Embassy of the United States of America

Bangkok, Thailand

May 27, 2026

Solicitation No. 19TH2026Q0028 – American Fair: Freedom 250 Nakhon Ratchasima

1. VENUE (16 questions)

Q 1. The Statement of Work states that the proposed budget excludes venue rental fees but may include other venue-related costs. Please confirm whether the base venue rental for Mayfair Market will be handled separately by the U.S. Embassy Bangkok, and clarify which venue-related costs the contractor should include in its price, such as utilities, cleaning, waste disposal, security support, equipment rental, power supply, venue deposits, venue operational fees, overtime access, or similar charges.

A. The U.S. Embassy Bangkok will handle the base venue rental for Mayfair Market separately. The contractor is responsible for obtaining all permits and licenses required for event execution and should include all other venue-related costs in their pricing, including:

- Security Deposit: THB 80,000
- Electrical generator rental and power distribution systems
- Security personnel and services
- Cleaning and janitor services
- Truss and structural installation costs
- Waste disposal and site restoration
- Any overtime or after-hours access fees
- Any other operational costs required for event execution

All associated costs should be included in the proposed budget.

Q 2. Who is responsible for permits and licenses?

A. Please see response to Question 1 above

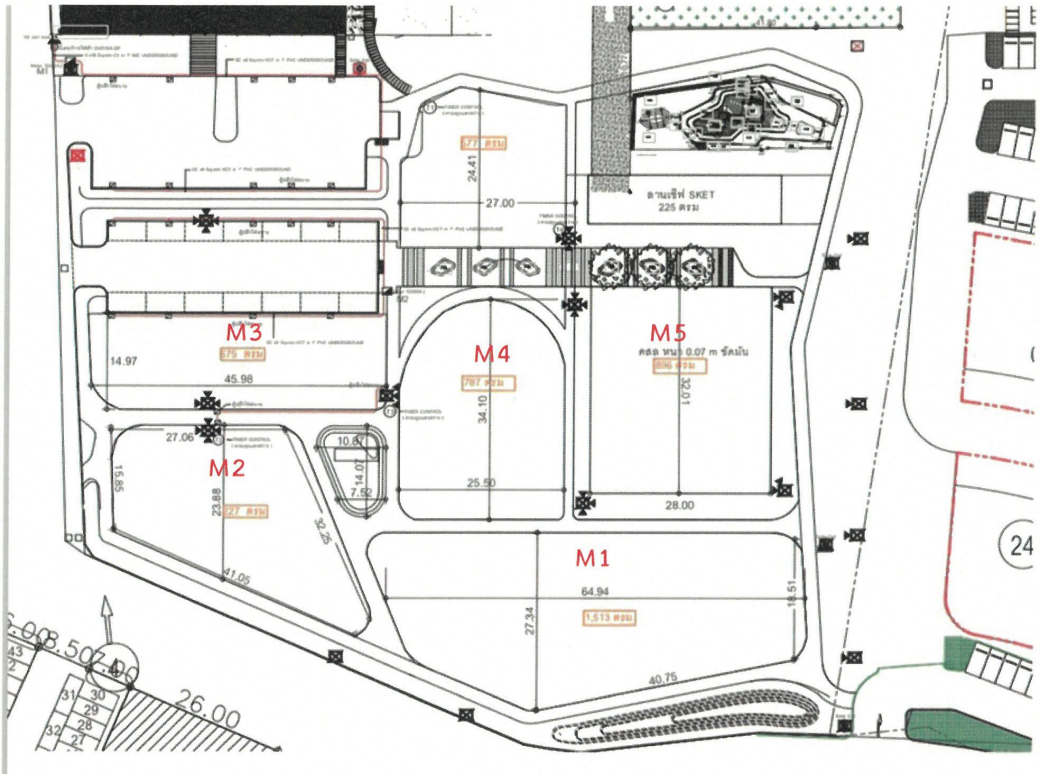
Q 3. Could the Embassy kindly provide any available site layout, usable event area, venue floor plan, site restrictions, access/loading areas, installation areas, height restrictions, permitted booth/tent locations, estimated event footprint or area to be used at Mayfair Market, and venue point of contact?

A. No pre-proposal site visit or venue walkthrough is planned by the Embassy prior to the quotation submission deadline. Offerors may reach out to the venue for Offerors may use the Mayfair Market layout provided below for planning purposes. Areas M1 through M5 are available for use during the Fair. Offerors may propose to use some or all of these areas

depending on their event concept and budget. All proposed layouts must be submitted to the Embassy for approval prior to implementation.

Offerors must follow the operational guidelines of Mayfair Market as follows:

- **Installation:** Set up may begin 3 days prior to the event date, with operating hours from 8:00 a.m. to 12:00 a.m.
- **Dismantling and Site Restoration:** Deinstallation is expected within 2 days after the event concludes
- **Structures:** Truss systems and structural installations must comply with venue safety requirements. Drilling into the ground or road surface of the venue is strictly prohibited. Water weighting is required for all structures.
- **Damage:** The contractor is responsible for any damage caused to Mayfair Market's property during the event, including damage to venue's electrical system, subsiding floor, or deep scratches. Damage costs may be charged against the security deposit.
- **Insurance:** Public Liability Insurance is required by the venue
- **Loading/Unloading Restrictions and Vehicle access:** During installation and deinstallation, contractor vehicles may only load and unload along the paved way connecting to the local road between the M1 and M2 areas. Vehicles are not permitted on thefairground at any time. Small carts are allowed for transporting equipment and materials within the fairground. The contractor should plan all logistics, equipment delivery, and removal accordingly.
- **Branding Restriction:** The Fair should strongly reflect U.S. branding and the Freedom 250 branding guideline and theme as mentioned in the solicitation while incorporating meaningful localization for Nakhon Ratchasima audiences.



