

CITY OF JONESBORO, GEORGIA

August 19, 2026

REQUESTS FOR PROPOSALS

Employee & Organizational Climate Survey



OFFICE OF THE CITY MANAGER

Blue Cole

1859 City Center Way

Jonesboro, Georgia 30236

Phone: 770-478-3800 Fax: 470-726-1646

DUE BY 4:00 P.M. ON SEPT. 11, 2026



**CITY OF JONESBORO
OFFICE OF THE MAYOR
1859 City Center Way
Jonesboro, Georgia 30236
Phone: 770-478-3800 Fax: 470-726-1646**

**Date Issued: August 19, 2026
Bid Number: 26-002**

**Employee & Climate Survey
City of Jonesboro, Georgia 30236**

NOTICE IS HEREBY GIVEN that the City of Jonesboro ("City") is issuing this Request for Proposals ("RFP") for an employee & organizational climate survey across all city departments.

Companies are solely responsible for ensuring proposals are received by the city on or before the submittal deadline. Proposals must be received no later than 4 p.m. on **September 11, 2026**, at the following address:

**City of Jonesboro
1859 City Center Way
Jonesboro, Georgia 30236
Attn: Blue Cole, City Manager**

An original copy must be signed by a representative authorized to bind the company. Proposals submitted by email are not acceptable and will not be considered. **The original signed submission with the name of the company and RFP title proposal is to be submitted in a sealed package with the name of the firm and RFP title "Employee & Climate Survey" must be clearly marked on the outside of the package.**

Proposals cannot be changed or withdrawn after the submittal deadline. No handwritten notations or corrections will be allowed. The responding company is solely responsible for all costs related to the preparation of the proposal.

The City reserves the right to reject all proposals and to waive any minor informalities or irregularities contained in any proposal. Acceptance of any proposal submitted pursuant to this RFP shall not constitute any implied intent to enter into a contract. The contract award, if any, will be made to the company who, in the City's sole discretion, is best able to perform the required services in a manner most beneficial and cost effective to the City.

8/20/2026: Minor inconsistencies updated throughout.

Introduction

The City of Jonesboro is accepting proposals for a single qualified private company to conduct an employee & organizational climate survey.

The City of Jonesboro has 37 employees across four departments, serving a population of approximately 6,114 residents. The City currently provides multiple services to residents, including public safety, public works, planning and zoning, code enforcement, and other administrative services.

Departments & Services:

- Administration
- Municipal Court
- Police Department
- Public Works

Jonesboro's Vision

The City of Jonesboro is committed to building a professional, transparent, accountable, and service-oriented organization dedicated to delivering exceptional public service. The Mayor and City Council strive to cultivate a workplace built upon integrity, collaboration, innovation, respect, and continuous improvement while responsibly serving residents, businesses, and visitors.

The City believes that its employees are its greatest asset. Every employee should feel respected, valued, heard, and empowered to contribute to the City's mission. Through this organizational climate survey, the City seeks honest employee feedback that will strengthen leadership, improve communication, increase employee engagement, and foster a healthy, productive workplace culture built on trust and accountability.

Requirements

Proposals must be responsive to the City's request. The City shall determine the most responsive and qualified company providing the best service at the most reasonable cost. Cost alone shall not be the determinative factor. The request for proposals does not obligate the City to award a contract or complete the project and the City reserves the right to cancel the solicitation if deemed in its best interest.

The City reserves the right to retain all proposals submitted and to use any idea(s) in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the company of the conditions contained in the request for proposals, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City of Jonesboro and the firm selected.

Following the notification of the selected company, a recommendation and standard contract will be prepared for review and approval by the Mayor and City Council. The City reserves the right to reject any or all proposals, to waive any non-material irregularities or information in any proposal, and to accept or reject any items or combination of items.

