

**Request for Proposals: Refugee Essential Case
Management & Initial Employment Services**

Questions & Answers

Q	Bidder Question	DHS Answer	Section	Pg.
1.	To confirm, because the proposal budget is going to be prorated to 18 months, is the maximum 12-month budget request 3.33 million?	ONA anticipates making available up to \$5,000,000 in total funding across all selected bidders for the entire 18-month initial project period. While there is no specified annual maximum budget, individual awards are anticipated to range from approximately \$300,000 up to \$5,000,000 for the entire 18-month initial project period.	Anticipated Awards, Funding, Term, and Capacity, General Contracting Information	5, 26
2.	If multiple agencies propose high (both budget and client projections), will ONA consider partial awards or negotiated awards?	ONA may make no award, one award, or multiple awards, and may negotiate final budgets and service levels before final award. ONA anticipates allocating multiple awards based on service areas outlined in the Service Areas and Award Preferences section, accounting for both in-person and remote/virtual services.	Anticipated Awards, Funding, Term, and Capacity	5
3.	If granted, would subsequent years of funding overlap the 18 months? Or would the next award/ program period start October 2028? (FY28 funds would traditionally start in October 2027)	The contract resulting from this RFP is anticipated to include a transition and onboarding period immediately upon contract execution, during which selected agencies will be onboarded and trained. Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval. The contract awarded as a result of this RFP is anticipated to have an initial term of approximately eighteen (18) months, depending on time of contract execution, lasting through September 30, 2028.	Anticipated Awards, Funding, Term, and Capacity, General Contracting Information	5, 26
4.	Does ONA have a database identified for program data?	Selected bidder(s) must use ONA-designated databases, reporting spreadsheets, forms, and templates.	Required Use of ONA Systems and Templates	21
5.	If granted, is the number of proposed	Bidders should ensure that they are budgeting to serve a maximum number of	Important Budget	22

	clients the cap for reimbursement? What if more clients are enrolled than projected?	unduplicated clients at any given time. The budget is based on the maximum client capacity an agency can have enrolled per month at any given time, not unique individual clients over the course of the year. Clients may come in and out of the program -- some months may have higher or lower enrolled and active clients. The budget template does not reflect the total number of cumulative unduplicated clients a bidder may end up serving during the year, which may vary.	Considerations	
6.	The RFP mentions that this is "one part of a broader RSS program in NJ." Are there supplemental funding streams expected?	This is the only available funding opportunity for the Refugee Support Services (RSS) program. This RFP is one component of New Jersey's broader RSS program. Through this RFP, selected bidder(s) will provide Essential Case Management and Initial Employment Services and will coordinate access to related workforce development and adult education resources. English language training, job readiness training, vocational training, skills recertification, and other career advancement supports may be provided through one or more ONA-approved referral pathways, including current or future ONA-determined providers, workforce development partners, One-Stop Career Centers, community colleges, adult education providers, community-based organizations, or other resources identified or approved by ONA. Selected bidder(s) must also coordinate access to English language training, job readiness training, vocational training, skills recertification, and other career advancement supports through ONA-approved referral pathways, as applicable and available. Selected bidder(s) are responsible for assessment, referral, access support and facilitation, follow-up, documentation, and ensuring non-duplication of services.	Purpose, Program Description	3, 11
7.	Could you clarify if the narrative should be 3-5 pages or 10 pages? Both are referenced in the RFP	Funding Proposal Cover Sheet (RFP Attachment A): All interested bidders must submit a brief written response that addresses the organization's role in the Refugee Resettlement program; overview of organization's work, programs, and initiatives; profile of experience providing services to similar populations; short	Required Proposal Content, Submission of Proposal Requirements	26-31, 33

