grist for the mill, as was demonstrated most recently by Robert Elliott of Enid, Okla., who narrowly avoided becoming Delray's ninth manager in 11 years only by withdrawing his name from consideration and fleeing back to Enid.

Elliott attributed his skittish behavior to a breakdown in salary negotiations, and the commissioners said that while they were disappointed by his decision, they would try again with their second-ranked applicant, upon which David Harden, the former manager of Winter Park, agreed to another round of interviews, so here we go again.

It's a familiar scenario in Delray, and one that was equally familiar in Lake Worth for several years, which brings us back to the citizen who spoke (in vain) against Nipper's firing that night in 1987.

"You don't pick a city manager out of day labor," Craig Henne said to the City Commission. "What is the rush to fire this man? Do we have somebody waiting to come in as the new city manager?"

### Puncture the golden 'chute

Well, nobody ever answered Henne's questions, provocative though they were. And nobody picked up on his opening remark, which as even more provocative

## 2 held in a

By JIM DI PAOLA  
Staff Writer

**BOCA RATON** — A Lake Worth parking enforcement officer and a teenage felon have been charged with robbing and sexually assaulting a woman and firing a gun twice at her boyfriend as the couple left the beach early Sunday morning.

During questioning, Jacques Darnell Keil, 29, of Delray Beach, and a 17-year-old from Boca Raton confessed to a previous armed robbery on March 24 at the South Beach Pavilion, police said.

On Sunday, the victims, both area residents, left the beach just north of Pal-

metto Park Road A1A when the two men pulled them from behind.

The teen-ager and had a .38-caliber handgun in his waistband, police said.

"I saw them behind us," said the victim, who asked not to be identified. She was hit in the face and pulled out to the beach and pulled out shooting."

The man ran across the street and was caught by police. His girlfriend said. His girlfriend suspects.

"He [the male



**IBM's earnings in the pink** 5D

**Knicks bomb Heat, 119-102** 1D

**OUTSIDE**

**HIGH:** low 80s  
**LOW:** upper 60s  
**RAIN CHANCE:** 20%

*Complete look  
at weather, 3A.*



# Delray Beach News

April 17, 1990

A Knight-Ridder Newspaper

25 cents

4 sections, 32 pages

## No, it's not yet official

### But new manager close to signing on dotted line

**By Anthony Marx**  
Staff Writer

Barring some unforeseen stumbling block, David Harden will be Delray Beach's new city manager.

City commissioners voted unanimously Monday night to hire Harden, a 47-year-old former Winter Park city manager. Their decision comes a week after contract talks with their first choice, former Enid, Okla., manager Robert Elliott, ended in a standoff over base salary and severance pay.

‘It turns me on. I get a lot of satisfaction out of it.’

— David Harden

Harden, who met individually with commissioners Monday, said he had no objections to their proposed

compensation package and is expected to negotiate contract details this week with city officials. Commissioners agreed to offer him a base salary of \$70,000, six months' severance pay and a standard array of other benefits.

Because Delray Beach has had 10 city managers since 1980, candidates for the job have insisted on generous cushions if they are abruptly dismissed.  
**Turn to Manager page 8A**

## Lithuania under pressure

## Clean kids



David Harden

## Manager

From page 1A

"I'm excited about it," said Harden about returning to a city manager's post. "It turns me on. I get a lot of satisfaction out of it."

Harden's 12 years with Winter Park ended in March, after he bowed to pressure from commissioners looking for a more aggressive, outgoing manager. Since leaving the \$57,500 post, he has worked as a self-employed consultant.

"I think there's a quiet strength there," said Commissioner Mary McCarty. "He may be quiet but he's not weak."

But earlier, McCarty had joined Mayor

Tom Lynch and Commissioner Jay Alperin in expressing reservations about Harden's subdued personality. He was among five finalists interviewed by commissioners last month and was the top pick of Commissioners Bill Andrews and Dave Randolph.

It was the individual meetings Monday with Harden that seemed to erase lingering doubts in Lynch, McCarty and Alperin.

"I'm very comfortable with him," Lynch said, echoing comments made by the rest of the commission. "I feel he will be a very good city manager and have a long tenure with the city."

Because he will need to sever current business ties, Harden is set to start work in about a month. Before then, he is expected to familiarize himself with next year's budget, on

which city staff have already begun work

Commissioners discussed the budget day, in a workshop session devoted toifying a list of the top six priority areas had each submitted to city staff last . They discussed the need for affordable ing, downtown parking garages and r borhood revitalization.

But the \$59.5 million budget is expected to be extremely tight, hampered by as much as \$1.2 million in revenue shortfalls. As a result, commissioners lashed out at Old Square officials, who told them last week that the new cultural center will need \$500,000 for a \$400,000 operating budget.

"We were never apprised of the impact," McCarty said. "It's all coming home to us sooner than I thought it would."

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## METRO EXTRA

# Man gets 2nd shot at top Delray job

## Commissioners to interview ex-Winter Park manager

By JANE MUSGRAVE  
Staff Writer

DELRAY BEACH — Less than two months after David Harden lost a chance to become an assistant city manager in Boynton Beach, he is in line to become manager of Delray Beach.

The rejection that forced Harden to move his job search south had nothing to do with his abilities, Boynton Beach City Manager J. Scott Miller said.

Rather, Miller said, he felt the former manager of Winter Park was too qualified for Boynton's possible \$67,000-a-year assistant's post.

"I thought David Harden would be better as a manager," Miller said. "I didn't think he would be happy as an assistant."

Now the question is whether Delray would be happy with Harden, and vice versa.

Today, the slight, soft-spoken man, who spent 12 years in Winter Park before he stepped down under pressure last year, is to arrive in Delray for a second shot at the job that has been vacant since City Manager Walter Barry was fired in July.

Harden was not the Delray Beach City Commission's first choice to replace Barry. Two commissioners initially voiced strong reservations about Harden.

But when the commission's first choice, Robert Elliott, last week decided he didn't want the job, it agreed to give Harden a second look.

"I still believe he's the man who can handle the job," said Commissioner Bill Andrews, who with Commissioner David Randolph, favored Harden from the start.

Mayor Tom Lynch and Commissioners Jay Alperin and Mary McCarty, however, said they weren't ready to give Harden their unqualified support.

Today's interviews, which are to culminate at 6 p.m. when the commission meets to decide whether to hire Harden, are to help the three doubters decide if their misgivings are warranted.

None of the three doubts Harden's technical qualifications. Their concern is his personality.

Those who worked with Harden in Winter Park say he is not an outgoing person. Commissioners there said his low-key personality in part contributed to his downfall.

"The commission wanted someone who was more aggressive and outgoing," Winter Park Commissioner Gary Brewster said.

In addition, commissioners in Winter Park said Harden had been in the city for too long.

When staff changes were needed, Harden had a difficult time dismissing

or demoting people, Winter Park Commissioner Peter Gottfried said. Having been in the city for so long, Harden wasn't just firing employees, he was firing friends, Gottfried said.

The commission's concern about Harden's inability to make personnel changes in Winter Park climaxed when he refused to fire the city utilities director who was at the center of a controversy involving charges of mismanagement and corruption, Gottfried said.

While an investigation uncovered no evidence of criminal wrongdoing, the utility director's actions showed poor judgment, Gottfried said. Harden's refusal to fire the utilities director, who had become a friend, convinced commissioners Harden needed to move on, Gottfried said.

But, he added, Harden's inaction was the product of longevity, not weakness.

"If he comes into a new situation, I don't think he would have any problems making changes that are needed," Gottfried said. "I thought he was a very good city manager. It was just time to move on."

That Harden worked in Winter Park for 12 years is testament to him, said Miller, Boynton Beach's manager. The average tenure of a city manager is about five years, he said.

"If you're doubling that, you have to be good," he said. And, he added, man-

### DAVID HARDEN

■ **AGE:** 47

■ **PERSONAL:**  
Married, three children

■ **CURRENT JOB:** Self-employed government consultant

■ **EDUCATION:**  
Master's in city planning, the Georgia Institute of Technology; bachelor's in chemistry, Emory University

■ **EXPERIENCE:** After a 12-year career, resigned last year as manager of Winter Park (pop: 23,000). While the parting was amicable, some council members said they wanted a more hard-driving manager. He became manager in 1977 after working in the city's planning department. Also worked as a planner in Orange County.



aging Winter Park is no easy task. "It's a very demanding city," he said.

Although Elliott turned down the Delray manager's job, in part, because he wanted more money, city commissioners said they don't expect their initial offer to exceed the \$70,000 annual salary they offered Elliott.

## CONTRACT

FROM PAGE 1B

### Delray approves \$70,000 contract for city manager

Elliott said he preferred an open-ended contract, thinking a fixed-term contract had negative connotations.

Harden was among about 100 people who applied for the position that has been vacant since Walter Barry was fired in July. He will be the city's eleventh manager in nine years.

In addition to approving Harden's contract, commissioners discussed what issues and projects they want to address during the upcoming year.

The so-called goal-setting ses-

sion is one of several the commission has held during the past month to assure next year's city budget, which is to be unveiled this summer, will address the projects they agreed are important.

One area that commissioners agreed they want to focus on is the preservation of neighborhoods.

To help them accomplish that goal, they agreed to form a neighborhood task force.

The group is to consist of 20 to 30 city residents who are to be given six months to come up with a plan to protect, preserve and improve neighborhoods throughout the city.

The commission is to meet again on May 15 to put the finishing touches on the goal statement, which is to guide the use of taxpayer's money and commission action during the next year.

# Delray approves contract

## New city manager begins work May 21

By JANE MUSGRAVE

Staff Writer

DELRAY BEACH — After nine months and one false start, Delray Beach finally has a new city manager.

At a special meeting on Monday, city commissioners officially approved a \$70,000-a-year contract with David Harden, former city manager of Winter Park.

Harden, who was offered the job last week after the commission's top choice rejected it, said he was "very pleased" with the contract terms.

Although he will not officially begin work until May 21, he is to spend one day a week in the city until that date acquainting himself with staff and procedures.

He said he plans to coincide his visits with commission meetings, so he will usually be in the city on Tuesdays.

Before approving his employment contract, commissioners agreed to pay Harden \$300 a day for his weekly visits.

In addition to his annual salary, Harden is to get a \$400 monthly car allowance and the city will contribute 9.5 percent of his salary into his retirement fund.

Commissioners also agreed to pay him six months salary if they fire him.

Because the contract does not have a fixed term, such as one year, unless Harden quits or is convicted of a felony, there is no way the commission can get rid of him without giving him severance pay, according to the agreement.

The idea for an open-ended contract was born when the commission was in contract talks with Robert Elliott, a former manager of Enid, Okla., who eventually decided he did not want the job after all.



Harden

SEE CONTRACT /5B



PB post 5/10/90

# Will Harden survive in Delray?

**W**ith the arrival of David Harden, there will be a new style in the Delray Beach city manager's office. Will that style please the newly united City Commission, especially if the commission becomes less united?



**BILL MCGOUN**

For the past two years, Delray Beach has had high-profile managers. First was Walter Barry, an outgoing and dynamic person who at times sounded like a commissioner. Then came interim Manager Malcolm Bird, who had been a commissioner, and an outgoing one. Neither left any doubt about whom he considered to be in charge.

Mr. Harden is different. His manner is reminiscent of Jim Pennington, the manager before Mr. Barry. His answers are delivered in a matter-of-fact voice and often consist of little more than "Yes" or "No." When he does give a longer answer, it tends to be a general statement about the role of a city manager in the commission-manager form of government:

"I see the City Commission providing the political leadership in the community and I see my responsibility as taking policy direction from the commission and implementing it in the most efficient, effective, quality-conscious manner possible," he said. "Certainly, I will have recommendations on

policy and will bring up issues from time to time that I feel the commission needs to address, but I see my role as leading the staff and the commission's role as leading the community.

"I have a responsibility to help the commission do their job by providing them with information and recommendations to make decisions . . . I have a responsibility to help the staff of the city in providing city services by doing all I can to ensure that they have the resources, the equipment, training they need . . .

"The manager always must bear in mind that he works for the full commission and it is his task to carry out the majority decision, whatever that majority may be from time to time. He has to be careful not to become seen as the manager of a particular majority. That majority could change with an election . . ."

This last comment shows that Mr. Harden is not totally unaware of Delray Beach's recent political history. During the 12 years that he was manager of Winter Park, a city just north of Orlando with roughly half the population of Delray Beach, two managers in Delray Beach were fired and two others resigned under pressure. Mr. Barry was seen by supporters of former Mayor Doak Campbell as being in league with the Mary McCarty-Bill Andrews faction on the previous commission, whereas Mr. Bird was seen by supporters of the McCarty-Andrews faction as serving the Campbell faction.

Mr. Harden also understands that coalitions come and go, a point that was illustrated at Tuesday night's meeting. The new

commission has been seen as being of one mind, with Mrs. McCarty as the dominant member, but she was on the short end of a 3-2 vote as commissioners approved an exception from their definition-of-family ordinance for five members of the Catholic lay organization Opus Dei.

While Winter Park is much smaller than Delray Beach, the town did provide Mr. Harden with experience in downtown redevelopment of the sort sought for Atlantic Avenue. Park Avenue in Winter Park is as charming a public place as I have seen in a smaller city. Additionally, Mr. Harden has a planning background that will stand him in good stead.

The question is whether he will be able to satisfy the commission in general and Mrs. McCarty in particular. Her preference is for the Walter Barry style, whereas Mr. Harden resigned in Winter Park last year after being criticized as being too introverted. Nevertheless, Mrs. McCarty says she is satisfied, though he was not her first choice. "He speaks his mind," she said, "but not in a flamboyant manner . . . Frankly, maybe it's what we need."

Mr. Harden undoubtedly shares that view. "Right now I'm just anxious to get down here," he said Tuesday afternoon, "so I can start dealing with things on a daily basis and begin reaching some conclusions on things such as organization and start pulling together next year's budget package."

Will he feel that way in six months?

■  
*Bill McGoun is senior editorial writer for The Palm Beach Post.*

CM / Mr. Harden

S.S. 5/24/90

# STEPPING INTO THE FIRE

City manager's biggest challenge will be to soothe the raw nerves of politics.

By JANE MUSGRAVE  
Staff Writer

DELRAY BEACH — A week before he took over as the city's chief executive, city police picketed in front of City Hall demanding one commissioner's resignation. On Tuesday, a day after he took the helm, those who opposed the officers' action turned out en masse to wave some protest signs of their own.

"Welcome to Delray Beach," Police Chief Charles Kilgore joked to bystanders as David Harden, the city's new manager, walked by the police demonstration.

Despite the tension filling City Hall, Harden said he has no regrets about accepting the post that had been vacant since popular City Manager Walter Barry was fired in July.

"It's unfortunate," he said of the police protest. "It appears to me that a number of people are talking to each other through the press. I hope we can start talking to each other."

But second thoughts about the \$70,000-a-year post?

"I'm glad to be here," Harden insists. Since being tapped in April, the former manager of Winter Park has spent about 1 1/4 days a week in City Hall. In addition to attending commission meetings, he has reviewed personnel files of city department heads, the city's comprehensive plan, six consultant reports and the city code.

"It's not like I'm walking in cold," he said. Having attended commission meetings, including a series of goal-setting sessions, he has a good idea of what course the commission wants to set for the city.

His priorities, he said, include addressing commission goals in the budget that will be reviewed by the commission this summer and go into effect Oct. 1.

Harden said he also wants to assure the \$21.5 million in capital projects that voters approved in November and \$20 million of water and sewer system improvements are completed efficiently and on schedule.

At the suggestion of Commissioner Bill Andrews, Harden is considering hiring a person or a firm to oversee the multitude of upcoming construction projects.

Likewise, at the suggestion of Andrews and other commissioners he is reviewing whether two assistant city managers are needed.

Because of the size of the city, Harden said he is fairly certain he needs two people to help him run the day-to-day operations of

City Hall. But, he said, the responsibilities and the title of the existing two assistants may change.

That is just one of several organizational matters he will address in the coming months, he said.

Despite fears to the contrary, he said no massive reorganization is planned. A proposal by Andrews that, in part, triggered the police protest and feelings of uncertainty among other city employees was not embraced by the commission as a whole and is not under consideration, Harden said.

The management of departments, most notably Public Works, may be reorganized. The department's role was never clearly defined under Barry's leadership.

Now, with the departure of some key employees and the numerous pending capital improvement projects, its role is far different than in the past so its organizational structure is being reviewed, Harden said.