Q 4. Will the Embassy conduct a pre-quotation site visit or venue walkthrough at Mayfair Market for this requirement? If not, may offerors or their local subcontractors coordinate directly with the venue to verify layout, power, access, restrictions, and site conditions?

A. Please see response to Question 3 above.

Q 5. Are there any known venue restrictions or operational limitations at Mayfair Market, including installation timelines, dismantling schedule, sound restrictions, permitted operating hours, vendor access, loading/unloading restrictions, vehicle access, branding restrictions, or safety requirements?

A. Please see response to Question 3 above and Question 11 below.

Q 6. Are there limitations on operating hours?

A. Please see response to Question 3 above.

Q 7. What infrastructure is already available at Mayfair Market?

A. Mayfair Market has existing electrical infrastructure, but an electrical generator will be required for the event. The contractor should plan for sufficient power capacity to support all event operations and include generator costs in the proposed budget.

Q 8. Will any existing site utilities or venue infrastructure be available for contractor use, or should the proposal assume that temporary power, lighting, and other support systems will need to be fully contractor provided?

A. Please see response to Question 7 above.

Q 9. Could you please confirm the on-site electrical capacity available at Mayfair Market, including amperage, phases, distribution points, access to power supply, and any venue restrictions? Are generators expected as the primary source of power, or only as contingency/backup power?

A. Please see response to Question 7 above.

Q 10. Are there limitations on power supply?

A. Please see response to Question 7 above.

Q 11. Are there limitations on noise levels?

A. Noise levels must comply with applicable regulations. The contractor is responsible for obtaining all required permits for using sound amplifiers from local authorities. All associated costs should be included in the proposed budget.

Q 12. Who is responsible for local authority coordination?

A. The contractor is responsible for local authority coordination. The Embassy could provide guidance and support as needed, but the contractor is expected to take an active role in this coordination process.

Q 13. Are there specific risk thresholds or contingency requirements expected (weather, crowd control)?

A. Offerors should include a risk mitigation and contingency plan as part of their proposal, covering weather-related risks, crowd control, health and safety, and other operational risks. There are no prescribed risk thresholds, but the plan should demonstrate a professional and proportionate approach to managing foreseeable risks for a large-scale public event.

Q 14. In the event of rain or adverse weather, does the Embassy expect full weather protection across the entire event footprint, or only over key areas such as the main stage, food and beverage zones, booths, and critical operational areas? Please also clarify how weather-related delays or cancellation risk should be handled.

A. Please see response to Question 13 above.

Q 15. Does the Embassy have any additional green event or sustainability standards it would like incorporated beyond the waste management, recycling, composting, and site restoration requirements already stated in the RFQ?

A. The Embassy does not have additional green event or sustainability standards beyond those already stated in the Statement of Work. The contractor is expected to fulfill all waste management, recycling, composting, and site restoration requirements as specified.

Q 16. Are there restrictions on the use of drones, pyrotechnics, smoke effects, or elevated structures during the event?

A. Mayfair Market does not have any restrictions on the use of drones, pyrotechnics, smoke effects, or elevated structures during the event. However, the contractor is responsible for obtaining all required licenses or permits from relevant authorities prior to use. All associated costs should be included in the proposed budget.

2. BUDGET & PRICING (15 questions)

Q 1. Could you kindly advise whether the U.S. Embassy Bangkok is able to share an estimated budget range or Government estimate for this requirement for offerors' reference during quotation preparation?

A. We have prepared an Independent Government Cost Estimate (IGCE) for this event. We would prefer to see your cost proposal based on the requirement outlined in the solicitation.

Q 2. Is there an estimated budget ceiling or range for this procurement?

A. Please see response to Question 1 above.

Q 3. Should the financial proposal be submitted only in the format provided in Section 1, with a total price for the project and separate DBA insurance line, or should offerors also submit a detailed cost breakdown by category to support price reasonableness? If a cost breakdown is desired, please confirm the preferred level of detail.

A. Offerors must submit pricing in the format provided in Section 1, with separate line items for the American Fair: Freedom 250 in Nakhon Ratchasima (total project price) and DBA insurance. A detailed cost breakdown is not required in the SF-1449 pricing section but may be included in the technical proposal to support price justification. If provided, the breakdown could include categories such as planning and coordination, fair design and execution, promotion and communications, event management and staffing, and logistics and operations.

Q 4. What level of cost breakdown detail is expected (e.g., line-item vs. lump sum)?

A. Please see response to Question 3 above.

Q 5. Could you kindly confirm whether costs such as utilities, permits, security, cleaning, waste management, medical support, insurance, power/generators, temporary structures, signage, promotion, paid media, KOL/influencer costs, and other event execution costs should be fully included in the contractor's budget, except for base venue rental if handled separately by the Embassy?

A. Yes, all costs necessary for event execution should be included in the contractor's proposed budget, except for the base venue rental which will be handled separately by the Embassy. This includes, but is not limited to, utilities, permits, security, cleaning, waste management, medical support, insurance, power and generators, temporary structures, signage, promotion, paid media, KOL and influencer costs, and all other event execution costs.

