



Request For Proposal (RFP) RFP 26-026

Executive Search Firm Services for President and Chief Executive Officer Recruitment

Mexican American Opportunity Foundation

Date: 10/9/2026

Version 2.3

1. Introduction and Purpose

The Mexican American Opportunity Foundation (MAOF) is issuing this Request for Proposals (RFP) to qualified executive search firms and consultants to conduct a comprehensive national search for its next President and Chief Executive Officer. The selected firm will partner with the Board of Directors, acting through its Personnel and Compensation Committee (PCC), to identify, assess, and recruit a leader capable of advancing MAOF's mission, vision, ensuring regulatory excellence, strengthening financial sustainability, and guiding a complex, multi-site human-services organization serving Head Start/Early Head Start, senior services, workforce development, and community development programs. .

This RFP describes the minimum services expected of the selected firm. Proposers may recommend additional services or modifications that would strengthen the search, provided that any assumptions, alternatives, and related costs are clearly identified. Any such additional services or modifications shall be subject to review and prior written approval by MAOF's Personnel and Compensation Committee before implementation or the incurrence of any additional costs.

2. About MAOF

Mission: To advance opportunity and education that endures across generations.

Organizational scale and footprint: MAOF is a large, multi-site nonprofit organization operating programs supported substantially by state and federal grants and contracts.

- Annual operating budget: \$235M
- Employees: 918
- Geographic service area and number of sites:

We are currently serving 8 counties; with Riverside it will be 9.

- Los Angeles
- Orange
- San Diego
- San Bernardino
- Ventura
- Kern
- Monterey
- Contra Costa

In process

- Riverside

- Total Number of MAOF sites
 - Center Based: 43+

- Total Number of students served:
 - Center-Based: 3000+
 - CalWORKs: 10,000+
- Partner Agencies:
 - Office of Head Start (OHS)
 - Head Start (HS)
 - Early Head Start (EHS)
 - Los Angeles County Office of Education (LACOE)
 - Head Start (HS)
 - Early Head Start (EHS)
 - California Department of Social Services (CDSS)
 - CalWORKs Stage 2 (C2AP)
 - CalWORKs Stage 3 (C3AP)
 - Alternative Payment Program (CAPP)
 - General Child Care and Development (CCTR)
 - Family Child Care Home Education Networks (CFCC/FCCHEN)
 - Migrant Child Care and Development Program (CMIG)
 - Resource and Referral Program (CRRP)
 - California Department of Education (CDE)
 - California State Preschool Program (CSPP)
 - Department of Public Social Services (DPSS)
 - Stage 1 Child Care Services
 - The City of Los Angeles
 - Los Angeles Department of Aging (LADOA)
 - Community Development
 - United States Department of Agriculture (USDA)
 - Child and Adult Care Food Program (CACFP)
- Principal programs and populations served: Early Education & Child Development, Childcare Subsidy Administration, Head Start & Early Head Start, Senior Services and Community Development. MAOF multi-generational approach serving individuals from infants through seniors.
- Regulatory environment: child-care licensing, senior-services compliance, labor and employment requirements, and applicable state and federal human-services regulations
- Funding environment: multiple public and private funding streams, including state and federal grants and contracts

Leadership transition: MAOF is conducting this search following a leadership transition. Final public language sent out by the search firm regarding the transition will be confirmed by MAOF and reviewed for consistency with applicable agreements and legal requirements.

3. CEO Leadership Mandate

- The successful candidate for President and CEO should possess the following leadership qualities, experience, and competencies: Executive leadership in complex human-services or comparable mission-driven environments

- Strong financial acumen and demonstrated experience overseeing the fiscal management and stewardship of a complex, multi-funded organization supported by diverse federal, state, and local funding streams, including programs supported through multiple and/or blended funding sources, with a strong understanding of applicable fiscal, compliance, reporting, and accountability requirements. Knowledge of California and federal grant, contracting, budgeting, audit, and regulatory requirements
- Operational excellence across multi-site programs and services
- Experience developing strategy and leading successful execution
- Experience leading large teams through organizational change
- Experience managing and developing a high-performing executive team
- Experience with union and labor relations
- Commitment to inclusive leadership and community impact
- Ability to build trusted relationships with the Board, employees, public and private funders, regulators, community partners, and the communities MAOF serves
- Strong communication, public-facing leadership, judgment, accountability, and integrity

4. Scope of Services

Proposers must provide a detailed work plan addressing the following services.

A. Organizational Discovery and Stakeholder Engagement

- Meet with representatives of the Board, designated senior staff, and selected stakeholders to understand MAOF's organizational landscape, strategic priorities, opportunities, challenges, culture, and leadership needs.
- Review materials designated by MAOF, which may include the current strategic plan, recent annual or impact reports, audited financial statements, organizational charts, relevant governance documents, and the existing CEO position description.
- Recommend an efficient and inclusive stakeholder engagement process and explain how stakeholder input will enhance the leadership profile without displacing the Board's decision-making authority.
- Establish, in consultation with MAOF, a clear project governance and communication structure identifying authorized points of contact, decision-making responsibilities, approval requirements, and key milestones for the search.
- Identify any organizational, market, compensation, recruitment, or other factors discovered during the assessment that may materially affect the search strategy, candidate pool, timeline, or successful recruitment of qualified candidates and promptly communicate such matters to MAOF.

B. Leadership Profile and Position Description

- Develop a leadership profile that identifies the experience, competencies, management capabilities, leadership style, and personal attributes required for success, extending beyond minimum education and employment qualifications.
- Ensure the leadership profile appropriately reflects the complexity of leading a multi-program and multi-funded organization operating under diverse federal, state, and local funding streams and associated regulatory, fiscal, compliance, and reporting requirements.
- Review the existing President and CEO position description and recommend revisions that accurately communicate the responsibilities, authority, opportunities, challenges, and expectations of the role.