Scope of Services

1. Survey Design & Development

- Develop survey questions aligned with the City's areas of focus:
 - Employee Morale & Engagement
 - Communication & Transparency (Do employees feel informed and included?)
 - Professional Development & Growth Opportunities
 - Compensation & Benefit Satisfaction
 - Interdepartmental Collaboration (How can departments work together better to serve citizens?)
 - Departmental & Leadership Effectiveness (Employee perspectives on strengths and weaknesses of their department and leadership)
- Include a mix of **quantitative (rating scales, multiple-choice)** and **qualitative (open-ended)** questions.
- Provide a draft survey to the City for review prior to distribution.

2. Survey Administration

- Establish a project timeline and communication plan in coordination with the City's Human Resources Department.
- Administer the survey in a manner that ensures **anonymity, confidentiality, and broad employee participation**.
- Provide multiple methods of access (e.g., online and paper-based) to maximize participation, including an employee hotline.
- Ensure technical support is available to employees, if needed.

3. Data Collection & Analysis

- Securely collect and compile responses, ensuring no identifying employee information is disclosed.
- Analyze data by department, tenure, job classification, and other relevant groupings, while protecting confidentiality.
- Identify organizational strengths, challenges, and opportunities for improvement.
- Compare results to industry benchmarks, where applicable.

4. Reporting & Recommendations

- Prepare a **comprehensive written report** summarizing the survey findings.
- Provide **department-level reports** where participation levels permit confidentiality.
- Offer **actionable recommendations** to improve engagement, leadership effectiveness, communication, and workplace culture.
- Deliver a **formal presentation of findings** to the Mayor and City Council, with additional presentations to City leadership staff as requested.

5. Project Timeline & Deliverables

- Kickoff meeting with HR and City leadership.
- Draft survey delivered for City review.
- Survey launch and employee communications.
- Survey closing and data collection.
- ~~Preliminary results~~ Project updates shared with City Administration.
- Final report and presentation delivered to the Mayor and Council.

Expected Deliverable:

The final deliverable will be a **comprehensive Employee & Organizational Climate Survey** providing the City of Jonesboro with valuable, confidential insights into employee perspectives and actionable strategies to strengthen employee satisfaction, professional growth, departmental leadership, and overall organizational performance. **The final report will be provided directly, and only to, Mayor & Council.**

Desired Outcomes

The city desires a completely independent and confidential employee engagement process that fosters candid participation from all employees. It is critical that employees cannot be identified through email addresses, login credentials, IP addresses, or any other personally identifiable information.

An assessment methodology that goes beyond a standard survey and includes confidential one-on-one interviews with employees conducted by a neutral third party. Employees should feel comfortable discussing their experiences without concern that their identities or comments will be attributed to them. A comprehensive evaluation of organizational culture, communication, leadership, employee engagement, morale, trust, professionalism, respect in the workplace, accountability, collaboration, and perceptions of psychological safety.

An assessment designed to identify any systemic workplace concerns that may exist, including barriers to effective communication, employee retention challenges, leadership effectiveness, workplace relationships, and employees' confidence in reporting concerns without fear of adverse consequences.

A final report presented directly to the Mayor and City Council that summarizes the findings, identifies organizational strengths and opportunities for improvement, benchmarks where appropriate, and provides practical recommendations and an implementation roadmap for strengthening the City's workplace culture.

Analysis of trends and themes rather than attribution of comments to specific individuals. The objective is to understand organizational patterns while fully protecting employee confidentiality. If concerns are identified, recommendations for best practices, leadership development, policy improvements, communication strategies, and other actions that will foster a respectful, professional, and high-performing workplace.

Performance Standards

The successful Offeror shall be expected to provide services and reporting consistent with industry standards and the terms of the final agreement. At a minimum, the Offeror shall describe its proposed standards and procedures relating to:

- A. Conduct anonymous surveys using secure technology.
- B. Maintain employee confidentiality.
- C. Develop unbiased survey instruments.
- D. Achieve a high employee participation rate.
- E. Provide statistically valid reporting.
- F. Deliver reports within agreed timelines.
- G. Present findings professionally.
- H. Provide actionable recommendations.
- I. Maintain data security.
- J. Respond promptly to City requests.