		narrative; and capacity to implement this program in no more than 3-5 pages. Specific Proposal Requirements: Note that this may be submitted in narrative or outline format. The narrative portion of the proposal should be no more than 10 pages, be single-spaced with one (1") inch margins, normal character spacing that is not condensed, and not be in smaller than twelve (12) point Arial, Courier New or Times New Roman font, and include information addressing all proposal requirement sections: A. Organizational Experience, Background, and Administration; B. Program Implementation and Service Delivery; C. Service Area and Capacity; D. Outcomes and Evaluation; E. Staffing and Language Access; F. Facilities, Logistics, Equipment.		
8.	The RFP states that up to \$5 million in total funding is available and that the anticipated service period extends through September 30, 2028. Does the \$5 million represent annual funding across all awards or total funding for the entire initial contract period?	ONA anticipates making available up to \$5,000,000 in total funding across all selected bidders for the entire initial project period. Annual budgets should amount to approximately \$3 million across all selected bidders. The contract resulting from this RFP is anticipated to include a transition and onboarding period immediately upon contract execution, during which selected agencies will be onboarded and trained. Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval. The contract awarded as a result of this RFP is anticipated to have an initial term of approximately eighteen (18) months, depending on time of contract execution, lasting through September 30, 2028.	Anticipated Awards, Funding, Term, and Capacity, General Contracting Information	5, 26
9.	Should the annual dollar amount on Attachment A and the Excel budget represent a standard 12-month period, or should bidders submit a	This template reflects an annual budget -- it will be prorated to cover the initial grant period ending September 30, 2028. The contract resulting from this RFP is anticipated to include a transition and onboarding period immediately upon contract execution, during which selected	Important Budget Considerations, Anticipated Awards, Funding, Term, and Capacity	23, 5

	budget covering the full initial contract period, including any partial year?	agencies will be onboarded and trained. Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval. These are maximum projected costs -- 30% will be paid as baseline administrative funding, and the remainder based on per client served each month after review of proper documentation. Active Client reimbursement payments can be made for a client that is both enrolled and actively served within a month. Non-personnel administration costs may include rent, office supplies, software, utilities, training, or any other non-personnel administrative costs associated with this program and these services.		
10.	Is the Career Advancement Funding Allowance included in the annual amount requested on Attachment A and within the \$5 million funding pool? Please also confirm that this allowance is excluded from the required monthly cost-per-client calculation of \$125-\$170.	The Career Advancement Funding Allowance is calculated at \$3000 x 5% of total proposed client service capacity. These funds can be spent upon approval based on availability of funds and client need, actuals spent do not need to equal \$3000 per person and can be allocated based on bidder discretion, with ONA approval. This is not accounted for in the average cost per client.	Important Budget Considerations	23
11.	The RFP anticipates that services may be needed for up to 5,000 active clients statewide in a given month. Is this figure intended to represent overall potential demand rather than the number of clients expected to be supported by the \$5 million available under this RFP?	ONA anticipates that services may be needed for up to 5,000 clients during any given month statewide. Actual numbers served will depend on the flow of ORR-eligible arrivals to New Jersey, secondary migration, client needs and length of time enrolled in services, and location of resettlement within the state. Arrivals can fluctuate, and no guarantee of serving the full number of proposed clients can be made.	Anticipated Awards, Funding, Term, and Capacity	5
12.	Attachment A requests the total number of	Bidders should provide in Attachment A the total number of unduplicated individuals to	Attachment A, Important	38, 22

	unduplicated individuals to be served, while the budget is based on maximum active monthly capacity. Should bidders report projected annual unduplicated individuals on Attachment A? If so, does ONA have a recommended assumption regarding average enrollment duration or case-closure timing?	be served. Bidders should ensure that they are budgeting to serve a maximum number of unduplicated clients at any given time. The budget is based on the maximum client capacity an agency can have enrolled per month at any given time, not unique individual clients over the course of the year. Clients may come in and out of the program -- some months may have higher or lower enrolled and active clients. The budget template does not reflect the total number of cumulative unduplicated clients a bidder may end up serving during the year, which may vary.	Budget Considerations	
13.	For capacity and reimbursement purposes, is each ORR-eligible household member counted as an individual client, including children and non-employable household members receiving Essential Case Management, or is capacity counted by household or case?	Payments will be rendered for individuals aged 16 and over. Services for children under 16 are included in their guardian's case and should not be accounted for in cost budgeting.	Important Budget Considerations	23
14.	What specific level of service must be documented for an enrolled individual to qualify as an "active client" for monthly reimbursement? For example, is the required monthly case-management touchpoint sufficient when appropriately documented?	Active Client reimbursement payments can be made for a client that is both enrolled and actively served within a month. Unresponsive/unserved or unenrolled clients will not qualify for a reimbursement payment to the bidder that month. Bidders shall complete full Family Self-Sufficiency Plan follow-up assessments at required intervals specified by ONA, and at least monthly have a touchpoint with any active, enrolled client. Bidders shall conduct, at a minimum, monthly follow-up to assess and document client progress toward goals, employment, and self-sufficiency. ONA may issue additional guidance, templates, technical assistance, or instructions during the contract period, and selected bidder(s) must comply with such	Important Budget Considerations, Required Essential Case Management Activities, Other Requirements	23, 13-14, 19