- Develop compelling recruitment materials that accurately present MAOF's mission, organizational scale, communities, leadership opportunity, and expectations.
- Provide three or four representative CEO position descriptions or leadership profiles and examples of recruitment materials developed for comparable searches, with confidential information appropriately removed.
- Obtain MAOF's approval of the final leadership profile, position description, recruitment materials, and related candidate-facing materials prior to publication or distribution.

C. Search Strategy and Recruitment

- Develop a comprehensive national recruitment and outreach strategy designed to identify both actively seeking and currently employed prospective candidates.
- Describe how the candidate pool will be developed and how the firm will access leaders with experience relevant to MAOF's scale, mission, funding, regulatory environment, and communities.
- Provide an inclusive sourcing strategy designed to produce a broad and highly qualified candidate pool.
- Recommend appropriate advertising channels, professional networks, direct outreach methods, and other recruitment resources.
- Conduct confidential outreach and manage candidate inquiries throughout the search.
- Provide a proposed search timeline identifying major activities, deliverables, Board/PCC review and approval points, candidate milestones, anticipated interview periods, and the expected completion date of the search.
- Disclose any actual, potential, or perceived conflicts of interest, including any current or prior personal, professional, business, financial, employment, consulting, or other relationships involving the firm, proposed search team, prospective candidates, MAOF staff, executive or senior leadership, officers, or members of MAOF's Board of Directors that could reasonably affect, or appear to affect, the integrity or independence of the search process.
- Identify any prospective candidate with whom the firm has a current or prior professional or business relationship that could reasonably be relevant to MAOF's consideration of that candidate.

D. Candidate Assessment and Due Diligence

- Receive and review applications and resumes and evaluate candidates against Board-approved selection criteria.
- Describe the firm's screening methodology, competency framework, behavioral interviewing approach, and methods for assessing leadership, organizational alignment, regulatory readiness, financial acumen, and judgment.
- Verify relevant education, professional credentials, employment history, and other material representations.
- Conduct appropriate references, background, public-record, regulatory, litigation, and media reviews consistent with applicable law and candidate authorization.
- Clearly identify which background and due diligence services are included in the proposed fee, which are performed by third parties, and any additional costs associated with such services.
- Conduct in-depth references with individuals who are or have been positioned to evaluate a finalist's performance, including independently developed references when appropriate.
- Present written candidate summaries identifying relevant experience, demonstrated strengths, potential areas for further inquiry, and alignment with the approved leadership profile.

- Promptly disclose to MAOF any material information identified through the firm's due-diligence process that may reasonably warrant further review or consideration, subject to applicable law and candidate authorization.
- Maintain consistency and fairness in the application of Board-approved screening and evaluation criteria throughout the candidate assessment process.

E. Candidate Slate and Interview Support

- Present a qualified candidate slate to the PCC in accordance with the process approved by the Board.
- Recommend and finalize a structured interview and evaluation process with the PCC.
- Assist in developing consistent interview questions, case exercises, evaluation tools, and other appropriate assessment methods.
- Coordinate candidate participation in interviews, finalist meetings, and site visits.
- Prepare candidates for the interview process by providing appropriate information regarding MAOF, the position, interview format, and process while maintaining the confidentiality and integrity of the Board's evaluation process.
- Facilitate finalist evaluations and support the PCC in preparing its recommendation to the full Board.
- Provide guidance to the full Board during the final interview and selection stage, as requested.
- Promptly advise the PCC of candidate withdrawals, material changes in candidate availability or interest, or other developments that may affect the candidate slate or search timeline, and recommend appropriate next steps.

F. Search Administration and Communication

- Recommend meeting agendas and an overall work plan for the PCC's search activities.
- Provide written status reports at least twice each month and more frequently during active candidate-review and finalist stages.
- Conduct sufficient meetings to solicit needed input, maintain alignment, and keep authorized participants informed of progress.
- Maintain timely, professional, and confidential communications with candidates regarding their status.
- Notify candidates who are no longer under consideration at the appropriate stage.
- Maintain appropriate search records and protect confidential organizational and candidate information.
- Comply with applicable laws and MAOF policies and procedures communicated to the selected firm that are relevant to the performance of the engagement.
- Obtain MAOF's prior approval before issuing public statements, advertisements, announcements, or other communications that identify MAOF or disclose information concerning the search, except for recruitment materials expressly approved by MAOF.

G. Offer Negotiation Transition and Optional Services

- Advise the Board regarding competitive compensation and market considerations.
- Support authorized MAOF representatives in structuring and negotiating the employment offer, total compensation package, and relocation assistance, if applicable. The firm acts in an advisory capacity only. All compensation decisions and any offer remain subject to approval by the Board and the PPC and to MAOF's reasonable compensation and conflict of interest procedures.

- Provide transition-planning, onboarding, and communications guidance, identifying which services are included in the base fee and which are optional.
- Describe any post-placement support available to the Board and the successful candidate.
- Describe the firm's placement guarantee, including the applicable guarantee period and the services the firm will provide, at no additional professional search fee, if the selected candidate does not commence employment or separates from MAOF within the guarantee period. Clearly identify any exclusions, limitations, or reimbursable expenses associated with the guarantee. At a minimum, the firm shall provide a no-fee replacement search if the selected candidate does not commence employment or separate from MAOF (other than through a MAOF-initiated layoff or reduction in force) within twelve (12) months of the appointment date, and MAOF shall have the sole option to require either a replacement search or a full or pro-rata refund of the professional search fee. Any exclusions or limitations are subject to MAOF's written approval.
- At the conclusion of the search, complete all candidate notifications and provide MAOF with final search records and materials, as appropriate, while maintaining confidentiality.

H. Ownership, Costs, and Additional Services

- Clearly identify all services included in the proposed fee and separately identify any reimbursable expenses, third-party costs, travel, optional services, and other additional costs. No additional services or costs may be incurred without MAOF's prior written approval.
- All final work products developed specifically for MAOF, including leadership profiles, position descriptions, interview and evaluation materials, candidate reports, and other agreed-upon deliverables, shall be the exclusive property of MAOF as works made for hire (or, to the extent any such work does not qualify as a work made for hire, are hereby assigned to MAOF) and shall be delivered to MAOF upon completion of the engagement. The selected firm retains only its genuine pre-existing proprietary materials and methodologies and grants MAOF a perpetual, royalty-free, license to use any such materials to the extent embedded in the deliverables.
- Identify the key personnel assigned to the engagement and their respective roles. Subcontracting, assignment of material services, or substitution of key personnel shall require MAOF's prior written approval.

