

Risk Management Assessment Services
RFP #26-003

Responses to Submitted Questions (as of 10/12/26)

1. Section 4 lists Information Technology (cybersecurity, access controls, disaster recovery, network security and data governance) as one of six risk domains. Does the District expect the responding firm to perform technical security testing in that domain, or to assess the governance and control environment around it in the same way as the other five domains?
[Our plan is to focus on the technical aspects related to cybersecurity. Please provide your best assessment as to how you would analyze all technology related processes and controls.](#)
2. Section 7.A asks for building ownership and property management experience in the cover letter. Is that a scored factor for this engagement, and if so, how does the District see it relating to the Capital Projects scope in Section 4?
[It is an informational section that relates to whether you are familiar with a local government that owns its facility. This does not directly relate to each other as the cover letter is more informational than technical.](#)
3. Section 5 calls for Internal Audit Plan recommendations covering three to five years. Does the District currently have an internal audit function, and is the recommended plan intended for an in-house function, an outsourced one, or is that an open question the assessment should address?
[The District does not have an internal audit function.](#)

1. Is there a template to use for submitting the RFP or as long as we have everything that is in section 7 of the PDF, then we are good?
[There is no template. Please submit your proposal in the best format that you see fit.](#)
2. Is this RFP listed in the Bonfire? Or any other Fort Bend portal?
<https://www.fbcad.org/rfp/>
3. Will interviews be on-site, virtual, or either?
[Interviews can be on-site for local respondents and virtual for those who are not local. Please indicate your preference in your submittal.](#)
4. If I'm reading the timeline correctly, we have approx. 60 days from the Project Kickoff to the Board Review Dec 1, 2026 - Feb 2027, is this correct?

Project Schedule	Milestone Date
RFP Issued	September 20, 2026
Questions Due	October 9, 2026 (10:00am)
Responses Posted	October 16, 2026

Proposals Due	November 2, 2026
Interviews (if needed)	November 3-10, 2026

Selection (board meeting)	November 17, 2026
Contract Award	November 20, 2026
Project Kickoff	December 1, 2026
Initial Report	January 2027
Board Review	February 2027

- a. Will the holidays cause any issues or delays with the interviews?

We do not anticipate any delays due to a holiday.

1. Certifications: Are any of the certifications listed in Section 7.A, such as CIA, CPA, CISA, CRMA, CISSP or PMP, required or are they only preferred?

No certifications are required. Please list any that may assist in the review of qualifications process.

2. Work Location: Will this engagement be performed remotely, on-site or as a hybrid? If on-site work is required, how often should proposers expect to be on-site?

The engagement may be conducted remotely. However, some on-site activities may be needed due to security concerns and physical presence needs.

3. Risk Assessment: When was FBCAD's most recent enterprise risk assessment completed? If a prior risk assessment has been conducted, will FBCAD make the previous assessment or its key findings, identified risks and recommendations, available to proposers?

No prior risk assessment engagements have been performed.

1. Is there a budget range or not-to-exceed for this engagement?

This is a professional service engagement. Therefore, the most qualified respondent with the best price will be considered. Please be sure to provide your responses to section 7d of the RFP.

2. Does the District have an existing ERM or internal audit function, and a prior risk assessment we can build on?
None previously completed.
3. Section 4, Phase 2 includes "Capital Projects" (contract management, construction oversight, change orders, cost controls). Does this refer to specific current or planned District projects? If so, should the assessment cover those projects directly, or only the District's capital project management processes and controls?
Any planned project is subject to a risk.
4. Is onsite work expected, or can interviews and fieldwork be hybrid?
The engagement may be conducted remotely. However, some on-site activities may be needed due to security concerns and physical presence needs.
5. Will the District allow a firm to later perform internal audits that come from the plan?
This is a one-time engagement. Subsequent internal audits after the engagement is complete is not in the current plan.
6. Can resumes and certifications be put into the appendix?
Please include all responses in the sections most closely related to the topic under review.