		guidance as a condition of continued funding.		
15.	Please clarify how the 30% baseline administrative payment will be calculated and paid. Is the remaining 70% calculated each month by multiplying the actual number of active clients served by the bidder's approved monthly rate?	Bidder may only provide proposed costs associated with the line items in the budget template provided. These are maximum projected costs -- 30% will be paid as baseline administrative funding, and the remainder based on per client served each month after review of proper documentation.	Budget, Important Budget Considerations	22-23
16.	How will clients be directed to awarded providers? Will ONA or another designated entity assign referrals based on county, or will selected providers also be responsible for outreach, enrollment and developing their own referral pipelines?	ONA works with local organizations providing initial refugee resettlement services upon arrival, Federally Qualified Health Centers and other community-based organizations to support access to resources and services for new arrivals and other ORR-eligible populations. Bidders shall provide any individual wishing to apply for services an opportunity to apply and determine program eligibility in accordance with ONA and ORR requirements.	Background, Required Essential Case Management Activities	7, 12
17.	Can ONA provide current or projected caseload information by individual county, rather than only by the county groupings included in the RFP, to assist bidders in developing county-level capacity estimates?	Counties and preferred service modalities are determined based on anticipated caseload volume and geographical proximity. The estimated percentage share of statewide caseload per county group is approximate and does not limit client eligibility for ORR services or constitute firm enrollment numbers.	Service Areas and Award Preferences	5
18.	Does ONA have a recommended or maximum caseload ratio for Essential Case Managers or Initial Employment Services staff, or should bidders establish and justify their own ratios?	Bidders must determine staff structure to satisfy the contract requirements. Bidders should describe the proposed staffing structure and identify how many staff members shall be hired to meet the needs of the program. Bidders should describe the bidder's staffing structure, supervision plan, staff qualifications, caseload assumptions, hiring needs, and start-up timeline. Bidders should evaluate the staffing needs for required services in reference to the Contract Scope of Work section of the RFP and the	Specific Proposal Requirements, Contract Scope of Work	30, 11-18

		subsections contained therein, including Required Essential Case Management Activities, Required Initial Employment Activities, Cross-Cutting Requirements for All Activities and Services, and Language Access Requirements.		
19.	For purposes of demonstrating in-person access, may bidders use existing program locations, mobile service delivery and committed community-partner locations? What documentation should be included to substantiate in-person capacity?	Bidders should describe how the bidder will provide in-person access in high-need counties and remote access for clients in lower-volume counties or areas without nearby in-person services. Bidders should provide a description of the location(s) in which in-person services shall be provided. Please provide information about accessibility, safety, access to public transportation, etc.	Specific Proposal Requirements	29-30
20.	For referral partnerships identified in the proposal, are letters of commitment sufficient at submission, or are executed agreements or memoranda of understanding required?	In response to "Section A. Organizational Experience, Background, and Administration" for evaluation of the proposal, bidders should describe any relevant partnerships with community-based organizations, Resettlement Agencies, workforce development partners, One-Stop Career Centers, adult education providers, community colleges, employers, legal services providers, healthcare providers, or public benefits providers. Initial Employment Services also includes identifying when clients may benefit from English language training, job readiness training, vocational training, skills recertification, credential evaluation, or other career advancement supports, and coordinating referrals to appropriate ONA-approved referral pathways. Referral pathways will be determined and approved by ONA. Bidders are not required to have contractual partnerships for this program.	Required Proposal Content, Initial Employment Services	27, 15
21.	Are grantees solely responsible for identifying clients to receive essential case management and initial employment services or will ONA also be referring candidates?	ONA works with local organizations providing initial refugee resettlement services upon arrival, Federally Qualified Health Centers and other community-based organizations to support access to resources and services for new arrivals and other ORR-eligible populations. Bidders shall provide any individual wishing to apply for services an opportunity to apply and	Background, Required Essential Case Management Activities	7, 12