The final agreement may include performance measures, cure provisions, service credits, liquidated damages, or other remedies for repeated failures to meet agreed-upon service standards.

Personal Data Information Ownership and Maintenance

The consultant shall maintain complete confidentiality of all employee responses. Only aggregated data shall be reported.

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Project Schedule

The City will not give verbal answers to clarifications regarding information in this RFP, or verbal instructions prior to the submission deadline. All clarifications shall be submitted in writing. The City is not liable for any increased costs resulting from the company accepting verbal directions. Any explanation or clarification desired by a respondent must be submitted to the City representative in writing no later than August 28, 2026, at 5 p.m.

Below is a desired schedule for initiation of this project; however, dates may be subject to change and adjusted as necessary.

RFP Issued	August 19, 2026
Deadline for submitting questions by email	August 28, 2026, at 5 p.m.
Responses to Written Questions	September 2, 2026, at 5 p.m.
Proposal Submittal Deadline	September 11, 2026, at 4 p.m.
Proposal Opening	September 11, 2026, at 4:05 p.m.
Contract Start Date	TBD

Inquiries concerning the Request for Proposals and the subject of the Request for Proposals must be made in writing to:

Blue Cole, City Manager
bcole@jonesboroga.gov

Submission of Proposal

Proposals submitted by fax or email are not acceptable and will not be considered. An original signed proposal is to be submitted in sealed package with the name of the consulting firm and RFP title "Employee & Organizational Climate Survey."

The Proposal shall be received by the City of Jonesboro by 4 p.m. on September 11, 2026, for a proposal to be considered. The Proposal should address all the items listed in the following sections and sent to:

City of Jonesboro
1859 City Center Way
Jonesboro, Georgia 30236

Proposal Content

The company shall be responsible for preparing an effective, clear, and concise proposal. The firm shall submit one (1) signed copy, and ~~five (5)~~ four (4) duplicate copies of the employee and climate survey proposal in hard copy form, and a flash drive with the proposal. The proposal shall be typed in 12-point font, Times New Roman or Arial, with one-inch margins. The conflict-of-interest statement, all exhibits (A, B, C) shall be inserted at the end of the proposal. The following information shall be included:

1. Letter of Interest: Please include a letter expressing the company's interest in being considered for the service. Include a statement regarding the company's availability and capability to dedicate time, personnel, and resources to this service.
2. Understanding and Approach: Please include a statement demonstrating your understanding of the proposed service. Describe your approach to achieving the service successfully; methodologies and technologies you would employ; and processes you would employ. Describe what information you would expect the City to supply.
3. Relevant Experience: Please include information describing the relevant experience, particularly with other municipalities. Written references are preferred.
4. Company Structure: Please provide documentation of the current company structure including . organizational chart, number of employees, key project personnel, resumes of principal staff, and municipal experience.
5. Conflict of Interest Statement: The company shall disclose any financial, business, or other relationship with the City that may have an impact upon the outcome of this contract.
6. Work Schedule: Provide a realistic, proposed service schedule designed to meet the City's objectives with project milestones, survey development, survey administration, analysis, draft report, final report, and presentation schedule.
7. Analytical Capacity: The Offeror shall provide evidence demonstrating its analytical capability to perform the requested services. Such evidence may include previous reports, a letter from current research partners, or other documentation sufficient to establish the Offeror's ability to successfully perform the contract.
8. Cost Proposal: The proposal shall include:
 - A. Breakdown of Service Costs: Total Cost for Required Services
 - B. Manner of Billing: The City will issue payment upon completion of established milestone at 25%, 50% & 100%

Format for Proposal

To facilitate the review of responses, all responses are required to adhere to the following requirements with regard to their proposal. The City strongly encourages respondents to ensure that RFP submissions are succinct and clearly organized. If the proposal is not in this format or does not include all of the listed items, it may be deemed non-responsive. For ease of handling, all responses are to be provided in a standard 8 ½" x 11" portrait format with binding on the lefthand edge, typed in 12 point, Times New Roman or Arial font, with one-inch margins.

