

## Grant Management Case Study

Case Study: Strengthening Grants Management for a Large State Health & Human Services Agency

### Overview

A large state health and human services agency partnered with Monterey to stabilize and strengthen its grants management operations during a period of significant operational risk. Over a multi-year engagement, Monterey became an embedded extension of the agency, delivering end-to-end grants management support that protected hundreds of millions in public funding and ensured continuity of critical programs.

### Situation - The Challenge

The agency faced a scary operational reality: recurring contract lapses, funding interruptions for mission-critical programs, and mounting operational risk driven by severe staffing shortages. Each lapse threatened program continuity, community services, and public trust.

Without immediate intervention, the agency risked hundreds of contract lapses per month, delayed or lost funding, and potential closure of community-based programs dependent on timely cash flow.

### Task - The Goal

The agency needed to rapidly stabilize its grants lifecycle, eliminate contract lapse risk, and process a growing volume of actions faster than internal capacity allowed—while maintaining compliance, accuracy, and audit readiness.

### Action - The Monterey Solution

Monterey didn't just advise—we embedded. Our Grants Team integrated directly into agency operations and took ownership of the grants lifecycle, reviewing 49% of all agency grant and contract actions while providing both execution and strategic oversight.

Key actions included high-volume grant and contract reviews, proactive lapse-risk identification, standardized grant templates and federal pass-through documentation, restoration of cash advance eligibility tools, system expertise across Open Window and fiscal tools, and leadership-driven training to rebuild internal capacity.

### Results - The Impact

SFY 2025 Results: \$725M in funding secured and reviewed; 311 grant actions reviewed; 9-day average turnaround time (beating the 10-day goal); 49% of all agency actions reviewed by Monterey.

Risk Eliminated and Stability Achieved: Reduced potential contract lapses from approximately 800 per month to just 32; 31 community agencies kept open by restoring cash advance eligibility; standardized federal pass-through reporting statewide; 29 updated grant templates used by 8,936 grantees and 3,657 agency employees; 92 contracts totaling \$178.8M awarded to ensure uninterrupted statewide Pre-K services.

### **Why It Matters**

Without Monterey, the agency faced ongoing contract lapses, funding interruptions, and escalating operational risk. With Monterey embedded, the agency achieved speed, stability, and control—protecting public dollars and safeguarding community services.

### **Call to Action**

Looking to protect funding, eliminate risk, and stabilize high-volume grants operations? Contact Monterey today to request a consultation.