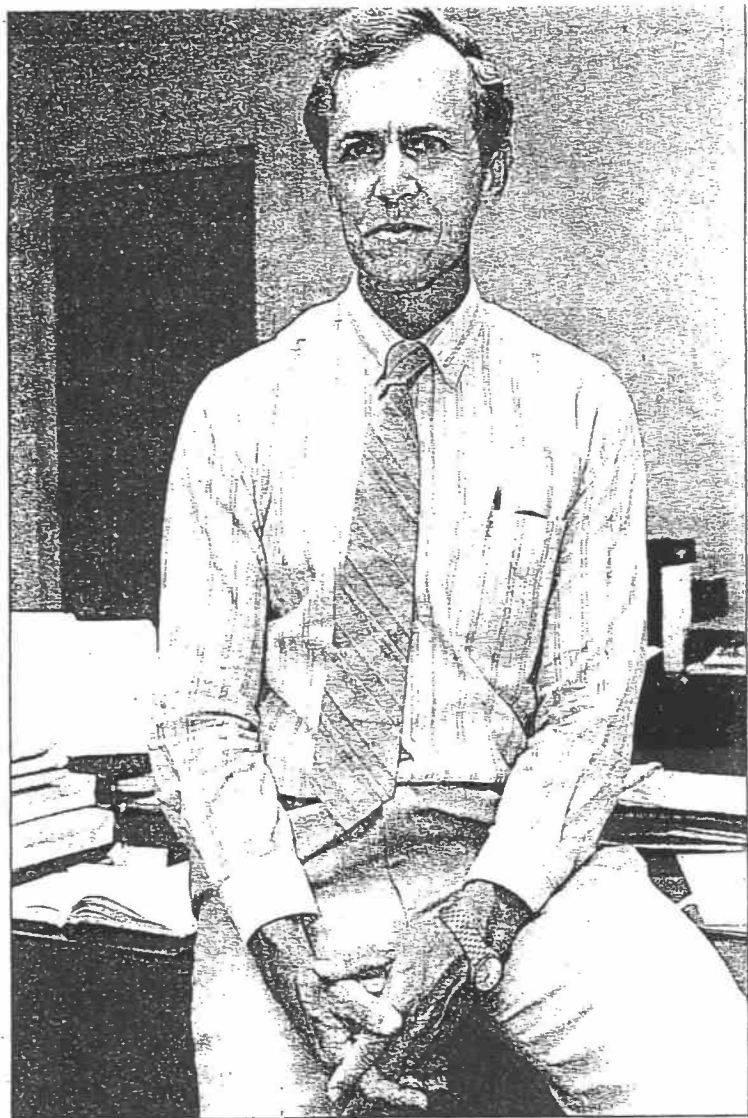
Although Harden was selected after the commission's first choice turned down the job, commissioners have voiced confidence in his abilities and pledged to work with both him and each other to solve the city's problems.

Having worked without a permanent city manager for ten months, some commissioners have become active in City Hall matters.

Commissioner Bill Andrews said the uproar that was caused by his reorganization plan might have been avoided had the city had a permanent city manager. In the future, he said, he would ask Harden to investigate proposed reforms before he promotes them as solutions.

Harden said he senses that commissioners are anxious to have him on board.

"I think they honestly want to work with a city manager, and we'll work well together."



Staff photos/JILL GUTTMAN

Nancy Roti, top photo, welcomes her new boss, Delray Beach City Manager

David Harden, above, on his first day with the city.

## DAVID HARDEN

Delray Beach  
City Manager

AGE: 47.

PERSONAL: Married, three children.

EDUCATION: Master's in city planning, Georgia Institute of Technology; bachelor's in chemistry, Emory University.

EXPERIENCE: After a 12-year career,

resigned last year as manager of Winter Park — population: 23,000. While the parting was amicable, some council members said they wanted a more hard-driving manager. He became manager in 1977 after working in the city's planning department. Also worked as a planner in Orange County.

QUOTE: "It appears to me that a number of people are talking to each other through the press. I hope we can start talking to each other."

# On paper, Delray's new manager looks frugal

By JANE MUSGRAVE  
Staff Writer

DELRAY BEACH — Less than a week after becoming city manager, David Harden has started cutting government waste.

Saying it unnecessarily adds cost and inefficiency to city operations, Harden has banned the use of legal-sized paper.

"All departments and agencies of the city are directed to stop using legal-size paper immediately," Harden wrote in a memo to all city departments on Tuesday — his second day on the job.

In case anyone questioned the order, Harden detailed why cutting paper down to size cuts waste. His edict, he explained, is based on Project Elf — a program devised by the Association of Records Managers and Administrators.

Elf (eliminate legal-size files) was launched after an extensive study found that not only is legal-size pa-

■ Delray Beach staff gets police, fire departments' wish lists. 10B

per more expensive than letter-size, but so, too, are the file cabinets, folders, binders and desk trays that are needed to store it.

In case anyone doubted the thoroughness of the study, Harden offered a sample of it, which included the observation that, "There is, therefore, a waste of 960-1,400 square inches of furniture-grade steel in each file used for letter-size media."

If the federal government used legal-size paper exclusively, taxpayers would have to pay an additional \$72.6 million a year, according to the study.

In Delray Beach, the cost savings won't be that dramatic. The city spends about \$2,000 a year on 60 cases of 8½-by 14-inch paper, according to city purchasing agents.

But, Harden said, it's a start.

## LARGER PAPER, LARGER COSTS

Legal-size paper costs more to purchase and store, according to 1982 figures gathered by the Association of Records Managers and Administrators. For example:

ITEM	LETTER-SIZE	LEGAL-SIZE
Four-drawer file cabinet	\$208.50	\$298.70
Manila folders	\$9.40	\$12.10
Copier paper	\$6.30	\$8.05
Envelopes	\$14.35	\$18.50

SENTINEL 5/24/90



# Delray hopes to balance budget without losing jobs

By JOE NEWMAN

Palm Beach Post Staff Writer

PB POST  
5/29/98

DELRAY BEACH — New City Manager David Harden admits that scissors might be the easiest thing to use on next year's budget, but he hopes he can get by with mirrors.

Cutting services and staff is the last option, Harden said. He and city commissioners hope they can shuffle different departments to make the city run more efficiently. Commissioners have said the city's hierarchy is cumbersome with 17 department heads.

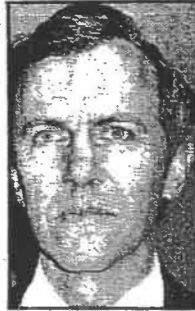
That problem can be relieved by combining some departments, Harden said. For example, public works could be absorbed into another department, Harden said.

"Our first effort will be to try to do it within the existing total number of employees," Harden said.

For months, city commissioners have predicted they will have trouble finding enough money for next year.

"We can't expect the support from federal and state agencies we've received in the past," said Commissioner Jay Alperin. "I think anybody that says there's not going to be any type of new taxes is just trying to mislead you."

The city has many pressing needs, Alperin said. Improving the stormwater drainage system and providing utilities to an increasing population are near the top of the list, he said.



Harden

"I've always submitted what I actually thought we needed."

Next year, Kilgore says he will need 10 new police officers at a minimum salary of \$25,500, 14 patrol cars for \$196,000 and \$500,000 for overtime.

The overtime is needed because of the special events that require extra officers. But the biggest problem is the load on the department's dispatchers, Kilgore said.

Kilgore is asking for four new employees to take phone calls to assist dispatchers.

Last week, Harden's first, department heads submitted their requests.

The thickest budget was submitted by the Police Department.

"Everything in my budget is justified," said Chief Charles Kilgore.

# THE NEWS WAVE.

Volume III Issue V

CITY OF DELRAY BEACH  
100 N.W. 1st AVENUE • DELRAY BEACH, FLORIDA 33444

May 25, 1990

## DELRAY BEACH WELCOMES NEW CITY MANAGER



David T. Harden

The search for a new City Manager, which began late last fall with a citizen's advisory group scrutinizing nearly 100 applications, has ended. David T. Harden, a former City Manager of Winter Park, Florida, moved into the position this week, bringing with him an impressive background in municipal government.

During his twelve years as City Manager

in Winter Park, he was responsible for managing all services provided by the city, including some services which are not common to Florida cities of this size. These included a public library, a public bus system and an extensive aquatic plant management program.

While serving in Winter Park he began a program to reverse the deteriorating water quality of the lakes in the City. Parks and playgrounds were revitalized with enhanced landscaping, and modern play structures, which were financed by private donations.

In 1981, the City bought back the water system that had been sold during the 1920's. This controversial purchase was viewed by Harden as his greatest accomplishment while managing Winter Park. For the next seven years that City was able to hold the water rates while embarking on an ambitious upgrading program.

During the latter years of his term as Winter Park City Manager he instituted a quality improvement process to involve employees throughout the city in improv-

ing efficiency and effectiveness in the delivery of city services. This process proved very effective in team building, staff development and strengthening employee relations.

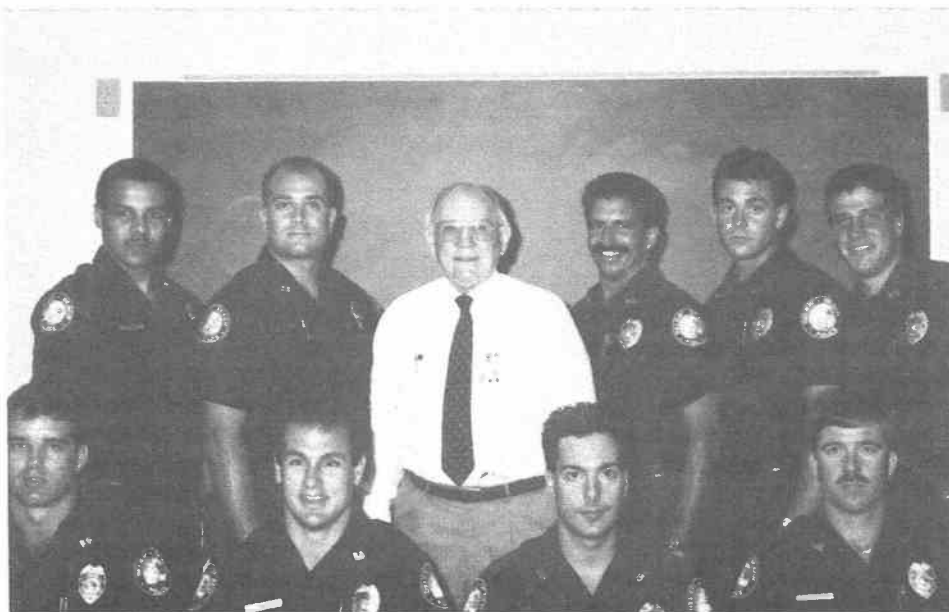
Mr. Harden received his Bachelor of Arts degree in chemistry from Emory University in Atlanta, Georgia and a Master of City Planning from the Georgia Institute of Technology. While serving as a Supply Officer in the Navy he was awarded the Navy Achievement Medal for outstanding performance.

His top priority, on the non-professional level, will be relocating his wife, Andrea and three sons, Jeremy (15), Chad (13) and Aaron (9) to Delray Beach. They are presently residing in a Victorian house in Apopka, Florida near Orlando. The home has been completely restored and was recently approved by the State for nomination to the National Register of Historic Places. Mr. Harden's family will be joining him when the present school term is completed.

## POLICE ACADEMY GRADS JOIN DEPARTMENT

The Nationally Accredited Delray Beach Police Department has added nine new officers to its ranks. The latest graduates of the Police Academy recently completed a 16 week basic training course at Palm Beach Community College. The knowledge and skills acquired at the Academy give them the tools to become effective police officers. Now, an additional 14 weeks of training with a Field Officer is required.

Police work has changed drastically in the past ten years, and the new officers will be instructed in all aspects of police work prior to working alone. Training on such diverse subjects as crack cocaine, child abuse, and sensitivity will be given on an ongoing basis.



**POLICE ACADEMY 9** - Chief Charles Kilgore is surrounded by the nine new graduates of the Police Academy. (Top row left to right) Johnny Ortiz, Ziquiri Baroli, Chief Kilgore, Sam Raineri, Richard Vurchio, Joseph Hart. (Bottom row left to right) Randall Wilson, Francis Moschette, John Palermo, and David Hoeffler.

# City manager leaves politics to politicians

By **DONNA LEINWAND**  
Herald Staff Writer

**DELRAY BEACH** — David Harden speaks carefully. Sometimes he doesn't respond immediately to a question. He looks up. Thinks for a minute or two. Answers. He says nothing that could trip him up in the press or the eyes of the public.

That, he said, is for the politicians.

Harden signed on last week as city manager determined to remain above the political fray that seems to constantly set this city on edge.

"I try not to get personally and emotionally tied up in these things," Harden said. "I recognize that I'm not directly answerable to the voters. My job is to do what the majority of the commission wants."

Harden came to manage cities through a circuitous route. He grew up in Okeechobee, a cattle town where his father was a mechanic. At Emory University, he majored in chemistry — a vocation that he said suited his analytical, methodical demeanor.

He spent two months at Florida State University doing graduate work in chemistry when city management came to mind. He quit school.

"To some people, this would probably

## DAVID T. HARDEN

■ **Personal:** Age 47 . . . married to Andrea . . . three boys ages 9, 13, 15 . . . grew up in Okeechobee . . . House he restored in Apopka has been nominated for the national Historical Register.

■ **Professional:** City manager of Winter Park for 12 years . . . assistant city manager for Winter Park . . . planner for Orange County . . . supply officer in the U.S. Navy.

■ **Education:** Bachelor's degree in chemistry from Emory University . . . master's degree in city planning from the Georgia Institute of Technology . . . U.S. Navy Officer's School.

■ **Quote:** "I try not to judge motives, just actions."



sound strange," he said. "But I believe God has a purpose for every life, so this was my calling."

He received a master's degree in public administration from Georgia Institute of Technology, where he wrote a thesis on locating solid waste facilities. In 1967, anticipating a draft, Harden joined the U.S. Navy. He served as a supply officer, learning about personnel, finance, inventory and the competitive bid process.

After his stint in the Navy, he joined the Orange County planning department, which was scrambling to accommodate the growth that would accompany Disney World. He said his greatest strength — learned while juggling the politically powerful home builders lobby with the interests of Orange County — is his ability to meet with disagreeing factions, find the common ground and negotiate a settlement.

It is this low-key, behind-the-scenes approach that led to his resignation as city manager of Winter Park after 12 years on the job.

"Over the last couple of years, the city commission changed and they wanted a change in management," he said. "They wanted more of a public figure in the community."

Harden had purchased a Victorian home in Apopka, near Winter Park, planning to spend his spare time restoring it. Since his

three sons went to Apopka schools and his family attended an Apopka church, his social activities remained in Apopka.

"The commission had a problem with it," he said. "It was hard for me to be involved in a lot of community activities. But I don't see that as my role. I want to be available to the public. They need to know who I am, that I'm approachable. But I don't feel it's the manager's role to provide political leadership to a community. That's for the commission. I lead the staff."

Political turmoil surrounded Delray Beach's last two city managers. Malcolm Bird, who served for about seven months, was a former city commissioner. Many residents claimed his appointment as city manager was a political jab at Vice Mayor Mary McCarty and Commissioner Bill Andrews. Walter Barry, who was fired at an early morning meeting in July, had been accused of sexually harassing an employee and courting community support by pitting one faction of the commission against the other.

"I think the present commission wants to change that," Harden said. "I think I can help change it. I will address policy matters to reflect the majority view of the commission. I know to keep my personal opinions to myself."

NANCY - FOR C.M.

Selma

Sun-Sentinel, Friday, June 29, 1990

## Delray manager says streets chief should be fired

By JANE MUSGRAVE  
Staff Writer

DELRAY BEACH — Saying an extensive review showed a pattern of racist behavior, City Manager David Harden on Thursday recommended that the city's streets director be fired.

David Harvell, 30, was suspended with pay from his \$41,500-a-year job. Next Thursday, the six-year city employee will be given an opportunity to persuade Harden to reverse his decision.

If that effort fails, his next step will be the city's Civil Service Board. If the five-member board agrees he should be fired, Harvell could file suit in hopes of getting his job back.

While neither Harvell nor his attorney could be reached for comment, Harden said Harvell told him he is not racist, as employees he supervises have charged.

About 15 employees, who filed a grievance against Harvell, said he routinely used disparaging terms to describe blacks and publicly announced he intended to create an all-white streets department.

Harden said his investigation revealed that during the last three years the average raises Harvell has given to white employees was larger than the average raises he has given to blacks.

SEE SUSPENDED /7B

SUSPENDED

FROM PAGE 1B

## Delray manager says streets chief should be fired

A review of Harvell's hiring practices showed that of the nine employees he hired since 1988, eight were white and one was black.

"These facts taken together constitute a prima facie case of racial discrimination in violation of the city's affirmative action plan and various state and federal laws and regulations prohibiting discrimination based on race," Harden wrote in the memo explaining why Harvell should be fired.

His decision was a reversal of a recommendation by Assistant City Manager John Elliott. Elliott said Harvell should be suspended for a week without pay and be placed on probation for a year.

Harden said Elliott did not research city personnel records and also did not know that Harvell had been disciplined last year.

Although Harvell's personnel file contains only rave reviews, Assistant City Manager Bob Barcinski wrote a memo to Harden saying he had given Harvell a verbal warning after employees raised similar complaints last year.

"The fact that there have been problems going back a year" was a deciding factor in the recommendation, Harden said.

Zack Straghn, a local black leader who tried to get city officials to listen to employees' complaints, urged city commissioners earlier this month to make sure action was finally taken against Harvell.

"I thought this problem was corrected a year ago and then it blossomed out again," Straghn said. "He had a year to get his act straight and he didn't. ... That means this man can't be reformed."

Straghn said he was pleased by Harden's recommendation.

"There was no way the city could get good productivity out of [Harvell's employees]. The workers down there were really terrified of him," Straghn said.

Harden also criticized Harvell for exhibiting poor supervisory skills and for taking a city-owned ladder home for several months.

NANCY  
FOR: CITY MGR  
Selma

4G Sun-Sentinel, Sunday, July 1, 1990

## OPINION

### Sun-Sentinel

*Dedicated to being the most important  
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### EDITORIALS

## Take-charge message good sign

**D**avid Harden doesn't say much. As Delray Beach's new city manager, he is letting his actions speak for him, and so far the take-charge message is strong and steady.

He took a bold but carefully considered step in recommending the city's streets director be fired for what Harden believes is a pattern of racist behavior. It was a firm action, but not impulsive. Harden researched the employee's behavior thoroughly before concluding David Harvell should be fired.