		determine program eligibility in accordance with ONA and ORR requirements.		
22.	Should we assume that this RFP is for the period starting July 1, 2027?	The contract resulting from this RFP is anticipated to include a transition and onboarding period immediately upon contract execution, during which selected agencies will be onboarded and trained. Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval.	Anticipated Awards, Funding, Term, and Capacity	5
23.	On page 5 "Anticipated Awards, Funding, Term, and Capacity," the RFP reads as follows: <i>"Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval."</i> Should the proposed budget be based upon an 18-month budget, anticipating a program start update in March 2027 and run through September 2028? If so, how does ONA anticipate budgeting for the "initial onboarding period" would be based and for how long?	This template reflects an annual budget -- it will be prorated to cover the initial grant period ending September 30, 2028. The contract resulting from this RFP is anticipated to include a transition and onboarding period immediately upon contract execution, during which selected agencies will be onboarded and trained. Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval. These are maximum projected costs -- 30% will be paid as baseline administrative funding, and the remainder based on per client served each month after review of proper documentation. Active Client reimbursement payments can be made for a client that is both enrolled and actively served within a month. Non-personnel administration costs may include rent, office supplies, software, utilities, training, or any other non-personnel administrative costs associated with this program and these services.	Important Budget Considerations, Anticipated Awards, Funding, Term, and Capacity	23, 5

24.	When should "case consultations and direct service provision" be anticipated to start?	The contract resulting from this RFP is anticipated to include a transition and onboarding period immediately upon contract execution, during which selected agencies will be onboarded and trained. Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval.	Anticipated Awards, Funding, Term, and Capacity	5
25.	For programs implementing existing RSS-grants through June 2027, how does ONA expect budgeting for the potentially overlapping grant periods (March - June 2027)?	RSS funding is a funding source of last resort and must not duplicate services funded by other federal programs or other ORR-funded programs. Selected bidder(s) must coordinate with ONA and other relevant providers to ensure seamless service delivery, avoid duplication, and connect clients to mainstream benefits and community resources whenever available and appropriate to ensure that clients resettle effectively and achieve economic self-sufficiency as quickly as possible, leaning on mainstream options when available. Funds may be used only to support services that are specific to this award; hence, this funding may not be used to supplant or duplicate existing funding streams.	Background, General Contracting Information	8, 26
26.	On page 23 "Budget", the RFP indicates <i>"Unresponsive/unserve d or unenrolled clients will not quality for a reimbursement payment to the bidder that month"</i> How will ONA assess whether or not a client is considered to be "unresponsive/unserv ed" for budget approval purposes?	Active Client reimbursement payments can be made for a client that is both enrolled and actively served within a month. Unresponsive/unserve d or unenrolled clients will not qualify for a reimbursement payment to the bidder that month. Bidders shall complete full FSSP follow-up assessments at required intervals specified by ONA, and at least monthly have a touchpoint with any active, enrolled client. Bidders shall conduct, at a minimum, monthly follow-up to assess and document client progress toward goals, employment, and self-sufficiency. ONA may issue additional guidance, templates, technical assistance, or instructions during the contract period, and selected bidder(s) must comply with such guidance as a condition of continued funding.	Important Budget Considerations, Required Essential Case Management Activities, Other Requirements	23, 13-14, 19