Q 6. The solicitation states that VAT is not applicable and shall not be included because the U.S. Embassy has a tax exemption certificate. Please confirm whether all proposed pricing should be submitted strictly VAT excluded, even where third-party venue, vendor, or supplier charges may normally include VAT.

A. Yes, all proposed pricing must be submitted strictly VAT excluded. The U.S. Embassy holds a tax exemption certificate from the Thai government, and VAT shall not be included in any pricing or invoices.

Q 7. Please confirm whether the resulting contract/purchase order will be firm-fixed-price and whether prices must remain fixed for the entire 12-month quotation validity period and throughout performance, with no adjustment for cost escalation, currency movement, or other economic changes.

A. Yes, this is a firm fixed-price contract. Prices must remain fully fixed for the entire 12-month bid validity period and throughout contract performance. The solicitation does not provide any mechanism for price adjustment due to cost escalation, currency fluctuations, or other economic changes. Offerors should account for these risks when preparing their pricing.

Q 8. Are there any cost categories that are non-allowable beyond VAT exclusion?

A. There is no other cost category that is non-allowable beyond VAT exclusion.

Q 9. Can the contractor propose cost-saving alternatives or value engineering options?

A. Offerors may propose cost-saving alternatives or value engineering options within their technical proposal, provided all mandatory requirements of the Statement of Work are fully met. Any alternatives must be clearly described and must not compromise the quality or scope of the event.

Q 10. Are in-kind contributions or sponsorships encouraged?

A. In-kind contributions, co-branding, or sponsorships are not prohibited, but all partnerships and sponsorships require Embassy approval. Offerors should clearly describe any proposed in-kind arrangements in their technical proposal.

Q 11. Can the contractor propose private sector sponsors or partners?

A. Please see response to Question 10 above.

Q 12. Can the contractor propose co-branding with sponsors or partners?

A. Please see response to Question 10 above.

Q 13. Please confirm whether offerors may include additional value-added activities or enhancements, provided that all mandatory requirements are fully met and the proposed price remains firm fixed price. If permitted, please confirm whether such value-added items should be included in the main technical/price proposal or listed separately as optional enhancements.

A. Offerors may include additional value-added activities or enhancements in their proposal, provided all mandatory Statement of Work requirements are fully met and the proposed price remains firm fixed price. Such enhancements should be included in the main technical proposal and clearly identified as additional value, not as optional or separately priced items.

Q 14. How important is innovation vs. cost-efficiency in final selection?

A. Award will be made to the lowest-priced, acceptable, responsible offeror. Technical acceptability is assessed based on compliance with Section 3 requirements. Innovative programming concepts are encouraged and may strengthen the acceptability of a proposal, but price remains the determining factor among acceptable offers.

Q 15. Section 3 requests evidence that the offeror/quoter operates an established business with a permanent address and telephone listing in Thailand, including business registration related to event organizing work. If the Prime Contractor is a U.S. company, will the Government accept the Thailand-based subcontractor's Thailand business registration, local address, licenses/permits, and event organizing credentials to satisfy this local performance requirement?

A. A U.S.-registered company with active SAM registration may submit as the Prime Contractor. The Thailand-based subcontractor's business registration, local address, licenses and permits, and event organizing credentials may be used to satisfy the local performance requirements, provided the Prime Contractor clearly identifies the subcontractor and demonstrates that the subcontractor has the necessary qualifications and capability to perform the local work.

3. PAYMENT (5 questions)

Q 1. Could you please clarify whether the Embassy has a preferred payment milestone structure across the planning, execution, and post-event phases, or whether offerors may propose their own percentage split? In particular, what would constitute "design approval" for purposes of triggering any planning-phase payment?

A. Offerors may propose their own payment percentage split across the three milestones: Planning Phase Completion, Execution Phase Completion, and Post-Event Phase Completion. The milestone structure itself is fixed. The proposed split should reflect a reasonable relationship between payment timing and work completion and must be clearly stated in the technical proposal.

For the Planning Phase, "design approval" means Embassy approval of the key planning deliverables, including the event concept proposal and site master plan map, the detailed three-day programming schedule, and the vendors and partners curation plan. These should be submitted as a comprehensive planning package for Embassy review and approval before proceeding to the Execution Phase.

Q 2. Can the Embassy clarify the percentage allocation for each milestone payment (planning, execution, post-event)?

A. Please see response to Question 1 above.

Q 3. Is there any flexibility in the payment schedule, particularly regarding an initial mobilization payment or partial payment before the event execution phase, given that the contractor may need to incur upfront costs for planning, design, vendor booking, deposits, production, equipment, promotion, and permitting?

A. This is a firm fixed-price contract with milestone-based payments. Advance payment is not standard under this contract structure. However, offerors may propose a payment milestone allocation that includes a reasonable planning-phase payment to support upfront costs such as design, vendor booking, deposits, and permitting. Any proposed payment structure must be clearly defined, tied to specific and measurable deliverables, and subject to Embassy approval. The Financial Section will transfer payment within 30 days after invoices are received at each phase.

Q 4 Is advance payment allowed for large upfront costs?

A. Please see response to Question 3 above.

Q 5. What documentation is required for invoice approval?

A. To constitute a proper invoice, the contractor must submit documentation demonstrating completion of the relevant milestone deliverables as approved by the Embassy. Invoices must

include all items required under FAR 32.905(e). Payment will be released only after the Embassy has approved the relevant deliverables for that phase.