The recommendation doesn't mean Harvell, 30, actually will lose his \$41,500-a-year job. He can appeal to the city's Civil Service Board and if that doesn't work, can file suit to regain his job. Either avenue would allow him to tell his side of the story.

It's important to remove racism, or at least blunt it, whenever possible. Equally important in this episode is what it shows

about Harden's meticulous approach to his job.

Fifteen employees filed a grievance against Harvell, saying he regularly disparaged blacks and planned an all-white department. Assistant City Manager John Elliott, who is black, looked into it and recommended Harvell be suspended for a week without pay and placed on probation for a year.

But the new city manager wasn't satisfied. Harden combed through hiring records and found Harvell had hired eight whites and one black since 1988. Salary records showed whites in his department received larger raises than blacks. Harden learned Harvell had been reprimanded a year ago after employees raised similar complaints.

These facts taken together, said Harden, "constitute a prima facie case of racial discrimination." He overruled his assistant.

Harden has been on the job barely a month, not long enough to judge his work accurately. So far, however, he is doing well.



# With Kilgore going, Delray is on track

News 9/6/90

**T**he sun has set on the Charles Kilgore era in Delray Beach.

With closed-door bargaining resulting in an apparent agreement by which the embattled chief of police can leave gracefully, Delray residents can look to a Kilgore-less future — and what that means for the community.

The power balance has shifted in Delray. And residents can be grateful for that.

The March elections eliminated much of the testy politics of confrontation that plagued the town for years. A new team, a new attitude, a new belief that what's important is what's good for the town, have taken up residence in City Hall. And this resolution to what has been a thorny problem is a good example of that.

Chief Kilgore has resisted repeated efforts to throw him off the hill. He has been the immovable object. Now he has met the irresistible force. One cannot really blame this veteran police officer for not jumping aside on request. He has his pride, after all, and he may not yet be ready to head for the rocking chair.

But where confrontation and bluster failed to move the object, reason and logic and a studied approach did it. Credit is due City Manager David Harden, who worked effectively, quietly and in good faith with the chief to achieve the wishes of the majority of the City

## OUR VIEW

Commission, while, at the same time, not merely throwing more abuse at the chief.

Mayor Tom Lynch, too, has exercised sound judgment in recent weeks, a welcome change from his critical public swipe at Kilgore in the spring, intemperantly demanding he step down. The chief,

predictably, hunkered down. Confrontation doesn't work.

What apparently did work was a combination of reason and subtle pressure.

Charles Kilgore may not be a quitter, but he knows when the rock and the hard place have grown together.



Kilgore is leaving none too soon.

What now for Delray Beach?

The new police chief should be as free of political baggage as possible — which probably means he or she should come from elsewhere. That's no reflection on the capable officers now in the department. It means only that a pair of fresh eyes will best see both the positives and negatives of a department that has been in turmoil for years.

Mayor Lynch, the City Commission and City Manager Harden must exercise the kind of skill and good judgment demonstrated in this final act of showing Chief Kilgore the door in order to assure the public and the members of the police department the best possible candidate will become the new chief of police in Delray Beach.

# Kilgore

From page 1A

In a signed 1956 employment application, Kilgore said he graduated in 1946 from Southern Military Academy in Camp Hill, Ala.

Yet officials with the school, now known as Lyman Ward Military Academy, say there is no record of him graduating with nine other students in 1946 or 1947.

Furthermore, Kilgore signed an honorable discharge form from the U.S. Navy in 1950 that states he only completed his sophomore year at Southern.

Kilgore declined to comment Thursday about the matter. In the past, he has insisted he graduated, but school records to prove it were lost in a fire.

When he reapplied to the department in 1961 following a two-year break, he said he was a "first class ship serviceman"

when he served in the U.S. Navy between 1946 and 1950. But according to his discharge records, he attained the rank of "seaman," three rankings below the serviceman's position.

Taken together, these misstatements could justify firing, according to city policy. And while previous city managers could have obtained the documentation needed, they did not have the political support of earlier city commissions to dismiss the chief.

Local private investigator Virginia Snyder, a longtime Kilgore critic, said Thursday she supplied Harden with documentation on the chief's school and Navy records.

Harden and Kurtz did not return several telephone calls on Thursday.

Kilgore last month asked for \$250,000 to step down, and for months has vowed not to leave while Special Prosecutor Janet Reno is investigating allegations of criminal wrongdoing.

## 9/7/90 SENTINEL Kilgore departure good for Delray

**T**he long awaited departure of Charles Kilgore as Delray Beach police chief will remove a nettlesome distraction that hampered elected city commissioners trying to set city policy. The Kilgore "problem" got in the way of important city business, as commissioners and the chief bickered and battled.

Now, finally, it is over. Kilgore will walk away on Nov. 2 with a \$90,000 payoff from the city, plus \$24,400 in unused sick leave and vacation time.

In a sense, the money is a bribe to quit. But on balance everyone in Delray Beach will benefit, not just Kilgore.

One benefit will be the end of name-calling and of demands by commissioners that Kilgore quit. There was so much acrimony, it drained energy from commissioners.

Equally important, the city now can seek out a truly professional police chief to run the department in a fair, unbiased way.

Kilgore, 61, has spent 34 years in the city police department, the last 11 as chief. His behavior at times was grossly unprofessional.

What other police chief would take a part-time job as a vitamin distributor, and attempt to sell vitamins to officers who worked for

him? What other police chief would hold another part-time job as a rent collector for apartments?

Relations between the city's police and its black residents were touchy enough without the chief acting as a tough rent collector in a mostly black section of town. Kilgore abused his position and should have been forced to leave long ago.

Several investigations of his department were conducted by outside agencies, and one is still going on, led by Dade County State Attorney Janet Reno. This investigation of possible criminal wrongdoing is to be completed on Nov. 6, just four days after Kilgore leaves.

Given his record as chief, it is hard to explain how he became president of the Florida Police Chiefs Association. Surely there must be professional chiefs in Florida who deserve this honor.

The agreement between Kilgore and the city wisely prohibits both sides from further sniping at each other.

There's no need for more criticism. It's time, instead, for Delray Beach to get on with its important business, not the least of which should be a search for the best police professional available to lead the department to a higher level.

HERALD 9/11/90

# Address needs of blacks

**F**OR DELRAY Beach and its embattled Police Chief Charles Kilgore, his negotiated retirement is a win-win accord. The chief, a 34-year veteran, leaves a year early with dignity, his retirement benefits intact, and \$90,000. The city avoids a court battle that could have subjected taxpayers to far-greater liabilities.

Whatever is said politically about Chief Kilgore — and there was quite a lot of venomous spittle in the last election — the department under his leadership achieved accreditation. In 12 years as chief, he built a professional, competent department that had received mostly praise from city officials. That record and his civil-service protection made it very difficult simply to fire the chief. Indeed, commissioners ought to consider putting future chiefs under contract so that they can be held accountable.

Politically, the grounds for removal were well plowed. Residents generally had been dismayed by accusations of ticket-fixing and the department's misuse of informants against one of its critics. While Palm Beach County State Attorney David Bludworth cleared the chief and department of any criminal wrongdoing in the ticket scandal, Dade County State Attorney Janet Reno is

## AS CHIEF KILGORE RETIRES

still investigating the other incident.

The most persistent and troubling complaints, however, were the accusations of brutality toward blacks. Those complaints finally undermined support for Chief Kilgore, and they will undermine his successor unless they're resolved. New City Manager David Harden has the difficult task of finding a successor with the skills to build upon the department's recognized professional competence while also winning the black community's confidence. He will not lack for advice, and he should listen well.

Delray Beach's African-American community repeatedly has sought changes in police policies and attitudes. It has sought to open the department to blacks seeking jobs and promotions and to halt harrassment, particularly of young black men. It has demanded that black residents be accorded the dignity, respect, and response that white residents take for granted. Changing the police chief gives many hope that these fundamental concerns will be addressed. Mr. Harden and city commissioners must still see that they are now addressed in fact.

NANCY- FOR CITY MGR - Selma

# Delray gives manager great appraisal

By STEPHANIE SMITH  
Staff Writer

DELRAY BEACH — City Manager David Harden is a man of few words but even fewer shortcomings in city commissioners' opinion.

On his six-month job appraisal, Harden received a 7 percent pay increase, the highest on the 0-7 percent scale. His annual salary is now \$74,914, plus a \$400-a-month car allowance.

"It was good," Harden said on Wednesday about his evaluation.

In a break from tradition, commissioners did not fill out a writ-



**In a break from tradition, commissioners did not fill out a written appraisal of City Manager David Harden's performance, but some of them met individually with him in closed-door sessions.**

ten performance appraisal, but some of them met individually with Harden in closed-door sessions.

"Nothing was done in writing," Harden said. "They didn't want a public record."

Mayor Tom Lynch said past

evaluations of city managers became public "mockeries" and they did not want that with Harden.

"If there's something radically wrong, then the commission needs to discuss it together, but when we're just talking about personal likes and pet peeves, I think we can do that one-on-one," Lynch said.

The only weakness aired about Harden is his stoic, reserved demeanor.

"His biggest weakness is verbal communication," Commissioner Jay Alperin said. A precise man, Harden does not say things off the cuff. His terse comments often are

# al, better raise

preceded by pauses while Harden thinks about his reply.

Alperin said that while he understands Harden's thoughtfulness, it can be unnerving. "He's working on it, and he has improved immensely," Alperin said.

Alperin voted against the 7 percent raise at Tuesday's meeting because he said a 6 percent increase would have been appropriate.

"Although I think he's great and does a fine job, I just didn't see him as beyond perfect, which 7 percent would indicate," Alperin said.

Commissioner Bill Andrews wanted to go off the scale and award Harden a 10 percent raise.

"I just kind of like what he's doing," Andrews said. Among what he considers Harden's greatest feats are bringing stability to employees in City Hall and providing commissioners with the security that he has things under control, Andrews said.

What Alperin saw as a weakness, Andrews and Lynch saw as an asset.

"Everybody realized when we first hired David Harden that he was introverted, quiet, reserved, good, and methodical. This is not a surprise," Lynch said. "He's just not the type of person who is going to go around grabbing people's hands and he shouldn't be. He's not a politician."



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## What a difference a year makes in Delray

**D**elray Beach cut \$600,000 from the city budget last week with hardly a ripple. That is a testament to the skill and professionalism David Harden has brought in his year as city manager.

Two years of political turmoil, in which the manager's office was embroiled, ended in March 1990 when the City Commission majority was swept out of office. Two months later, the new and improved commission brought in Mr. Harden, a Florida native who had been city manager in Winter Park, near Orlando.

Mr. Harden hit town on May 21, just as the recession was hitting hard. He was greeted with the news that the 1989-90 budget might be \$1.2 million out of balance. The gap turned out to be only \$500,000 and Mr. Harden was able to cut \$1 million, which meant the deficit became a surplus.

He showed his skill by creating broad-based departments for human resources and support services while folding seven previously independent departments — public utilities, engineering, data processing, purchasing, personnel, risk management and budget — into others. He thus cut the number of city departments from 15 to 10 and eliminated one high-salary position, development services director. He showed his toughness by moving quickly to get rid of Streets Director David Harvell, who resigned after al-

City Manager David Harden turned a deficit into a surplus.

legations of racism regarding his treatment of subordinates.

It hasn't been easier this budget year. Projections showed that if nothing were done, the \$36 million operating budget would be more than \$600,000 in the red come September. Once again, Mr. Harden was ready. He instituted a selective hiring freeze and curtailed overtime, office supplies, telephone use and travel. The politically popular Police Department absorbed its share: four of the eight frozen positions and \$15,000 in overtime. Along the way Delray Beach has expanded the city water plant, improved fire service, instituted recycling and litter-reduction efforts and set up a system to finance drainage improvements.

There was some concern about Mr. Harden when he arrived because he was the commission's second choice. But that concern has been dispelled by the manager's performance. "I'm very comfortable with the decisions David has made," said Mayor Tom Lynch, and there is no indication of displeasure anywhere.

Happy anniversary, Mr. Harden

# NUMBERS GAME

Delray manager uses slide rule to figure out figures.

By STEPHANIE SMITH

Staff Writer

DELRAY BEACH — The city is upgrading its computer system at a cost of \$866,630, but when City Manager David Harden wants to do some nitty-gritty number crunching he unsheaths his trusty slide rule of 30 years.

In marathon budget sessions with his department heads, Harden wields his slide rule to slice financing requests close to the bone.

"I just think sliding is faster than pushing buttons," Harden said on Wednesday. "If you go to the Orient, people there use the abacus. It's a matter of what you're use to."

For the record, Harden is not bad at punching buttons either. He "touch types" on the calculator.

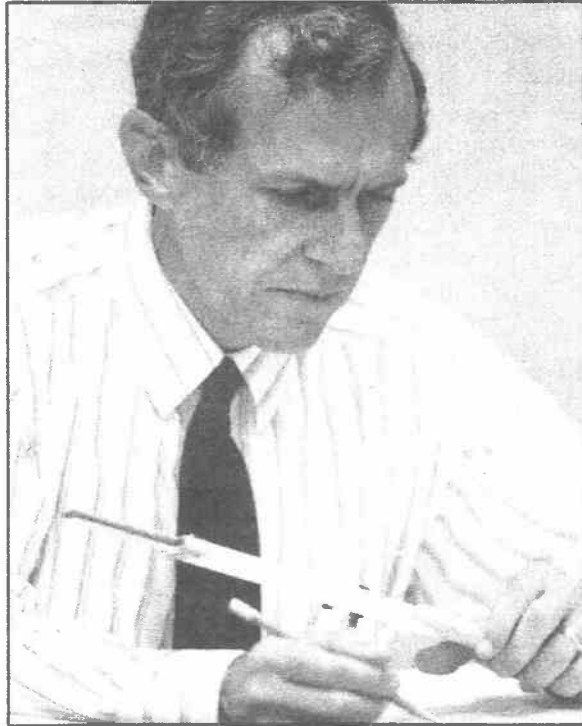
The slide rule in the brown leather case stamped "Compass" dates back to his college days. He was a chemistry major at Emory University in Atlanta. On his graduate school entrance exams, Harden scored in the 98th percentile in math.

In graduate school, he decided against a future as a chemist and switched to city planning.

The explanation: "It's a long story. Suffice it to say, after two months of graduate studies in chemistry, I decided to change majors," Harden said.

His mathematical wizardry is somewhat intimidating, though impressive, to his employees. The city's budget director of many years, Yvonne Kincaide, concedes she never quite got the hang of the slide rule herself.

"Don't ask me to use one," Kincaide said.



Staff photo/ROBERT DUYOS

Delray Beach City Manager David Harden uses a slide rule during budget meeting.

*Front Page - Sun Sentinel Aug 2nd 1991*

# Manager: Chief must b

Delray Beach City Manager David Harden is taking his time in hiring a replacement for Police Chief Charles Kilgore, who left in November. But he hopes to have a decision made by the middle of September. Harden explains the importance of this decision and why it is taking so long.

**Q.** How difficult a decision is this one for you? Is it one of the toughest ones you've had to make as a city manager?

**A.** I don't mind making the decision. It may be very easy. It just depends on how the process is done. It might come down to three people who are extremely qualified, and it could be very difficult to choose between them. In terms of importance, I would say it is one of the most important decisions I will make.

**Q.** Is this a decision you wish they would have made before they hired you?

**A.** I'm kind of looking forward to it. For whatever reason, the Police Department has been the center of controversy

for many years. I like to think that a good selection will put that behind us and start developing a real partnership between the whole community — and not just segments of it — and the Police Department.

**Q.** Why is this such a difficult decision? Is this a decision city managers dread?

**A.** No, I wouldn't say that. It's recognized as a very key position and city managers recognize that . . . to my knowledge, more city managers have lost their jobs over the firing of the police chief or the attempted firing of the police chief than any other thing. It's a high-profile job and typically the police chief comes to have a great deal of political influence.

**Q.** Did you expect 171 applicants for the position?

**A.** Oh, yes. A lot of people want to be police chief. The one thing that surprised me is that we got 45 applications from people who are already police chiefs somewhere else. Some of those are from smaller cities

and they'd like to move to a larger city but a number of them are in cities our size or larger.

**Q.** You have formed a panel to help screen the 22 finalists. How did you choose the panel?

**A.** One of my concerns about the whole process and when we get to end of it I want the community as a whole to feel like we have a new police chief who is their police chief. So we tried to pick people who would be representative of the community and would have some influence in different parts of the community. Also, people who are involved and active in community affairs and have a good perception of what kind of police chief we need in Delray Beach.

Their charge is to whittle the list down to between five and seven. They will conduct interviews and recommend to me one that they feel are the top three or four, and I will make the selection.

**Q.** Why is it important that this is the community's police chief?

## Former Delray manager re

By RICH POLLACK  
Staff Writer

J. Eldon Mariott knows what Delray Beach City Manager David Harden is up against.

Twelve years ago, Mariott was the Delray Beach city manager deciding who would become the next police chief. Mariott chose Charles Kilgore, a decision that was greatly debated for the 11 years



Mariott

Kilgore remained as chief.

"I think I appointed the best person to fill the job at the time," Mariott said this week from his home in Coral Springs. "You never know for sure when you appoint someone how it is going to turn out."

Appointing someone is something J. Eldon Mariott no longer has to worry about.

Two years ago, with a not-so-gentle push from elected officials in Deerfield Beach, Mariott retired and put 32 years of city manager life behind him.

But at 70, Mariott is still staying busy working on sorting out the papers he accumulated over the



WHERE

City Mar

years, working on a book that he has been tinkering with for more than 20 years and keeping up or what is going on around him.

