



April 8<sup>th</sup>, 2023

Laurie Meyer  
Human Resources Director  
City of Margate

**Re: Executive Search Consulting Services**

Dear Ms. Meyer,

The Jorge Colina Group (JCG), welcomes the opportunity to assist the City of Margate in identifying, recruiting and selecting an exceptional candidate for the position of Chief of Police. The goal is to recruit a chief who not only understands the importance of public safety, but places equal emphasis on engaging the community and building trust through inclusion and transparency, while at the same time serving as an inspirational leader to the members of the police department. To this extent, JCG will work with city leaders and stakeholders in order to identify the qualifications, characteristics and experience that this candidate must possess. All the while legitimizing the executive search process through community involvement and transparency.

Once we have a clear understanding of the qualifications that the ideal candidate must possess; my partner and I, with close to 70 years of law enforcement experience collectively, will leverage our expansive local, regional and national network of contacts so that we may strategically develop a strong pool of candidates that possess the characteristics, knowledge and experience that the City of Margate is looking for in a chief of police. Using this networking reach, JCG will also identify qualified and diverse candidates, who will serve on the selection panel and assist in further vetting the pool of applicants and whose goal is to deliver a list of highly qualified finalists where the city's next chief of police would be selected from.

Finally, as a local firm, my partner and I will be available to you and your team throughout this process so that you may proceed with the confidence of knowing that any questions that you may have will be answered in a timely manner and any task requiring our personal attention can be delivered without delay. I thank you once again for considering the Jorge Colina Group to assist the City of Margate in its quest to fill this most important position.

Sincerely,

*Jorge Colina*

Jorge Colina  
President  
Jorge Colina Group



---

## TABLE OF CONTENTS

Letter of Interest .....	1
Table of Contents .....	2
Section 1 – Your Consultants .....	3-4
Section 2 – Scope of Services .....	4-6
Deliverable 1 .....	4
Deliverable 2 .....	5
Deliverable 3 .....	5
Deliverable 4 .....	5-6
Section 3 – Pricing .....	6



---

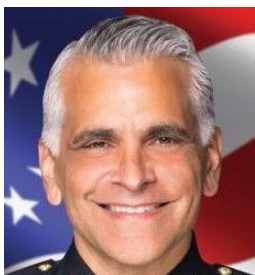
## **SECTION 1: *YOUR CONSULTANTS***

The Jorge Colina Group, LLC  
1085 NW 164 Avenue  
Pembroke Pines, FL 33028  
(305) 970-2167  
FEIN: 86-2216716

The Jorge Colina Group, LLC is a boutique consulting firm that draws from its partners' vast experience in managing diverse and complex organizations both in the private, as well as the public sector. It is from this experience and network of contacts that we assist clients with executive searches that produce a pool of exceptional candidates to select from, thus saving our clients the time and money that unsuccessful executive recruitment efforts waste.

The key to our executive searches success is founded in our process transparency and our direct, strategic recruitment effort that focuses on identifying, attracting, and selecting only the most qualified candidates. This methodology is designed to provide the confidence that our stakeholders yearn for – hiring the very best and most qualified person for key positions, knowing that the selection process was conducted thoughtfully, fairly, and in the best interest of the City of Margate.

### Consultant and Subject Matter Expert - Jorge Colina



Jorge Colina is the co-founder and managing partner of the Jorge Colina Group, LLC. Jorge is a 31-year veteran of the Miami Police Department, having served in many roles throughout his distinguished career including: Anti-Corruption Unit Lieutenant, Tactical Operations Major, Internal Affairs Major, and Assistant Chief overseeing every functional division of the police department, which include; Field Operations, Administration and Criminal Investigations. Furthermore, Jorge ultimately achieved the position of Chief of Police, leading the 1,800 sworn and civilian employees of the Miami Police Department. In addition to his Bachelor of

Science in Criminal Justice Degree, Jorge is a graduate of the prestigious Southern Police Institute's Chief Executive Leadership and Command Officers Development Courses. Jorge has also earned the Executive Education, Leadership in Crisis certificate from Harvard Kennedy School and the coveted Executive Management/Police Executive Research Forum certificate from the Senior Management Institute for Police in Boston, Massachusetts.



---

## Consultant and Subject Matter Expert – Orlando Aguilera



Orlando Aguilera is co-founder and partner of the Jorge Colina Group, LLC. Orlando has amassed over 38 years of law enforcement experience having served as Deputy Chief of Police at the Hialeah Police Department and most recently served as Senior Executive Officer to the Chief of Police for the Miami Police Department. In his role as Executive Officer, his responsibilities included that of Chief of Staff, providing support and counsel to the chief of police on matters pertaining to the department's day-to-day operations, as well as matters affecting the community.

Prior to joining the Miami Police Department, Orlando served in the private sector as the Miami General Manager for G4S Secure Solutions, a global security company headquartered in London, England - operating in over 90 countries, including over 40 states in the U.S.. Orlando graduated summa cum laude from Florida International University, and is a graduate of the FBI National Academy in Quantico, VA., as well as the Southern Police Institute – Command Officer Development Course. Orlando is a member of the Miami-Dade Association of Chiefs of Police, and the Police Executive Research Forum (PERF).