4. PROGRAMMING & CONTENT (20 questions)

Q 1. Could you please clarify the expected scale of the event, including any specific zones expected by the Embassy for the Nakhon Ratchasima fair, such as main stage, educational exhibits, food and beverage zones, business/entrepreneurship booths, games and family activities, children's areas, agriculture/gastronomy areas, or other thematic zones?

A. The Fair should include the following zones as a minimum: a main stage for the opening ceremony, live music, cultural performances, and talks; educational and interactive areas featuring American history, culture, sports, space, and science; an American agriculture and gastronomy zone with live cooking demonstrations and cook-offs; American business, education, and exchange program booths; games and activities inspired by U.S. state and county fairs; children and family activity areas; and American and Thai food and beverage zones. The contractor should propose a zone layout for Embassy review and finalization.

Q 2. The Statement of Work states that the Nakhon Ratchasima fair will focus on American leadership in entrepreneurship, while also showcasing American culture, history, food, agricultural products, music, innovation, and family-friendly attractions. Could the Embassy kindly confirm which themes should be prioritized for this specific location and whether there are any sectors, topics, or activities that should be emphasized or avoided?

A. The Fair should showcase American excellence and ingenuity broadly, with a specific focus on American leadership in entrepreneurship, music, innovation, and culture, tailored to connect with local audiences in Nakhon Ratchasima. There are no specific topics or activities to avoid, but all programming must be approved by the Embassy prior to implementation.

Q 3. To what extent is the contractor expected to support program and content development, such as sourcing performers, speakers, exhibitors, emcees, food/cooking demonstration participants, competitions, and family activities, versus executing pre-defined content provided by the Embassy?

A. The contractor is expected to take a leading role in sourcing and managing performers, speakers, exhibitors, emcees, food and cooking demonstration participants, competition organizers, and family activity providers, in close consultation with and subject to approval by the Embassy. The Embassy will also work with partners in sourcing performers, speakers, and exhibitors, provide branding guidelines, talking points, partner introductions, and oversight, but the contractor is responsible for the full execution of programming.

Q 4. The Statement of Work refers to American agriculture and gastronomy, food vendors, live cooking demonstrations, and cook-offs. Please confirm whether the contractor is expected to source and manage food vendors and cooking demonstration participants, or whether the Embassy will provide selected vendors/partners. Please also clarify whether food vendor permits,

health approvals, or related compliance requirements should be included in the contractor's scope.

A. The contractor is expected to source and manage food and beverage vendors and cooking demonstration participants, subject to Embassy approval. Food vendor permits, health approvals, and related compliance requirements are the contractor's responsibility. Food and beverage vendors may operate on a commercial basis independently or as contracted vendor services; either approach is acceptable if clearly explained and aligned with the overall Fair concept and budget. Regardless of the commercial arrangement, the contractor has overall responsibility for oversight of all food vendors.

Q 5. How does the Embassy envision the food and beverage component working? Should food and drink be sold by vendors, distributed free of charge, or can either model be proposed? If vendors may sell, will pricing be set by the vendors or coordinated with the Embassy?

A. Please see response to Question 4 above.

Q 6. What is the expected scale (number of booths, partners, vendors)?

A. The Embassy has not confirmed a fixed number of booths, partners, or vendors at this stage. The contractor should propose a scale appropriate for a large-scale, three-day public fair, with a suggested range of 5 to 10 booths for U.S. Mission agencies and 5 to 10 booths for partners and American companies, plus food vendors and activity zones. The final configuration will be determined during the planning phase in coordination with the Embassy.

Q 7. What level of design detail is required for site master plan?

A. At the quotation stage, a strategic-level site master plan showing proposed zone layout and general configuration is sufficient. Detailed booth designs and thematic zone specifications will be developed and submitted post-award as part of the planning phase deliverables, in close consultation with the Embassy.

Q 8. What level of design detail is required for booth design?

A. Please see response to Question 7 above.

Q 9. What level of design detail is required for thematic zones?

A. Please see response to Question 7 above.

Q 10. For the program schedule, how many daily sessions?

A. The contractor should propose a detailed three-day programming schedule as a post-award planning deliverable. At the quotation stage, a programming framework showing the general structure of each day, including approximate number of sessions, performances, and workshops, is sufficient to demonstrate the offeror's approach and capability.

Q 11. For the program schedule, how many performances?

A. Please see response to Question 10 above.

Q 12. For the program schedule, how many workshops?

A. Please see response to Question 10 above.

Q 13. The RFQ emphasizes American leadership in innovation, music, and culture. Are there specific innovation sectors the Embassy would like highlighted most prominently, such as aerospace, clean energy, AI, health, agriculture, or entrepreneurship?

A. The primary focus of the Fair should be on American culture, music, and Americana, creating an authentic and festive U.S. state fair atmosphere for local audiences. While the Fair's main emphasis is on cultural celebration, offerors may also incorporate elements that highlight American leadership in innovation and emerging technologies such as AI, where relevant and engaging for the Nakhon Ratchasima audience. All proposed programming and content must be approved by the Embassy prior to implementation.

Q 14. Should the programming be designed primarily for a broad family audience, or should there also be a stronger focus on students and young adults?

A. The Fair is designed as a large-scale, family and youth-friendly public event open to all. Programming should appeal to a broad family audience while also engaging students, and young adults. Offerors should include their attendance assumptions and audience engagement approach in their proposal.

Q 15. : Does the Embassy expect continuous stage activation throughout the three day event, or a smaller number of featured performances each day? Would the contractor be expected to propose and source performers, subject to Embassy approval?

