Request for Qualifications: Marketing/Communications Services 2027-2029
Questions and Answers

Non-local applicants

- **Questions:**
    - Are non-US applicants eligible? Is fully remote possible?
    - May a legally registered company based in Bangladesh, delivering web development and support remotely, be considered for the qualified vendor list, despite the stated local preference?
    - Is an individual service provider based in Mainland China eligible to submit qualifications for fully remote graphic-design or web-development work, without a US office or on-site staff?
    - Whether an India-registered digital design and development agency is eligible to submit qualifications for remotely deliverable categories such as graphic design, digital content and web development?
    - Could you please clarify whether a Romanian sole proprietor may be considered for work performed remotely from Romania, and whether any US registration or on-site attendance is required?
    - Could you please confirm whether firms based outside the United States are eligible to apply?
    - Could you confirm whether international remote providers may qualify for web/digital categories, or whether a Missouri-based team is mandatory?
    - Could you confirm whether firms may qualify for web development alone and whether an overseas provider working remotely is eligible?
    - Could you clarify whether a remotely operating, India-registered firm is eligible for web development and digital content work? The RFQ notes a local preference and a possible Missouri E-Verify affidavit for contracts above $5,000. Would a non-US employer with no US-based employees be able to participate directly, or would a locally registered prime contractor be required?
    - Before preparing qualifications, could you confirm whether an India-based individual with no US office or employees can join the vendor list and undertake suitable digital-content projects without travel or on-site attendance?
    - Can an individual contractor based in Mexico be considered for fully remote assignments in these categories?
    - Before preparing our qualifications package, could you please clarify whether internationally based remote creative studios are eligible to participate, either independently or in collaboration with a U.S.-based partner? We would also appreciate guidance on any specific registration, insurance, or local operational requirements that would apply.

    - Before preparing any submission, can an individual contractor based in Russia under the NPD self-employed tax regime be considered for remote web-development assignments? If not, are Russian-registered individual entrepreneurs eligible?
    - Before considering a submission, could you clarify whether remote overseas studios are eligible?
    - Could you clarify whether international remote providers are eligible, and whether independent specialists can qualify for individual web development assignments?
        - **Answer:** All individuals/organizations will be considered based on a combination of factors including qualifications, relevant experience, project examples, and references. Location is also a consideration with a preference for applicants in the St. Louis region, however not being based in Missouri or the United States does not disqualify an applicant. We typically accept any qualified vendors onto our list in any location, but we give preference to local vendors for awarding opportunities.
- **Question:** For the marketing and web development categories, would you consider a remote team whose relevant experience is with businesses rather than public agencies?
    - **Answer:** All individuals/organizations will be considered based on a combination of factors including qualifications, relevant experience, project examples, and references. Location is also a consideration with a preference for applicants in the St. Louis region, however not being based in Missouri or the United States does not disqualify an applicant. We typically accept any qualified vendors onto our list in any location, but we give preference to local vendors for awarding opportunities. Relevant experience with businesses rather than public agencies will be considered.
- **Questions:**
    - For non-US applicants, does E-Verify apply?
    - For a non-US firm, how would the Missouri E-Verify/work-authorization affidavit requirement apply, and are any alternatives or exemptions available for remote work performed entirely outside the United States?
    - Could you please clarify whether an India-registered firm delivering services remotely is eligible for the web development category? In particular, would the E-Verify provision apply to a firm with no US-based employees, and can proposed insurance variations be reviewed for overseas vendors as described in the RFQ?
        - **Answer:** If the individual/organization is based outside of the US with no US presence and no US workers, they are exempt from E-Verify.
- **Question:** I have read the provisions on insurance deviations and the no-employees affidavit. Please advise whether any additional foreign-consultant eligibility or documentation requirements apply at the RFQ stage.
    - **Answer:** We typically accept any qualified vendors onto our list in any location, but we give preference to local vendors for awarding opportunities.
- **Question:** Before I put qualifications together, do you anticipate remote editing or digital content assignments, or is most of that work expected to require a local crew?

