

[Print](#)**Advisory Board & Committee Interest Form - Submission #18860****Date Submitted: 7/25/2022****Last Name***

Garcia

First Name*

Roland

District # You Live In.*

1

Home Address*1113 Hollywood
Boulevard, Hollywood, FL,
33019, Un**City***

Hollywood

State*

FL

Zip Code*

33019

Home Phone

19043344038

Cell Phone**Email Address***

rgarcia0656@gmail.com

Owner or Renter *

Owner

**Number of years as city
resident***

4

**Are you registered to
vote in Broward County?

Yes

**Education (highest
degree / level)**

BBA

Occupation*

Retired

Work Phone

9043344038

Business Name*

None

Business Address**City****State****Zip Code****Identify the board / committee(s) to which you request appointment (Please rank in order of preference)****Selection (1)***

Education Advisory Committee

Selection (2)*

Planning & Development Board

Selection (3)*

None

Selection (4)*

None

Affordable Housing Advisory Committee - Questions*

Please answer these five questions above. 1. In your opinion what is the greatest challenge to keeping housing affordable in Hollywood? 2. Which of the following disciplines are you most skilled? • Home Purchase Education, • Housing Market Employment. • Housing Market Stability. • Affordable Housing Construction. * Affordable Housing Activism. 3. Which of the following disciplines are you most passionate? • Ownership Housing Affordability, • Rental Housing Affordability, • Housing Market Stability, • New Housing Construction, * Fair Housing. 4. What (if any) life experience motivated you toward volunteerism? 5. What role does housing diversity play in Hollywood's economic health?

African American Advisory Council - Questions*

Please answer these five questions above. 1. What is the greatest challenge facing the African American Community in Hollywood? 2. How many hours per month can you dedicate to AAAC initiatives? 3. Which of the following disciplines are you most skilled? * Education, * Employment, * Economics, * Cultural Awareness, * Housing. 4. Which of the following disciplines are you most passionate? * Education, * Employment, * Economics, * Cultural Awareness, * Housing. 5. What (if any) life experience motivated you toward volunteerism?

Artwork Selection Committee - Questions*

Please answer these five questions above. 1. What are your primary interest in City Government and City Services? 2. Why do you want to join the Artwork Selection Committee? 3. What other relevant organizations, clubs, or associations were you previously, and/or currently are involved in? 4. Are you available to attend regular committee board meetings scheduled for the Second Monday each month at 5:30pm? 5. What is your one area of highest interest related to the Arts within the City of Hollywood?

Civil Service Board - Questions*

Please answer these five questions above. 1. Describe your involvement with establishing, reviewing and interpreting policies and procedures? 2. Describe your involvement in employment practices including interviewing, testing, hiring, selection and promotion, demotions, transfers, etc. 3. Describe your knowledge of Civil Service and its purpose. 4. Why do you want to serve on this Civil Service Board? 5. Are you a continuous resident of and continuous registered elector in the City of Hollywood?

Community Development Advisory Board - Questions*

Please answer these five questions above. 1. Do you reside in a low and moderate income (LMI) neighborhood in Hollywood per the most recent US Census data? A Hollywood LMI Map is located at www.hollywoodfl.org on the Community and Economic Development webpage. 2. What Community Development issues do you believe are the most important to Hollywood? 3. What is your definition of a healthy neighborhood? 4. What do you believe is the vision and primary work of the Community Development Advisory Board? 5. What do you believe uniquely qualifies you to serve on the Community Development Advisory Board?

Education Advisory Committee - Questions*

1. One of the current challenges facing education are qualified teachers. Working conditions, pay, and demands on teachers put external pressures on them limiting their time to focus on classroom educational programs.
2. An education system should be focused on teaching and not a hampered by external disruptors. Reading, writing, math, history, and geography are examples of courses that have lacked focused attention.
3. The Education Advisory Committee should provide feedback to the School Board on the academics and teaching environment to help maximize student learning opportunities. It should also help support the Board communicate approved plans from the Board.
4. With the limited time afforded to meet, the focus ought to be on those matters impacting the learning of the students.
5. A measure of the Committee contribution would be students' performance and participation or attendance in school.