1. Has FBCAD previously completed a comprehensive risk assessment or maintained an enterprise risk register, ERM framework, or similar risk management documentation? If so, please identify the most recent assessment and indicate whether those materials will be made available to the selected firm.
None previously completed.
2. Does FBCAD currently have an internal audit function?
The District retains an external auditor for its audit service functions. This is an open question that we would look for recommendations on.
3. Please provide the approximate number of interviews anticipated by stakeholder group (Board Members, Executive Management, Department Directors, Key Operational Personnel, Information Technology Staff, and Finance Staff).
The timeframe for interviews is from November 3-10. At this time, any member (Board member or executive staff) of the District may attend.
4. Phase 4 (Risk Evaluation) states that the consultant will assess control effectiveness. Please clarify the level of work FBCAD expects for this activity. Specifically, does FBCAD expect the firm to (a) evaluate the design of controls based on interviews and documentation review,

or (b) perform testing of control operation, such as sampling transactions or inspecting evidence? If testing is expected, does it apply to all Phase 2 scope areas, including Information Technology, or to a subset of higher-risk areas?

Our plan is to focus on the technical aspects related to cybersecurity. Please provide your best assessment as to how you would analyze all technology related processes and controls.

5. How many FBCAD facilities or physical locations should be included in the scope of the assessment?

Currently we have one facility in use. In late calendar year 2027, we anticipate on operating from a new building. The old facility will be vacated when this happens.

6. Does FBCAD expect the engagement to be conducted onsite, remotely, or through a combination of both? If onsite work is expected, please identify which activities (such as stakeholder interviews, fieldwork, and board presentations) require in-person attendance.

The engagement may be conducted remotely. However, some on-site activities may be needed due to security concerns and physical presence needs.

7. The project schedule shows a December 1, 2026, kickoff, an initial report in January 2027, and a board review in February 2027. Given the holiday period between kickoff and the initial report, does FBCAD have a target date within January for delivery of the initial report? Additionally, please identify the anticipated board meeting dates associated with the Board Review.

January 2027 is a target date. There is currently no specific day of the month set. The FBCAD's board meeting dates are held on the third Tuesday of each month at 4:30pm.

High-Priority Scope & Methodology Questions

1. Existing Risk Management Activities

1. Has FBCAD ever previously performed a risk assessment of this nature?

None previously completed.

2. If yes, will the prior risk assessment, risk register, heat map, or related deliverables/reports be provided?

None previously completed.

3. Does FBCAD have an existing ERM framework, risk management policy, risk taxonomy / risk universe, or risk appetite statement currently in place?

No.

2. Internal Audit Planning Expectations

1. Does FBCAD currently have an Internal Audit function?

The District retains an external auditor for its audit service functions. This is an open question that we would look for recommendations on.

2. If yes, has Internal Audit (or an external party) previously developed a risk-based audit plan?

The District retains an external auditor for its audit service functions. This is an open question that we would look for recommendations on.

3. Is the expectation that the selected firm develop a complete 3-5 year risk-based internal audit plan, or simply recommend future audit approach/priorities?

The District retains an external auditor for its audit service functions. This is an open question that we would look for recommendations on.

3. Risk Assessment Methodology

1. Does FBCAD have a preferred risk scoring methodology?

This is an open question that we would look for recommendations on.

2. Should likelihood and impact be the primary scoring dimensions, or should additional factors such as velocity, reputational impact, or strategic impact be incorporated?

This is an open question that we would look for recommendations on.

Stakeholder & Interview Questions

4. Interview Population

1. Approximately how many individuals are expected to participate in interviews across executive management, department directors, key operational personnel, information technology staff, and finance staff?

The timeframe for interviews is from November 3-10. At this time, any member (Board member or executive staff) of the District may attend.

2. Are interviews with all Board members expected, or only selected Board leadership?

The timeframe for interviews is from November 3-10. At this time, any member (Board member or executive staff) of the District may attend.