    - **Answer:** Remote opportunities may be available, but local vendors will be given preference as a matter of stewarding our local investment. Much of this work can be done remotely, but in-person availability is expected for event-based public relations, photo or video capture, etc.
- **Question:** Would you consider a nonlocal specialist for the web category without requiring a full-service marketing team?
    - **Answer:** Yes.
- **Question:** How is local preference applied: when the vendor list is set, or when individual projects are awarded?
    - **Answer:** Local preference is applied at the time of the project award.
- **Questions:**
    - Are non-Missouri applicants eligible?
    - I understand GRG gives preference to firms in the St. Louis region and Missouri. Would you also consider an out-of-state firm with relevant experience for assignments that can be handled remotely, or is local proximity an important consideration in practice?
    - Would GRG consider an out-of-state vendor for remote editing and digital content assignments?
    - We're based in Lancaster, Pennsylvania. As we consider a submission, how will local presence and availability for in-person collaboration factor into your evaluation?
    - How will the local preference be applied when selecting vendors for individual projects? Will firms based outside Missouri that deliver services remotely be considered equally for projects that do not require an on-site presence?
    - Do you consider the Metro East St. Louis market "local"? Do partners or subcontractors based in the St. Louis district count toward it?
    - I noticed the RFQ mentions a preference for firms located within the St. Louis region or Missouri. Before we put together our qualifications, I wanted to ask whether Great Rivers Greenway has historically worked with out-of-state agencies for marketing, creative, digital or communications projects.
    - Are Chicago-based consultants eligible for remote-first assignments, and are there particular service categories where in-person St. Louis availability is expected? I am a STL native, but want to confirm that bridged opportunities are acceptable.
    - Will vendors outside the GRG district and Missouri be added to the qualified list? How is the local preference applied when projects are awarded?
    - Does GRG anticipate remote assignments for out-of-state firms, particularly in marketing, digital content, and graphic design? Are there in-person requirements for these services?
        - **Answer:** We typically accept any qualified vendors onto our list, but we give preference to local vendors for awarding opportunities. Local preference is applied at the time of the project award. Metro East vendors are local and would be preferred over vendors outside of the region, but preference may be given to the three counties we serve in Missouri (St. Louis City, St. Louis County,

and St. Charles County). We have worked with out-of-town firms occasionally when there is a compelling reason, lack of expertise in our region, etc. We do consider all firms for our list, but we do give preference to local firms when awarding projects as a way to deliver the tax dollars we steward back to investing in the community that has invested in this mission and vision. Much of this work can be done remotely, but in-person availability is expected for event-based public relations, photo or video capture, etc.

- **Question:** Will vendors added to the qualified list be required to register as a foreign business entity in Missouri? If so, may registration be completed upon award of a specific project?
  - **Answer:** To the best of our knowledge, no such registration is required.

- **Question:** Has GRG awarded work out of state before for PR and strategy specifically?
  - **Answer:** Not for PR specifically.

Insurance and E-Verify requirements

- **Questions:**
  - Are the stated insurance requirements mandatory at the RFQ stage, or evaluated when a specific contract is negotiated?
  - Are all listed insurance coverages required at the time of RFQ submission, or may a selected vendor obtain project-appropriate coverage before contract execution?
  - For that delivery model, which insurance requirements would apply at qualification stage versus a later project agreement?
  - For independent consultants providing primarily remote digital communications services, which insurance policies must be active at the time of qualification versus before a specific contract begins?
  - In instances where a contract requires the selected consultant to maintain some form of insurance, which insurance would be expected for the Photography and Video Production positions or is that also subject to the specifics of each contract?
  - Are the insurance requirements outlined in the General Provisions expected for all photography assignments, or are they evaluated based on the scope and nature of individual projects? I understand that exceptions may be requested.
  - Insurance at the qualifications stage. The General Provisions identify required coverages for formal contracts and allow respondents to note requested deviations. For the initial qualifications PDF, does GRG expect certificates of insurance to be included now, or is it sufficient to accurately state current coverage and any requested variance, with certificates/endorsements addressed if the firm is selected for a specific contract?
    - **Answer:** No insurance requirements are required to respond to the RFQ; we just want to be up front about the requirements for larger contract work. The stated insurance requirements are only for larger contracts of work, typically $5,000

and above, and would be evaluated at the time that project work is awarded (since it may or may not involve, for instance, autos whatsoever).

