

## Request for Proposals: Interim Executive Director Services

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<b>Issued by</b>	WORT Board of Directors
<b>Issue date</b>	May 26, 2026
<b>Proposals due</b>	June 7, 2026
<b>Engagement period</b>	Through December 31, 2026
<b>Questions to</b>	Grant Foster   president@wortfm.org

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### 1. About WORT

WORT is a community radio station licensed to Back Porch Radio Broadcasting, Inc. serving Madison, Wisconsin, the surrounding geographic region, and streams to the world online. For more than five decades, WORT has been a community institution—a platform for independent voices, local journalism, eclectic music, and civic life.

The station operates with an annual budget of approximately \$1 million, five full-time staff represented by IBEW Local 2304, five part-time staff, and a large community of volunteer programmers and supporters. It is governed by a volunteer Board of Directors and holds a noncommercial educational (NCE) broadcast license from the FCC.

WORT's Board of Directors is exploring structural changes to improve station management, including hiring an Executive Director. The Board is currently seeking interim management services to help support the board through this transition.

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### 2. Purpose of This RFP

The Board of Directors is soliciting proposals from qualified individuals or organizations to provide interim executive management services through December 31, 2026.

The purpose of the interim engagement is twofold:

- Stabilize station management. Provide day-to-day management functions—personnel oversight, financial stewardship, board support, and organizational coordination.
  - Lay the groundwork for a new management structure. Help position WORT for a successful long-term hire by establishing the systems, documentation, and organizational clarity that a new manager will need to be effective from day one.
  - This is not a programming role. The interim ED will not direct or oversee any programming content.
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### **3. Scope of Work**

WORT is not prescribing a specific number of hours per week. We are interested in what a qualified interim ED can accomplish—and in proposals that define scope in terms of deliverables and outcomes. Proposals should describe the approach, proposed deliverables, and realistic outcomes achievable through December 31, 2026.

The following describes the core management functions the interim engagement must address. Proposals should speak to each area.

#### **A. Personnel Management and Staff Supervision**

WORT's five full-time staff are represented by IBEW Local 2304 under a Collective Bargaining Agreement running through June 30, 2027. The interim ED will serve as the station's management representative and will be responsible for:

- Establishing regular one-on-one supervisory contact with each direct report;
- Setting clear performance expectations for each role;
- Conducting annual performance evaluations consistent with the CBA;
- Identifying and appropriately addressing performance or conduct issues consistent with the CBA;
- Serving as management representative in labor-relations matters, including CBA interpretation and grievance response;
- Documenting personnel actions; and
- Ensuring personnel file maintenance.

## **B. Financial Management and Budget Stewardship**

The interim ED will be the primary steward of WORT's approximately \$1M annual budget. Responsibilities include:

- Monitoring actual revenue and expenditures against the approved 2026 budget;
- Flagging variances and recommending corrective action;
- Overseeing day-to-day financial operations in coordination with existing financial staff and vendors;
- Reviewing and approving contracts and vendor agreements within board-authorized limits;
- Preparing regular financial reports for the Board, including narrative context;
- Beginning preparation of the 2027 budget in consultation with staff and the Finance Committee; and
- Assessing and recommending improvements to financial monitoring and reporting practices.

## **C. Board Partnership and Strategic Support**

The interim ED serves as the Board's primary staff partner and single point of operational contact. Responsibilities include:

- Coordinating preparation of board meeting agendas, reports, and supporting materials with board officers and committee chairs;
- Translating board decisions into actionable operational plans with clear ownership and timelines;
- Providing reporting on organizational performance and emerging risks;
- Supporting the Board's work on interim and permanent management structure changes; and
- Maintaining a running record of board directives to staff.

## **D. Organizational Stabilization and Systems**

A core deliverable of the interim engagement is leaving WORT better organized for the future. This includes:

- Documenting current organizational processes, ownership gaps, and institutional knowledge;
- Establishing or updating an organizational calendar covering fundraising cycles, compliance deadlines, and major initiatives;
- Auditing current vendor and service contracts for value and utilization; and

- Assessing and recommending updates to the operational policies and personnel handbook.

## E. Fundraising and External Relations

The interim ED will maintain and support key external relationships during the transition, including:

- Serving as a key contact for corporate underwriters and foundation partners;
- Responding to time-sensitive funding opportunities using delegated board authority;
- Representing WORT in the Madison community and with peer broadcasting organizations; and
- Reviewing public communications for consistency with board-approved policy.