27.	Please clarify what is referenced as "maximum projected costs - 30% will be paid as baseline administrative funding, and the remainder based on per client served each month after review of proper documentation"	Bidder may only provide proposed costs associated with the line items in the budget template provided. These are maximum projected costs -- 30% will be paid as baseline administrative funding, and the remainder based on per client served each month after review of proper documentation.	Budget, Important Budget Considerations	22-23
28.	May a bidder's in-house Training and Career Advancement Support for employment-focused ELT and/or on-the-job training programs be included in the RSS proposal?	Initial Employment Services also includes identifying when clients may benefit from English language training, job readiness training, vocational training, skills recertification, credential evaluation, or other career advancement supports, and coordinating referrals to appropriate ONA-approved referral pathways. Not allowable costs include costs for direct operation of standalone English language training, job readiness training, vocational training, skills recertification, or career advancement programs unless expressly authorized by ONA. Selected bidder(s) may include and, with prior written ONA approval, use a limited client-specific Training and Career Advancement Support Cost allowance for costs that support an ORR-eligible client's employment, employment retention, job upgrade, or career advancement goals. Such costs may be considered only when they are included in the approved budget, consistent with ONA guidance, and not reasonably available through an appropriate no-cost, low-cost, subsidized, employer-funded, publicly funded, or otherwise non-duplicative source. Bidders should describe experience providing case management, referral navigation, service coordination, workforce development, job placement, job readiness, job retention, employer engagement, and public benefits navigation.	Initial Employment Services, Not Allowable Costs, Allowable Costs, Specific Proposal Requirements	15, 23-24, 27
29.	How must the \$125-\$170 "monthly cost per client" specified	Bidder may only provide proposed costs associated with the line items in the budget template provided.	Budget, Specific Proposal Requirements	22, 31

	on page 31 of the Budget Proposal Requirements be factored into the overall Budget calculation outlined in pages 22-24?	Monthly cost per client must equal between \$125-\$170 to be a qualified bid.		
30.	Do separate proposals need to be submitted for each county being served?	Bidders should identify each county the bidder proposes to serve and whether services will be provided in person, remotely, or through a combination of in-person and remote service modalities. Strong preference may be given to bidders that can serve multiple counties through multiple service delivery modalities for broad areas of regional/statewide coverage. For example, a bidder may propose to serve multiple counties through in-person service delivery and multiple counties for remote service delivery.	Specific Proposal Requirements, Service Areas and Award Preferences	29, 5
31.	Will RCA services be administered by the grantees or by the DFD/county boards of social services?	Essential Case Management and Initial Employment Services funded through this RFP must be coordinated as an integrated service system with Refugee Cash Assistance and ONA-approved referral pathways for English language training, job readiness training, vocational training, skills recertification, career advancement, and mainstream benefits.	Program Description	12
32.	Will ONA provide a client database or case management system for grantees?	Selected bidder(s) must use ONA-designated databases, reporting spreadsheets, forms, and templates.	Required Use of ONA Systems and Templates	21
33.	Will ONA use ClientTrack for case management?	Selected bidder(s) must use ONA-designated databases, reporting spreadsheets, forms, and templates.	Required Use of ONA Systems and Templates	21
34.	If a client is already enrolled with another agency, can our agency also provide services to that individual?	RSS funding is a funding source of last resort and must not duplicate services funded by other federal programs or other ORR-funded programs. Selected bidder(s) must coordinate with ONA and other relevant providers to ensure seamless service delivery, avoid duplication, and connect clients to mainstream benefits and community resources whenever available and appropriate to ensure that clients resettle effectively and achieve economic self-sufficiency as quickly as possible, leaning on mainstream options when available.	Background	8