- **Question:** Are requirements different for strictly remote graphic-design/video-editing work?
    - **Answer:** We are able to be flexible about, say, auto coverage, for work that is fully remote.
- **Question:** Would personal auto coverage meet the auto liability requirement for a firm that doesn't own vehicles? Must subcontractors meet the same insurance requirements, or is the prime consultant's coverage sufficient?
    - **Answer:** If autos aren't involved in the work, we can often waive that requirement. Subcontractors may arise throughout a given project, but please respond to the RFQ independently, teams can be formed later, and subcontractor requirements can be explore if/when needed.
- **Question:** We work remotely with no US-based employees. Would GRG consider waiving the general liability, auto, workers' comp and E-Verify requirements? We hold $1M+ professional liability cover that includes US clients.
    - **Answer:** That is possible but depends on the type of work and availability of local vendors (who get preference for our local tax dollars).
- **Question:** My business is a single member LLC owned and operated by myself with no employees. I see that an affidavit attesting that the consultant has no employees will be required. Is that provided to the consultant to sign as part of the selection process?
    - For a solo provider without employees, how would the insurance and no-employees affidavit requirements apply, and are reasonable exceptions available?
        - **Answer:** This will only be necessary upon selection of an approved vendor for a specific project. No insurance or affidavit requirements are required to respond to the RFQ; we just want to be up front about the requirements for larger contract work. Yes, any forms are provided and yes, reasonable exceptions are able to be discussed on a per-project basis.
- **Question:** The RFQ allows respondents to propose deviations from the insurance terms. Should a deviation be stated inside the proposal itself, and does stating one affect scoring?
    - **Answer:** Please feel free to state any deviations you would require or are interested in in your letter of interest; this will not affect acceptance onto the list and will be addressed if/when a project arises.

References

- **Questions:**
    - Is three references a strict minimum?
    - If an emerging small business has two professional client references rather than three, would its submission still be considered, or is three a strict minimum?
    - Would you accept two contactable professional references alongside three relevant live project examples, rather than three references?

        - **Answer:** We encourage everyone to apply and will accept two references if only two are available.
- **Question:** For the three relevant experiences and references, may I cite work personally delivered during previous employment or agency engagements, with my role accurately attributed and reference contacts used only with their permission?
    - **Answer:** Yes!
- **Question:** The RFQ separately requests three references, while the experience section permits three relevant completed "projects or experiences" per selected category. May the reference list include a former supervisor who can verify the principal's relevant enterprise media/operations experience, provided that relationship is clearly identified as prior employment and is not represented as a client? We are also considering an institutional contact for a current executed engagement, which we would label as ongoing rather than completed.
    - **Answer:** References and work examples are different; references means contact information for professional contacts that GRG can contact to hear about past work. Work examples meaning previous projects that showcase the categories of work you are applying for.
    - **Answer:** Clients as references are preferred but yes, you can provide a professional reference that can speak to work before the current role or agency if needed.
    - **Answer:** Yes, an ongoing client reference is fine.

Samples/Submissions

- **Question:** May I include work samples, such as links to videos and websites and/or attached PDFs, to the Past Projects section? Is there a preferred format?
    - **Answer:** Yes, please, and you can do this in PDF form or link to an online platform or document.
- **Question:** For the three required project examples, would you prefer photographs embedded directly in the PDF, or is it acceptable to provide links to online galleries alongside the project descriptions?
    - **Answer:** Links are fine, too!
- **Question:** If we respond in three categories, must the three past projects be distinct for each category, or may one project be cited across more than one category where it fits?
    - **Answer:** If you're applying to multiple categories, you can submit up to 3 examples for any given category, but you don't need to do 3 per category. Some examples could apply to multiple categories, and 3 per category may not be necessary. The RFQ document has been updated with this information.
- **Question:** Is there a page limit, and should the letter, projects, rates, and references be combined into a single PDF for the upload?
    - Is there a page limit or maximum file size for the PDF submission upload?
    - Is there a page limit or a preferred file-naming convention for the PDF submission?