1. Title Page showing the request for proposals subject; the company's name; the name, address and telephone number of the primary contact person; and the date of the proposal.
2. Table of Contents identifying the materials submitted by section and page number.
3. Detailed Proposal following the order set forth in the Proposal Content.
4. Inclusion of signed Exhibits A, B, & C.

Five (5) complete copies (one signed) of the Employee & Organizational Climate Survey proposal in hard copy form, and a flash drive with the proposal. Hard copies shall be distributed for review as follows:

- Mayor
- City manager
- (2) Members of the City Council
- Human Resources Director

Criteria for Selection: Proposals will be reviewed by designated City staff and evaluated to determine which proposals best meet the criteria of the RFP. Evaluation of the proposals by designated staff is expected to be completed within thirty days following the proposal submission deadline.

The City reserves the right to request interviews, presentations, or additional information from one or more Offerors prior to making a recommendation for award. In addition, the City reserves the right, without qualification, to:

1. Reject all proposals.
2. Exercise discretion and apply its judgment with respect to any proposal submitted.
3. Select proposals which qualify on the following factors:
 - a. Understanding and approach
 - b. Relevant experience
 - c. Scope of Services
 - d. Cost

Depending on the initial evaluation, a short list may be selected to meet with the designated staff to discuss their proposals in detail. It is expected that no more than two (2) representatives would provide a presentation on behalf of their company, including the account executive who will be assigned to the project. A recommendation for company selection will be made to City Council based on staff's "best value" evaluation of the proposals/qualifications, which will consider the company's qualifications, comparable experience, availability, and cost-effectiveness.

All interested parties are encouraged to submit proposals to the RFP. Total cost will be taken into consideration, but a company's capabilities, competence and capacity will be considered as well. The City reserves the right to choose the best response overall according to the City's criteria. The City, and its designated representatives, shall be the sole judge of its own best interest, the proposal, and the resulting negotiated agreement. The City's decision will be final.

The above factors, along with other factors that the City may deem appropriate, will be used to identify the proposal that represents the best value, which will be the basis for the contract award. The decision of whether to award a contract and selection of a company will be in the sole discretion of the Mayor and City Council.

Special Conditions

Acknowledgement of Insurance Requirements

By signing its proposal, the Offeror acknowledges that it can provide insurance for services requested by the RFP. The Offeror also understands that the evidence of required insurance must be submitted within fifteen (15) working days following notification of its offer being accepted: otherwise, the City may rescind its acceptance of the Offeror's proposal.

Additional Information

The City reserves the right to request additional information and/or clarification from any or all participating companies.

Collusion

Each company certifies that its organization, officers, employees and/or agents are not a party to any collusive action or fraud. The company certifies that its organization, officers, employees and/or agents have not offered or received any kickbacks or inducements from any other bidding company, supplier, manufacturer, or subcontractor in connection with the proposal and that the company, its officers, employees and/or agents have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services, or anything of more than nominal value. Any or all bids shall be rejected if there is any reason to believe collusion exists among the bidding companies. More than one bid from an individual, company, partnership, corporation, or association under the same or different names may be rejected. Reasonable grounds for believing that a bidding company has interest in more than one proposal for the work being proposed may result in rejection of all bids in which the bidding company is believed to have interest.

Conflict of Interest

The company's covenants that the company, its officers, employees and/or agents presently have no interest, and shall not acquire any interest, direct or indirect, financial or otherwise, which would conflict in any manner or degree with the performance of the services requested herein by the City. The company further covenants that, in the performance of any contract or agreement resulting from this RFP, no subcontractor or person having such an interest shall be employed. The company certifies that to the best of their knowledge, no one who has or will have any financial interest under any contract or agreement resulting from this RFP is an officer or employee of the City.