## 4. What This Role Is Not

To be explicit about scope boundaries:

- The interim ED does not direct, approve, or oversee programming content.
- The interim ED does not make governance decisions. Strategy, mission, major policy, and fiduciary decisions belong to the Board.
- The interim ED does not replace or diminish staff expertise. The goal is to provide organizational infrastructure that allows staff to do their best work—not to add a layer of oversight over editorial or creative work.

## 5. Engagement Structure

Term	
Start date	July 2026
End date	December 31, 2026 or sooner if a permanent ED is hired
Extension	Extension possible by mutual agreement if permanent ED hire is delayed
Classification	Independent contractor or consulting firm (1099)

<b>Reports to</b>	Board of Directors (day-to-day contact: Board President)
<b>Union status</b>	This position is excluded from the IBEW Local 2304 bargaining unit
<b>Hours</b>	WORT is not specifying hours. Proposals should be deliverable-based. The Board estimates that meaningful engagement will require a significant regular time commitment.
<b>Compensation</b>	WORT will consider proposals on a monthly retainer or project basis.

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## 6. Qualifications

WORT is looking for a proven interim manager, not a generalist consultant. Required qualifications include:

### Required

- Demonstrated experience in nonprofit executive leadership, with direct responsibility for staff supervision and budget management.
- Experience managing people through a formal supervisory relationship—setting expectations, conducting reviews, and initiating corrective action when needed.
- Financial literacy sufficient to develop, monitor, and report on an organizational budget independently.
- Strong written and verbal communication skills across multiple audiences (board reports, staff communications, donor correspondence);
- Comfort with a participatory organizational culture and experience providing management guidance within it.

### Strongly Preferred

- Familiarity with collective bargaining agreements and labor-management relations.
  - Experience in community media, public radio, arts organizations, or comparable mission-driven nonprofits.
  - Experience leading or supporting organizational transitions, leadership succession, or management structure changes.
  - Existing relationships in the Madison nonprofit and/or media community.
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## **7. Proposal Requirements**

Proposals should be submitted in writing and should address the following. There is no required format; clarity and specificity are valued over length.

### **A. Organizational Overview**

Briefly describe your relevant background, current work, and why this engagement is a fit.

### **B. Understanding of the Engagement**

Describe your understanding of WORT's situation and what stabilization means in this context. What would you prioritize, and why? What would a successful engagement look like by December 31, 2026?

### **C. Proposed Scope and Deliverables**

Describe the scope of services you propose to provide. Be specific about deliverables—what will exist or be functioning at the end of the engagement that does not exist now? How do you propose to structure your time and engagement? What time commitment do you estimate will be required to deliver these services?

### **D. Approach to Staff**

Describe your experience and approach to building effective management relationships with staff. How do you balance clear management authority with a collaborative, participatory culture?

### **E. Relevant Experience**

Include a resume and describe a minimum of two prior engagements or roles most relevant to this work. For each, describe the organization, the scope of your role, and the outcomes.

## F. Proposed Compensation

Describe your proposed compensation structure (monthly retainer, project phases, other) and total estimated cost through December 31, 2026. If your proposal includes tiered service options, please describe them.

## G. Availability and Conflicts

Describe your current availability and any existing engagements that could affect your capacity to prioritize this work. Identify any conflicts of interest, real or potential, with WORT.

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## 8. Selection Process

Step	Description
Proposals due	June 7, 2026
Initial review	Personnel Committee reviews all submissions within one week of deadline
Decision	Personnel Committee recommendation to full Board by 6/15; Board considers recommendation on 6/17
Target start	July 2026

WORT is an equal opportunity employer and contractor. We encourage proposals from individuals with diverse backgrounds and lived experience. We are especially interested in candidates familiar with Madison's civic and nonprofit community.

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## 9. Submission Instructions

Submit proposals or questions by email to: **president@wortfm.org**

*Subject line: Interim ED Proposal—[Your Name or Organization]*

Questions about this RFP may be directed to the same address. WORT reserves the right to request additional information, to reject any or all proposals, and to negotiate terms with selected candidates.

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**A note on fit:**

WORT is a deeply community-rooted organization with a participatory culture and a unionized staff collective that cares deeply about the station's mission. The right interim ED will understand that management authority in this context is a tool for organizational health—not a signal of hierarchy for its own sake. We are looking for someone who will spend real time listening, who will be honest with the Board and staff, and who will leave the station better prepared for its next chapter than they found it.

*WORT 89.9FM | Personnel Committee | May 2026*