In between, Mariott finds time to do a bit of consulting work and to spend time with his wife of 50 years and his three sons and three granddaughters.

"I used to hear the guys who re-

# ild partnership

**A.** I will be held accountable if our choice turns out poorly. I'm not trying in any way to avoid that responsibility. But the police chief is a peculiar department head and the public is more concerned about that department head than any others.

For a long time in Delray Beach, the police chief has been the subject of controversy, even the police chief before Chief Kilgore was. And especially in the last few years, the community was divided. I think it is important to try and bring the community together.

**Q.** Is it in the best interest of everyone to go outside the department to hire someone?

**A.** The obvious advantage of promoting from inside is that you have someone that knows the city and knows the department. They don't have a learning curve to deal with. The disadvantage is that they bring a certain amount of baggage with them, people that like them and dislike them, all kinds of things from the past, negative and positive, within the depart-

ment and the community.

A new person basically starts with a clean slate. Some experts in the field will say that someone from the outside has the best chance of making real fundamental changes.

**Q.** You are being very deliberate in your search. Do you have any idea of when it will be filled?

**A.** My target had been Sept. 9. But after getting our advisory committee set up and checking their vacation schedules, we're going to have to slip that by a week.

**Q.** What are you looking for in the successful candidate? If there were five characteristics, what would they be?

**A.** I want someone who is open and accessible to the public. I want someone who will take charge and is a strong leader, someone with impeccable integrity, someone who is innovative out there looking for new ideas and trying them out and if they don't work trying some-



David Harden

thing else and someone who is sensitive to the variety of people we have in this community.

**Q.** Is race a factor in your decision?

**A.** It's a factor but not a major factor. People that I have talked to from the black community have said sure we would like to have a black police chief but what we really want is the best police chief we can find and that's what we're looking for.

# calls chief appointments

## RE THEY NOW?

ger J. Eldon Mariott

tired say they were busier than ever and I didn't believe it until now," Mariott said.

Mariott said he misses a little bit of that public life that he lived for so many years, a lot of it in Delray Beach and a lot of it in Deerfield Beach.

"I led a very active and gung-ho public life," Mariott said.

Mariott said he still holds the longevity record for a city manager in Deerfield Beach, two times. He was city manager there from 1960 to 1967 and then again from 1981 to 1989.

In between, he spent a few years in Thomasville, Ga., and 11 years in Delray Beach.

During those years in Delray Beach, Mariott appointed Kilgore and his predecessor, Murray O. Cochran.

Appointing a police chief, Mariott said, is no different than appointing a public works director or a recreation director.

"It's the same thing as far as I'm

concerned," he said, conceding that the police chief's job may be a bit higher profile. "There's nothing mysterious as far as I'm concerned."

Mariott said he enjoyed his life as a city manager and is enjoying retirement. But he said he will not close any doors yet.

Would he go back to being a city manager full time?

"I hope never," he said.

Instead, J. Eldon Mariott said he would welcome the chance to fill in as an interim city manager every now and then and wouldn't mind helping a city out in recruiting a city manager.

# A fitting compensation

**C**ity Manager David Harden has done an exemplary job of taking the politics out of Delray Beach city government while adjusting to the recession. He deserves the 6 percent raise commissioners granted him Tuesday night.

When governments are laying off people and deferring purchases, why should a city give its top administrator an extra \$4,495 a year? Because Delray Beach is one of the few governments not laying anyone off, yet Mr. Harden came up with a budget that holds the line on property taxes at \$7.15 per \$1,000 of taxable value.

There has been one financial crisis after another ever since Mr. Harden began work in March 1990. He inherited a 1989-90 budget that had to be cut by \$500,000. He did that and more with a minimum of pain. He faced a similar shortage for 1990-91 and closed the gap with a selective hiring freeze and cutbacks in travel, overtime, office supplies and telephone use. This year, he cut the budget \$2 million from last year while protecting jobs and granting merit raises, though cost-of-living raises had to be eliminated and 16 positions left vacant.

How does he do it? Mr. Harden has

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Delray City Manager David Harden has kept the recession and politics at bay.

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made government more efficient. He dismantled a two-tier system of departments and clusters of departments, winding up with 10 that report directly to him instead of 15 that reported to assistant managers. Besides making the departments more responsive, the changeover eliminated one high-salary job. And Mr. Harden depoliticized the administration. His two predecessors were believed to have favored one commission faction over the other, feeding the favored commissioners information that was withheld from the other side.

Finally, Mr. Harden is not indecisive. Most recently, he conducted an open police chief search but made his own decision and stuck with it in the face of some community opposition.

Merit raises in Delray Beach range up to 6 percent. Mr. Harden belongs where commissioners put him: at the top of the range.



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The \$2.8 million project, which includes the marine life tanks, two classrooms, a biology laboratory, and marine science center for Florida Atlantic University researchers, is two months ahead of schedule.

General contractor M.J. Anderson Inc. of Palm Beach Gardens has until Feb. 24 to complete the project but may finish before the end of the year, Gloris said.

This is the first time the district has hired a manager for a construction project. Having someone on-site to handle problems has saved money, said Gordon Gilbert, the tax district's chairman.

The district may ask Gloris to supervise development of Sugar Sand Park when the nature-center expansion is completed.

cates at local restaurants, and even a helicopter ride.

The 40-member group spent about six months gathering donated goods and services. It also hopes local radio and television stations will donate equipment for the planned station.

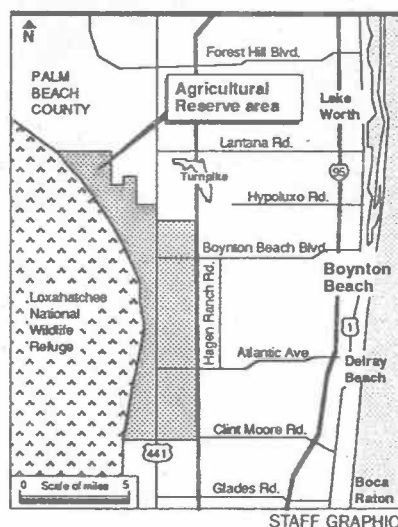
The biggest roadblock to FAU footing the bill is the state's tremendous belt-tightening, said Sandra Norton, dean of the Schmidt College of Arts and Humanities.

"These are very hard times," she said.

In addition, many other areas of the college have their own wish lists, with items that include a foreign language laboratory and an experimental theater, she said.

She suggested FAU's student government partly or fully pay for the station, as is done at other colleges.

10/30/91



ners said.

"We really wanted to keep the two studies separate so we could focus on land use and zoning in the west Boynton area plan," senior planner Carl Flick said.

But the county backed off because the study of the 20,000-acre reserve is expected to be finished in June, early enough to avoid conflicts. Recommendations will be included in the growth plan. Work will start on the plan in February and take six to eight months to put together.

COBWRA and the county also agreed to expand a study group from nine to 10 members to include a representative from the Hagen Ranch Road area.

Miller said the meeting accomplished another of his group's objectives.

"We're communicating with each other for the first time."

**By SONJA ISGER**  
Palm Beach Post Staff Writer

DELRAY BEACH — They used the words "remarkable" and "excellent" to describe his work. One said he had experience that outnumbered their own and another said he would do "everything within my power to keep him."

Delray Beach city commissioners unanimously agreed Tuesday night to give City Manager David Harden a 6 percent raise, boosting his salary \$4,495 — from \$74,921 to \$79,416.

"I think I told him if he leaves, I'll sue him," City Commissioner Bill Andrews joked. "He's got more experience than putting the five of us or at least three of us together."

Andrews also raised the only criticism: "If anything, he held back a little bit. He should be getting more comfortable in giving us input."

Commissioners were less generous with their praise of City Attorney Jeff Kurtz's work. Commissioners Jay Alperin, Armand Mouw and Andrews said Kurtz needed to speed the work going through his office. But they added that the legal department had improved.

"You're doing a good job of improving the department. It keeps getting better and better," Mayor Tom Lynch said.

The commission unanimously

The Delray Beach City Commission on Tuesday:

The Delray Beach City Commission on Tuesday:

■ **POSTPONED** discussion of the revised plans for Miller Park's expansion.

■ **APPROVED** 3-2 a request by McDonald's on Linton Boulevard to build a playground.

■ **APPROVED** a temporary certificate of occupancy for Brandy's restaurant.

awarded Kurtz a 5 percent raise, increasing his salary to \$70,980.

And after months of debate, commissioners approved 4-1 a contract that allows a cruise ship to operate from Veteran's Park.

"It has taken such a long time, it hasn't hit me yet," said cruise ship captain Dane Mark. "I really do look forward to getting the process going. I think the city's going to be real happy with it."

But some residents remain unhappy with the boat's approval. Kathy Stokes, who has fought the city and the boat for months, says she and others may take the matter to court.

"There are a lot of things wrong with the contract. The city is selling the park," Stokes said.

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## MANAGER

### DAVID THEODORE HARDEN

#### Delray Beach City Manager

■ **AGE:** 49.

■ **PERSONAL:** Wife, Andrea; three sons.

■ **HOMETOWN:** Delray Beach. Raised in Okeechobee.

■ **BACKGROUND:** City manager in Winter Park 1977-89 and Winter Park's assistant manager of planning 1974-77. In U.S. Navy 1967-71; became commissioned officer in 1968. Graduated from Atlanta's Emory University with a bachelor's degree in chemistry and math in 1964, and from Georgia Institute of Technology in Atlanta in 1967 with master's in city planning.

■ **QUOTE:** "A leader is best when people barely know he exists, not so good when people proclaim and obey him, worse when they despise him, but of a good leader who talks little, when work is done, his aim fulfilled, they will say 'We did it ourselves!'" — Lao Tsu, 565 B.C.

Between jobs before he moved to Delray Beach, Harden also gave home schooling a try, teaching science and math to the boys. Since relocating, the older boys — Chad, 15, and Jeremy, 17 — have attended a church school.

Traveling, camping, reading history books, collecting stamps and coins, and home construction work are Harden's hobbies.

"The personal satisfaction is taking something that's broken and fixing it," Harden said.

With the groundwork laid by

his predecessors with such tools as the city's Comprehensive Plan and the 1990 Decade of Excellence bond issue, which brought money for building renovations, street repairs and other projects, Harden is helping bring satisfaction to residents.

"I would not ask any more of him than what he does now," Commissioner Jay Alperin said.

"He puts in plenty of time in his job. It's hard to ask someone to do a better job when they are doing a great job."

## REPORT CARD

This is how city commissioners have graded Harden's performance:

■ **Mayor Tom Lynch:** His strengths are his honesty and ethics, his ability to listen and understand and his professional attitude. He's able to juggle 10 things at once. It shows that he's a very patient person; it shows someone willing to address the issues.

■ **Commissioner Jay Alperin:** He's a very strong leader. He has helped us through some very tough times. He is very supportive of the commission's desires and very creative on his own.

■ **Commissioner Dave Randolph:** We wanted a better footing in the city and we were under a mandate from the citizens to straighten up. Much of the credit goes to Mr. Harden. He is fiscally sound. He watches out for the city's dollars. I have not heard any derogatory comments about him. He deals fairly and squarely with the staff and with the city commission.

■ **Commissioner William Andrews:** He has the ability to get people to work as a team and to produce a quality product. He has defused the politics at City Hall and the office politics. I think he is more comfortable with the position.

■ **Commissioner Armand Mouw:** I think he's doing a wonderful job and I like his style. He has gotten his hands on the controls of the city and the employees at City Hall. That was completely out of hand. He's well liked for it. I think they totally respect him.

OUR VIEWS

# Delray police do not deserve racist charges

## The issue:

*Charges of racism in Delray Police Department.*

## We suggest:

*Charges are not warranted.*

**R**acism is an ugly stain the Delray Beach Police Department cannot seem to remove. Until Chief Richard Overman and city officials do so, the city's police officers will never have the respect of the community.

The latest charges of racism in the department were made by the National Black Police Association. The NBPA charged Delray is

making no attempt to reduce racism and discrimination in the department's hiring practices.

City Manager David Harden quickly — and rightly — fired back with facts. Since October five of seven Delray police officers hired have been African-Americans, and two of four promoted officers were African-Americans. An African-American officer was assigned to the Internal Affairs Unit. A substation was opened last month in southwest Delray.

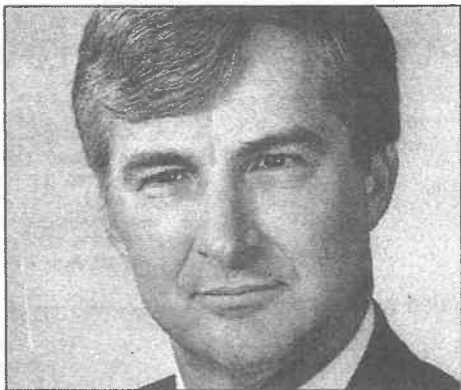
In Delray Beach, 26 percent of the residents are African-Americans, and 17 percent of police officers are African-Americans. In Boynton Beach, 20 percent of the population is African-Americans, but only 2 percent of the police force is African-American.

Yet the NBPA praised

Boynton Beach for "progress" it has made in its hiring practices. That's like giving the Yugo the prize for the year's best foreign car.

Mr. Harden, a normally reserved man who is more comfortable with his slide rule than controversy, lashed out at the charges. His request for an investigation by the U.S. Justice Department is the right one. Rather than lob charges back and forth with the NBPA, Delray Beach can let the Justice Department sort out the facts.

If the NBPA is looking for a department to reform, it could find a better target than Delray Beach. Nevertheless, the pattern of recurring charges of racism in the Delray Beach Police Department is disturbing.



## YOU HAVE THE POWER

■ Delray Beach police must continue their efforts to increase hiring minorities. Despite criticism, Delray has become a leader in minority hiring in the county.

WRITE/CALL

Police Chief Richard Overman  
300 W. Atlantic Avenue  
Delray Beach, FL 33444  
243-7800

## THE NEWS

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On Nov. 6, Mr. Harden announced the reinstatement of Verla Cook, a police officer who was accused of lying to a supervising officer. Ms. Cook, a highly qualified officer, claimed she was a victim of racism. The Equal Employment Opportunity Commission is looking into the charges. Last March, Delray Beach's reputation was tarnished when the term "nigger" was used over police radios.

When former Police Chief Charles Kilgore stepped down after 34 years in 1990, there were allegations of racism — charges Mr. Kilgore ignored the Pineapple Grove neighborhood — in his final performance evaluation. Former Chief Murray Cochran, whom Mr. Kilgore replaced in 1974, also left amid the same allegations.

The lingering stench of racism in the department must be removed. Police morale and public perception are suffering. City officials are depending on the Justice Department investigation to put these charges to rest. The numbers are on the city's side. □

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## Delray nets big return from good government

**T**hanks to Delray Beach, the city that works, tennis pros will begin practicing today for next week's Virginia Slims tournament. There's a lesson in that for other cities — and for Palm Beach County — about how to think big, act quickly and work smart.

After last year's Slims tournament at The Polo Club, promoters said they would leave the Boca Raton site because it wasn't big enough. For a time, it appeared that the county would lose the annual tournament to Coral Springs in Broward. But Delray got interested. After much negotiation and debate — little of it rancorous — the City Commission approved a plan to rebuild the municipal tennis complex downtown and add a stadium.

That was an ambitious plan for a city of 47,000. And there were problems at first, not the least of which was buying three homes to make room for the expansion. By the time all the details of the \$2.5 million project were worked out, the city had only four months to build a stadium with 5,000 permanent and 3,500 temporary seats, plus other courts and a clubhouse.

Other kinks threw the project 10 days behind schedule at one point. Difficulties in getting supplies contributed to the problem. But by midweek, the work was essentially done, leaving time for cleanup and inspections. On top of that, the job came in only 3.2 percent

The city got the Slims tournament, and residents got a great new tennis center.

over bid. That is good by private-industry standards and almost unheard of in government work.

Unlike the county, which hired a private company to supervise construction of the new Judicial Center, Delray Beach had a clear chain of command. City Manager David Harden gave Howard Wight of the Engineering Department responsibility to oversee the project. "We had very close coordination of our engineering staff and our Building Department staff," Mr. Harden said. City employees were on the site to answer questions and forestall problems whenever needed. Such conferences often took place at 7:30 a.m., according to architect Digby Bridges.

The result is a complex that has been praised by tournament Director Sharon O'Connor as "by far the nicest tennis facility I've seen" in its class. Once the pros leave town, the new complex will be enlarged, providing the people of Delray Beach with a first-class recreation facility and the knowledge that their government made it happen.



# OPINION

THE PALM BEACH POST

SUNDAY, MARCH 7, 1993

## A CHECKUP ON THE CITIES

### BELLE GLADE

### DELRAY BEACH



**POPULATION:** 47,181  
**DIAGNOSIS:** This is as close to ideal as it gets. There's almost no political infighting. Any differences get put aside so downtown redevelopment projects such as Old School Square and a \$2.5 million tennis complex

can be completed. David Harden is an exceptional city manager, and Richard Overman an exceptional police chief.

**PROGNOSIS:** Excellent. A public works bonds issue is nearly completed. Both candidates in Tuesday's only contested commission election could help Delray.

### GREENACRES



**POPULATION:** 18,683  
**DIAGNOSIS:** A harmonious



growth-at-any-cost era has ended, in large part because former Town Manager Griff Roberts resigned in 1991. Mr. Roberts believed in paying for services with money from building permits. Under May-

or Karen Golonka and City Manager Lee Evett, Jupiter has fought to keep car dealerships from lining Indiantown Road. With luck, the current government can correct the planning mistakes of the past. Jupiter's tax rate is also very low for a city of its size.