        - **Answer:** There is not a page limit, and we ask that all submissions be combined into one file. There is a size limit for upload, 200 MB. There is not a particular file-naming convention we require.
- **Question:** To demonstrate how our boutique studio approaches interactive trail storytelling and ongoing WordPress support, we structured a custom preview concept tailored for Great Rivers Greenway. Would you be open to me sending over that private preview link alongside our formal RFQ qualifications?
    - **Answer:** Please include all work you want to be considered in your RFQ submission!
- **Questions:**
    - Where is the website upload link for the submission, and is there a file-size limit for the single PDF?
    - Could you share the website upload link for submissions? I didn't see it in the RFQ document.
    - Whether the full qualifications package may be submitted by email, or whether a particular portal or other submission method is mandatory?
    - Whether the RFQ document and any addenda can be provided by reply email, or if the website access form is the required route?
        - **Answer:** You can access the submission page by filling out the form under the Request for Qualifications for Marketing/Communications Services 2027-2029 opportunity here. Once you did that, the page it took you to was the page where you upload. This link was also emailed to you. You upload your items to that same page (also where these Q&As are posted) here. Max. file size: 200 MB. No email submissions are accepted.
- **Question:** Must the three past projects per category be from the public sector or the parks and trails sector, or is comparable work for other clients acceptable?
    - **Answer:** Comparable work is acceptable. Work from similar categories is appreciated but not required!
- **Question:** Are there any local presence, insurance, or MBE/WBE participation requirements respondents should plan for?
    - **Answer:** We typically accept any qualified vendors onto our list, but we give preference to local vendors for awarding opportunities. Local preference is applied at the time of the project award. The stated insurance requirements are only for larger contracts of work, typically $5,000 and above, and would be evaluated at the time that project work is awarded (since it may or may not involve, for instance, autos whatsoever). We do track MBE/WBE participation on our contracts but do not have requirements for submission to this list.
- **Questions:**
    - May the same project be used as an example in more than one category?
    - For the three completed projects required per category, may the project be listed under both Photography and Video Production when the engagement covered both?

    - The RFQ asks for three past projects per service category. If a single engagement included work in more than one category (for example, both digital content and graphic design), may we list it under each category, describing the relevant work separately?
    - May the same past project be used as an example in more than one category, provided it is relevant to each?
    - May a completed project support more than one service category if we explain the relevant work and results for each?
        - **Answer:** Yes; the examples you submit will be what we review to determine your fit in the categories you're applying for and can be applicable to multiple categories.
- **Question:** The RFQ asks for three past projects per service category. If a single engagement included work in more than one category (for example, both digital content and graphic design), may we list it under each category, describing the relevant work separately?
    - **Answer:** Yes, you may describe the relevant work separately.
- **Question:** Whether independent completed website concepts may satisfy the three relevant projects or experiences requirement, alongside professional references from another service area.
    - **Answer:** Yes!
- **Question:** Can I share examples outside of my current role?
    - **Answer:** Yes.
- **Question:** Is it okay to include examples of work previously done for GRG?
    - **Answer:** Yes.
- **Question:** Should projects for submission be organized by category or just a portfolio showcasing all work?
    - **Answer:** The latter is fine as long as the category the example is responding to is clear.
- **Question:** Is it okay to include older work examples?
    - **Answer:** Whatever you think best showcases your work!
- **Question:** Is there a specific format for submissions?
    - **Answer:** The format for submissions is flexible as long as it fits within the 200 MB submission size limit.
- **Question:** Is there a hard cap on page number or examples of work
    - **Answer:** Not particularly for page number; you may include up to three examples per category. If you're applying to multiple categories, you can submit up to 3 examples for any given category, but you don't need to do 3 per category. Some examples could apply to multiple categories, and 3 per category may not be necessary.