Please answer these five questions above. 1. What are the current challenges facing education? 2. What is your vision for education in Hollywood? 3. What do you see as the primary work of the Education Advisory Committee? 4. With only one meeting a month, the Committee is limited in what it can do. How does/should the Committee decide what's most important? 5. How can the Committee know if its mission and goals are being accomplished?

Employees' Retirement Plan - Questions*

Please answer these five questions above. 1. Are you familiar with the State's Sunshine Laws (Chapter 119 of the Florida Statutes)? 2. Are you available to attend in person regular monthly Board meeting (typically held the 4th Tuesday of each month)? 3. What knowledge, skills and/or abilities will you bring to the Employees' Retirement Plan? 4. What do you believe are the responsibilities of a trustee on a municipal retirement plan board? 5. Are you familiar with municipal defined benefit retirement plans and/or have previous experience serving on a municipal retirement plan board?

Firefighters' Pension Board - Questions*

Please answer these five questions above. 1. What knowledge, skills and abilities would you bring to the meetings? 2. What experience do you have with firefighter pensions? 3 What is your financial background? 4. How many years have you lived in Hollywood? 5 How familiar are you with local retirement systems?

General Obligation Bond Oversight Advisory Committee - Questions*

Please answer these four questions above. Why do you want to join the GO Bond Oversight Advisory Committee? 2. Explain how your personal and/or professional experiences will contribute to the meeting the goal(s) of the Board or City. 3. Which Bond interests you the most? Public Safety? Parks/Golf/Open Space or Neighborhoods & Resiliency? 4. What is your perspective on city quality of life, healthy neighborhoods, economic development & a strong tax base?

Historic Preservation Board - Questions*

Please answer these five questions above. 1. How have you prepared yourself to serve on the Historic Preservation Board? 2. Explain how your personal and/or professional experiences will contribute to the meeting the goal(s) of the Board or City. * Personal experiences, * Professional experiences. 3. What is your perspective on balancing growth of the City's tax base, within the Historic Districts, while maintaining neighborhood stabilization? 4. How would you balance historic architecture with modern architectural styles? 5. What do you like about the City's different Historic Districts?

Hollywood Housing Authority - Questions*

Please answer these five questions above. 1. In your opinion what is the greatest challenge to keeping housing affordable in Hollywood? 2. Which of the following disciplines are you most skilled? * Property Management, * Affordable Housing Administration, * Housing Market Stability, * Affordable Housing Construction, * Affordable Housing Activism. 3. Which of the following disciplines are you most passionate? * Property Management, * Rental Housing Affordability, * Housing Market Stability, * New Housing Construction, * Fair Housing. 4. What (if any) life experience motivated you toward volunteerism? 5. What role does housing diversity play in Hollywood's economic health?

Marine Advisory Board - Questions*

Please answer these five questions above. 1. What is your involvement with the City of Hollywood's Waterways? 2. What will guide your decisions on this board? 3. Are you able to dedicate 2-3 hours a month to attend the meetings? Attendance is paramount to this Board being able to get things done. 4. Are you currently or have you been a boater, marine industry professional or involved in any other marine related industry? 5. What is your vision for the city of Hollywood's Waterway system?

Parks, Recreation & Cultural Arts Advisory Board - Questions*

Please answer these six questions above. 1. How many events have you attended in the past year at any of the parks and athletics facilities in the City? 2. How many City-sponsored special events have you attended for the past year? 3. Are you available to attend regular Board meetings? Regular meetings are on the 1st Thursday of the month for 8 months per calendar year. 4. What is your one area of highest interest related to the parks, recreation and cultural arts for the City? 5. What other relevant organizations, clubs, or associations were you previously, and/or currently are involved in? 6. How does parks, recreation and cultural arts contribute to quality of life?

Planning & Development Board - Questions*

1. A career spanning 45 years as a senior executive for the majority of that time (35 years) with large health systems, responsibilities included strategy development, planning, and execution of objectives for growth. This meant geographical growth in many instances, impacting the communities where we were present.