A. The contractor should propose a programming schedule that includes stage activation throughout each of the three event days, with a mix of featured performances, cultural activities, and other programming. The contractor is expected to propose and source performers subject to Embassy approval. The Embassy will also work with partners in sourcing performers, speakers, and exhibitors, provide branding guidelines, talking points, partner introductions, and oversight, but the contractor is responsible for the full execution of programming.

Q 16. For traditional fair style games such as ring toss, balloon darts, and similar activities, may those be operated on a paid participation basis, or should all participation be free to attendees and included within the event budget?

A. All fair-style games and activities, including ring toss, balloon darts, and similar attractions, should be free of charge to attendees. The costs associated with operating these activities should be included within the contractor's proposed event budget.

Q 17. Are there any known restrictions or Embassy concerns regarding fair style skill games under local rules that should be considered when developing the activity plan?

A. The contractor is responsible for ensuring all activities comply with applicable local laws and regulations. Offerors should verify any restrictions on fair-style skill games under Thai law and reflect these in their activity plan.

Q 18. How strongly should the concept emphasize U.S. branding vs. Thai localization?

A. The Fair should strongly reflect U.S. branding and the Freedom 250 theme while incorporating meaningful localization for Nakhon Ratchasima audiences. Localization is encouraged in areas such as food, performance, and content, but the overall identity of the event must remain clearly American in character and aligned with Freedom 250 brand guidelines.

Q 19. How strongly should the concept emphasize entertainment vs. policy/diplomatic messaging?

A. The Fair should strike a balance between festive, family-friendly entertainment and meaningful public diplomacy messaging. The overall ambience should be celebratory and engaging, while clearly communicating the significance of America's 250th anniversary and the strength of U.S.-Thai relations.

Q 20. What level of innovation or uniqueness is expected beyond a traditional state fair?

A. Offerors are encouraged to propose innovative programming concepts beyond the standard state fair format, provided they are aligned with the Freedom 250 objectives and appropriate for a U.S. government-sponsored event. All programming will be refined and finalized during the planning phase in coordination with the Embassy.

5. THEME & PARTNERSHIPS (6 questions)

Q 1. Has the Embassy already identified specific U.S. government agencies, U.S. companies, universities, alumni groups, corporate participants, agricultural partners, food vendors, or other exhibitors for the Nakhon Ratchasima fair, or is the contractor expected to propose a partner/exhibitor mix for Embassy review and approval?

A. The Embassy has not confirmed most partners for the Fair at this stage. Currently confirmed partners which will be present at the Fair are American vehicles and selected U.S. government agencies. The contractor is expected to propose additional exhibitors, vendors, and partners for Embassy approval. The contractor will work closely with the Embassy on the final partner list before contacting any potential partners. All partnerships and sponsorships require Embassy approval.

The contractor should propose a partner and exhibitor curation plan as part of the planning phase deliverables. Offerors should base their booth planning and layout on a reasonable planning estimate and clearly state their assumptions in the proposal.

Q 2. Can the Embassy provide more guidance on the expected number and type of Embassy selected partners, exhibitors, or participating organizations so that booth planning and layout can be priced more accurately?

A. Please see response to Question 1 above.

Q 3. Will the Embassy provide a confirmed list of exhibitors/partners, or should the contractor fully curate?

A. Please see response to Question 1 above.

Q 4. Are there priority U.S. themes or sectors (e.g., tech, entrepreneurship, agriculture, education) that should be emphasized more prominently?

A. Music, innovation, and American culture are the priority themes for this Fair. American agriculture, food, history, and education are also important components. Offerors may propose specific sectors relevant to Nakhon Ratchasima audiences, such as agricultural technology, manufacturing, or regional business connections, subject to Embassy approval.

Q 5. What is the Embassy's role in partner engagement vs. contractor responsibility?

A. The Embassy will provide branding guidelines, partner introductions, VIP coordination, security direction, and strategic oversight. The contractor is responsible for all aspects of Fair planning, production, partner engagement, and execution as outlined in the Statement of Work. The Embassy will designate points of contact who will serve as advisers and decision makers on-site, while the contractor manages day-to-day operational implementation.

Q 6. Are there restrictions on working with local government or NGOs?

A. There are no specific restrictions on working with local government entities or NGOs. All proposed partnerships must be submitted to the Embassy for approval prior to engagement.

6. AUDIENCE & FAIR SIZE (8 questions)

Q 1. Please provide, if available, the expected number of attendees across the three-day event, anticipated peak-day attendance, expected number of booths/exhibitors/partners, expected number of food vendors, and expected operating hours for each event day. Please also confirm whether attendance will be open to walk-in participants, invitation-based, ticketed, or a combination of these.

A. The Fair will be open to the public with walk-in access and free admission. No ticketing is required. Offerors should plan for a large-scale, family and youth-friendly public event and include their attendance assumptions in their proposal. The Embassy does not have a fixed target attendance figure at this stage, but offerors should size staffing, infrastructure, and programming appropriately for a three-day public event.

The Fair is intended for a broad public audience, with a particular focus on families, youth, and students. The general public is also targeted as audience. Offerors should reflect this audience mix in their programming and engagement approach.

Q 2. What is the expected target audience size per day?

A. Please see response to Question 1 above.

Q 3. Are there priority audience segments (youth, students, entrepreneurs, families, rural communities, etc.)?

A. Please see response to Question 1 above.

Q 4. Does the Embassy have a target attendance range or planning estimate for the event so that staffing, infrastructure, and programming can be sized appropriately?