Rates

- **Questions:**
    - Are hourly rates fixed for all three years, or can vendors adjust them each year? Do you prefer rates by role or a single blended rate?

    - Should the hourly rates submitted be fixed for 2027–2029, or may consultants update them annually?
    - Should hourly rates be provided per category or as a single blended rate? May rates include an annual adjustment provision over the three-year term of the list?
        - **Answer:** Rates are not fixed for all three years, but we request proactive notification of rate changes from the original proposal submitted. We are open to either or both of those methods of providing rates.
- **Question:** Do you have a preferred format for rates, such as hourly rates by role, a blended rate, or a monthly retainer fee?
    - **Answer:** There is not a preferred format for rates, but typically we are project-based, not retainer-based. We pay for work performed on a not-to-exceed basis.
- **Question:** For the rates or sample fee structure, is a day-rate and half-day-rate structure acceptable in place of hourly rates?
    - **Answer:** Yes
- **Question:** Fee structure: submitting for photo video, are ranges acceptable or are costs with examples okay?
    - **Answer:** Yes, ranges are okay and good to include with examples.

Ownership/Working Files

- **Question:** When you say “working files,” does that include raw video footage and editable design files?
    - **Answer:** Yes, precisely.
- **Questions:**
    - Image ownership and licensing: The RFQ states that all files and materials will be owned by Great Rivers Greenway. Does this require a transfer of copyright, or would a perpetual, unrestricted license for Great Rivers Greenway's communications and promotional purposes satisfy this requirement?
    - The RFQ says all files and materials will be owned by and provided to GRG. Would GRG consider a perpetual, unlimited-use license to the final deliverables in place of ownership transfer, with the photographer keeping copyright? If so, should that be noted as a requested deviation in the letter of interest?
        - **Answer:** We simply write this into the contract itself as we are negotiating, we do not require additional transfer of copyright or licensure unless needed per project. If working together, yes, a perpetual, unrestricted license for Great Rivers Greenway's communications and promotional purposes would satisfy this requirement and does not need to be noted as a deviation.
- **Question**: File delivery: Would photographers be expected to provide original RAW files, or would professionally edited, high-resolution finished images be sufficient?
    - Answer: Professionally edited, high res finished images are what we would require upon handoff, no RAW files required!

- **Question:** Where the RFQ species that “all files and materials will be owned by and provided to GRG…” will that prohibit the consultant from displaying the work on their portfolio or will that depend on the details within specific contracts?
    - **Answer:** No, you are welcome to share the work completed for GRG in your portfolio. We just want to retain ownership to use as we need moving forward.

Project-specific

- **Question:** What platform and hosting does the current website use? Do you expect web vendors to provide hosting?
    - **Answer:** We use WordPress and have a hosting service; we do not expect web vendors to host.
- **Question:** One quick question so our proposal fits what you need: which part of the work matters most to your team, for example videography, social content or campaign planning?
    - **Answer:** We have needs for all of the areas, we do not have one specific priority.
- **Question:** Do you anticipate PR assignments extending beyond local events and media outreach to include broader communications strategy, conservation-related issues, and regional or national media relations?
    - **Answer:** Yes, PR could include those topics and be scoped beyond local media, while focusing mostly on local work.
- **Question:** Before considering a submission, could you clarify whether digital website design forms part of the anticipated scope?
    - **Answer:** While we do not anticipate redoing the design of our website at this time, web-based design needs could arise over the next three years.
- **Question:** For the marketing strategy and paid media category, may a consultant qualify specifically for strategy, audience development, and campaign planning without offering direct paid-media buying services?
    - **Answer:** Yes, you are welcome to submit/respond to only some parts of any given category.
- **Question:** For SEO-only assignments, do you anticipate any required on-site meetings or fieldwork, or can delivery and collaboration be fully remote?
    - **Answer:** This work could be fully remote.
- **Question:** Our location-aware app lets places speak through visitors’ own phones: stories your team approves play automatically when people reach the places they describe. Visitors can explore freely, without a fixed route or hunting for a QR code at each stop, and discover the same stories remotely before heading out. Your staff control the content and updates through our publishing portal. It could bring local history, community voices and conservation stories into everyday visits across the greenways. Would this be relevant to the place-based storytelling you have in mind?