2. As noted above, the professional experience allowed me to consider impact to communities we were serving.

3. The balance of growth, and thus the tax base vs the quality of life in maintaining the neighborhoods with affordable housing, amenities, and density is a challenge. One must keep in mind what makes the area attractive and desirable, use this as a guiding principle when making decisions.

4. One of the main attractions of the area is our ability to spend time outdoors. Recent improvements in parks, roads, and beaches infrastructure these past few years contribute to the improvement of the quality of life.

5. I believe a Comprehensive Plan would include targeted improvements to the infrastructure to support growth, addresses the environmental impact, improves those features that make the area attractive, modernizes but also preserves the charm of the historical parts, and addresses services and the economic impact of these projects.

Please answer these five questions above. 1. How have you prepared yourself to serve on the Planning and Development Board? 2. Explain how your personal and/or professional experiences will contribute to the meeting the goal(s) of the Board or City. * Personal experiences, * Professional experiences. 3. What is your perspective on balancing growth of the City's tax base while maintaining neighborhood stabilization? 4. What recent developments within the City are most proud of? 5. What is a Comprehensive Plan?

Police Officer's Pension Board - Questions*

Please answer these five questions above. 1. What is a fiduciary? And what is your responsibility to the police pension plan as a fiduciary? 2. What is the Sunshine Law? 3. What is Asset Allocation & Diversification? 4. Explain the history of Chapter 99-1 and Chapter 185? 5. Define the role of the Actuary and the Auditor?

Sustainability Advisory Committee - Questions*

Please answer these five questions above. 1. Why do you want to join the committee? 2. Have you attended any committee meetings? If so, how many? 3. What knowledge, skills, and abilities would you bring to the committee if appointed? 4. What other organizations, clubs, or associations are you involved in? 5. Are you available to attend regular committee and subcommittee meetings? Regular meetings are held monthly with subcommittee meetings held as needed. 6. What types of projects would you like to see the committee work on?

Young Circle ArtsPark Advisory Board - Questions*

Please answer these five questions above. 1. What are your primary interest in City Government and City Services? 2. How many ArtsPark events have you attended within the past year? 3. What other relevant organizations, clubs, or associations were you previously, and/or currently are involved in? 4. Are you available to attend regular committee board meetings scheduled for the Second Tuesday each month at 5:30 pm? 5. What is your one area of highest interest related to the ArtsPark at Young Circle?

Are you interested in serving on more than one board/committee?*

Yes

If so, how many?*

2

Applicant must attend at least one board/committee meeting prior to consideration of application for every board applied. Please list board/committee meetings you attended in the last year?*

Planning

Are you currently on a County or City Board?*

No

If yes, please describe

If you are applying for a board / committee, which has specific requirements / categories, please detail how your background and/or experience meets the required criteria.*

None

Please describe your professional and/or volunteer experience or background, which best qualifies you for selection to the board / committee.*

Have been a member of several not for profit boards throughout my career.

Are you presently employed by the City of Hollywood?*

No

If so, in what capacity?*

NA

Attach Resume (only .doc and .pdf files)*

RAG-Resume-10-2021 (1) (1) (2).doc

ROLAND A. GARCIA

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Hollywood, FL 33019
Phone: (904) 334-4038

PROFESSIONAL EXPERIENCE

2001 to July 2021 BAPTIST HEALTH (Integrated Delivery System)
Jacksonville, Florida

Senior Vice President/Chief Information Officer

As Chief Information Officer (reporting directly to the President and CEO), have responsibility for corporate information technology strategies and decisions for the healthcare system including computing technologies and voice and data infrastructure. The healthcare system consists of five hospitals with over 1,000 beds, and represents \$2.5B in net revenues, a physician network in excess of 450 employed physicians, home health care agency, and behavioral medicine business unit.

- Established standards, policies and procedures for guidance in the process of conducting business with vendors and other external organizations
- Manage separation process for technology from merged organizations (Ascension Health)
- Defined and build the Baptist Health IS organization including governance model for corporate IS resources.
- Lead the organization strategic technology plan aligned with overall organizational Strategic Plan.
- Led numerous innovation efforts inclusive of the first fully digital hospital February, 2005.
- In alignment with BH Strategic Plan, led efforts to assess and select new integrated platform on an Epic contracting effort as the integrated platform solution for BH.