A. Please see response to Question 1 above.

Q 5. Are there any VIP or high-level attendees expected (e.g., Ambassador, Thai government officials)?

A. VIPs, partners, and guests will be invited to the opening ceremony. The Embassy will handle VIP, partner, and guest coordination and relations during the ceremony.

Q 6. Is there a requirement for inclusion, accessibility, or DEI considerations?

A. The Fair should be accessible and welcoming to all members of the public. Offerors are encouraged to incorporate inclusive and accessible event design approaches in their proposal, including considerations for families with young children, elderly attendees, and persons with disabilities.

Q 7. What are the top 3 success indicators the Embassy expects (e.g., attendance, media reach, diplomatic messaging impact)?

A. The Embassy's key success indicators include strong public attendance, positive media reach and coverage, and awareness of the Freedom 250 campaign among Thai audiences in Nakhon Ratchasima. Offerors should propose measurable targets for these indicators in their proposal.

Q 8. What level of data disaggregation is required (age, gender, demographics)?

A. The contractor should collect attendee survey data using questions and guidelines provided by the Embassy. Where feasible, demographic data such as age group and gender may be collected. The level of data disaggregation will be determined in consultation with the Embassy during the planning phase.

7. SECURITY (5 questions)

Q 1. The Statement of Work states that the Embassy will provide security direction and requirements through designated Embassy security personnel. Please confirm whether the contractor is also expected to provide security guards, crowd control barriers, queue management, bag checks, emergency evacuation support, or similar security-related manpower/equipment.

A. The Embassy will share the POC regarding security and may advise on security requirements as needed. The Embassy will work closely with the Royal Thai Police. Close protection for U.S. government officials will be handled by Embassy resources in coordination with Thai authorities. However, vendors should include logistics costs for on-site security arrangements in their proposals. The contractor is expected to include costs for on-site security arrangements in the proposal, including security guards, crowd control barriers and queue management.

Q 2. What level of perimeter control, access screening, and VIP security coordination should be assumed for pricing and planning purposes?

A. Please see response to Question 1 above.

Q 3. Are there security requirements or protocols mandated by Embassy?

A. Please see response to Question 1 above.

Q 4. Could you please confirm the expected medical coverage for the event, including whether a first-aid team, medical tent, licensed medical personnel, and ambulance on standby are mandatory requirements?

A. The contractor should include first-aid response team and ambulance on standby for the event. If the Embassy has additional partnerships on medical support, the contractor will be informed.

Q 5. What are the expectations for health & safety standards (medical, emergency response)?

A. Please see response to Question 4 above.

8. INSURANCE (3 questions)

Q 1. We note that the pricing table includes a separate line for DBA insurance. Please confirm whether DBA insurance is required for this requirement and whether it should cover all contractor and subcontractor employees/personnel supporting the project, including local event staff, temporary staff, technical crew, and other personnel.

A. Yes. DBA (Defense Base Act) insurance is required and must be included as a separate line item (Line 2.2) in the pricing table Public Liability Insurance will cover all activities, personnel and equipment and Public Liability Insurance is the contractor's responsibility

Q 2. Apart from DBA insurance, are there any specific insurance coverage requirements or minimum liability levels that the contractor must meet, such as public liability, event liability, workers' compensation/local employee coverage, vehicle insurance, or venue-required insurance?

A. Please see response to Question 1 above.

Q 3. Are there minimum insurance coverage levels (DBA insurance is mentioned)?

A. .
No minimum coverage levels for DBA insurance. The Contractor shall submit statement of work to the insurance broker who will look at the requirement and provide the cost of insurance coverage base on the nature and scope of work to be performed.

9. PRESS & INFLUENCER OUTREACH / COMMUNICATIONS (15 questions)

Q 1. Could you please clarify the level of promotion expected by the Embassy, including influencer/KOL level, paid media expectations, production value, target reach, social media cadence, and reporting requirements? Is paid media placement within the contractor's scope, and is there an approved or preferred list of KOLs, media partners, or promotional channels?

A. The contractor must develop and execute a communications plan to achieve substantial visibility with target audience. Paid media placement and KOL engagement may be included within the contractor's scope if there is sufficient budget. Offerors should propose a communications approach that prioritizes cost-effective strategies.

Promotion Requirements:

- Influencer/KOL marketing and paid media strategies with substantial reach. There is no pre-approved KOL list. All KOLs and paid media require Embassy approval and must be included in the total proposed budget.
- Monitor and report media/influencer coverage to the Embassy
- All content must comply with Freedom 250 Brand Guidelines

Q 2. Will the U.S. Embassy Bangkok directly engage its media network, issue press releases, conduct press activities, or invite media separately, or should the contractor include all media outreach, press coordination, and paid media costs in its proposed budget?

A. If budget constraints limit paid media investment, the contractor should demonstrate a strong earned media and organic promotion strategy to achieve the Fair's objectives. Otherwise, the Embassy will rely on earned organic media only.

Q 3. The RFQ includes FAR 52.204-27, Prohibition on a ByteDance Covered Application, while the Statement of Work requires social media promotion and KOL/influencer marketing. Please confirm whether platforms such as TikTok may be used for public event promotion, provided that no Government-furnished device or Government information system is used.

A. TikTok may be used by paid media and KOLs to promote the events and activities on their own accounts, provided that no Government-furnished device or Government information system is used. The U.S. government will not be sharing the content produced on TikTok on our channels.