    - **Answer:** Please feel free to submit your application for consideration! At the current time, we are unsure if we will need this specific type of service, however we encourage everyone to apply as we may have a need that fits this bill over the next three years.
- **Questions:**
    - Once firms are on the list, how are individual projects assigned — rotation, per-project selection, or direct contact — and is there a typical project size or budget range?
    - Once the list is established, how will work be assigned to approved vendors (for example, by rotation, per-project quotes, or direct selection)?
    - When a project comes up, how does the process for selection work?
        - **Answer:** Projects are assigned on a per-project selection basis. Sometimes interviews or inquiries are conducted, sometimes it is direct selection. There is not a typical project size or budget as our work can vary widely in scope.
- **Question:** Could you share typical project budgets or examples of the size and frequency of assignments under the current vendor roster?
    - **Answer:** There is not a typical project size, budget, or frequency as our work can vary widely in scope. Approved vendors are not guaranteed work; approved vendors are added to the list and work is awarded on an as-needed basis. Some examples:
        - "Are you available to go capture this event in a week for 2 hours day-of + 1 hour of basic culling/editing/delivering photos at your normal hourly rate?"
- **Question:** Can you share examples of a typical budget?
    - **Answer:** Our projects vary widely; large scale web overhaul was closer to $100k over two years, a campaign for PR event promotion $5K, photography under a few hours could be under $1K. These are past examples and should not be considered a guaranteed range.
- **Question:** How frequently do photography and video assignments require on-site coverage, and how much advance notice is typically provided?
    - **Answer:** Most of our photography and video assignments will require on-site coverage of the greenways or agency. Notice varies from project to project, but we try to give vendors as much heads up as possible, usually within the time frame of one to two weeks.
- **Question:** If selected, how soon in advance do you typically give your vendor notice of a project?
    - **Answer:** Notice varies from project to project, but we try to give vendors as much heads up as possible. Some projects might be needed quickly, meaning 1-2 weeks. Some might be in planning and contract drafting for a month or so before beginning.
- **Question:** For projects requiring on-site production, can travel expenses be quoted separately?
    - **Answer:** If you are providing sample project fees, just be clear about what is or isn't included in a cost.
- **Question:** Could you share Great Rivers Greenway's approximate annual spend on these services, either overall or by category?
    - **Answer:** Our budget is on our website! Page 18 is our department: https://greatriversgreenway.org/about/financials/

- **Question:** For paid media campaigns, does GRG pay media vendors directly, or should consultants plan to place the buys and bill the spend, plus a management fee?
    - **Answer:** Typically, we pay media vendors directly, paying the vendor fee separately, so that the contract value with the vendors is focused on their fee, not the total campaign spend.
- **Question:** Historically, what percent (approximately) of vendors wo are added to GRG's list are invited to bid on specific projects?
    - **Answer:** Roughly, the last 3 years had 77 vendors respond and we engaged with ~27 of them, so 35%.
- **Questions:**
    - The RFQ mentions always-on maintenance and support. Is 24/7 incident coverage mandatory for every web development vendor, or can availability and response times be agreed separately for each assignment?
    - Whether an out-of-state individual may offer selected web services entirely remotely, without undertaking always-on maintenance.
        - **Answer**: 24/7 incident coverage is not mandatory for every web developer. We will always want at least one vendor to be covering that, but we may have other projects that do not require that.
- **Question:** Do you expect individual web or integration assignments in this vendor pool to have budgets of $8,000 or more?
    - **Answer:** Typically, individual assignments for web vary greatly in budget and scope; sometimes yes, but often $5K and below for ad-hoc work. Larger contracts (1-2 per year maximum) for web development would be higher.
- **Question:** Is there ever marketing/communications collaboration with community engagement?
    - **Answer:** The GRG marketing/communications team serves as both internal and external communications support, and community engagement work varies from project to project (based on factors like if we're working with a communications vendor).
- **Question:** Is the web request for web design or web development?
    - **Answer:** Both, but primarily web development, there was a small typo on the presentation that looked like it was solely web design; great catch!
- **Question:** Are there any upcoming project needs we could foreshadow?
    - **Answer:** All types on some level; in the next few years, we're looking to incorporate more videography for education on how we're funded, and likely in the fall of 2030, we will be working to renew a vote on part of our funding.
- **Question:** Should staff augmentation services included?
    - **Answer:** We are happy to see examples of/expertise in staff augmentation, and this is something we've engaged vendors in before.
- **Question:** Is GRG looking for GEO as well?
    - **Answer:** Sure.