3. Does FBCAD expect individual interviews, group interviews, workshops, or a combination of all three?

Group interviews are preferred.

5. Management Participation

1. Will FBCAD assign an internal project sponsor and project coordinator?

We do not have an assigned person. It will be a group effort, but this could change based on the selected bidder.

2. Who will be responsible for scheduling interviews and coordinating stakeholder participation?

We will notify each selected bidder of their scheduled interview date/time.

Survey Questions

1. Does FBCAD expect the consultant to conduct an electronic risk survey?
This is an open question that we would look for recommendations on.
2. If surveys are desired, approximately how many participants should be included?
This is an open question that we would look for recommendations on.
3. Does FBCAD have any approved survey platform requirements (Microsoft Forms, Google Forms, etc.)?
This is an open question that we would look for recommendations on.

Organizational & Operational Questions

6. Organizational Structure

1. Can FBCAD provide an organizational chart?
Please review our FY27 budget document at
<https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf>
2. How many departments, divisions, and major business functions are currently within scope?
Please review our FY27 budget document at
<https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf>
3. Are all functions expected to be included in the assessment (are any out of scope)?
This is an open question that we would look for recommendations on.

7. Strategic Planning

1. Can FBCAD provide current strategic plans, goals, and performance measures?
Please review our FY27 budget document at
<https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf>
2. Are there significant organizational initiatives, projects, or system implementations planned during the next 3-5 years?
Please review our FY27 budget document at
<https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf>

Technology & Cybersecurity Questions

1. Has FBCAD completed a recent cybersecurity assessment or penetration test?
[There have been cybersecurity assessments and pen tests. This can be provided to the selected bidder for security reasons.](#)
2. Are recent cybersecurity reports available for review?
[There have been cybersecurity assessments and pen tests. This can be provided to the selected bidder for security reasons.](#)
3. Has FBCAD completed any recent business continuity or disaster recovery testing?
[Disaster recovery testing.](#)
4. What major business applications support appraisal operations and property tax administration?
[The FBCAD only provides appraisal services.](#)
5. Are any ERP, GIS, appraisal, or document management system replacements currently under consideration?
[We continuously review all areas for the best services and software needs.](#)

Documentation & Data Requests

1. Can FBCAD provide the following during project kickoff:
 - Organization chart
 - Strategic plan
 - Budget documents
 - Board meeting minutes
 - Policies and procedures
 - Prior audits
 - External assessments
 - Vendor risk reports
 - Cybersecurity assessments
 - Business continuity plans
 - Disaster recovery plans
 - Capital project listings

[Please review our FY27 budget document at
<https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf>](#)

Capital Projects & Contract Management Questions

1. Are there active capital projects currently underway?
[Please review our FY27 budget document at](#)

<https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf>

2. What is the current dollar value of active capital projects?
[Please review our FY27 budget document at https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf](https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf)
3. Does FBCAD utilize formal project governance procedures?
[Please review our FY27 budget document at https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf](https://www.fbcad.org/wp-content/uploads/2026/07/FY27-FBCAD-Budget-07202026.pdf)
4. Would the risk assessment include vendor and contract management risks associated with any capital projects?
[This is an open question that we would look for recommendations on.](#)

Reporting & Deliverables Questions

1. Does FBCAD have preferred report formats or presentation templates?
[There is no template. Please submit your proposal in the best format that you see fit.](#)
2. Does FBCAD expect department-level risk registers in addition to an enterprise-level register?
[This is an open question that we would look for recommendations on.](#)
3. How many enterprise risks does FBCAD expect to see presented in the final report?
[To be determined in the report.](#)
4. Should mitigation plans be developed at a detailed action-plan level or remain high-level recommendations?
[This is an open question that we would look for recommendations on.](#)
5. Is presentation to the Board expected to be in person or virtual?
[In person is highly preferred.](#)

Timing & Logistics Questions

1. What is the anticipated duration of the project?
[Please use the project schedule in the RFP as the best timeline available.](#)
2. Is the targeted completion date January 2027 for a draft report or a final report?
[Please use the project schedule in the RFP as the best timeline available.](#)
3. Are there any Board meeting dates that materially affect the project schedule?
[The FBCAD's board meetings are held on the third Tuesday of each month, unless otherwise changed.](#)

4. Are in-person interviews required, or are virtual interviews acceptable?
Interviews can be on-site for local respondents and virtual for those who are not local.
Please indicate your preference in your submittal.