Q 4. Are there specific Freedom 250 branding guidelines, key visuals, logo files, design templates, or messaging requirements that will be provided to the contractor? How many rounds of Embassy review and approval should offerors anticipate for key deliverables such as fair design, promotional materials, signage, and social media content?

A. Freedom 250 Brand Guidelines and a central American Fair key visual package containing posters, logo files, fonts, and Vector design elements, will be provided for the contractor to adapt into Korat-specific materials.

Allow up to three (3) rounds of edits to each deliverable for adjustments based on Embassy feedback to ensure compliance with Embassy guidelines and project goals. Revised work must be submitted within one week of receiving feedback unless otherwise agreed. The Embassy will establish a final submission deadline for each task.

Q 5. The Statement of Work requires photos, videos, and visuals produced for the event to be provided to the Embassy for perpetual use/public domain. Please confirm whether the contractor must obtain all necessary permissions, releases, and copyright clearances from photographers, videographers, performers, attendees, vendors, and other relevant parties.

A. Confirmed.

Q 6. What are the minimum expectations for media reach (impressions, PR coverage, etc.)?

A. There are no set minimum expectations for media reach, however the implementor should be able to make a selection of the province's at least top 10 most influential and engaged media outlets for the Embassy's approval.

Q 7. Are there preferred media partners or platforms?

A. There is no pre-approved KOL or media list. However all KOLs and paid media require Embassy approval and must be included in the total proposed budget.

Q8. What is the expected balance between paid media vs. organic promotion?

A. If budget constraints limit paid media investment, the contractor should demonstrate a strong earned media and organic promotion strategy to achieve the Fair's objectives.

Q 9. Are there restrictions under U.S. government communication policies (e.g., political neutrality, messaging sensitivities)?

A. All messaging should focus only on the fair and activities at the fair. The content should not discuss or highlight U.S. politics or U.S. government policies.

Q 10. Are there restrictions on influencers/KOLs?

A. Yes, prior Embassy approval is required for all proposed influencers before engagement. If the vendor has sufficient budget for KOL engagement, the Embassy would like to see the list and justification for selecting these KOLs (their reach, following, content style, and audience demographics) before proceeding.

Q 11. Are there restrictions on commercial branding visibility?

A. Commercial branding should follow Freedom 250 Brand Guidelines and additional instructions from the Embassy. We will also help ensure all promotional materials are compliant.

Q 12. What is the timeline and turnaround for Embassy approvals of designs?

A. Fair Design and Layout: Design and layout should be submitted to the Embassy for approval and adjustment approximately 1.5-2 months prior to the event. This includes the event concept proposal and site master plan map, including zoning and layout of all Fair components deliverable.

Press Materials: Texts and content should be submitted to the Embassy for approval at least two weeks before the event to allow sufficient time for revisions and translations.

Social Media Materials: Texts and content should be submitted to the Embassy for approval at least one month before the event.

Q 13. What is the timeline and turnaround for Embassy approvals of content?

A. Please see response to Question 12 above.

Q 14 What is the timeline and turnaround for Embassy approvals of media materials?

A. Please see response to Question 12 above.

Q 15. Are there restrictions related to livestreaming, media broadcasting rights, or third-party media partnerships?

A. There are no restrictions on livestreaming, media broadcasting, or third-party media partnerships. However, the Embassy must be granted the right to unconditionally use, adapt, and disseminate materials produced by paid KOLs on Embassy platforms at the Embassy's discretion without having to pay additional fees.

10. BRANDING & APPROVAL PROCESS (2 questions)

Q 1. Are there strict brand compliance rules beyond Freedom 250 guidelines?

A. All promotional materials, designs, signage, and content must comply with Freedom 250 Brand Guidelines and any additional instructions provided by the Embassy. The Embassy will review and approve all materials before publication or use.

Q 2. The RFQ states that event visuals are to be provided to the Embassy for ongoing use. Are there any additional requirements or protocols we should assume for filming or photographing VIPs, performers, minors, or partner organizations?

A. The contractor must comply with Thailand's Personal Data Protection Act (PDPA) and obtain all necessary permissions and releases for filming or photographing VIPs, performers, minors, and partner organizations. All visual materials produced must be suitable for public use.

11. PROPOSAL REQUIREMENTS & EVALUATION (11 questions)

Q 1. Section 3 requests a strategic framework / plan / presentation, while the Statement of Work also lists later deliverables such as event concept proposal, site master plan map, detailed programming schedule, staffing plan, risk mitigation plan, communications plan, and others. Could you kindly confirm what level of technical detail is expected at the quotation stage? Specifically, would a high-level strategic framework / concept direction be sufficient, or is a more fully developed concept and site planning package expected as part of the initial quotation?

A. At the quotation stage, offerors must submit a strategic framework, plan, or presentation that includes:

- A work plan addressing all elements in the Statement of Work
- Identification of types and quantities of equipment, supplies, and materials required
- A plan for ensuring quality of services, including contract administration and oversight

This initial submission should demonstrate your understanding of the project scope and your proposed approach. It should be sufficiently detailed for the evaluation committee to assess your technical capability and concept direction.

The more detailed deliverables listed in Section VIII of the SOW (such as event concept proposal, site master plan map, detailed programming schedule, staffing plan and organizational chart, risk mitigation and contingency plan, and communications and

social media plans) will be developed and submitted post-award in close consultation with the U.S. Embassy Bangkok.

In summary: your quotation should include a comprehensive strategic framework showing your approach and capability, while the fully developed operational plans will be refined and finalized after contract award.