I. Non-Solicitation and Off-Limits

- During the engagement and for a period of twenty-four (24) months following the placement, the selected firm shall not, directly or indirectly, solicit or recruit the placed President and CEO or any MAOF executive, officer, or senior employee for any position outside MAOF, except in response to a general solicitation not specifically directed at MAOF personnel or contact initiated by the individual.
- Each proposer shall confirm in its proposal its acceptance of this non-solicitation and off-limits commitment.

5. Minimum Qualifications

- At least five years of demonstrated executive-search experience, including successful recruitment and placement of chief executives or other senior leaders.
- Successful experience with nonprofit, public-sector, government-funded, health, education, child-care, senior-services, human-services, or comparably regulated organizations, including organizations supported by multiple federal, state, and or local funding streams
- Experience conducting searches for organizations of similar financial scale, workforce size, geographic reach, and operational complexity, including at least three (3) completed CEO,

President or Executive Director placements within the past five (5) years at organizations with annual budgets of \$100 million or more and comparable multi-site scale.

- Demonstrated ability to recruit highly qualified candidates from broad backgrounds and professional networks.
- The proposed lead consultant must have substantial executive-search experience and be actively involved throughout the engagement, including stakeholder engagement, candidate assessment, and finalist selection.
- Capacity and availability to complete the search within the proposed schedule.
- Ability to conduct appropriate candidate due diligence, including employment and credential verification, references, background reviews, and other screening appropriate for a President and CEO search.

6. Proposal Requirements

Proposals must include the following sections in the order presented. To enable consistent evaluation between search firms proposals will include information summaries requested in Section 12 (Required Exhibits) below.

Firm information

- Official name, address, telephone number, website, ownership, organizational structure, office locations, and geographic reach
- Name and contact information of the principal contact and person authorized to execute an agreement
- A brief description of the history and organization of the bidder's firm, and of any proposed subcontractor. This description should include a history of the firm(s), number of employees and organizational structure of the firm(s).
- Confirmation that the firm possesses all applicable business licenses, professional certifications, and other credentials required to perform the proposed services and, if applicable, is in good standing and authorized to conduct business in California.

Relevant experience

- CEO and C-suite searches completed during the past five years, identifying comparable nonprofit and regulated-sector engagements
- Experience with organizations of comparable workforce size and operational complexity, multiple funding streams, state or federal grants, and single-audit requirements
- Placement and retention outcomes for comparable searches
- Experience recruiting candidates from broad professional networks
- Describe the firm's understanding of MAOF's organizational environment and the unique considerations it believes should inform this executive search.

Proposed team

- Names, roles, biographies, qualifications, and responsibilities of the personnel who will perform the work
- Expected involvement of the lead partner and each team member
- Current number of active engagements assigned to the proposed team and confirmation of its capacity to prioritize MAOF's search
- Disclosure of proposed subcontractors or research partners

Approach and methodology

- Step-by-step search methodology and anticipated schedule for each phase
- Methods for organizational discovery, stakeholder engagement, leadership-profile development, sourcing, assessment, due diligence, interviews, and finalist selection
- Methods for developing the candidate pool, selection criteria, and competency assessments
- Approach to setting expectations and maintaining alignment with the PCC
- Communication methods, frequency of written updates, and procedures for candidate communications
- Major challenges the firm anticipates in this search and how the proposed team would address them

Fees and terms

- Total fee and fee structure. MAOF expects a retained engagement on a flat or firm-fixed-fee basis with a binding maximum not-to-exceed amount. If any portion of the fee is percentage-based, it must be computed on the selected candidate's first year base salary only (excluding signing bonus, incentive, commissions, benefits and relocation)
- Itemized breakdown of fees by major phase or service
- Provide a maximum not-to-exceed amount for all services to be performed under the engagement.
- Proposed payment schedule
- Itemized estimate of reimbursable expenses and services not included in the base fee, together with a hard cap on all reimbursable expenses (stated as a dollar amount or a percentage of the professional fee). No expense above the cap may be incurred without MAOF's prior written approval.
- Guarantee period, replacement-search obligations, and re-search terms
- Cancellation, pause, and termination terms
- Clearly identify all anticipated travel, lodging, advertising, background screening, third-party, and other miscellaneous expenses and indicate whether such costs are included in the proposed fee or will be billed separately.
- MAOF reserves the right to request clarification, conduct discussions or negotiations with Proposers, and request revised pricing or other proposal terms prior to award. Proposers should therefore submit their most favorable pricing and terms in their initial proposal.

References and conflicts

- Three to five references from comparable CEO searches, including contact information and a short description of each engagement
- Disclosure of relationships between the search firm/search team and MAOF leadership, staff, or Board members that could affect the procurement.
- Disclosure of off-limits restrictions or other client relationships that could materially limit the candidate pool
- Disclosure of a relationship between the search firm and prospective CEO candidates that could affect the integrity or objectivity of the search.

Sample materials

- Representative leadership profiles, position descriptions, recruitment materials, candidate questionnaires, assessment reports, interview guides, or other relevant work products, with confidential information removed

- A sample of the firm's standard professional services agreement
- The firm's client-satisfaction philosophy and procedures for addressing concerns or an unsuccessful search

MAOF reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential candidate, when it is in the Agency's best interest; and

7. Evaluation Criteria

MAOF intends to select the proposal offering the best overall value. Cost will be considered but will not be the sole determining factor.