Equal Employment Opportunity Compliance

The selected company shall not discriminate against any employee or applicant for employment because of race, creed, color, or national origin. The company shall take affirmative action to ensure that all employees and applicants for employment shall be treated with equality in all aspects of employment processes including, but not limited to, hiring, transfer, promotion, training, compensation and termination, regardless of their race, creed, color, sex, national origin, age, or physical handicap.

Non-Assignment

If a contract is awarded, the selected company shall neither assign, nor delegate, in part or in whole, any duties without the prior written consent of the City which shall not be unreasonably withheld.

Period of Performance**Special Conditions Continued**

The contract term will begin on contract execution, and run through project completion, or Dec 31, 2027, whichever comes first. Optional extensions, not exceeding a total of five consecutive years, may be negotiated upon satisfactory completion of the initial project term.

Public Records

All proposals submitted in response to this RFP become the property of the City. Information in the proposal, unless specified as trade protected, may be subject to public review. Any information contained in the proposal that is proprietary must be clearly designated. Marking the entire proposal as proprietary will be neither accepted nor honored. Proprietary information submitted in response to this RFP will be handled in accordance with the Georgia Open Records Act.

Release of Public Information

Companies who respond to this RFP who wish to release information to the public regarding selection, contract award or data provided by the City must receive prior written approval from the City before disclosing such information to the public.

Reservations

This RFP does not commit the City to award a contract, to cover any costs incurred in the preparation of a proposal pursuant to this RFP, or to procure the contract for work. No payment of any kind will be provided to the company responding to this RFP or the parties they represent for obtaining any of the information solicited.

Right to Cancel and Amend

The City reserves the right to cancel, for any or no reason, in part or in its entirety, this RFP, including but not limited to: selection schedule, submittal date, and submittal requirements. If the City cancels or revises the RFP, all participating companies will be notified in writing.

Right to Audit

The selected company shall maintain such financial records and other records as may be prescribed by the City or by applicable federal and state laws, rules, and regulations. The selected company shall retain these records for a period of three years after final payment, or until they are audited by the City, whichever event occurs first. These records shall be made available during the term of the contract or service agreement and the subsequent service period for examination, transcription, and audit by the City or its designees.

Service Remedies.

The final agreement may include provisions addressing service failures, including cure periods, service credits, liquidated damages, default procedures, and termination rights in the event of repeated or material nonperformance by the successful Offeror.



PROPOSAL FORM COVER SHEET

SUBMITTED TO:

The City of Jonesboro
Attn: Blue Cole, City Manager
1859 City Center Way
Jonesboro, Georgia 30236

Responses must be received by 4 p.m. on September 11, 2026.

The time/date stamp clock located in City Hall shall serve as the official authority to determine lateness of any proposal. The above response deadline shall be strictly observed. Under no circumstance shall proposals delivered after the specified time be considered. Such proposals will be returned unopened.

Information to be Provided:

Name: _____

Firm: _____

Address: _____

Telephone: _____

Email: _____

I am fully aware of the requirements established by the City for selection of a service provider and accept these requirements. The attached information is complete and accurate.

Print Name and Title

Signature

Date

ACCEPTANCE

I/We, the Undersigned, having examined the RFP and do hereby affirm the acceptance of the requirements of the RFP. I/We do certify that the information supplied on the Proposal Form to be true and complete in all respects.

I, We _____

(Name – Print) (Position)

of _____

(Company Name)

Dated at _____ this _____ day of _____, 20____.

AUTHORIZED SIGNATURE / PRINT NAME

/

STREET ADDRESS

CITY STATE ZIP CODE

TELEPHONE NO: _____

EMAIL ADDRESS: _____

Signature in the designated space, by an authorized officer of the company affirms acceptance of the Request for Proposal requirements set forth in this document, the associated costs (where applicable) attributed to the business arrangement between the company and the City of Jonesboro and hereby certifies that the information supplied in this proposal to be true and compete in all respects.