35.	Will counties be assigned exclusively to a single agency, or may multiple agencies serve the same county?	Bidders should identify each county the bidder proposes to serve and whether services will be provided in person, remotely, or through a combination of in-person and remote service modalities. Strong preference may be given to bidders that can serve multiple counties through multiple service delivery modalities for broad areas of regional/statewide coverage. For example, a bidder may propose to serve multiple counties through in-person service delivery and multiple counties for remote service delivery.	Specific Proposal Requirements, Service Areas and Award Preferences	29, 5
36.	Do salaries for direct service staff, such as Case Managers, count toward the 70% program service budget, or should they be included as 30% administrative expenses?	Bidder may only provide proposed costs associated with the line items in the budget template provided. These are maximum projected costs -- 30% will be paid as baseline administrative funding, and the remainder based on per client served each month after review of proper documentation.	Budget, Important Budget Considerations	22-23
37.	Is the required 3 to 5-page cover letter included within the 10-page narrative limit?	Funding Proposal Cover Sheet (RFP Attachment A): All interested bidders must submit a brief written response that addresses the organization's role in the Refugee Resettlement program; overview of organization's work, programs, and initiatives; profile of experience providing services to similar populations; short narrative; and capacity to implement this program in no more than 3-5 pages. Specific Proposal Requirements: Note that this may be submitted in narrative or outline format. The narrative portion of the proposal should be no more than 10 pages, be single-spaced with one (1") inch margins, normal character spacing that is not condensed, and not be in smaller than twelve (12) point Arial, Courier New or Times New Roman font, and include information addressing all proposal requirement sections: A. Organizational Experience, Background, and Administration; B. Program Implementation and Service Delivery; C. Service Area and Capacity; D. Outcomes and Evaluation; E. Staffing and Language Access; F. Facilities, Logistics, Equipment.	Required Proposal Content, Submission of Proposal Requirements	26-31, 33

38.	How does ONA define an "active client"? If case managers are making documented attempts to contact a client, but the client is unresponsive, will those individuals still be counted for funding purposes?	Active Client reimbursement payments can be made for a client that is both enrolled and actively served within a month. Unresponsive/unserved or unenrolled clients will not qualify for a reimbursement payment to the bidder that month. Bidders shall complete full FSSP follow-up assessments at required intervals specified by ONA, and at least monthly have a touchpoint with any active, enrolled client. Bidders shall conduct, at a minimum, monthly follow-up to assess and document client progress toward goals, employment, and self-sufficiency. ONA may issue additional guidance, templates, technical assistance, or instructions during the contract period, and selected bidder(s) must comply with such guidance as a condition of continued funding.	Important Budget Considerations, Required Essential Case Management Activities, Other Requirements	23, 13-14, 19
39.	How will ONA address situations in which an agency serves more clients than originally projected or funded?	Bidders should ensure that they are budgeting to serve a maximum number of unduplicated clients at any given time. The budget is based on the maximum client capacity an agency can have enrolled per month at any given time, not unique individual clients over the course of the year. Clients may come in and out of the program -- some months may have higher or lower enrolled and active clients. The budget template does not reflect the total number of cumulative unduplicated clients a bidder may end up serving during the year, which may vary.	Important Budget Considerations	22
40.	Should bidders describe how they will identify and engage eligible clients within their proposed counties?	ONA works with local organizations providing initial refugee resettlement services upon arrival, Federally Qualified Health Centers and other community-based organizations to support access to resources and services for new arrivals and other ORR-eligible populations. Bidders shall provide any individual wishing to apply for services an opportunity to apply and determine program eligibility in accordance with ONA and ORR requirements.	Background, Required Essential Case Management Activities	7, 12
41.	Are there specific expectations around letters of commitment	In response to "Section A. Organizational Experience, Background, and Administration" for evaluation of the proposal, bidders should describe any relevant partnerships with	Required Proposal Content, Initial	27, 15