Criterion	Weight	Description
Relevant CEO search experience	25%	Comparable nonprofit, regulated, government-funded, and complex multi-site and multi-funded organizations
Search methodology	20%	Clear discovery, sourcing, assessment, due diligence, communication, and finalist processes
Team qualifications and capacity	20%	Experience, availability, division of responsibilities, and direct involvement of the assigned team
Candidate network and access	15%	Ability to reach employed and active candidates and develop a broad, highly qualified pool
Fees and contract terms	10%	Transparency, reasonableness, expenses, guarantees, and overall value
Understanding of MAOF	10%	Understanding of MAOF's mission, communities, Board expectations, and organizational complexity

8 RFP Schedule

Milestone	Date
RFP issued	10/9/2026
Deadline for written questions	10/16/2026
Consolidated responses issued	10/23/2026
RFP 26-026 Proposal submission deadline	11/6/2026
Notification of finalist firms	11/09/2026-11/13/2026
Finalist firm interviews	11/16/2026-11/20/2026
PCC recommendation	11/30/2026-12/04/2026
Contract execution and search launch	Upon completion of the evaluation process and approval by the MAOF Board of Directors

9 Submission Instructions

Proposal deadline: November 06, 2026, at 4 PM (PST)

Submission method: Email one proposal in PDF format to Juan Flores, MAOF Procurement Director, juan.flores@maof.org.

The proposal must:

- Be submitted as one searchable PDF document
- Not exceed 25 pages, excluding required exhibits and sample work products
- Use a font size of at least 11 points
- Include the firm's name in the electronic file name
- Identify any requested exceptions to the RFP or proposed agreement
- Electronic submissions are required. All proposals must clearly reference: **RFP 26-026 - Executive Search Firm Services for President and Chief Executive Officer Recruitment** in the email subject line.

Questions must be submitted in writing to the designated RFP contact by the deadline listed above. Material responses may be consolidated and distributed to all participating firms.

10. Terms and Conditions

- MAOF reserves the right to reject any or all proposals, waive immaterial irregularities, request clarification or additional information, conduct interviews, negotiate with one or more firms, modify or cancel this RFP, and select the proposal determined to be in MAOF's best interests.
- Submission of a proposal does not guarantee an interview, award, or contract.
- MAOF will not reimburse a proposer for costs associated with preparing a proposal, participating in interviews, or negotiating an agreement.
- Any award is contingent upon completion of MAOF's review, approval requirements, and execution of a mutually acceptable written agreement by authorized representatives.
- If the selected firm does not execute an agreement within the period specified by MAOF, MAOF may discontinue negotiations and consider another qualified firm.
- All proposal materials may be retained by MAOF, subject to applicable confidentiality, legal, audit, and records requirements.
- The selected firm must maintain confidentiality throughout the search and comply with MAOF's applicable information-security, privacy, conflict-of-interest, and records requirements.
- The selected firm must promptly disclose any actual or potential conflict or off-limits restriction arising during the engagement.
- Invoice payment terms will be net thirty (30) calendar days from the date of a correct, undisputed invoice. If MAOF disputes any portion of an invoice, the payment period for the disputed portion only shall begin when the dispute is resolved. The undisputed portion remains payable on the original schedule.
- The proposer must clearly state its placement guarantee. The selected firm shall provide a no-fee replacement search if the successful candidate resigns or is terminated (other than through an MAOF-initiated layoff or reduction in force) within twelve (12) months of appointment, with MAOF having the sole option to elect a replacement search or a full or pro-rata refund of the

professional search fee. Any exclusions must be approved by MAOF and stated in the final agreement.

- Final terms and conditions will be subject to review by MAOF's legal counsel and authorized procurement personnel.
- This RFP and any resulting agreement shall be governed by the laws of the State of California, and the exclusive venue for any dispute shall be the state or federal courts located in Los Angeles County, California. The parties shall first attempt to resolve any disputed through good-faith negotiations and, if unresolved, non-binding mediation before pursuing litigation.
- MAOF may terminate the engagement for convenience at any time upon written notice. Upon such termination, the selected firm shall be entitled to payment only for services properly performed through the termination date and shall promptly refund any prepaid or unearned fees. Any termination of "kill" fee proposed by the firm must be a reasonable estimate of actual harm and is subject to MAOF's approval.
- The selected firm shall protect all candidate and organizational personal information, use it solely to perform the engagement, comply with applicable privacy and data-security laws (including, where the firm is a covered business, applicable California Consumer Privacy Act service-provider or contractor obligations), promptly notify MAOF of any data breach, and return or securely destroy such information at the conclusion of the engagement.
- MAOF does not agree to any limitation of the firm's liability. If any limitation of liability is negotiated, it shall not apply to the firm's indemnification, confidentiality, or data-protection obligations.
- MAOF shall have the right to audit all invoices submitted by the Contractor. The organization shall have the right to audit all relevant data based on the Contractor's fees upon request.
- MAOF is not exempt from State and federal taxes. Such applicable taxes shall be included in quoted prices, but also if any taxes are known to be borne by the Contractor to apply, they shall be shown separately. If not shown, they shall be considered an expense of the proposer and deemed a part of the quoted prices.
- The Proposer and any resulting contractor shall comply with all applicable federal, California, and local nondiscrimination and equal employment opportunity laws, regulations, and requirements in connection with the performance of services under this RFP.
- By submitting a proposal, the Proposer certifies that it has not engaged in collusion, fraud, or any other action intended to improperly influence or restrict fair competition in connection with this RFP. Proposers shall not communicate regarding the solicitation or selection process with MAOF Board members, officers, employees, or representatives except through the designated contact identified in this RFP, unless otherwise authorized by MAOF.

11. Insurance and Indemnification

- Firm shall, at all times, at its own expense, obtain and carry comprehensive liability insurance, including professional liability errors and omissions coverage with limits not less than \$2,000,000 per claim and in the aggregate, property damage insurance, and workers' compensation insurance. The Firm shall keep such insurance in full force for the duration and term of this Agreement. All certificates of insurance or evidence of insurance must contain a ten (10) business day written notice of any cancellation, change, or termination of

coverage. The insurance required shall be obtained from the insurance company(ies) licensed to do business in the State of California, Professional liability (errors and omissions) coverage written on a claims-made basis shall be maintained, or an extended reporting period obtained, for not less than three (3) after the last payment under the Contract.