**PROGNOSIS:** Good, if Tuesday's elections produce council members who believe in planned growth.

### LAKE WORTH



**POPULATION:** 28,564  
**DIAGNOSIS:** Lake Worth has a good public beach, a casino and pool, a waterfront public golf course and a

### PALM BEACH GARDENS



which the council and administration functioned smoothly led to recreation-center and civic-center projects and, apparently, to a high school well ahead of schedule. Royal Palm Beach has the best racial balance of any suburban community.

**PROGNOSIS:** Questionable. Recently, the village council has dissolved into rivalries and accusations of ethics violations. The group that emerges from Tuesday's election still has to hire a city manager. These problems could be a momentary lapse or a disturbing new pattern that stalls the city's growth.

### STUART



**POPULATION:** 11,936  
**DIAGNOSIS:** The city accomplished a lot for downtown under the leadership of former Mayor Joan Jefferson.

# Delray leader brings calm to city politics

By CAROL LEWIS-BOHANNON  
Staff Writer

DELRAY BEACH — Politicians say he is honest, ethical and soft-spoken.

Those are not necessarily attributes to help one get ahead in politics and business, but armed with them, David T. Harden eased into a politically torn city two years ago and has emerged as one of the city's strongest leaders.

Commissioners, some of whom wondered how the former U.S. Navy officer could calm the turmoil, now say they have given Harden carte blanche to manage their city.

"We are finally getting the city to run like a business," said Mayor Tom Lynch. "He's the president of the corporation. He runs it and he runs it in the way he feels is right."

Squabbling city workers are working together, commissioners have stopped bickering and residents are getting phone calls and letters answered.

To cross the political storm, Harden has juggled inside City Hall as well as outside in the community.

He has been guided by his world view.

"As a Christian, I treat every individual with respect. I value their opinions and I see them as individuals," Harden said in his office on Thursday, his second anniversary. "I try to be sure my actions are based on that."

Job success has also come because of support from commissioners, he said.



SEE **MANAGER** /4B

FROM PAGE 1B

## Delray leader has a calming effect on city business

"It makes the manager strong enough to make some changes and exercise some leadership over the staff," Harden said.

The manager, who studies group dynamics, is often criticized for not being more forceful on some issues, but he said it is all part of his leadership strategy.

"If an issue is going the way I think it should, I won't add anything," Harden said. "You only have so much political or personal influence in a group. You need to be wise on what issues you speak."

At City Hall, his low-key style of management has helped others feel secure in their jobs, he said.

"I'm very calm. I don't get rattled about much. That tends to calm down the whole organization," Harden said.

That calmness had been missing from City Hall for years.

During the past decade, the city limped through eight managers or acting managers who generated complaints ranging from mismanagement to sexual harassment.

Some workers point to their leader when talking about City Hall's current mood.

"He's a very fair person," said Nancy Roti, Harden's secretary. "He considers everything. He doesn't make snap judgments."

Commissioner Armand Mouw said he, too, likes Harden's style.

"He's very nonpolitical. He's not out dreaming up schemes and he doesn't put himself up front," Mouw said.

"I'm aware of prior commissions that have canned city managers because they weren't constantly leading, steering or motivating them and not guiding them by the hand. Harden does it in such a way that you hardly know it. It just happens. Maybe he's more of a politician than we think."

Long days and nights filled with appointments, meetings and speaking engagements have left Harden struggling with time management.

Yet he manages quality time with his family. His wife, Andrea, whom he met nearly 20 years ago while stationed at Cecil Field Naval Base near Jacksonville, said marrying him was the "smartest thing she has ever done."

"He is a very diligent person," she said. "He is very helpful around the house. His Saturdays are spent doing things with the children or working on house repairs."

Every Saturday morning is reserved for a pancake breakfast out with one of his three boys. Sunday mornings are reserved for church.

Andrea Harden teaches their youngest son, Aaron, 11, at home.

# City manager plans to float a home down Intracoastal

*Project will be combined with two city-owned houses*

By DARCIE WILLIAMSON  
STAFF WRITER

A vacant lot in the 500 block of Delray Beach's North Swinton Avenue will soon be sporting a piece of history.

Delray Beach City Manager David Harden is planning to buy and move an old West Palm Beach home to that spot early next year.

"It's not in the historic district, but it's in a row of historic homes," city historic preservation planner Pat Cayce said. "The whole area is eligible to become a historic district."

The lot borders two city historic districts, she said.

## Three-house project

Harden's new circa-1926 home will be floated down the Atlantic Intracoastal Waterway by barge early next year, at the same time as the city's Community Redevelopment Agency moves two homes. The circa 1939 and 1925 houses are being saved from a bulldozer's path and moved to Delray Beach.

Harden estimated his share of the moving bill, which will come out of his own pocket, to be about \$50,000. The CRA and city government will jointly spend about \$70,000 for the other two houses.



Harden: Will move home

The two CRA homes will be placed between Northwest First and Swinton avenues in the Old School Square Historic District.

The CRA has filed for eminent domain authority to acquire the cluster of brown duplexes that now sit there.

But because court proceedings are still pending, CRA spokeswoman Diane Hervey said the agency will ask Palm Beach County commissioners next Tuesday for more time to get the homes out of West Palm Beach.

## Airport noise doomed homes

Both houses are among the 360 houses the county bought because of noise problems associated with neighboring Palm Beach International Airport.

County officials had wanted all the homes moved or demolished by this month.

The CRA will ask them to extend that deadline until March 1, Hervey said.

Harden said his home is not owned by the county but was recently acquired by the Norton Gallery of Art as part of an expansion project.

Harden said the three-bedroom, Mediterranean-style house has been completely restored.

The CRA will get a \$242,800 state grant to restore both of its houses, which were received at no cost from the county. □

# Unbecoming an officer

**T**he Delray Beach Police Department has no use for Verna Cook.

For most of her career in law enforcement, officer Cook has been outstanding. She has been a D.A.R.E. officer, counseling youngsters about the dangers of drugs, in both Connecticut and Florida. "If I can teach just one child not to go out there and hurt somebody, then I feel like I've accomplished something," she said in a 1990 interview. In Connecticut she was known as "Officer Friendly," and in Delray Beach the mother of five has been praised as someone with whom students "feel very comfortable."

The best single-word explanation for what has happened to this highly qualified officer is "politics." Mrs. Cook seems to have decided that she should be giving orders rather than taking them. One factor may have been the dissatisfaction of some residents with the selection of Richard Overman, who is white, to succeed Charles Kilgore as chief. Mrs. Cook is a local representative of the National Black Police Association. Perhaps more important, Mrs. Cook seems to have come under the influence of at least one outsider who wants to sway department policy through her.

Whatever the reasons, the result has been a record of insubordination. Mrs. Cook drew a seven-day suspension, which she has challenged, for

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Verna Cook deserves to be fired from the police force in Delray Beach for insubordination.

---

resisting a sergeant's order while working in uniform as an unpaid volunteer at a block party. The breaking point came, according to the department, when she repeatedly lied about her location after failing to respond promptly to a radio call. She told a supervisor she was at Northwest Fourth Avenue and Lake Ida Road. In fact, she was nearly a half-mile away. Then, during an internal investigation, she denied having told her supervisor of her error, according to police records.

Chief Overman has recommended that Ms. Cook be fired. City Manager David Harden will make the decision. If she is fired — as she should be — there may be complaints that a minority officer is being singled out unfairly. But there's no racism here. Chief Overman has pledged to improve relations between minority residents and the department, and he's following through on that promise. Ms. Cook simply broke the rules. All officers know that doing so carries a price.

# OPINIONPAGE

## OUR VIEWS

# Historic preservation sets Delray apart

### The issue:

*Historic preservation in Delray Beach.*

### We suggest:

*More residents should participate.*

**H**istoric preservation in Delray Beach is much more than Old School Square. It's Doc's Soft Serve, the Sundy House, the Colony Hotel and the Seaboard Railroad Depot. And in the next several weeks, three historic houses from West Palm Beach will be added to the list. Delray Beach's commitment to historic preservation is paying off, but the hard work must continue.



## YOU HAVE THE POWER

■ The more residents become involved, the more vibrant will be redevelopment in Delray Beach. City Manager David Harden's purchase of a historic home hopefully will spark more historic development on North Swinton Avenue.

### WRITE/CALL

City Manager David Harden  
100 NW First Ave.  
Delray Beach, FL 33444  
243-7010

City Manager David Harden deserves a pat on the back for not just talking about historic preservation, but taking a personal stake in the process. Harden is paying for a 1926 house to be delivered from West Palm Beach. As private citizen David Harden, he will pay from his own pocket for restoration and plans to put the house at 500 N. Swinton Ave. His house is being moved to make way for expansion of the Norton Art Gallery.

The other two historic houses are from the Hillcrest subdivision and are being moved to make way for expansion of Palm Beach International Airport. One of the houses is planned to become the office for Delray Beach's Community Redevelopment Agency. Appropriately, the other is scheduled to become the office of the county's Preservation Board. In the next several weeks, all three will be floated south down the

## THE NEWS

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VP/Advertising

Intracoastal Waterway to Knowles Park. Refurbishing costs on the two houses will be paid primarily by a \$242,800 state grant.

Harden estimates his share of the moving bill to be about \$50,000. The CRA is paying the \$70,000 to float the other two houses to their new Delray Beach locations. CRA Executive Director Chris Brown figures it will cost another \$15,000 in moving costs and to install utilities. Historic preservation isn't cheap, but it's worthwhile.

Downtown themes work, but they take the commitment of the entire community. For example, the western theme in downtown Davie has set that city apart from others in suburban Broward. Pensacola has turned many downtown historic houses from the 1800s into small restaurants, and horse-drawn carriages clip-clop along the city's cobblestone streets. Historic buildings on Clematis Street were refurbished, and the formerly one-way strip of boarded-up storefronts is now a two-way street packed with daytime downtown West Palm Beach diners and shoppers. Historic buildings in Stuart have brought back people to that once-dormant Martin County downtown. These changes didn't happen overnight.

The arrival of the historic houses in downtown Delray Beach is another step in the long process of making historic preservation work. Delray Beach residents and officials deserve credit for what they have done and encouragement to keep up the good work. □



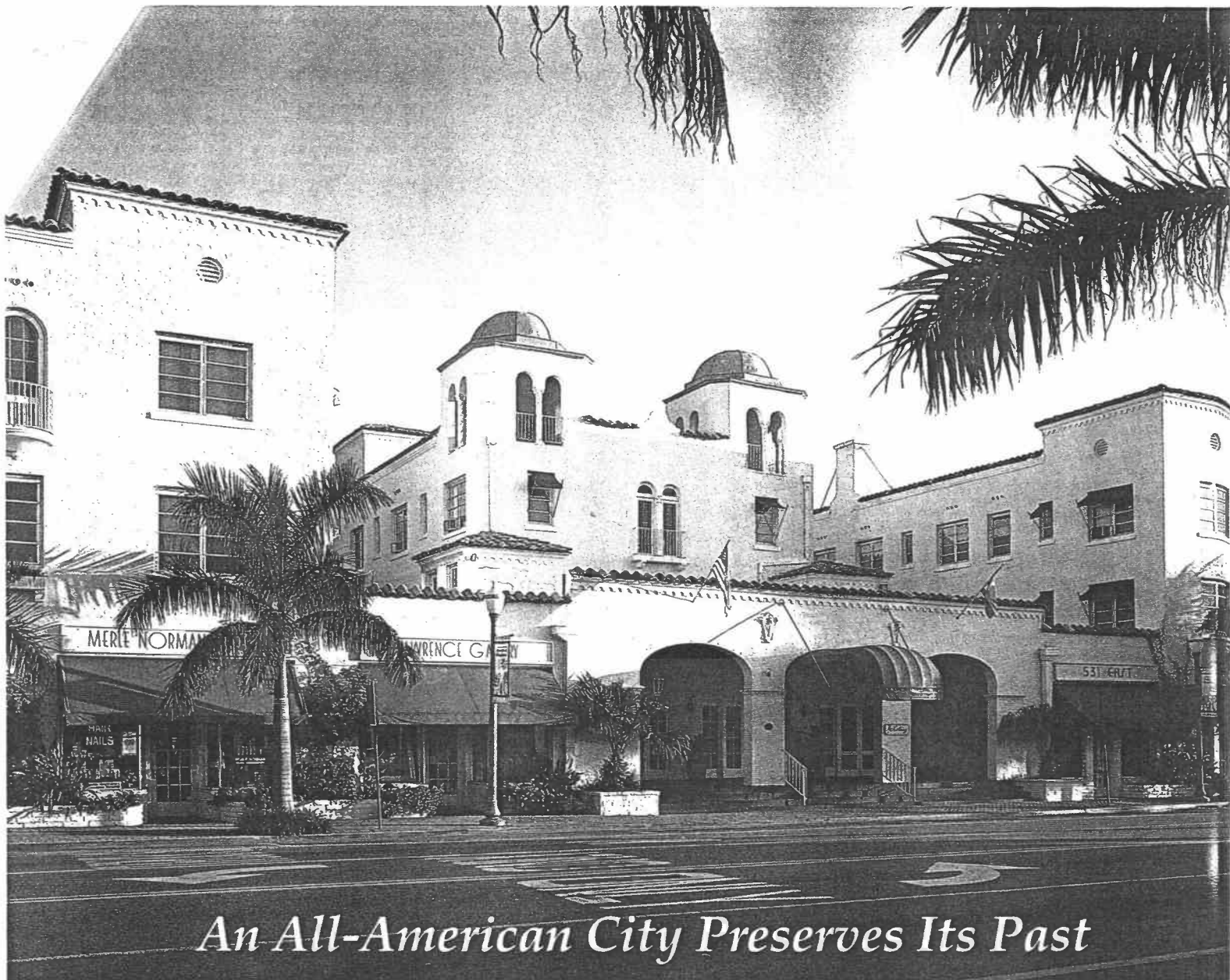


PHOTO BY ROBERT BRANTLEY

## *An All-American City Preserves Its Past*

# The Squire Comes To Life

PHOTOS by PAMELA JONES

BY BERNARD McCORMICK

**T**HERE are people living west of Boca Raton who love where they live but hate their addresses. We refer to the legal battles between residents who purchased new homes in the area and developers who sold it to them.

It seemed when the mailman came calling, the new residents discovered they did not have a Boca Raton address. They were served by the Delray Beach post office.

It was mortifying. The residents sued, claiming the developer misled

them when they purchased units in Boca Dopa, or wherever, into thinking they were going to dwell in storied Boca Raton.

To people in Delray Beach, the incident was doubly amusing. First, few people living in Delray Beach covet a Boca Raton address. To them Boca Raton is a bunch of nouveaux so alien to the subtle graces of Delray Beach that the matter is not worth a second martini. And when it comes to storied past, Delray residents giggled a second time. Delray had a storied past

## *The success of Delray Beach's redevelopment is that it managed to renew rather than change.*

benefit. The east side of Atlantic Boulevard is scheduled for \$950,000 worth of improvements in the next stage.

"We were more of a business facilitator, an organizer," says Lynch. Over several years of progress so many organizations got on the bandwagon that the Chamber of Commerce this year brought Marjorie Ferrer up from Miami to coordinate the marketing efforts of some 25 groups anxious to participate in the increasing number of events bringing visitors to the downtown.

The Art and Jazz on the avenue grew from 2,500 when begun to 25,000 today. Looking for ways to publicize what it had done, the city scored a major coup when it landed the prestigious Virginia Slims of Florida on a 20-year contract. The Slims had been played for five years at the Polo Club of Boca Raton and promoter George Liddy had been negotiating with the city of

Coral Springs when the possibility of Delray Beach developed.

"The Irish believe in fate," says Liddy. "It wasn't really based on logic. Logic said Coral Springs. The selection was a visceral one. We went up and liked what we saw. After meeting with Mayor Tom Lynch, Joe Weldon (director of parks and recreation) and David Harden (city manager), we were aware there was no personal vanity involved. The fortunes of Delray Beach were their only concern. Every subsequent week has confirmed the correctness of our decision."

The city built a beautiful tennis center on the site of an existing recreation area. Liddy guessed the move could cost the tournament a 30 percent loss in spectators the first year. Instead attendance was up 10,000 and returned \$6 million to Delray Beach.