## ***SECTION 2: SCOPE OF SERVICES***

Jorge Colina Group (Consultant), is proposing to the City of Margate (Client), the following services in relation to the City of Margate's quest for a highly qualified Chief of Police. To this extent, we will work closely with the city's stakeholders on the tasks outlined below, while leveraging our decades of leadership experience and focusing on implementing a recruitment process that is thorough, transparent and fair. The ultimate goal is to deliver the necessary services to ensure that the very best candidate for this position is identified, vetted and presented to the decision makers for selection.

### **Deliverable 1: Job Description and Position Profile**

Consultant, as needed and directed, will work with the Human Resources department and assist in reviewing and if necessary updating the current Job Description in order to ensure that it contains all of the critical and key elements of the position. Additionally, Consultant will work with the Client and other stakeholders as determined by the Client in order to identify the traits, characteristics and competency requirements that the ideal candidate must possess for this important position. To this extent, the Consultant will assist the Client in preparing the final Position Profile that will outline the minimum qualification criteria needed in order to apply for the position.



---

## Deliverable 2:     Electronic Brochure Development and Position Announcement Video

With coordination and input from the Client, Consultant will prepare a Job Announcement statement along with a high-quality electronic, color brochure providing detailed information on the City of Margate, the functions of the Chief of Police, to include the qualifying criteria for the position, compensation & benefits and information on how to apply. JCG will advertise the executive position through a preliminary announcement paragraph that will include a hyperlink providing full access to the informational brochure and position video.

Additionally, the Consultant will create a professionally produced, high-quality position announcement video that serves to further enhance the job post. This unique service helps promote the City of Margate as well as the Chief of Police's position by providing a more intimate way of sharing information about the role, the city and its residents and visitors. Examples of electronic brochures and announcement videos produced for other clients may be accessed through the below links.

[Hialeah Chief of Police Search Brochure](#)

[VKB Chief of Police Search Brochure](#)

[Miami-Dade College Dean Executive Search Brochure](#)

[Miami-Dade College Dean Executive Search Video](#)

## Deliverable 3:     Announcement, Advertising and Recruiting

Consultant will conduct a national recruitment effort with access to the position brochure and video. Consultant recommends advertising the position using the following sources/organizations:

- Police Executive Research Forum (PERF)
- International Association of Chiefs of Police (IACP)
- Broward County Chiefs of Police Association
- Miami-Dade County Association of Chiefs of Police
- Florida Police Chiefs Association
- Florida Sheriffs Association
- LinkedIn

In addition to the above mentioned advertisement effort, the Consultant will conduct direct and strategic recruiting, leveraging our professional networks locally, regionally and nationally in order to identify top-level candidates whom meet the qualifications outlined in the Position Profile and whom may be interested in pursuing this prestigious opportunity.

## Deliverable 4:     Selection Process

Consultant will receive all interest inquiries during the announcement period, answer questions and acknowledge receipt of letters of interest and resumes submitted by those interested in the position. Consultant will conduct an initial review of all materials submitted to ensure that they meet the minimum



---

qualification as stated in the job description and position profile and produce a list of qualified individuals whom may be invited to proceed in the selection process.

The Consultant will assist in the development and implementation of the selection process as requested by the City Manager and/or the Human Resources Director. Upon review and approval of the list of finalists, the Consultant will assist in coordinating any exercise that the City may deem necessary and appropriate in further vetting the finalists, to include providing recommendations on a diverse field of regional police executives, experts and leaders, whom may be appointed to serve on the Selection Panel. Upon the city's leadership approval of those individuals, Consultant will secure commitments from them to serve on the Selection Panel and coordinate this effort during the process. The Consultant will assist in conducting subsequent interviews, assignments and evaluations as requested by the City. Finally, Consultant will remain available to the City Manager throughout the process in order to facilitate the selection of Margate's next chief of police.

## *PRICING*

### Consulting Fee:

The total cost for the professional consulting services outlined in the Scope of Services is **\$24,990**. This includes the individual consultant's time and effort as stipulated in each of the four deliverables, as well as expenses incurred on the part of the Consultant, including the graphic design and production of the proposed electronic brochure and announcement video. Any cost associated with the advertising of the position will be invoiced as a direct pass-through cost to the client.

### Invoicing:

The Consultant will invoice the Client as follows, with payments due within forty-five (45) calendar days from date of Client's receipt of invoice.

- Invoice 1: One half of consulting fee (\$12,495) upon completion of Deliverables 1 and 2.
- Invoice 2: Final payment (\$12,495) upon the completion of all deliverables.

### Exceptions:

Consultant will not be responsible for any expenses incurred by the client, including advertising expenses, or expenses incurred by any candidate during the selection process. Any candidate background or screening, including: Certified Police Backgrounds or investigative background screening or testing, including but not limited to: verifications of all educational degrees, licenses and ability to work in the U.S. etc., is solely the responsibility of the Client and not covered in this Consulting proposal or subsequent agreement.