	or support from One-Stops, Workforce Development Boards, employers, or other referral partners that would strengthen the proposal?	community-based organizations, Resettlement Agencies, workforce development partners, One-Stop Career Centers, adult education providers, community colleges, employers, legal services providers, healthcare providers, or public benefits providers. Initial Employment Services also includes identifying when clients may benefit from English language training, job readiness training, vocational training, skills recertification, credential evaluation, or other career advancement supports, and coordinating referrals to appropriate ONA-approved referral pathways. Referral pathways will be determined and approved by ONA. Bidders are not required to have contractual partnerships for this program.	Employment Services	
42.	Page 3 mentions that this RFP is “one component of NJ’s broader RSS program.” What are the other components, and will ONA be requesting proposals for those components?	This is the only available funding opportunity for the Refugee Support Services program. This RFP is one component of New Jersey’s broader RSS program. Through this RFP, selected bidder(s) will provide Essential Case Management and Initial Employment Services and will coordinate access to related workforce development and adult education resources. English language training, job readiness training, vocational training, skills recertification, and other career advancement supports may be provided through one or more ONA-approved referral pathways, including current or future ONA-determined providers, workforce development partners, One-Stop Career Centers, community colleges, adult education providers, community-based organizations, or other resources identified or approved by ONA. Selected bidder(s) must also coordinate access to English language training, job readiness training, vocational training, skills recertification, and other career advancement supports through ONA-approved referral pathways, as applicable and available. Selected bidder(s) are responsible for assessment, referral, access support and facilitation, follow-up, documentation, and ensuring non-duplication of services.	Purpose, Program Description	3, 11

43.	Page 5 – funding amount – is \$5 million the total amount of funding for the entire project, or is \$5 million the per-award limit?	ONA anticipates making available up to \$5,000,000 in total funding across all selected bidders for the entire initial project period.	Anticipated Awards, Funding, Term, and Capacity, General Contracting Information	5, 26
44.	Page 23 – budget template is 12-month, award to be annualized for 18-month contract. Is \$5 million the maximum for 12 months or 18 months?	ONA anticipates making available up to \$5,000,000 in total funding across all selected bidders for the entire initial project period.	Anticipated Awards, Funding, Term, and Capacity, General Contracting Information	5, 26
45.	On page 24 of the RFP, “legal representation, filing fees or legal services” are listed as “not allowable costs.” However, 45 CFR 400.154(k) allows assistance in obtaining employment authorization documents (EAD) and 45 CFR 400.155(i) allows application assistance for adjustment to legal permanent resident status and citizenship status. These services are considered unauthorized practice of law if not provided by legal services staff. Can legal staff providing these specific services be considered part of allowable costs under the essential case management and initial employment services RFP?	Depending on client need, eligibility, available resources, and ONA guidance, selected bidder(s) may provide referrals and access support for assistance in obtaining Employment Authorization Documents (EADs), in coordination with ONA and qualified legal services providers.	Additional Allowable Referrals by Case Manager Based on Client Need	14
46.	Page 3 of the RFP indicates “This RFP is one component of New Jersey’s broader	This is the only available funding opportunity for the Refugee Support Services program. This RFP is one component of New Jersey’s broader RSS program. Through this RFP, selected bidder(s) will provide Essential Case	Purpose, Program Description	3, 11

	RSS program.” What does ONA anticipate will be the other components of New Jersey’s RSS program?	Management and Initial Employment Services and will coordinate access to related workforce development and adult education resources. English language training, job readiness training, vocational training, skills recertification, and other career advancement supports may be provided through one or more ONA-approved referral pathways, including current or future ONA-determined providers, workforce development partners, One-Stop Career Centers, community colleges, adult education providers, community-based organizations, or other resources identified or approved by ONA. Selected bidder(s) must also coordinate access to English language training, job readiness training, vocational training, skills recertification, and other career advancement supports through ONA-approved referral pathways, as applicable and available. Selected bidder(s) are responsible for assessment, referral, access support and facilitation, follow-up, documentation, and ensuring non-duplication of services.		
47.	On page 24 of the RFP, “costs for direct operation of standalone English language training, job readiness training, vocational training, skills recertification, or career advancement programs” are listed as “not allowable costs.” Since these are allowable and critical RSS services that support economic self-sufficiency, should proposers expect another RFP will be issued to fund these services?	This is the only available funding opportunity for the Refugee Support Services program. This RFP is one component of New Jersey’s broader RSS program. Through this RFP, selected bidder(s) will provide Essential Case Management and Initial Employment Services and will coordinate access to related workforce development and adult education resources. English language training, job readiness training, vocational training, skills recertification, and other career advancement supports may be provided through one or more ONA-approved referral pathways, including current or future ONA-determined providers, workforce development partners, One-Stop Career Centers, community colleges, adult education providers, community-based organizations, or other resources identified or approved by ONA. Selected bidder(s) must also coordinate access to English language training, job readiness training, vocational training, skills recertification, and other career advancement supports through ONA-	Purpose, Program Description	3, 11