It also showcased for 81,200 people, almost 50 percent of whom came from



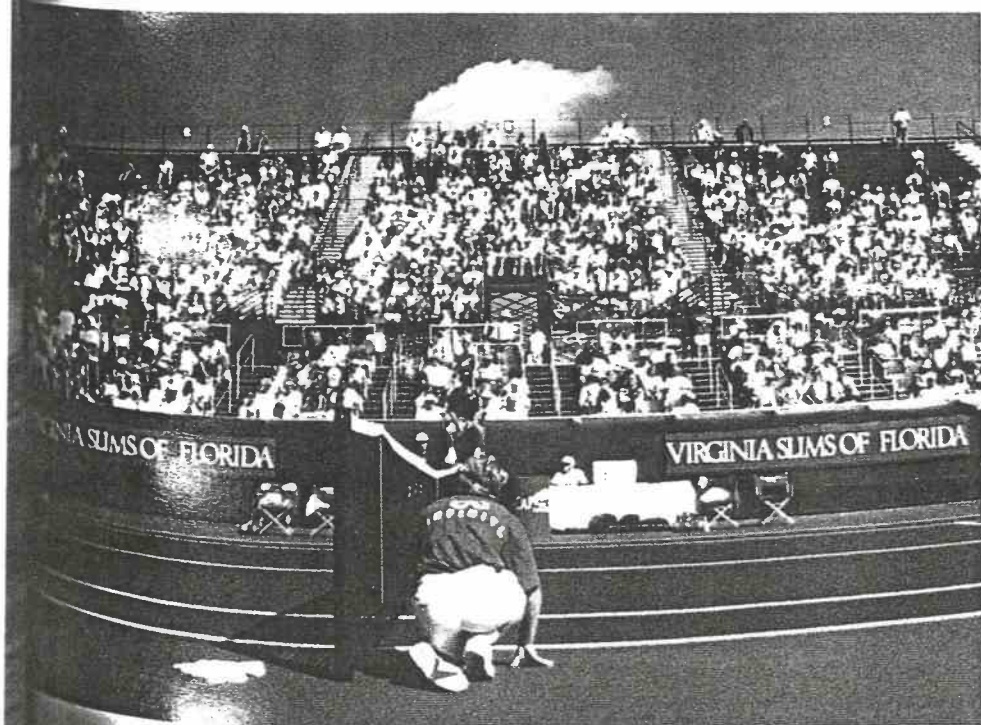
ABOVE: Marjorie Ferrer is the dynamo who coordinates 25 organizations participating in Delray's renaissance. She's on her portable phone at Erny's during "Art and Jazz on the Avenue."

outside Palm Beach County, the redeveloped Atlantic Avenue and Old School Square. It sure beat pineapples for promotion.

THE result of such facilities as Old School Square and The Tennis Center located on the fringe of the old black neighborhood has been a sociological shift. Damiano's, one of South Florida's most acclaimed new restaurants, has appeared on Swinton Boulevard, in a historic house in what had been a slowly decaying area. And, one of the area's most popular nightspots, The Backroom, located behind Westside Liquors and owned by a prominent black resident, Carolyn Cunningham, draws a consistently integrated crowd.

"Who would have thought you'd have a mixed neighborhood 10 years ago?" says Lynch. "But it turned out that people were willing to take a risk on a neighborhood that was moderately unstable."

Virginia Slims of Florida is helping showcase Delray Beach's redevelopment. The new tennis center attracted more than 81,000 people in March — a world record for women's outdoor tennis. And all within walking distance of the commercial district.



Jan 1995

*From Crazy Quilt to Story Quilt...*

# Delray Beach Spins Threadbare Patches into Downtown Tapestry

*by Stephanie Murphy*

**I**f the tale of Delray Beach were recorded as a story quilt, the city's first 100 years would unfold in rich, random patches that fade into the colorful, blazing decade of its centennial.

Unquestionably the most vibrant, these recent 10 years are the most significant index of what Delray Beach can become in its second century. The decade also reminds observers not to forget the grim 1970s or how long the city was stranded in gray areas dominated by political skirmishes and eroding resources.

By then, the steep decline of the Central Business District was reflected in staggering vacancies on the verge of 50 percent. Downtown was never on Sunday, schools wore sad faces and crime was having neighborhoods for breakfast.

Today, the devil goes hungry, schools are winners and Downtown is all but full. The home-runs keep on coming—from national awards to widespread recognition for individual and collective excellence. Waves of inquiries frame the same questions: "How did you do it and who paid for it?"

Individual heroes and heroines, several milestones, related events and consensus-building movements help explain Delray Beach as a national model. The status is deserved, partly be-

cause citizens refused to abdicate responsibility to government. Instead of using the "establishment" as a perennial crutch, instead of bashing the system once again, Delray rebelled by joining, then leading, the fight for a Downtown renaissance."

1984 emerges as the pivotal year that altered the city's face and future. The following chronology measures events within government, business, and community circles that fostered and harnessed momentum in a unified direction.

Doak Campbell, mayor of the city in 1984, believed Delray had no future unless the Downtown was rescued. Revitalizing the city's gateway was the obvious linchpin, so Campbell organized an Atlantic Avenue Task Force of 25 members to study renewal of the avenue. Goals were identified, including infrastructure, physical enhancements, historic preservation, a marketing master plan and incentives for new tenants.

Ironically, positive change developed from a strong determination to reject aspects of "improved" infrastructure that were already in the blueprint stage. The Department of Transportation proposed to revamp Atlantic Avenue by widening it to six lanes.



People who seldom shared opinions about anything agreed to battle the Department of Transportation to save their sidewalks and parking spaces. As insurance executive Tom Lynch (then president of the Chamber of Commerce and now mayor) explains: "We fought it and won because everyone decided to beautify the street instead of widening it. We decided it was more progressive to fix the product first, then market it—rather than after (new business arrived). There were plenty of Doubting Thomases who now realize we were right."

In 1985, as recommended by the Task Force, the Community Redevelopment Agency (CRA) was created to revitalize a 1,900-acre district between Southwest 10th Street and Gulfstream Boulevard. Historically important, the CRA district complemented long-range goals that dove-tailed with a new Downtown, where landscape improvements were being financed by city utility bills.

Banking on the dual engines of culture and history to generate momentum in the business community, the Task Force identified the abandoned elementary school at Swinton and Atlantic as a keystone project from which others could evolve. Warts and all, the school was nonetheless a prize for three good reasons: (1) its historic status was valuable among citizens pre-disposed to honor heritage; (2) it had served as a stage for touring performers, so preserving its cultural focus offered continuity; and (3) its location had incomparable advantages as a drawing card for all corners of the community.

The 1926 structure was purchased from Palm Beach County in 1989, using funds from the Decade of Excellence Bond Referendum endorsed by residents, as well as grants from the Florida Division of Cultural Affairs and the Division of Historic Resources. A non-profit organization of citizens restored Old School Square (see related article in this issue) as a cultural complex that readily blossomed



into the Downtown's centerpiece. After the buildings were saved, private donations were converted into showcase facilities, the Cornell Museum of Art and History and the Crest Theatre, now coveted by regional performing arts groups.

Last month, Old School Square became a national model for excellence, for achievement beyond its designed mission, by bridging the comfort zones of a community very diverse economically and ethnically.

A downtown redevelopment strategy devised in the late 1980s wisely plugged into Delray's heritage as an artist's colony where noted writers and cartoonists of the day had gathered. During the 1930s, they soaked up seaside charm while studying the elements that drew growing numbers of wealthy tourists beyond Palm Beach.

In 1987, real estate developer Alexander "Sandy" Simon challenged the business community

and residents to temporarily deal government out of the equation that symbolized Delray's future. In a town hall-style weekend retreat to Stuart the following year, more than 100 well-wishers participated in the Visions 2000 Assembly.

They identified specific goals and a larger purpose: "a community renaissance to enhance the city's unique cultural, historical and natural resources to maintain and attract a diversified and balanced population."

All agreed on the need to rebuild Downtown, including minority neighborhoods; to recapture the oceanside village atmosphere with its strong artistic element; and to adopt a long-term citywide infrastructure agenda that would fuel such a turnaround.

Specifics included a new streetscape for Atlantic Avenue, to upgrade and unify its image; an initiative to improve inner-city schools, as well as the res-

cue of Old School Square; commitment to overhaul the drainage, sewage and road systems; and a campaign to anchor West Atlantic Avenue with desirable landmarks, such as the new regional courthouse, and new police and fire stations.

A \$21.5 million bond referendum passed in 1989, with funds earmarked for public works projects and beautification. The status quo advanced dramatically in 1990 with a new mayor (Lynch) and new City Commissioners Jay Alperin and David Randolph, who hired City Manager David Harden to operate government as a business. In 1991, the police department hired community-minded Chief Richard Overman.

In 1992, a committee led by Sandra Almy documented Delray's level of citizen activism in an All-American City application. The only Florida city among 30 finalists for the award, Delray garnered praise in a program that singles out cities that address problems and fix them through citizen involvement.

Their efforts to beautify and bolster must reflect a significant grassroots collaboration. Beyond asking for funds, such cities must demonstrate wise plans for spending to improve their quality of life.

When the All-America City Award was announced in May 1993, Almy's words rang true: "Diversity is our history. How we handle that diversity is our future." The ethnic and cultural gaps that seemed to be an obstacle, proved to be a blessing. As people channeled the energy of their diversity, they forged new initiatives to fight crime, to improve education and to revitalize deteriorating, older neighborhoods.

Lynch says that "Our All-America status reflects national awareness of how the community works together to resolve urban problems as a combined citizen/merchant effort. We already knew we were making it—and making a difference. The official designation drew broader recognition of our unity."

# Satisfaction

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Other highlights during that year included the designation of Delray's 3,200-seat Tennis Center as the best-built facility in the world. Explains CRA Chairman Kevin Egan, the former municipal tennis court had been an eyesore the city wanted to move. Yet people realized that a major renovation could make the Tennis Center a plum for West Atlantic Avenue.

Its success in drawing a 20-year commitment for major competitions, such as the Delray Beach Winter Championships (formerly the Virginia Slims Winter Championships), helped sell Palm Beach County on a \$1 million grant for 5,000 additional permanent seats. Located a few hundred yards west of Old School Square, the Tennis Center also is being positioned as an arena to present major entertainment such as concerts and sporting events that promoters would relish.

Egan had been part of the Atlantic Avenue Task Force, as were many other leaders who now sit on the boards of agencies making decisions regarding Downtown redevelopment. Egan says, "It's easy to be on the same page when you learn together. We get along on issues because we started at the same point."

In fall 1994, Delray scored another monumental coup with its Florida Main Street designation for Pineapple Grove, a 24-block neighborhood northeast of Atlantic and Swinton avenues. A national program that has recognized 35 Florida cities since 1985, the Main Street revitalization approach incorporates elements of organization, promotion, design and economic restructuring.

The historically significant business center of Pineapple Grove is a unique selection, since most Main Street designations involve a community's primary thoroughfare and CBD. The impetus for Pineapple Grove Main Street Inc., an independent non-profit entity, came from the Delray Beach Joint Venture, which financed professional consultation on the program's methods.

## The Joint Venture is Delray's Secret Weapon

If Delray has one secret weapon that reinforces all its other winning moves in recent years, it is the Joint Venture—a collaboration of the CRA, the Downtown Development Authority (DDA) and the Chamber of Commerce.

Marjorie Ferrer, downtown coordinator hired in 1993, says that "The Joint Venture grew out of a long-time marketing frustration. The CRA doesn't need to be in the special-events business and the DDA is a taxing authority. Then you have the Chamber, which must address the concerns of a very broad membership—far beyond Downtown. The Joint Venture became a textbook example of how to put together a public-private partnership that really works."

The Chamber and the CRA made a convincing argument for the Joint Venture, a progressive operation that has been modeled extensively by neighboring Boynton Beach and other Florida municipalities. The Joint Venture addresses Atlantic Avenue as an overall district rather than a single, isolated street. Improvements on the Avenue spill over into surrounding areas, extending the unity further.

Often asked to make presentations on her role, Ferrer said, "People seem surprised Delray is so willing to share its concepts and strategies. But sharing the wealth is one reason Delray has come this far in the first place. We make it happen together."

Selected by a search committee from a field of 350 applicants, she is experienced in both private industry and non-profit organizations—with more than 25 years experience in marketing, merchandising and administration. Her Joint Venture duties include marketing the area from I-95 to A1A; developing and presenting special events; coordinating a master calendar; serving as a "staff resource" to facilitate good communications among all agencies, organiza-

tions and the city; and serving as the point person to attract new business ventures to fill any Downtown vacancies.

Thus, Ferrer develops programs to reinforce the downtown as a retail destination; promotes the cultural and historic advantages of the area; develops and presents special events such as "Art and Jazz on the Avenue"; devotes 20 hours a month to projects for the DDA; and develops Avenue-driven marketing strategies to attract the most desirable new tenants.

DDA Chairman Mike Listick, a local attorney, says his agency's commitment to the Joint Venture is reflected as a priority in the annual budget: "Our single highest priority was maintaining support for the Joint Venture, and we're very proud of DDA's role in organizing such a progressive structure. One of the beauties is, it triggered some important communication that wasn't there previously. And good communication can erase resistance to something that really is the right thing to do."

Ferrer used good communication to introduce herself to Delray. Having relocated from Miami—untainted by any political allegiance—she soon realized her newcomer status was a distinct advantage. Almost immediately, she polled each special interest group to identify its perception of Delray's current image versus what was desirable.

From the answers given by two government agencies, dozens of merchants and more than 20 special interest groups, she learned many favored similar elements that, when blended, could become a powerful synergy: hometown, artist colony, seaside village, historic landmarks, cultural and performing arts core (music and theater), beaches, a renaissance city, upscale shops with unique merchandise oriented toward personalized service, and a boutique atmosphere for shopping.

Once common ground was clear, Ferrer showed them how to avoid scheduling competing



## CITY OF DELRAY BEACH CAPITAL IMPROVEMENT PROGRAM

Our 94 million dollar Capital Improvement Program is a well-devised plan designed to benefit the entire City. It was launched five years ago and is funded primarily by the Decade of Excellence Bond Issue, the Water and Sewer Revenue Bond, and the Stormwater Utility Fund. The projects include improvements to roads, alleys, storm drainage, sidewalks, and the construction of three new fire stations.

The Capital Improvement Program is revitalizing the City and attracting new families and businesses to Delray Beach. The renovation of Old School Square, improvements to parks and recreational facilities, restoration of our municipal beach, construction of the new Tennis Center and soon to be completed Golf Course Clubhouse all contribute to an attractive lifestyle for residents and visitors to Delray Beach.

During the last five years, the City has successfully completed projects with construction costs totalling over \$76,000,000. There's another \$18,000,000 worth of projects in the works. We are proud of our accomplishments during this short period of time and look forward to continue building a bright future for the City of Delray Beach.

### 94 Million Dollars Worth of Progress!

Public Utilities Projects	\$46.7 million
Fire Facilities and Equipment	7.3 million
Recreational Facilities	11.8 million
Cultural Facilities	3.3 million
Paving, Drainage and Sidewalks	17.4 million
Beautification Projects	<u>7.5 million</u>
<b>TOTAL:</b>	<b>\$94 MILLION</b>

## *Building a Bright Future for Delray Beach!*



1993



Thomas E. Lynch  
*Mayor*



Jay Alperin  
*Commissioner*



Kenneth Ellingsworth  
*Commissioner*



David E. Randolph, Sr.  
*Commissioner*



Barbara Smith  
*Commissioner*



David T. Harden  
*City Manager*



William Greenwood  
*Environmental Services  
Director*



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**CAPITAL IMPROVEMENT PROGRAM**  
**OUR PROGRESS IS SHOWING!**



*Veterans Park*

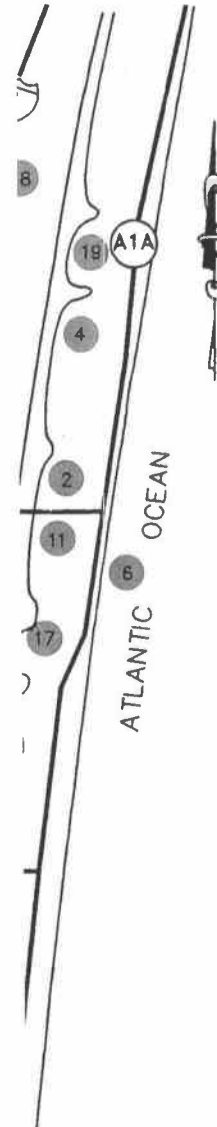


*Swinton Avenue Beautification*



*Fire Department Headquarters*

*Look What We've Done in Five Years!*

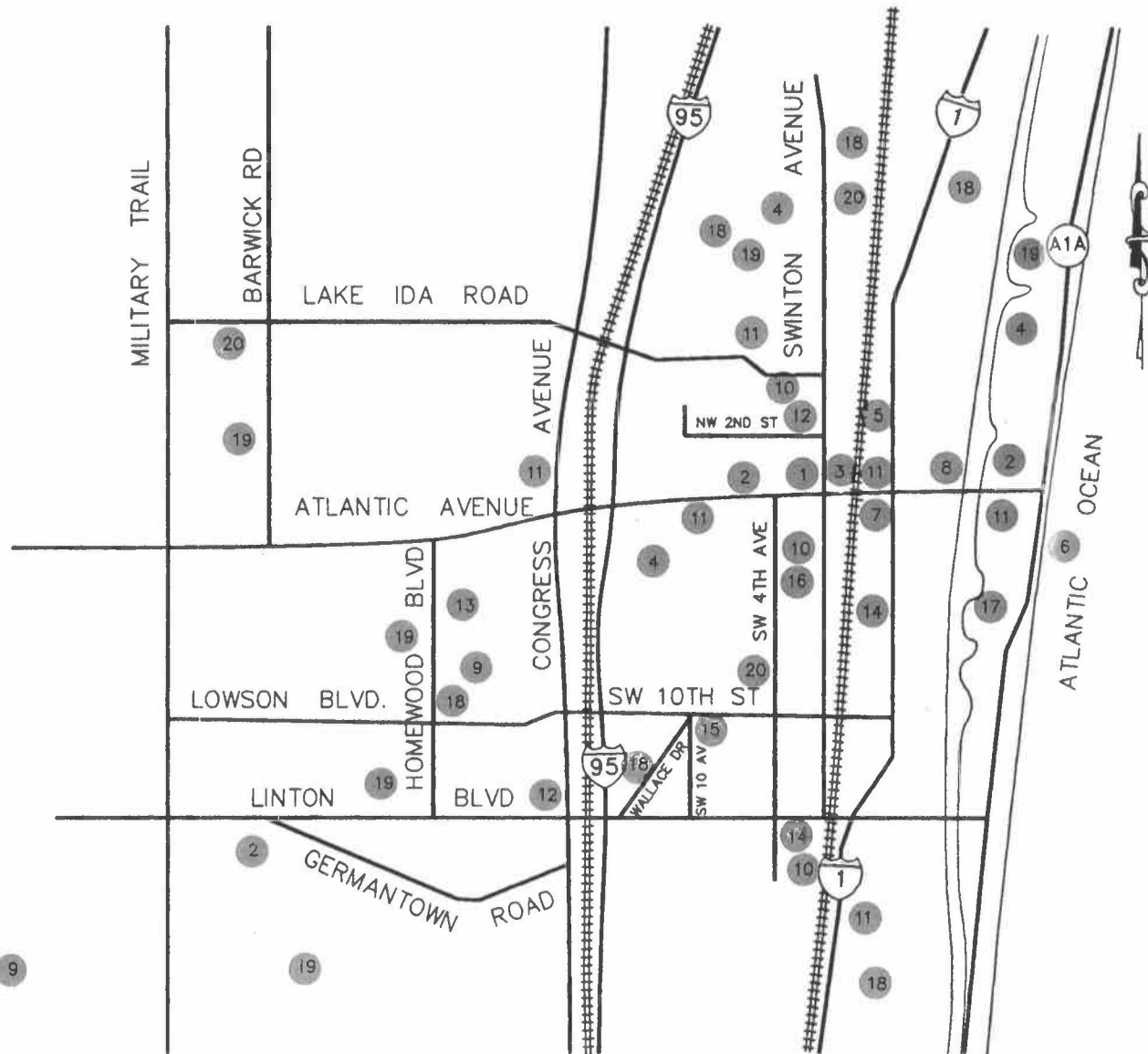


account for 3.5 million gallons of domestic water storage. Recently completed Miller tank at Miller Park accounts for an additional 2.5 million gallons of storage and increased the water pressure for the southern section of the City. A state-of-the-art Aquifer Underground Storage Reservoir facility is presently being designed and will account for an additional 60 million gallons of water storage when completed.