- ✓ Workers' Compensation Insurance provides statutory limits in the State of California.
- ✓ Business Automobile Liability Insurance with a minimum of \$1,000,000 per occurrence.
- ✓ Commercial General Liability Insurance coverage with a minimum of \$1,000,000 per occurrence/ \$2,000,000 aggregate limit. The Contractor shall provide immediate notice in the event there is any change of insurance or that it has reached the insurance limits due to claims made.
- MAOF shall be named as an additional insured on the Commercial General Liability and Business Automobile Liability policies, and the firm shall cause its insurers to waive all rights of subrogation against MAOF.
- The firm shall indemnify, protect, defend, and hold harmless MAOF, its directors, officers, employees, and representatives from and against any and all claims, losses, damages, liabilities, and expenses (including reasonable attorneys' fees), whether brought by a third party or by MAOF, arising from or connected with: (1) any alleged or actual breach of this Agreement by the firm; (2) any negligent act or omission or intentional misconduct of the firm; or (3) any claims relating to the firm's search or due diligence services, including claims of employment discrimination, defamation, breach of confidentiality, data breach, misrepresentations in reference or background checks, or violation of law. The duty to defend applies to claims as alleged, regardless of their ultimate merit. Monies due or to become due to the Contractor under the Contract may be retained by MAOF as necessary to satisfy any outstanding claim that MAOF may have against the Contractor.

12. Required Exhibits: See attached Mandatory Exhibit Summary. It is recognized that firms have their own proposal submission format. You are free to submit whatever format you wish, in addition, MAOF is requiring the attached exhibit summary format to enable Board consistent evaluation.

Exhibit	Title	Required Content
Exhibit A	Firm Qualifications Matrix	Comparable executive searches, organization type and scale, placement date, and outcome
Exhibit B	Proposed Search Timeline	Detailed schedule showing phases, milestones, responsibilities, and decision points
Exhibit C	Fee Proposal	Base fee, itemized services, expenses, optional services, payment schedule, and guarantee terms
Exhibit D	Proposed Team	Biographies or resumes and roles of all personnel assigned to MAOF
Exhibit E	References	Three to five comparable client references with contact information and project summaries
Exhibit F	Sample Work Products	Representative materials requested in Section 6, with confidential

Exhibit	Title	Required Content
		information removed
Exhibit G	Contract and Exceptions	Standard contract form and a complete list of exceptions or proposed changes to RFP terms

Exhibit G (Contracts and Exceptions) is a required submission. Any term in a proposer's standard form agreement or list of exceptions that conflicts with this RFP is deemed rejected unless expressly accepted by MAOF in writing in the final agreement.

ATTACHMENTS:

MANDATORY MAOF Executive Search Firm RFP- Summary Exhibit Packet (A-G)

APPENDIX A: CEO PROFILE:



APPENDIX A - CEO Position Profile

Mexican American Opportunity Foundation (MAOF)

October 9, 2026

1. Position Summary

The Chief Executive Officer (CEO) of the Mexican American Opportunity Foundation (MAOF) serves as the organization's chief strategist, operator, and external representative. The CEO leads an **annual operating budget of approximately \$235M for a multi-program portfolio** spanning early childhood education, childcare subsidies, Head Start/Early Head Start, senior services, workforce development, and community development.

The CEO ensures mission alignment, financial strength, regulatory compliance, and high-quality service delivery across **nine counties** and more than **60 program sites**. The CEO reports to the MAOF Board of Directors.

2. Organizational Context

MAOF is one of California's community-based human services organizations, delivering a cradle-to-senior continuum of care. Its FY 26-27 program mix includes:

- **Early Education & Child Development**
 - California State Preschool Program (CDE) & General Child Care & Development (CCTR) (41 sites)
 - Migrant Child Care and Development Program (CMIG) (2 counties)
 - Child and Adult Care Food Program (CACFP) (800,000+)
- **Child Care Subsidy Administration**
 - Alternative Payment Program (APP) – (36% of total budget)
 - CalWORKs Stages I–III (combined \$32M+)
- **Head Start & Early Head Start**
 - Head Start (HS) (600+ slots)
 - Early Head Start (EHS) (600+ slots)
- **Senior Services**
 - Multiservice Senior Program (over 12,000+ services delivered annually)
- **Workforce Development**
 - DHS Welfare-to-Work
- **Community Development**
 - Immigration, tax prep, financial literacy, vaccine outreach, digital access (3,000–5,000 clients annually)
- Immigration Services: 1,500+
- Tax Returns: 800+
- Lending Circles: 30+
- Financial Coaching Sessions: 140+



- Mi Hermana Latina (MHL): 300+
- All of Us (AoU): 90+
- Outreach: 1,400+

Total: 4,400+ (Community Development)

This scale requires a CEO with deep experience in regulated, publicly funded human-services systems.

3. Position Purpose

The CEO is responsible for:

- Leading MAOF's long-term strategy and organizational vision with the approval of the Board of Directors.
- Ensuring excellence in program execution across all service lines.
- Strengthening financial management and sustainability.
- Building organizational capacity through staff development, technology modernization, facilities improvement, fair team member evaluation, and compensation so as to create a loyal, competent, and professional organization.
- Expanding partnerships, fundraising, and community visibility.
- Ensuring compliance with federal, state, and county regulations.
- Reporting to and respecting the Board of Directors' governance and providing them with the fiduciary transparency that they need to complete their state and federal funding source requirements of oversight.

4. Key Leadership Domains & Competencies

A. Strategic & Mission Leadership

- Ability to articulate and advance MAOF's mission of empowering families from child to senior.
- Experience leading multi-program human-services organizations with complex funding streams.
- Skill in aligning programs with mission, community needs, and competitive positioning.
- Skill in creating and driving to completion a strategic plan that moves the organization forward in the most successful, effective, and efficient way.