EXHIBIT A

IMMIGRATION AND SECURITY FORM

O.C.G.A. § 13-10-91 requires contractors interested in public works contracts to file an affidavit that the contractor and its subcontractors have registered and participate in a federal work authorization program intended to ensure that only lawful citizens or lawful immigrants are employed by the contractor or subcontractor.

In order to insure compliance with the Immigration Reform and Control Act of 1986 (IRCA), D.L. 99-603 and the Georgia Security and Immigration Compliance Act OCGA 13-10-90 et seq., Contractor must warrant and affirm that Contractor has complied with the Immigration Reform and Control Act of 1986 (IRCA), D.L. 99-603 and the Georgia Security and Immigration Compliance Act by registering at <https://e-verify.uscis.gov/enroll/StartPage.aspx?JS=YES>; and verifying information of all new employees; and by executing any affidavits required by the rules and regulations issued by the Georgia Department of Labor set forth at Rule 300-10-1-.01 et seq.

By executing this affidavit, the undersigned Contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is contracting with Jonesboro, Georgia has registered with and is participating in a federal work authorization program [any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603], in accordance with the applicability provisions and deadlines established in O.C.G.A. § 13-10-91, and Contractor warrants that it will continue to use the federal work authorization program throughout the contract period.

The undersigned further agrees that, should it employ or contract with any subcontractor(s) in connection with the physical performance of services pursuant to this contract with Jonesboro, Georgia, contractor will secure from such subcontractor(s) similar verification of compliance with O.C.G.A. § 13-10-91 on the Subcontractor Affidavit provided in Georgia Department of Labor Rule 300-10-01-.08 or a substantially similar form. Contractor further agrees to maintain records of such compliance and provide a copy of each such verification to Jonesboro, Georgia at the time the subcontractor(s) is retained to perform such service.

Signature

Title

Company Name: _____

Street/Mailing Address: _____

City, State, Zip Code: _____

Telephone Number: _____

Email: _____

Federal Work Authorization User Identification Number: _____

Date of Authorization: _____

EXHIBIT B

Affidavit Verifying Status For Public Benefit Application

By executing this affidavit under oath, as an applicant for the award of a contract with Jonesboro, Georgia, I _____. [Name of natural person applying on behalf of individual, business, corporation, partnership, or other private entity] am stating the following as required by O.C.G.A. Section 50-36-1:

1) _____ I am a United States citizen

OR

2) _____ I am a legal permanent resident 18 years of age or older or I am an otherwise qualified alien or non-immigrant under the Federal Immigration and Nationality Act 18 years of age or older and lawfully present in the United States.*

In making the above representation under oath, I understand that any person who knowingly and willfully makes a false, fictitious, or fraudulent statement or representation in an affidavit shall be guilty of a violation of Code Section 16-10-20 of the Official Code of Georgia.

Signature of Applicant: _____ Date _____

Printed Name:

*
Alien Registration number for non-citizens

SUBSCRIBED AND SWORN
BEFORE ME ON THIS THE
_____ DAY OF _____, 20_____.

Notary Public
My commission Expires:

***Note:** O.C.G.A. § 50-36-1(e)(2) requires that aliens under the federal Immigration and Nationality Act, Title 8 U.S.C., as amended, provide their registration number. Because legal permanent residents are included in the federal definition of "alien", legal permanent residents must also provide their alien registration number. Qualified aliens that do not have an alien registration number may supply another identifying number below.

COSTS TABLE FORM
RFP 26-002
Employee and Climate Survey

Company Name: _____

The City currently employees 33 full time and 4 part time employees, providing municipal services across four departments. This includes public safety, public works, and administrative functions.

Description of Service	Proposed Cost:
Required Services: Survey Development Employee Survey Administration Data Analysis Statistical & Demographic Reports Draft Report Final Report Mayor & Council Presentation	\$ _____
Optional Services: Attach Description of Services or Additional Services (Hourly Rate)	\$ _____ \$: _____ (Hourly Rate)