11. **Beautification Projects**  
Landscaping; brick paver and concrete curbing on Atlantic Avenue, west of the Intracoastal; Congress Avenue; Swinton Avenue; Federal Highway; N.E. 2nd Avenue; and the Boy Scout Hut on Lake Ida Road have improved areas of the City. Beautification improvements on Atlantic Avenue, east of the Intracoastal and west of I-95 will be completed by the fall of '95.
12. **City Attorney's Office Block Renovations**  
The former public utilities building at N.W. 1st Avenue and N.W. 2nd Street was rehabilitated both inside and out. Construction of a new parking lot and passive park for the entire block will be completed in the spring of '95.
13. **Golf Course Improvements**  
New fairways, cart paths and the rehabilitation of greens have made the course one of the finest in the area. The new clubhouse will be completed by the summer of '95 and will provide banquet facilities to accommodate 250 people.
14. **Miller Field/Currie Commons Park**  
This expansion project provides additional ball fields for baseball and soccer, lighting, additional parking, a press box and landscaping.
15. **S.W. 10th Street/S.W. 10th Avenue Improvements**  
Reconstruction and widening of S.W. 10th Street from Swinton/Old Dixie to Congress Avenue; and S.W. 10th Avenue from Linton to S.W. 10th Street, is presently under construction and will be completed by the summer of '95. Total costs for this work is \$2.2 million.
16. **Water Treatment Plant Expansion**  
Water quality has improved with the addition of an excess lime softening plant, laboratory expansion and equipment replacements. The facility was completely repainted.
17. **Beach Area Stormwater Pump Stations**  
Bay Street and Basin Drive Pump Stations are under construction and will be completed by the summer of '95. Additional pump stations are being designed and will be in operation by the winter of '95. These stations will greatly reduce the seasonal flooding in the area.
18. **Water/Sewer Enclaves**  
Provides water distribution and sanitary sewer to former County enclave "pockets" within the City limits.
19. **Street Resurfacing**  
To date the City has resurfaced 32 miles of City streets. This work also includes swale grading, and in some cases, sidewalk construction.
20. **Water Distribution System Improvements**  
Various projects were upgraded with over 61,000 linear feet of water transmission mains to insure adequate fire flows and pressures.



## THE ALL-AMERICA CITY "Parade of Capital Projects"



1. **Delray Beach Tennis Center**  
Home to the Delray Beach Winter Championships, this \$4.7 million tennis complex provides residents with a world class facility for professional tennis, junior matches, special events and everyday use. Phase III is presently under construction and when completed will provide over 8,200 permanent stadium seats.
2. **New Fire Stations**  
Station #2 is located in the beach area, Station #5 serves the southwest section of the City and Fire Station Headquarters is located on West Atlantic Avenue.
3. **Old School Square**  
The City's oldest school buildings were restored and transformed into a multifaceted cultural arts center, which has become the focal point of the City.
4. **Northwest/Northeast/Southwest/Beach Area Roadway Reconstruction**  
Complete roadway reconstruction on a number of streets in these areas including storm drainage, water distribution and sanitary sewer upgrades.
5. **Sanitary Sewer and Lift Station Improvements**  
Construction is complete on the new sewage booster pump station. Several individual lift stations have been built or rehabilitated. The existing master lift station at Veterans Park has been demolished to make room for the Phase II Veterans Park improvements.
6. **Beach Improvements**  
One million cubic yards of sand was dredged from offshore in 1992 and placed on the municipal beach. A new beach patrol facility at Sandoway Park will be completed by the summer of '95.
7. **Alley Reconstruction Phase I and Phase II**  
Alleys in downtown business district were reconstructed and repaved, and downtown parking areas improved.
8. **Veterans Park**  
Recently completed Phase I construction of Veterans Park includes a new shuffleboard and lawn bowling courts, a gazebo, brick paver sidewalks, and the interior renovation of the existing Community Center. An innovative award winning playground was built by the community. Phase II construction adjacent to Atlantic Avenue, including a fountain and riverwalk, will be completed by the spring of '95.
9. **Raw Water Supply**  
New wells are proposed at Morikami Park (summer '95) and two new wells have been completed at the Golf Course; combined with new associated transmission mains should provide a source of quality water well into the next century.
10. **Water Storage Tank**  
Rehabilitation/Construction. Renovation has been completed on the North Reservoir, South Reservoir and the Elevated Storage Tank which combined

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# Delray regains honor as All-America City

The city is joined on the list by South Miami, but Deerfield Beach falls short of Florida sweep.

**By Howie Paul Hartnett**

*Palm Beach Post Staff Writer*

ATLANTA — For weeks leading up to this year's All-America City Awards competition, Joe Gillie said not only was Delray Beach going to win a second title, it was going to be named first.

Saturday, his prediction came true.

♦ "We came to win," said Gillie, executive director of Old School Square.

♦ Delray Beach was the first of 10 communities awarded the annual title sponsored by the National Civic League and Allstate Insurance.

Each year more than 100 communities apply for the award.

♦ A panel trims that list to 30 finalists, whose representatives travel to the national convention — in Atlanta this year — to compete for the 10 titles.

Florida communities bookended the ceremony with South

Miami winning the award on its first attempt. Deerfield Beach, Florida's third representative, did not win.

Delray Beach is the first Florida community to win the award twice.

The city first won in 1993, a fact they still advertise on signs all over the city. In 1998, the city was a finalist, but lost.

"I have gotten it before and I've not gotten it," said Chuck Ridley, co-chairman of the city's award committee. "Getting it is a lot better."

Every one of the nearly 100-member delegation agreed with Ridley as they stormed the stage.

Mayor David Schmidt accepted the award for all the residents of Delray Beach.

"Thank you on behalf of the 60,000 pieces that make up that quilt," said Schmidt, referring to the prop the city used in its stage presentation.

Then Schmidt pointed to Frandy Roberts, one of the former gang members who traveled with the city to tell judges

*Please see ALL-AMERICA, 4B*

# Florida towns show each other support at national contest

## ALL-AMERICA

From 1B

how he turned his life around through the Youth Enrichment Vocational Program.

"Island Boy, if you think your mom is proud of you now, wait until she sees this award," Schmidt said using Roberts' nickname.

His mom is not the only one Roberts intends to show the award to. He promised to mention the award when he tries to recruit others for the program.

"This gives me more strength to do more good," he said. "This is one of the best feelings I've had in a long time."

Besides Roberts' program, the city told judges about the Village Academy, a deregulated school opened last year mainly to help minority students; and the Community Neighbors Helping, a senior citizen volunteer program.

The strength of those projects seemed to give city officials an abundance of confidence. But that was all a facade, Ridley said.

"We were about to throw up," he said. "It's much harder to

## All-America cities

Here are the 10 winners named Saturday of the 2001 All-America City Awards.

Delray Beach  
South Miami  
Santa Clara, Calif.  
Fort Dodge, Iowa  
Howard County, Md.  
Ocean City, Md.  
Independence, Mo.  
Bozeman, Mont.  
Fayetteville, N.C.  
Brownsville, Texas

get the second one."

Winning the first one was all that South Miami officials were thinking about Saturday. But it didn't come easy.

The last of the 10 cities announced, they had to wait until the end to learn their fate.

The three South Florida cities were supportive of each other.

As they came off stage, South Miami folks were greeted by Delray Beach supporters,



JENNI GIRTMAN/Atlanta Journal-Constitution

Delray Beach City Manager David Harden gives Downtown Joint Venture Director Marjorie Ferrer a hug after the city was awarded.

who gave them a standing ovation and joined in the city's cheer.

And when Deerfield Beach officials accepted their consolation prize, Delray Beach and South Miami supporters chanted, "Florida, Florida."

Delray Beach supporters spent Saturday celebrating, but they already know the first order of business when they get home.

"We've got some signs to change," resident Frank McKinney said.

► howie\_paul\_hartnett@pbpost.com

# The Boca Raton Tribune

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## Delray Beach city manager wins prestigious awards

Rating 3.00 out of 5 [2]

DELRAY BEACH — The Florida City and County Management Association (FCCMA) presented the 2010 Award for Career Excellence to Delray Beach City Manager David T. Harden for his exceptional service in municipal government.

The presentation took place at its annual luncheon held recently in Orlando.

The Award for Career Excellence acknowledges "an outstanding local government administrator who has fostered representative democracy by enhancing the effectiveness of local elected officials and by consistently initiating creative and successful programs."



Delray Beach City  
Manager David T.  
Harden

During his 39 years in municipal government, 20 of which have been dedicated to the city of Delray Beach, Harden's style of leadership has established a vision for the city that focuses on improving the quality of life in the community. His philosophy is to strive to improve upon this vision by working diligently with the City Commission and municipal employees to meet the needs of all residents.

Harden also received the FCCMA President's Award for outstanding professional team building and Managers in Transition (MITS) support. The FCCMA President awards this honor to those who, by example, have gone above and beyond in modeling the core practices of local government management.

In addition, the City's Grant Team received honorable mention in the Program Awards Excellence category for its successful efforts in securing Federal Economic Stimulus Funding which has been used to benefit the community.

Harden began his career in local government in 1971 when he became a planner for Orange County, Florida. Three years later, he took the position of city planner for Winter Park and in 1977, rose to the position of city manager.

<http://www.bocaratontribune.com/delray-beach-city-manager-wins-prestigious-awards/>

4/8/2011

In 1989, Harden left Winter Park and in 1990 took on the responsibility of city manager for Delray Beach.

Faced with a city that was plagued with financial challenges and lack of vision, he played a key role in reinventing Delray Beach as a thriving municipality through strategic planning and goal setting. Under his direction, the city has earned many accolades and awards including two All America City honors (1993 and 2001), Preserve America Community (2008) and Playful City USA (2009).

Like 8 people like this. Be the first of your friends.



# Harden reflects on 22 years as Delray manager

David Harden will retire in January after bringing stability and growth to the city.

By Maria Herrera  
Sun Sentinel

DELRAY BEACH — He's a soft-spoken, methodical man who is often viewed by residents who object to his style as autocratic, but when he delivered his resignation speech, his voice trembled slightly with emotion.

City Manager David Harden announced last week that he will retire in January after 22 years in office — more than tripling the average tenure for municipal managers.

"I look back and say,

'How did he do it?'" said former City Commissioner Gary Eliopoulos. "It really is that so-called personality of not communicating too much that kept him in office. He outlasted everyone."

Harden was the city's second choice in 1990 when he was hired, a time when the city had gone through several city managers in a matter of months.

Former Mayor David Schmidt, who served on the city commission from 1997 until 2003, said Harden's personality is just

what the city needed: "The calm manager," he said. "While he was the day-to-day leader, he answered and took his direction from the commission."

Schmidt said he often heard department directors say Harden gave them the freedom to brainstorm ideas that over time have made Delray Beach stand out.

Harden said it wasn't so easy at first. He moved swiftly to replace several department directors.

"It's important for a manager to have the loyalty of the staff," he said.

But his time in office hasn't been without controversies. He has been criticized for withholding



David Harden, 69, was hired to be Delray Beach's city manager in 1990.

the news of a \$40 million deficit in capital improvement projects in 2007. He has been bashed by residents for automatically renewing contracts such as garbage collection and the beach cabana services.

Before coming to Delray Beach, Harden spent 12 years as city manager of Winter Park. When Harden became city manager he said he asked Pete

Knowles, who spent 30 years as city manager of Sanford, for advice.

"He said don't socialize with commissioners, don't get personally caught up in issues and be sure you always give the same information to all the commissioners," Harden said.

Harden has a few passions of his own: Historic preservation and his workouts. Now 69, Harden can dead-lift 290 pounds. He said running three times a week and weight lifting has been ways to deal with the pressure of running a city of 64,000 people.

"I found that if I did not do physical exercise the stress would manifest in other ways," he said.

In between workouts, Harden toiled to put in place the city's vision of becoming a town with safe neighborhoods and a vibrant downtown. He oversaw projects such as the construction of the Tennis Center and the relocation of Atlantic High School.

He gives credit to citizens and their involvement for the transformation of Delray Beach. But some residents said he was the backbone of the renaissance.

"He should be credited with all the stability that enabled all the growth and the improvements that we've made," said resident Joann Peart. "He has been the stabilizing force."

7/23/12

## OUR VIEWS DELRAY BEACH

# Harden changed a city

The phrase "end of an era" suffers from overuse, but it correctly describes what soon will happen in Delray Beach.

David Harden, who has been Delray's city manager since 1990 – ironically, he was the commission's second choice – announced his retirement last week. He will leave in January, and can look back on a tenure and a record that may be unmatched for Palm Beach County cities.

As Mr. Harden noted, Delray Beach had "Boca

## From 'Boca envy' to pride in remade downtown.

envy" when he arrived. It was a relatively large but sleepy city, plagued by factional politics and resultant weak management. Mr. Harden brought the better management, and a series of city commissions brought the better politics. In 1991, Mr. Harden hired

Richard Overman, who made over the police department.

Under Mr. Harden, Atlantic Avenue became a regional destination. The tax base fattened. Mr. Harden worked out a plan for a new Atlantic High School. We disagreed with Mr. Harden on certain issues in recent years, but no one can deny how important his contributions to the city have been.

Randy Schultz  
for The Post Editorial Board

## In Harden we trust: Delray Beach Preservation Trust honors City Manager David Harden

**D**elray Beach City Manager, David T. Harden, will be honored for his extensive work in historic preservation by the Delray Beach Preservation Trust. The event will take place at 6 p.m. on Nov. 9 at the Delray Beach Golf Club. The first David T. Harden Preservation Award will be presented to Harden himself, who will retire this January after 22 years as city

manager.

Significant projects that Harden has encouraged include: the creation of new historic districts such as the West Settlers District; the restoration of Sandoway House Nature Center and Spady Museum; the growth of the campus of the Delray Beach Historical Society; and stronger ordinances to protect the five historic districts of Delray Beach, which include

Nassau Street, Old School Square, West Settlers, Del Ida and the Marina Historic District.

Before he came to Delray Beach, Harden had earned a master's degree in City Planning from Georgia Tech University and served as city manager of Winter Park. When he lived in Apopka he put two houses on the National Register of Historic Places. When Harden moved to Delray, he moved a historic

house that was going to be torn down in West Palm Beach to a vacant lot on Swinton Avenue, which has served as his home.

The Trust was founded in 2007 and its mission is to educate the public on the importance of historic structures and to

physically save them when possible. Due to the efforts of the Trust and the support of Harden and others, the Trust was able to restore the 1924 house of early resident Willie Franklin.

Although, this year the David T. Harden Preservation Award

will be given to the namesake, the Trust plans to present the award to a deserving citizen each upcoming year.

Tickets are \$50. For more information, visit [www.DelrayBeachPreservation.org](http://www.DelrayBeachPreservation.org) or call 561-278-1882. ■



Andrea Harden, left, and David T. Harden in their historic home located in Delray Beach.



Anna Laura Sherrard, left, Robert J. Hickok and Ann Margo Peart stand in front of the Harden's historic Delray Beach home.

→ over

# Community News

Delray Beach Tribune

## Managers of Municipalities and Major-League Baseball Teams Share a Common Fate: Short Careers With One Team.

Delray Beach's David Harden has been an exception, as one of the longest-tenured city managers in Florida. He has been overseeing the day-to-day operation of his city for more than 22 years.

But Harden recently announced he will retire in January, ending a run as one of the most powerful City officials.

"I'm a little bit anxious. Retirement has never been a goal of mine unlike other folks," Harden said. "It has been my privilege to work with an incredible staff, dedicated city commissioners, and innumerable passionate, involved citizens who love Delray Beach."