B. Operational Excellence

- Proven leadership of large, multi-site operations (MAOF operates 40+ sites across eight counties).
- Expertise in early childhood education, childcare subsidies, Head Start/Early Head Start, senior services, or similar regulated programs.



- Ability to drive evaluation, quality, compliance, and performance across diverse service lines.

C. Financial Stewardship

- Experience managing budgets of **\$100M+**, ideally with public funding (California Department of Education, California Department of Social Services, Office of Head Start, county contracts)—A Board high priority
- Strong financial acumen, including forecasting, cost controls, and multi-contract management.
- Ability to strengthen financial systems and reporting.
- Continuous improvement in providing the Board of Directors with the transparency they need to complete their fiduciary responsibility.

D. People & Culture Leadership

- Commitment to staff development.
- Ability to build leadership pipelines, improve retention, and foster a mission-aligned culture.
- Experience leading large, diverse workforces (MAOF employs hundreds of early educators, case managers, senior-services staff, and administrative personnel).

E. Technology & Infrastructure Modernization

- Ability to lead digital transformation and tech investment, especially in financial and Human Resources systems— a major Board priority.
- Experience improving facilities, safety, and operational infrastructure.

F. External Relations & Advocacy

- Skilled relationship-builder with elected officials, funders, partners, and community stakeholders.
- Ability to elevate MAOF's visibility and reputation.
- Experience advocating early childhood education, childcare access, senior services, and underserved and historically marginalized communities.

G. Fundraising & Partnership Development

- Ability to grow private fundraising — a Board priority.
- Experience cultivating philanthropic, corporate, and community partnerships.
- Skill in diversifying revenue beyond government contracts.

H. Governance & Board Relations

- Experience supporting nonprofit boards with transparency, data, and strategic insight.
- Ability to partner with the Board on evaluation, strategy, and organizational performance.
- Understanding and supporting how the Board Directors see their Core Oversight Responsibilities – See Appendix A.

5. Core Responsibilities

Strategic Leadership

- Lead MAOF's strategic planning and long-term organizational direction.
- Align programs with mission, community needs, and financial sustainability.

Program Leadership

- Ensure excellence in early education, childcare subsidies, Head Start/Early Head Start, senior services, workforce development, and community programs.
- Maintain compliance with California Department of Education, California Department of Social Services, Office of Head Start, county agencies, and federal regulations.

Financial Management

- Oversee a \$235M+ annual operating budget with multiple restricted funding streams.
- Strengthen financial systems, controls, and reporting.

Organizational Capacity Building

- Lead staff development initiatives.
- Modernize technology systems and data infrastructure.
- Improve facilities across MAOF's multi-county footprint.

External Affairs

- Represent MAOF with elected officials, funders, partners, and media.
- Expand partnerships and philanthropic support.

Governance

- Provide timely, accurate reporting to the Board.
- Support Board development and strategic decision-making.



- Include the Board in decisions regarding revision of mission, new strategic direction, approval of “C” Suite compensation, approval of annual budgets and significant variation from those approved budgets.

6. Required Qualifications

- **10+ years senior executive experience** in large human-services, early childhood, Head Start/Early Head Start, or public-funded nonprofit organizations.
- Experience managing budgets of **\$100M+**.
- Demonstrated success leading multi-site, multi-county operations.
- Expertise in government-funded program compliance (California Department of Education, California Department of Social Services, Office of Head Start, county agencies).
- Proven ability to lead staff development, technology modernization, and organizational capacity growth.
- Strong financial management skills.
- Experience working with diverse, culturally diverse populations.
- Excellent communication, relationship-building, and public-speaking skills.
- Bachelor’s degree required; advanced degree preferred.

7. Preferred Qualifications

- Experience leading organizations with early childhood education, childcare subsidies, or Head Start/Early Head Start programs.
- Experience with senior services or multi-generational program models.
- Experience with large-scale public contracts and audits.
- Experience with private fundraising and philanthropic partnerships.
- Bilingual English/Spanish.

8. Leadership Attributes

- Mission-driven and community-centered.
- Strategic thinker with operational discipline.
- Transparent, accountable, and data-driven.
- Collaborative and culturally competent.
- Inspiring communicator and relationship-builder.
- Skilled at leading change in complex environments.

9. Performance Expectations (First 18 Months)

- Drive completion of a Board-approved 2026-2030 Strategic Plan
- Develop and implement a Board-approved fundraising strategy that increases private fundraising and diversifies revenue streams.



- Strengthen staff development systems and leadership pipelines.
- Launch technology modernization initiatives aligned with Board priorities.
- Improve facilities and operational infrastructure.
- Conduct a full program portfolio review to ensure mission alignment and competitive positioning.
- Strengthen transparent financial reporting and forecasting.
- Build relationships with elected officials, funders, and community partners.
- Establish clear organizational Key Performance Indicators (KPIs) and reporting dashboards for the Board.
- Create and execute a plan to close the gap between the Awarded Budget (\$268M) and Operating Budget (\$235M)
- Provide prompt responses to Board of Directors' questions or negotiate a date when that information can be provided and meet that commitment. In other words, "Do what you say you are going to do, when you say you are going to do it, or renegotiate committed deadlines".

APPENDIX A – MAOF Board Member Key Responsibilities Mexican American Opportunity Foundation (MAOF) October 9, 2026

The MAOF CEO reports to the Board of Directors. The Board is very active in carrying out its fiduciary and oversight responsibilities. It is important that the candidates understand the expectations of the Board of Directors' members and the interaction any CEO will have with the Board.

Board Member – Key Responsibilities

Nonprofit board members are legally and ethically responsible for providing oversight to ensure the organization operates with integrity and accountability and aligns with its mission.