Misc

- **Question:** Could you also clarify whether relevant commercial website work can satisfy the experience requirement, and whether cross-border payment is supported? The RFQ permits proposed deviations from insurance provisions; I would need to clarify any applicable requirements before accepting an assignment.
    - **Answer:** Relevant commercial website work can be submitted. Cross-border payment is allowed, but as the RFQ states, preference is given to local vendors. We will work with any individual vendor on insurance requirements, aligned with the contract work.
- **Question:** Is there a way to register our interest and receive RFQ updates, including questions and answers, without first submitting our qualifications package ahead of the November 13 deadline?
    - **Answer:** Yes, the email you submitted to access the RFQ will subscribe you to any updates, questions, answers, etc.
- **Question:** Could you please confirm whether remote delivery or subcontracting arrangements are permitted?
    - Whether applicants may collaborate with a US-based production partner?
        - **Answer:** Remote delivery of products is acceptable. Subcontracting agreements are permitted on projects, but submissions to respond to this RFQ are preferred independently, not as teams.
- **Question:** Is it acceptable for our two firms to submit one joint PDF, with one primary contact named and the partner firm listed alongside? If so, would each firm be added to the qualified list on its own, so GRG could hire either of us for a project without the other? Alternatively, would GRG prefer that each firm submit its own PDF for its own categories, with each naming the other as a preferred partner? In that case, both PDFs would include the same sample of joint work (for example, a combined grand opening launch with marketing and PR).
    - **Answer:** Subcontracting agreements are permitted on projects, but submissions to respond to this RFQ are preferred independently, not as teams. You are welcome to note a preferred partner but that is not guaranteed to be needed/followed.
- **Question:** How many vendors do you anticipate approving in each category?
    - **Answer:** There is not a cap for the number of vendors that are approved.
- **Question:** Is any minimum volume of work guaranteed to approved vendors?
    - **Answer:** Approved vendors are not guaranteed work; approved vendors are added to the list and work is awarded on an as-needed basis.
- **Question:** We typically deliver these services through a monthly retainer with a dedicated, full marketing team covering all categories. A combined retainer generally provides a lower overall cost than engaging separate vendors for each category on a per-project basis. Would Great Rivers Greenway be open to a retainer-based engagement with one vendor supporting work across all seven categories?