The Okeechobee native has served seven mayors in his 22 years. During his tenure, the city grew from 669 employees to 807 (mostly police and firefighters because of annexation) and his budget has soared from \$35 million to \$93 million.

He has been the subject of criticism both from elected officials and residents. Some police union reps and officers say he is too tight.

The retired U.S. Navy captain came into Delray Beach city leadership in 1990 at a time when the city was mired with unprofessionalism and mismanagement.

He was hired him from Winter Park to manage the city's reconstruction. Atlantic Avenue, downtown, was hemorrhaging and many avoided the area. Shutters on the run-down, restaurant-less strip of tired storefronts shops were pulled down at 5 p.m. Today, under his vision, the strip is now the place to be for scrumptious meals, upscale shopping and family festivals. People want to live downtown and developers are jockeying for available land, even if it abuts the railroad track, where the train rumbles by night and day.

Commissioners also directed Harden to look at the issues facing the police department and make the necessary changes partially because morale was almost as bad as in

City Hall. He ultimately persuaded Police Chief Charles Kilgore to resign.

He was also charged with ensuring the commission's goals, objectives and policies were carried out, which wasn't always done, said Robert Barcinski, assistant city manager, who has been with the city since 1984.

He took the helm and has been a soft-spoken power behind the scenes leading his team to meet the challenges of providing quality services to Delray Beach residents despite a slowed economy, reduced city staff, and tight budget. In particular, many praised Harden for professionalizing the City Manager's office.

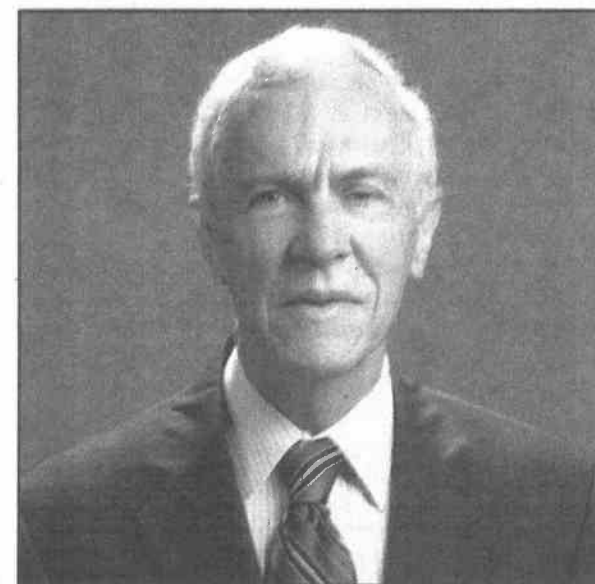
Customer service was critical to him - how staff treated the residents, customers and commissioners.

"He built a sense of teamwork, fairness, honesty and accountability without micromanaging," Barcinski said. "He stressed being a team, all of us working together for the same goals and objectives and to support each other. He instilled that in us."

Harden always told us: "we may or may not agree with commission's decisions but it was our job to make sure those decisions were carried out," he added.

Harden said he is also proud of the change in atmosphere in the southwest and northwest sections. When he arrived in town, there was a sense of hopelessness. He recalls asking Kilgore to put foot patrols on West Atlantic Avenue and the chief refused, saying that it was too dangerous.

"When we started doing community policing in our minority neighborhoods, a former commissioner from one of our retirement communities called me and asked why we were doing that, saying that we should just let those neighborhoods take care of their own problems," he said. "While many challenges in race relations remain, I find that resi-



dents in these neighborhoods are hopeful for a better future."

Just years ago, commissioners gave him a vote of no confidence over his handling of the city's trash-hauling contract with Waste Management. The company may have over-billed and/or underpaid Delray Beach, and Harden has not provided conclusive answers to resolve the questions.

Harden knows in his line of work, the faces in city commission can change dramatically each year in the annual election and his job can be short lived.

But he continues to forge ahead, focusing on the city and leaving the politics to the sidelines.

To read more about this story, visit [www.Delraybeachtribune.com](http://www.Delraybeachtribune.com).

## Delray Beach

# Harden hears plaudits for steady hand at helm

By Margie Plunkett

Twenty-two years ago, before Delray Beach's vibrant downtown emerged, the city was suffering from a civic inferiority complex. It "had Boca envy. We felt like we should be like them," remembers City Manager David Harden. "Now, we see the reverse."

The turnaround in the city and the way residents view Delray Beach are some of the biggest changes here since Harden arrived in 1990 — and the city manager counts them among his greatest accomplishments in office. "To see that reversed in many ways gives me a great deal of satisfaction," he said.

"It involved a lot of people," he said. "We've had good political leadership throughout that period and a lot of organizations — the DDA, Chamber of Commerce, Old School Square, all the different groups — working together."

Harden is preparing to retire in January after more than two decades leading Delray Beach's staff. His long stint has also seen progress in the developing western

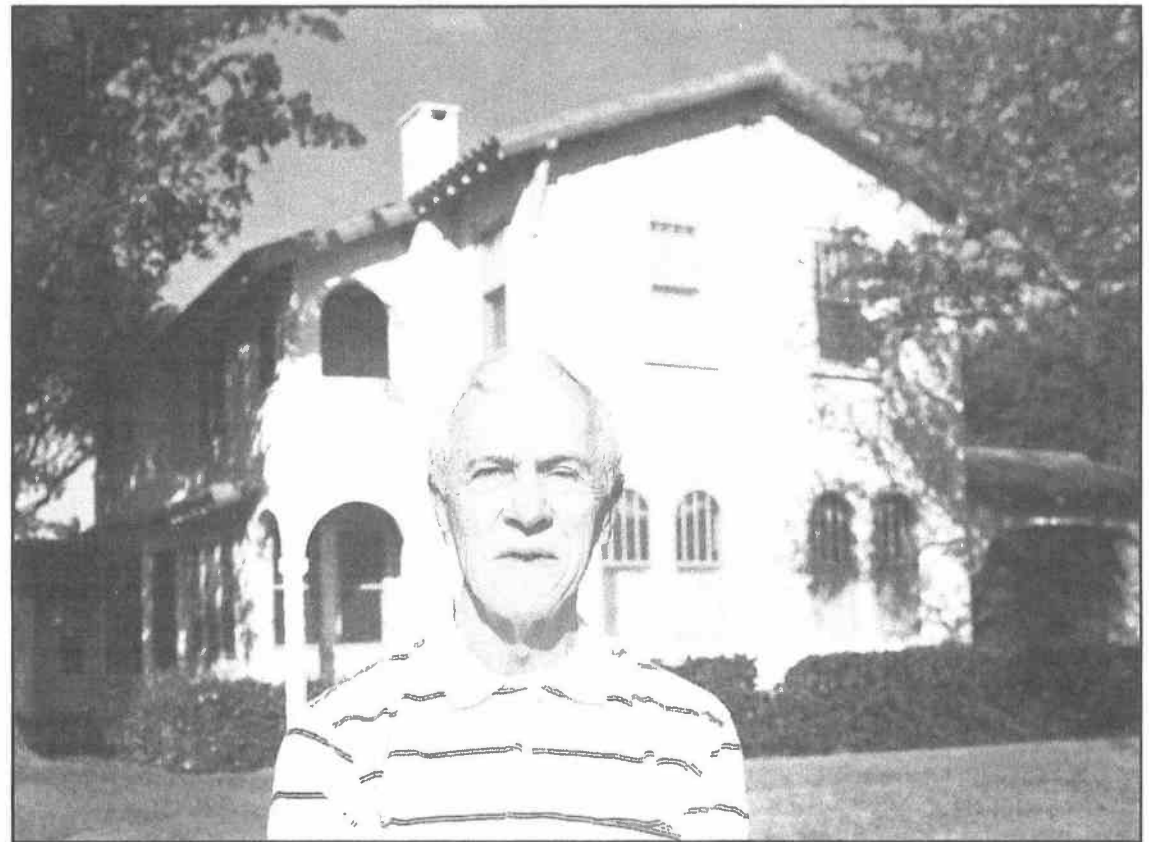
been city manager in Sanford for 20 years. That advice: "Be sure you always give all the commissioners the same information. Don't socialize with commissioners. And don't get emotionally involved with issues."

The second greatest accomplishment for the city and Harden, he said, has been seen in minority neighborhoods. "Many people felt hopeless about their neighborhoods" when Harden first came to Delray. "Now, there is a lot of positive feeling and optimism about what can be done."

Delray Beach additionally has benefited from Harden's personal and professional passion for historic preservation.

In 1994 he floated a historic house — built in 1926 — down the Intracoastal from its original lot near the Norton Museum in West Palm Beach to Swinton Avenue in Delray Beach. He still lives in the home with his wife, Andrea.

Harden was honored in November for his part in preserving structures and areas of Delray Beach with the first David T. Harden Preservation Award



After 22 years, David Harden is stepping down as Delray Beach city manager. Tim Stepien/The Coastal Star

Harden's advocacy of protections for the city's five historic districts: Del Ida Park, Marina District, Nassau Street, West Settlers and Old School Square Historic Arts District.

Like most public careers, Harden's has had its contentious spells. In recent years, commissioners gave Harden a vote of no confidence for the handling of a resident's complaints about

accumulate," Harden said.

Looking back further, Harden recalls about 2006 that the commission wasn't happy with him over bond projects. Commissioners didn't feel as if they had been adequately informed about the projects involved. "We probably had two commissioners who thought I should be fired," Harden said.

"We were supposed to build a community center at

A recent commission debate on whether to make it easier to fire a city manager was as much a tribute to Harden as it was consideration of a change to Delray Beach's charter.

"I know for a fact that the continuity and consistency of vision here, pretty much passed on by Dave Harden, is a great deal of the reason why we've been able to change the other five people (commissioners) that sit in



of historic preservation projects come to fruition and city awards including All-American City and *Florida Trend's* The Best Run Town in Florida designation.

It hasn't always been easy in a position that's naturally scrutinized and often at the mercy of politics. Yet he has managed much more than to have merely survived.

Harden attributes his career longevity to advice he received at the very start from Pete Knowles, who then had

a preservation trust cited numerous projects, including creation of the West Settler District, growth and expansion of the Delray Beach Historical Society, restoration of Sandoway House Nature Center, the 1924 Franklin House on Northwest Fifth Avenue and the Spady Museum, and ensuring that new hurricane-resistant windows at Old School Square retained the building's historic character.

The trust also noted

practices concerning garbage pickup.

The issue was ultimately reviewed by Harden's staff and the financial review board and resolved to the commission's satisfaction, according to the city manager. What does Harden say of the vote against him? "It goes with the territory."

"One city planner I knew who was more cynical than I am, said, 'If you're in public life, your friends come and go. And your enemies

hasn't been built,'" Harden said. "All the money available was used for other projects (by commissioners' choice).

"Each time a project went over budget, they were informed, but they said they didn't realize the accumulated impact of the projects that went beyond," Harden recalled.

Harden survived, thanks in part to a Delray Beach requirement that city commissioners need a 4-1 majority to oust its manager.

keep the vision," Mayor Woodie McDuffie said after an October public hearing. "The knowledge is here, the leadership here."

Public comment also echoed that sentiment. "We have great leadership and a fabulous city manager," said resident Christina Morrison. "I can't help think that 22 years of strong leadership put (Delray Beach) in this position. Thank you again, Mr. Harden, for all you do for us."

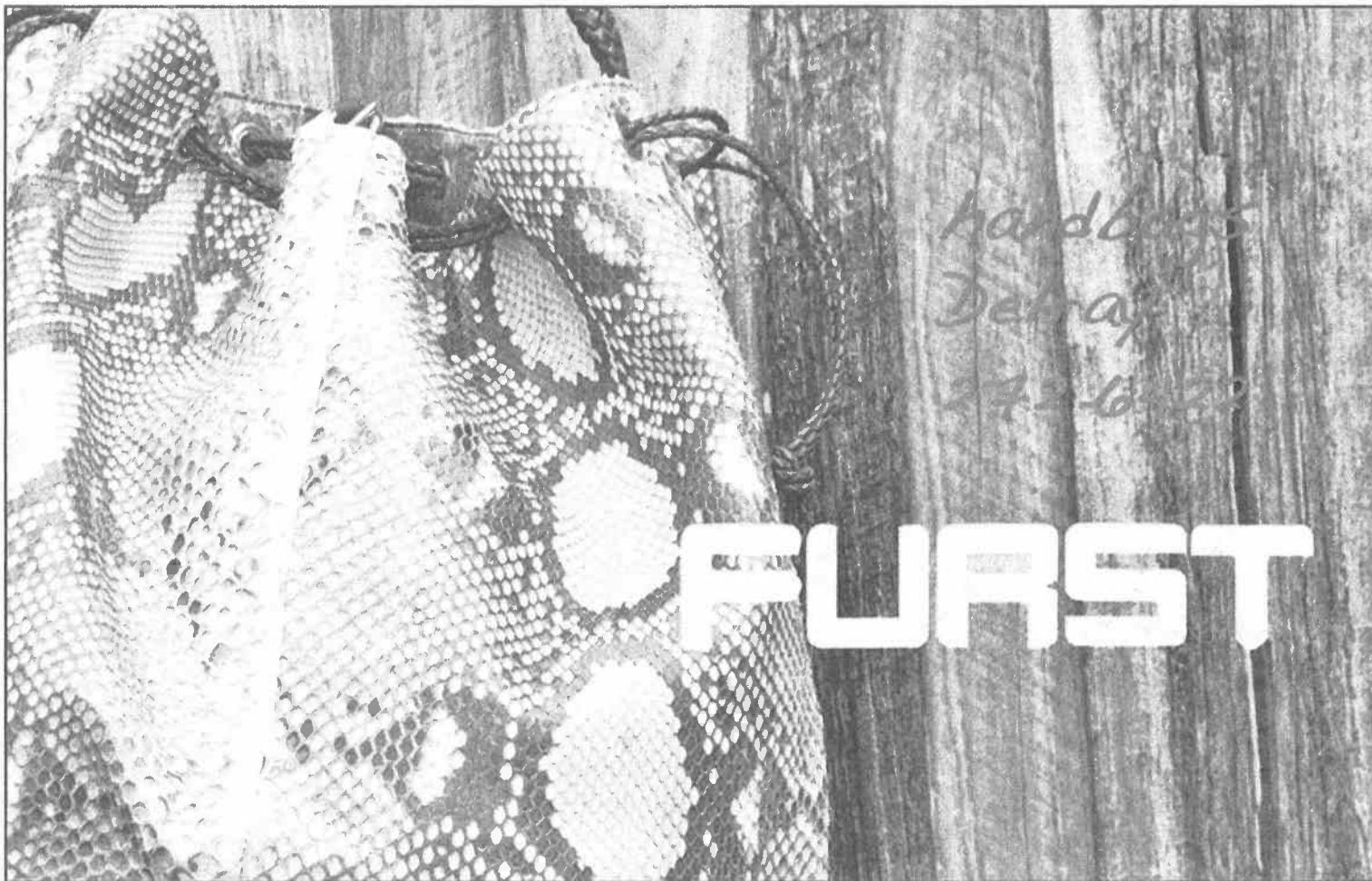
Two former mayors spoke at that hearing. "I, too, wish to thank Mr. Harden for his dedication and his hard work," said Jay Halperin. "Tom (Lynch) and I are here — we hired him."

Among the most critical issues that the still-unknown new Delray Beach city manager will face are financial challenges that have persisted through development of the last five budgets — and while things are improving, they aren't solved yet.

Most recently, Harden said, "we had a budget gap that was plugged in ways that can't be repeated in the future." The new manager will have to find ways to balance the budget that don't impede the city — while at the same time finding ways to sustain the city's high level of performance and to continue to improve, he said.

Harden has advice for the next city manager.

See **HARDEN** on page 13





## HARDEN

Continued from page 12

"They need to be sure we're cultivating future commissioners, people involved enough in the city to know how it works and what's going on," he said.

His successor should also be involved in maintaining a clear vision of the city. The city's goals have been "remarkably consistent in its years of strategic planning," Harden added, noting that it's getting ready to start the Visions 2020 planning process.

There is another concern, the city manager said. "There's so much pressure to not raise the millage (tax rate) — to reduce the millage. You have to be very careful that you don't get deferred millage and the city starts to deteriorate," Harden said.

When Hardens steps away, he said he will most miss working with the staff to find ways to improve. The city manager recalled the words of a recent speaker he'd heard: "Modern leadership isn't command and control, but creating an atmosphere in which innovation can flourish. That's what I'm trying to do," Harden said. "That part I'll miss."

He will be glad, on the other hand, to get away from the workload and have flexibility in his schedule, the city manager added.

In retirement, his time will be spent on volunteer projects with his church and the Boy Scouts. Harden is an elder of the Suncoast Community Church and serves as chairman of the Osceola District, Boy Scouts of America, where in the past he has received the highest honors an adult scouting volunteer can win.

Consulting work could occupy some of his time as well, and he may take up a suggestion that he write a book on downtown revitalization, a topic experienced both in Winter Park and Delray Beach. "There's plenty to do," Harden said.

Born in Fort Pierce, Harden grew up in Okeechobee, and he earned a bachelor's degree from Emory University in 1964 and a master of city planning from Georgia Institute of Technology in 1968.

Before coming to Delray Beach, he served in the U.S. Navy. In 1977, he became city manager of Winter Park, where he stayed until moving to Delray Beach.

Delray Beach will remain his home. He and Andrea have three sons. Their oldest son, Jeremy, 37, and three

grandchildren live in Boynton Beach. Son Chad, 36, is in Tennessee, and Aaron, 32, is in Seattle.

"My wife says if we ever move, we have to keep a place in Florida," Harden said. ★



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