Proposal & Commercial Questions

1. Should optional services be identified separately?
This is an open question that we would look for recommendations on.
2. Is there an established budget range for this engagement?
This is a professional service engagement. Therefore, the most qualified respondent with the best price will be considered. Please be sure to provide your responses to section 7d of the RFP.
3. Are there any contractual terms beyond those outlined in the RFP?
No.

1. Proposal Section A (Cover Letter): Does FBCAD have any page limits, formatting requirements, or specific content expectations for this section?
There is no template. Please submit your proposal in the best format that you see fit.
2. Proposal Section A (Cover Letter): For the requested qualifications and certifications of key personnel, is FBCAD seeking only a summary within the proposal, or should copies of professional licenses and certification credentials also be included?
A summary will be sufficient in the proposal. However, each respondent may submit as much information as needed. Any detailed discussions may be conducted during the interview (if selected).
3. Proposal Section A (Cover Letter): The RFP references both “Certifications (CIA, CPA, CISA, CRMA, CISSP, PMP, etc.)” and “Relevant Certifications.” Could FBCAD clarify whether these are intended to be separate requirements and, if so, how they should be distinguished within the proposal?
Each respondent may submit as much information as needed. Any detailed discussions may be conducted during the interview (if selected).
4. Proposal Section B (Experience): The RFP requests “reference information”. Can FBCAD clarify what information should be provided beyond the client name, contact information, scope, and project value listed in the preceding bullet points?
Each respondent may submit as much information as needed. Any detailed discussions may be conducted during the interview (if selected).

5. Proposal Section E (Cost Proposal): The RFP references optional services. Are there any specific optional services FBCAD would like respondents to include in their pricing proposals?
[This is an open question that we would look for recommendations on.](#)
6. The Project Objectives include evaluating the effectiveness of existing controls. To what extent does FBCAD expect the selected firm to validate control design and effectiveness through procedures such as data analysis or transaction testing, rather than relying primarily on interviews and inspection of policies and procedures?
[This is an open question that we would look for recommendations on.](#)
7. Does FBCAD have an anticipated number of stakeholder interviews or participant groups that should be included in the proposed risk assessment approach? If not, is there an estimated number of board members, executives, directors, managers, and key personnel that FBCAD expects will participate?
[At this time, any member \(Board member or executive staff\) of the District may attend.](#)
8. Has FBCAD previously completed an enterprise risk assessment or similar organization-wide risk review? If so, will the selected firm be provided access to the prior assessment, risk register, heat map, or related documentation?
[None previously completed.](#)
9. Beyond this engagement, does FBCAD anticipate seeking assistance with the execution of future internal audits identified through the assessment process? Would FBCAD like the respondent to also provide information on its internal audit execution and approach in the proposal?
[This is an open question that we would look for recommendations on.](#)
10. Does FBCAD have an established budget or anticipated budget range for this project?
[This is a professional service engagement. Therefore, the most qualified respondent with the best price will be considered. Please be sure to provide your responses to section 7d of the RFP.](#)
11. What are FBCAD's expectations regarding on-site versus remote work activities, including the kickoff meeting, stakeholder interviews, and final presentation to executive management and the governing board?
[Interviews can be on-site for local respondents and virtual for those who are not local. Please indicate your preference in your submittal. The engagement may be conducted remotely. However, some on-site activities may be needed due to security concerns and physical presence needs.](#)
12. Are there any departments, functions, operational areas, technology systems, or processes that FBCAD intends to exclude from the scope of the assessment?
[This is an open question that we would look for recommendations on.](#)