1987 to 2000 BAPTIST HEALTH CARE CORPORATION (Integrated Delivery System)
Pensacola, Florida

Vice President/Chief Information Officer

Serve as Chief Information Officer (reporting directly to the Senior Vice President of Finance) of this multi-hospital integrated healthcare delivery system. The system had five hospitals (including Baptist Hospital), two skilled nursing facilities, two retirement communities, twenty-five primary care centers, four hospital based home health care agencies, behavioral medicine business unit, and several other entities. In-depth knowledge of various technologies ranging from large mainframe systems to distributed and client server technologies. Over twenty years in the healthcare industry and familiar with many of the vendors in the industry.

Had responsibility for all information technology, voice, and data activities of the System in addition to responsibility for Medical Records, Transcription Services, Tumor Registry, Telecommunications, Switchboard Operations, Patient Business Services, Registration, Admissions, and Central Business Office. Overall, manage an organization of various disciplines consisting of 215 FTE's.

- Established standards, policies and procedures for guidance in the process of conducting business with vendors and other external organizations.
- Developed a major strategic plan for IS focusing on specific objectives:
 - ◆ Implementation of corporate online financial systems including PR, GL, AP, Time & Attendance, Fixed Assets, Capital Tracking, Productivity Reporting, Flex Budget, Billing, Practice Management, and Materials Management among the various systems.
 - ◆ Implementation of corporate clinical systems including Order Entry/Results Reporting, Pharmacy, Laboratory, Reference Lab, Radiology and many others.
 - ◆ Designed and provided oversight to the construction of a new data center facility, and successfully relocated data center.
 - ◆ Implementation of a Wide Area Network connecting over 80 geographic locations to the BHC Intranet, including physician access for patient information.
 - ◆ Developed a strategy and implemented a clinical cost accounting system and decision support tools inclusive of one of the first *Executive Information System* in healthcare.
 - ◆ Initiated transition to state-of-the-art technologies throughout BHC including
 - Managed growth from a network of 104 online workstations primarily at one site, to over 3,800 workstations at over 80 geographic locations, spanning various business disciplines.
 - Implemented Internet/Intranet connectivity strategies in preparation for electronic patient record deployment via this communication technology.
 - Instilled and implemented sound network management practices, capacity planning, and overall management of the technology resource throughout IS and other BHC organizations.
 - Replaced old PBX with new system, allowing more reliable, less costly, and more flexible operations including consolidated switchboard operations.
- Supported the improvement of basic hospital services by:
 - ◆ Development and implementation of an aggressive long range information services plan and installing an integrated patient care system.
 - ◆ Implementation of an automated laboratory system resulting in a reduction of 22 FTE=s.
 - ◆ Implementation of a practice management system supporting the consolidation of business offices for clinics and standardization throughout BHC and the MSO.
 - ◆ Consolidation of business office operations as a result of standardization of systems and business office for hospital operations.
 - ◆ Implementation of an online web based system for clinician and physician access of patient information including results, transcription, and demographics.
 - ◆ Development of a productivity reporting system resulting in higher productivity ratios and reduced expenses per adjusted admissions throughout BHC.
 - ◆ Recruitment and retention of a high performance staff minimizing labor costs and turnover in IS.
 - ◆ Improvement in user satisfaction by deploying systems, providing training, and delivering information to increase their productivity.
 - ◆ Decreased maintenance costs and increased satisfaction of telephone system users by eliminating over 125 key systems and consolidating into one PBX.