Here's a breakdown of the key oversight responsibilities of an MAOF Board member:

1. Core Oversight Responsibilities

- **Fiduciary Duties:** Board members must uphold the three legal fiduciary duties:
 - **Duty of Care:** Make informed decisions and **actively** participate in governance. By law, board members of CA non-profits are fiduciaries and therefore bear the responsibility to ensure that all funds are expended in accordance with the conditions awarded. Funding organizations hold board members accountable for carrying out this legal requirement and Board oversight directives. All Board members are all equally accountable, regardless of the level of engagement.
 - **Duty of Loyalty:** Prioritize the MAOF's interests over personal/professional gain or personal loyalty to any individual staff or Board member.
 - **Duty of Obedience:** Ensure the organization complies with laws and adheres to its bylaws and mission.
- **Financial Oversight:**
 - Approve annual budgets. Monitor and question ongoing financial performance. Require Board preapprovals for expenditures beyond the approved budget and over the agreed-upon preset spending thresholds.
 - Review and understand financial statements.
 - Ensure proper internal controls and risk management practices are in place.
- **Executive Oversight:**
 - Hire, support, and evaluate the CEO.



- Set appropriate compensation commensurate with available funds, overall performance, and success in achieving committed goals and the strategic plan.
 - Ensure leadership accountability and commitments are met. Ensure the highest professional management and ethical standards are exhibited.
- **Legal and Ethical Compliance:**
 - Ensure the organization complies with federal, state, and local laws.
 - Uphold professional/ethical standards and prevent and report conflicts of interest.
 - Alert Board leadership (Board Chair and Audit Committee Chair) to any evidence of impropriety or non-adherence to the highest professional/ethical standards by staff or Board members.
- **Strategic Oversight:**
 - Participate in setting and monitoring progress toward the organization's strategic direction.
 - Monitor progress toward mission-related goals/outcomes and hold staff accountable for the accomplishment of the organizational goals and strategic plan.

2. Practical Oversight Activities

- Review all relevant materials provided. Question materials not understood. Attend and actively engage in board meetings.
- Serve on committees (e.g., audit, finance, governance, etc.) to provide focused oversight and establish appropriate oversight policies.
- Review and approve major policies, contracts, and organizational changes.
- Support and monitor fundraising practices and ensure donor funds are used appropriately.
- Support MAOF initiatives and events.

3. Why Oversight Matters

Effective oversight protects the MAOF's reputation, ensures sustainability, and builds trust with donors, beneficiaries, and the public. It also shields board members from personal liability when they fulfill, engage, and carry out their duties responsibly.



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EXHIBIT A – FIRM QUALIFICATIONS MATRIX

Proposers shall complete the following matrix for up to five executive search engagements that best demonstrate experience comparable to MAOF and the requirements of this RFP.

Organization (Name)	Sector / Type i.e. Non Profit, Human Services	Scale (Budget, Employees, Sites)	Position Recruited	Placement Date (MM/YYYY)	Placement Outcome / Retention	Comparable to MAOF? (Yes/No + Rationale)
Example – For Illustrative Purposes Only						
ABC Community Services	Nonprofit / Human Services / Early Childhood Education	\$150M Annual Budget; 1,200 Employees; 45 Sites	President & CEO	06/2024	Successfully placed; candidate remains in position as of proposal submission	Yes – Comparable nonprofit organization with significant operational complexity, multiple service locations, a large workforce, and programs supported by multiple federal, state, and local funding streams.

Organization (Name)	Sector / Type i.e. Non Profit, Human Services	Scale (Budget, Employees, Sites)	Position Recruited	Placement Date (MM/YYYY)	Placement Outcome / Retention	Comparable to MAOF? (Yes/No + Rationale)

Instructions:

- Provide up to five executive search engagements completed within the past five years that are most comparable to MAOF and this President & CEO search.
- Prioritize CEO, President, Executive Director, or comparable senior executive placements.
- Include the organization's approximate annual budget, number of employees, and number of sites/locations at the time of the search, where available.
- Identify the date the successful candidate was placed and, if known, the length of time the individual remained in the position.
- Briefly explain why each engagement is comparable to MAOF, considering organizational size, complexity, nonprofit or public-service environment, multiple funding streams, regulatory requirements, and/or populations served.
- Use "N/A" or "Not Available" where information cannot reasonably be provided.
- MAOF may contact listed organizations or request additional information to verify the information provided.

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EXHIBIT B – PROPOSED SEARCH TIMELINE

Proposer shall provide its anticipated timeline for completing the President & CEO executive search.

Phase	Key Activities / Deliverables	Responsible Party	Estimated Timeline
1. Organizational Discovery & Stakeholder Engagement	Kickoff, document review, stakeholder engagement, discovery summary	Search Firm / MAOF	
2. Leadership Profile & Position Description	Develop leadership profile, revise position description, prepare recruitment materials	Search Firm / PCC	
3. Sourcing & Recruitment	Candidate outreach, advertising, networking, candidate pool development	Search Firm	
4. Screening & Assessment	Candidate screening, interviews, competency assessment, due diligence	Search Firm	
5. Candidate Slate & PCC Interviews	Present candidate slate, coordinate interviews, provide evaluation materials	Search Firm / PCC	
6. Finalist Evaluation & Board Selection	Finalist interviews, evaluations, Board selection support	Search Firm / PCC / Board	
7. Offer & Transition	Compensation guidance, offer negotiation, transition and onboarding support	Search Firm / MAOF	

Anticipated Search Completion: _____

Additional Timeline Notes/Assumptions:



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EXHIBIT C – FEE PROPOSAL

Proposer shall provide a complete fee proposal for the President & CEO executive search. All anticipated fees, expenses, and optional costs must be clearly identified.