    - **Answer:** Our work is typically project-based, not retainer-based. Anything is possible, but we very rarely do retainer-based contracts and we very rarely put all services into one contract.
- **Question:** May respondents include projects delivered with partners or subcontractors as qualifying past work, and may those partners be named in the submission?
    - **Answer:** Yes, you may include projects that were delivered with others and yes they may be named.
- **Question:** When do you expect to announce approved vendors, and when would work be expected to begin in 2027?
    - **Answer:** Notifications of decision will be sent to all applicants by EOD Friday, November 20, 2026. Work is not guaranteed for approved applicants and project start dates (if a vendor is selected for a project) will vary through the end of 2029.
- **Question:** What are you looking for in an agency partner? Are you looking for prioritizing communication and project management, breakthrough creatives?
    - **Answer:** We are trying to be as transparent as possible, but this truly varies across all work categories and projects. You can see from our list that sometimes we are looking for a strategic thought partner, sometimes an implementation/production partner, sometimes both, sometimes something else. We always value clear communication.
- **Question**: What risks or constraints do you see that could jeopardize the projects?
    - **Answer:** This is a very general question; in general, risks that could jeopardize projects – changes in the community that cause a shift in direction, changes in staffing or workload, changes in technology, etc.
- **Question:** We plan to respond to digital content, graphic design, video, and marketing. Is it acceptable to respond to only some categories, and are vendors selected per category or as a single vendor list?
    - Whether applicants may apply for selected categories only?
        - **Answer:** You are welcome to respond to whichever categories are applicable to you/your organization, could be 1 of them, all of them or any combination in between. Vendors are selected per category.
- **Question:** If I am strong in some categories but not all will that hurt my submission?
    - **Answer:** No, apply to the categories that fit your expertise best!
- **Question:** Could you confirm whether a remote individual designer may apply for graphic design alone?
    - **Answer:** Yes!
- **Question:** Questions are due 11.04, but are early submittals allowed?
    - **Answer:** Yes, you may submit your application whenever as long as it is before the due date: Friday, November 13, 2026, at 4 PM Central Time via website upload.
- **Question:** What is GRG's policy on the use of AI?
    - **Answer:** Great Rivers Greenway is committed to the responsible, ethical, and transparent use of artificial intelligence (“AI”) tools and technologies. AI may be used to support productivity, creativity, and innovation when used thoughtfully and in

alignment with our values. Great Rivers Greenway may update this policy as AI technologies, laws, and best practices continue to evolve.

Responsible Design & Ethical Creation. We believe in the responsible design, development, deployment, and operation of AI technologies. We believe in the power of language, images, and video to educate and influence. AI should not be utilized to deceive, mislead, spread false or harmful information.

Human Accountability & Expertise. Humans remain accountable for all decisions and actions, even when assisted by AI. We recognize the critical role of human knowledge, experience, emotion, and imagination in creativity and problem-solving. AI should support, not substitute for, professional expertise. AI should empower and augment — not replace human judgment. AI technologies are intended to be assistive, not autonomous.

Awareness of Limitations & Risks. AI has limitations and risks. Understand and consider these factors when using AI tools. Refrain from uploading or sharing confidential or proprietary information.

Transparency & Trust. Transparency in data use and AI-assisted work is essential to maintaining trust with our audiences, partners, and stakeholders.

Attribution & Accountability. Audiences should be informed when content is produced in whole or in part using AI. AI-generated work must be clearly identified as such when shared externally or when appropriate internally. Document how AI-generated content was reviewed, edited, and approved, including the individual(s) responsible.

Enhancing (Not Replacing) Human Judgment. AI must not be used as a substitute for skills, insights, or decision-making. You are responsible for evaluating the accuracy, relevance, quality, and appropriateness of AI-generated outputs. All final decisions and deliverables must meet Great Rivers Greenway social, security, and data protection standards.

Reducing Bias & Preventing Harm. AI systems may reflect bias or generate inaccurate, offensive, or harmful content. Carefully review AI-generated materials and correct or remove any biased, discriminatory, misleading, or inappropriate content before use.

- **Question:** What communications should vendors expect post acceptance onto the RFQ list?
    - **Answer:** We are lucky to receive applications from far more vendors than we will be able to work with. We do not want to waste people's time communicating if there's not

a project that is a fit for them/their agency at that time, and completely understand if people decide not to move forward with an application based on that model.

- An E-Verify sample was requested and can be found linked below; this is the MOU that is generated from registering on the federal E-Verify website. We also provide (with the contract) an affidavit that you sign and get notarized. https://greatriversgreenway.org/wp-content/uploads/2026/11/EVerify-MOU.pdf