- Responsibility for negotiation and/or development of services, hardware, and software contracts:
 - ◆ Improved pricing on hardware maintenance and acquisition by standardizing and leveraging relationship with vendors.
 - ◆ Reduced software licensing as a result of standardization throughout BHC.
 - ◆ Reduced the cost of production for annual Cancer Report by utilizing publishing software available in BHC marketing department.
- Substantially improved organizational effectiveness by:
 - ◆ Reducing the number of FTEs in medical records and established new productivity standards.
 - ◆ Increased productivity and improved reimbursement by establishing concurrent coding of charts resulting in over \$2 million revenue improvement in fiscal year 1996.
 - ◆ Improved productivity and service of payroll processing by implementing an automated time and attendance system, including the ability to clock in through secured telephone devices, resulting in a reduction of over 300 man-hours of processing time each pay period.
 - ◆ Established enhanced security department coverage and reduced Director position resulting in over \$45,000 in savings.
 - ◆ Integrated the long range information technology planning into the System's strategic planning process.
- Established process for continual long range plan update and monitoring including working with senior management and board members, and provide annual update of status against the plans.
- Manage Patient Business Services to improve customer satisfaction, improve collections, reduce write offs, reduce AR days, and increase cash.
 - ◆ Reorganized billing and collections groups for a more focused procedure follow up increasing productivity and reduction of AR days.
 - ◆ Ensure adequate training and inservices to registration staff to ensure highest customer satisfaction results in Press Ganey survey.
 - ◆ Established new procedures and identify staff to more aggressively interact with managed care companies collections by going on site.
 - ◆ Initiated change in process to allow more local follow up of billing information at affiliate operations.
 - ◆ Reduced appeals from payors by establishing better authorization and verification procedures through more aggressive pre -registration.

1979 – 1987 THE METHODIST HOSPITAL HEALTH SYSTEM
Houston, Texas

Corporate Director Computer Support Systems

As corporate director of computer support systems (reporting directly to Senior Vice President of IS) of this 1572 bed, teaching, healthcare system, was responsible for implementation and deployment of applications throughout the organization. Led the task force developing request for proposal of a

hospital information system and evaluation of products to support this 7,200 employee organization. Negotiated contract and ultimately managed the implementation throughout the organization, with over 3,800 online users.

- Managed a staff of professionals committed to the execution of the long range plan and deployment of numerous systems including:
 - ◆ Patient accounting, billing, scheduling, and all patient financial systems were replaced and/or newly installed over a period of ten years.
 - ◆ Implementation of all financial systems including payroll, general ledger, account payables, budgeting, and others. In many cases, converted these systems from antiquated punch card applications, to state-of-the-art online systems.
 - ◆ Implemented a cost accounting system from TSI, including oversight for the engineering of standards.
 - ◆ Implemented one of the first Cerner laboratory information systems in the industry.
 - ◆ Implemented a medicare logging system resulting in increase of net revenues by \$1 million the first year.
- Working with senior management, managed the deployment of technologies from a network of 250 online users, to over 3,800 users in the Texas Medical Center.
- Established sound project management processes and led the organization in implementing some of the same techniques in other disciplines and projects.
- Negotiated with vendors to develop systems specifically targeted for large teaching organizations and realizing some financial benefits from royalties including:
 - ◆ Development of a radiology information system with Dupont, ultimately sold in the marketplace to over 75 customers.
 - ◆ Jointly worked with Continental Healthcare Systems in the development of the Pharmakon pharmacy system, presently in place in hundreds of hospitals.

1978 – 1979 COLUMBIA GAS DEVELOPMENT

Houston, Texas

Senior Programmer Analyst

Hired directly from college where I had developed working experience with technology and systems analysis, became a senior programmer analyst within six months in the Houston office of this oil and gas company. At the time of employment, Columbia was the largest producer of natural gas in the world. The Houston office supported the work of the geology and exploration staff. Worked closely with the geologists on well production simulation programs for the Gulf of Mexico.

PROFESSIONAL AND CIVIC AFFILIATIONS

American College of Healthcare Executives
Leadership Pensacola - Class of 1996
ECHO Member and Presenter
Five Flags Sertoma of Pensacola, Member
Five Flags Rotary, Member
CHIME Charter Member
HIMSS Member
ARC Escambia, Board Member 1990-1993
Children Services Center – Board Member
Community and Drug Alcohol Center (CDAC) – Board Member
Epilepsy Services – Board Member
Christian Counseling Center – Board Member
IBM Healthcare Advisory Council, Member

EDUCATION AND CERTIFICATION

1980 BBA in MIS
 University of Houston