1. Base Fee

Total Professional Fee: \$ _____

Fee Structure: ☐ Flat Fee with binding maximum not-to exceed amount: \$ _____

☐ Percentage (calculated on candidate's first year based salary only (excluding bonus, incentives, benefits and relocation): _____

Basis of Calculation (if applicable)

2. Services Included

Service	Included in Base Fee?	Additional Cost, if any
Organizational Discovery & Stakeholder Engagement	☐ Yes ☐ No	\$ _____
Leadership Profile & Position Description	☐ Yes ☐ No	\$ _____
Sourcing & Recruitment	☐ Yes ☐ No	\$ _____
Candidate Screening & Assessment	☐ Yes ☐ No	\$ _____
Background Checks / Due Diligence	☐ Yes ☐ No	\$ _____
Candidate Slate & Interview Support	☐ Yes ☐ No	\$ _____
Offer Negotiation	☐ Yes ☐ No	\$ _____
Transition / Onboarding Support	☐ Yes ☐ No	\$ _____
Other: _____	☐ Yes ☐ No	\$ _____

3. Reimbursable and Other Expenses

Expense Category	Estimated/Maximum Cost	Included in Base Fee	Not Included in Base Fee
Travel / Lodging	\$ _____	☐	☐
Advertising / Recruitment	\$ _____	☐	☐
Background Checks	\$ _____	☐	☐
Third-Party Assessments	\$ _____	☐	☐
Other (describe): _____	\$ _____	☐	☐
TOTAL MAXIMUM REIMBURSABLE EXPENSES	\$ _____		

Reimbursable Expense Cap: The total reimbursable expenses payable by MAOF shall not exceed \$ _____ or _____ % of the professional fee. No expense above the established cap may be incurred or charged to MAOF without MAOF's prior written approval.



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4. Optional Services

REQUEST	PROPOSER RESPONSE
Optional Service 1	Service: _____ Cost: \$ _____ Brief Description: _____
Optional Service 2	Service: _____ Cost: \$ _____ Brief Description: _____
Optional Service 3	Service: _____ Cost: \$ _____ Brief Description: _____

5. Total Proposed Cost

Base Professional Fee:	\$ _____
Estimated Reimbursable/Other Expenses:	\$ _____
Maximum Not-to-Exceed Amount:	\$ _____

6. Proposed Payment Schedule

REQUEST	PROPOSER RESPONSE
Contract Execution	_____
Leadership Profile Approval	_____
Candidate Slate Presentation	_____
Finalist Selection	_____
Successful Placement	_____
Other: _____	



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7. Guarantee / Replacement Search

REQUEST	PROPOSER RESPONSE
Guarantee Period	_____ months (must be not less than twelve (12) months)
	Describe proposed terms:
Replacement Search Terms	_____ MAOF shall have the sole option to require a replacement search at no additional professional fee or receive a full or pro-rata refund of the professional fee.
	Identify any proposed exclusions or additional costs:
Exclusions or Additional Costs	_____ Any exclusion shall be limited to a MAOF-initiated layoff or reduction in force and shall be subject to MAOF's prior approval.

PROPOSER CERTIFICATION

The fees and expenses identified above represent the Proposer's complete proposed pricing. Any services or costs not identified in this Fee Proposal shall require MAOF's prior written approval.

REQUEST

Authorized Representative _____

Title _____



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EXHIBIT D – PROPOSED TEAM

Provide the following information for each team member assigned to MAOF's President & CEO executive search.

REQUEST	PROPOSER RESPONSE
Team Member Name	-----
Role	-----
Responsibilities	-----
Biography / Relevant Experience	-----
Estimated % of Time Allocated	-----
Current Active Engagements	-----

Duplicate the above section for each proposed team member.

Required Disclosures

REQUEST	PROPOSER RESPONSE
Identify any subcontractors or research partners who will support the search.	-----
Confirm the proposed team's capacity and availability to prioritize MAOF's search.	☐ Confirmed ☐ See explanation: -----



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EXHIBIT E – REFERENCES

Provide three to five references from comparable President, CEO, Executive Director, or other senior executive search engagements.

REFERENCE 1

REQUEST	PROPOSER RESPONSE
Client Organization	-----
Contact Name & Title	-----
Email / Phone	-----
Position Recruited	-----
Year of Search / Placement	-----
Engagement Summary	-----
Placement Outcome / Retention	-----
Comparable to MAOF – Brief Explanation	-----

REFERENCE 2

REQUEST	PROPOSER RESPONSE
Client Organization	-----
Contact Name & Title	-----
Email / Phone	-----
Position Recruited	-----
Year of Search / Placement	-----
Engagement Summary	-----



Placement Outcome /
Retention

Comparable to MAOF – Brief
Explanation

REFERENCE 3

REQUEST

PROPOSER RESPONSE

Client Organization

Contact Name & Title

Email / Phone

Position Recruited

Year of Search / Placement

Engagement Summary

Placement Outcome /
Retention

Comparable to MAOF – Brief
Explanation

Additional References (Optional): Proposers may provide up to two additional references using the same format.



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EXHIBIT F – SAMPLE WORK PRODUCTS

Proposers shall provide representative samples of the work products identified below. All confidential, proprietary, or personally identifiable information must be removed or redacted.

REQUEST	PROPOSER RESPONSE
Leadership Profile	☐ Attached ☐ Not Available Reference/Page: _____
Position Description	☐ Attached ☐ Not Available Reference/Page: _____
Recruitment Materials	☐ Attached ☐ Not Available Reference/Page: _____
Candidate Questionnaire / Screening Tool	☐ Attached ☐ Not Available Reference/Page: _____
Candidate Assessment Report / Summary	☐ Attached ☐ Not Available Reference/Page: _____
Interview Guide / Evaluation Tool	☐ Attached ☐ Not Available Reference/Page: _____
Other Relevant Work Product (Optional)	☐ Attached Description: _____

Examples of acceptable work products may include leadership profiles, competency frameworks, executive position descriptions, opportunity statements, recruitment brochures, screening questionnaires, behavioral interview tools, candidate summaries, due-diligence reports, case exercises, evaluation tools, stakeholder engagement summaries, and search work plans.



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EXHIBIT G – CONTRACT AND EXCEPTIONS

Proposers shall attach a copy of their standard professional services agreement and a complete, itemized list of any exceptions or proposed changes to the terms of this RFP, cross-referenced to the applicable RFP section. Any terms in the proposer's standard form or list of exceptions that conflict with this RFP are deemed rejected unless expressly accepted by MAOF in writing in the final agreement. Failure to identify an exception constitutes acceptance of the RFP term.