Q 2. Could you please clarify the evaluation methodology and weighting, if any, for concept, technical acceptability, past performance, organizational capability, and price? Please also confirm whether award will be made to the lowest-priced, technically acceptable, responsible offeror.

A. Award will be made to the lowest priced, acceptable, responsible offeror. The evaluation is based on:

- Lowest price: Lowest price wins among acceptable offers
- Acceptability: Your concept, work plan, and approach must comply with Section 3 requirements
- Responsibility: Must meet FAR 9.1 requirements, including adequate past performance and organizational capability

The contract type is **firm fixed price** as stated in the Performance Work Statement in Section 1. Prices must remain valid for 12 months and throughout performance.

Q 3. How will evaluation weighting be distributed between technical quality vs. cost (Section 4 reference)?

A. Please see response to Question 2 above.

Q 4. Will past performance with U.S. Embassy or USG be weighted significantly?

A. Please see response to Question 2 above.

Q 5. Could you please confirm the division of responsibilities between the Embassy and contractor, particularly regarding VIP coordination, partner engagement, exhibitor coordination, booth setup, Embassy-provided content, branding, security direction, on-site management, and general event operations?

A. The division of responsibilities between the Embassy and the contractor is as follows:

Embassy Responsibilities:

- VIP and Partner Coordination: Embassy staff will handle VIP, partner, and guest coordination and relations
- Booths for Partners and Exhibitors: Embassy will provide a list of partners who will have their booths at the fair. Contractors may suggest exhibitors for Embassy approval.
- Program Oversight: Embassy will provide program oversight

- Branding & Messaging: Embassy will provide Freedom 250 branding guidelines, logos, approved messaging, and opening ceremony content
- Security Direction: Embassy security may advise on security requirements as needed.

Contractor Responsibilities:

- Partner Engagement: Coordinate with Embassy-selected partners on booth setup and decoration
- On-Site Management: Oversee all event operations, logistics, production, setup, breakdown, staffing, emcees, and troubleshooting
- Vendor Coordination: Manage all vendors, suppliers, and subcontractors
- Event Execution: Ensure smooth operations and high-quality delivery throughout the Fair
- Technical & Operational Support: Provide all event infrastructure, equipment, and on-site support

The contractor remains responsible for all other aspects of Fair planning, production, and execution as outlined in the Statement of Work.

Q 6. Will the Embassy issue responses to all clarification questions formally to all offerors through an amendment or written Q&A before the quotation submission deadline?

A. Yes.

Q 7. What distinguishes a "highly competitive" proposal in past similar procurements?

A. A highly competitive proposal clearly demonstrates the offeror's relevant experience in organizing large-scale public events or fairs, presents a well-structured and creative event concept that is closely aligned with the Freedom 250 theme and the Statement of Work requirements, and offers a realistic and competitive price within the budget ceiling.

Q 8. When will the award decision be announced?

A. At this time, we are unable to provide a specific date to announce the award as the decision is based on funds availability. The award will be subject to the availability of funding.

Q 9. What is the expected kick-off timeline after award?

A. The planning phase is expected to begin immediately after contract award. The planning phase runs through September 2026, followed by the execution phase during October 2–4, 2026, and the post-event phase in November 2026. The contractor should expect to hold an initial kick-off meeting with the Embassy shortly after award to align priorities, timelines, and deliverables for each phase.

Q 10. How frequently are coordination meetings with the Embassy expected?

A. The contractor should expect to hold regular coordination meetings with the Embassy throughout the planning and execution phases. The specific frequency and format of meetings will be determined in consultation with the Embassy after contract award and should be reflected in the contractor's proposed work plan.

Q 11. Please confirm whether a U.S.-registered company with active SAM registration may submit as the Prime Contractor and rely on a named Thailand-based subcontractor for local event organizing registration, licenses/permits, personnel, equipment, local resources, and relevant Thailand-based performance capability?

A Yes, a U.S. registered company with active SAM registration may submit as the prime contractor and use a Thailand-based subcontractor as the local organizer. The prime contractor should provide information about the proposed local subcontractor as required in SECTION 3 Instructions to Offeror and to show that your team all meet our technical evaluation criteria and the prime contractor must provide any documentation as fully responsible for all contract performance and including subcontractor, role, qualifications and how you will manage their performance.

12. POST-EVENT REPORTING (4 questions)

Q 1. Could you provide further guidance on the expected post-event reporting format and level of detail? Please confirm whether the Embassy will provide a template for the final report and survey questions, or whether the contractor should propose its own format.

A. Post-event deliverables include a short highlight video (2–3 minutes), a curated photo album, and a post-event report. The report should include attendance estimates, media reach and coverage, social media engagement metrics, participant demographics, and survey analysis reflecting attendee satisfaction. Survey questions will be provided by the Embassy.

The Embassy does not have specific reporting templates; the contractor should propose a suitable format. All photos and videos produced for the event become public domain and must be provided to the Embassy for perpetual use. All post-event deliverables are due in November 2026 and must be approved by the Embassy before final payment is released.

Q 2. What are the key KPIs for post-event reporting?

A. Please see response to Question 1 above.

Q 3. Will the Embassy provide survey tools/templates, or should the contractor design them?

A. The contractor may use any user-friendly survey tool of their choice. Survey questions will be provided by the Embassy.

Q 4. Is there a requirement for real-time reporting during the event?

A. There is no formal requirement for real-time reporting during the event. However, the contractor should maintain close communication with Embassy points of contact throughout the event and promptly report any significant issues or incidents.

= End of Question and Answer =