		approved referral pathways, as applicable and available. Selected bidder(s) are responsible for assessment, referral, access support and facilitation, follow-up, documentation, and ensuring non-duplication of services.		
48.	The RFP references “ONA-approved referral pathways for English language training, job readiness training, vocational training, skills recertification, career advancement, and mainstream benefits; [as well as] credential reevaluation, employment retention, job upgrades, and other supports that may promote employment, advancement, higher wages, and integration.” Can you provide more information about how ONA will identify approved referral pathways?	Selected bidder(s) must also coordinate access to English language training, job readiness training, vocational training, skills recertification, and other career advancement supports through ONA-approved referral pathways, as applicable and available. ONA may issue additional guidance, templates, technical assistance, or instructions during the contract period, and selected bidder(s) must comply with such guidance as a condition of continued funding.	Program Description, Other Requirements	11, 19
49.	Regarding the length of the narrative, page 27 seems to indicate it should be no longer than 3-5 pages, but page 33 states it should be no longer than 10 pages. Are you able to clarify?	Funding Proposal Cover Sheet (RFP Attachment A): All interested bidders must submit a brief written response that addresses the organization’s role in the Refugee Resettlement program; overview of organization’s work, programs, and initiatives; profile of experience providing services to similar populations; short narrative; and capacity to implement this program in no more than 3-5 pages. Specific Proposal Requirements: Note that this may be submitted in narrative or outline format. The narrative portion of the proposal should be no more than 10 pages, be single-spaced with one (1”) inch margins, normal character spacing that is not condensed, and not be in smaller than twelve (12) point Arial, Courier New or Times New Roman font, and include information addressing all proposal	Required Proposal Content, Submission of Proposal Requirements	26-31, 33

		requirement sections: A. Organizational Experience, Background, and Administration; B. Program Implementation and Service Delivery; C. Service Area and Capacity; D. Outcomes and Evaluation; E. Staffing and Language Access; F. Facilities, Logistics, Equipment.		
50.	Is there a recommended or required caseload # for each individual staff member?	Bidders must determine staff structure to satisfy the contract requirements. Bidders should describe the proposed staffing structure and identify how many staff members shall be hired to meet the needs of the program. Bidders should describe the bidder's staffing structure, supervision plan, staff qualifications, caseload assumptions, hiring needs, and start-up timeline. Bidders should evaluate the staffing needs for required services in reference to the Contract Scope of Work section of the RFP and the subsections contained therein, including Required Essential Case Management Activities, Required Initial Employment Activities, Cross-Cutting Requirements for All Activities and Services, and Language Access Requirements.	Specific Proposal Requirements, Contract Scope of Work	30, 11-18
51.	Outside of the 90 days of follow-up after job placement, is there an expected or required length of service? i.e, would services conclude if a participant does not find work within 3 month, 6 months, etc.	Bidders must report the number of clients meeting the program definition of self-sufficiency as defined by ONA. Bidders shall conduct, at a minimum, monthly follow-up to assess and document client progress toward goals, employment, and self-sufficiency. Bidders must close cases in accordance with ONA requirements, including documentation of services provided, referrals made, outcomes achieved, and reasons for closures. ONA may issue additional guidance, templates, technical assistance, or instructions during the contract period, and selected bidder(s) must comply with such guidance as a condition of continued funding.	Program Outcome Reporting, Required Essential Case Management Activities, Other Requirements	20, 14, 19
52.	When will client services begin under the new grant - will it be July 1, 2027?	The contract resulting from this RFP is anticipated to include a transition and onboarding period immediately upon contract execution, during which selected agencies will be onboarded and trained. Onboarding is anticipated to begin in March 2027, following contract execution. Case consultations and direct service provision will	Anticipated Awards, Funding, Term, and Capacity	5

		begin after an initial onboarding period. The anticipated service period is through September 30, 2028, subject to contract execution, onboarding, available funding, and ONA approval.		
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