

Case Study: Program Management Supporting Statewide Benefit Delivery and Health Services

Serving more than one million households statewide.

Overview

A large state health and human services agency partnered with Monterey to provide embedded program management support across high impact, federally mandated programs serving more than one million households. Monterey operates as an extension of agency leadership by coordinating stakeholders, managing risk, and ensuring complex initiatives remain aligned, compliant, and on schedule in a constantly shifting policy and funding environment.

Over multiple years, Monterey has helped stabilize program operations, guide critical re procurements, respond to emergencies, and support the successful launch and continuation of essential services spanning nutrition assistance, child welfare, behavioral health, and benefit delivery systems.

Challenge

With a critical contract expiring, the state faced the risk of interrupted benefits for over one million households. A canceled RFP threatened to destabilize SNAP, TANF, Child Welfare, and other essential benefit delivery programs.

The agency manages a portfolio of interdependent programs that must meet strict federal requirements while remaining responsive to state priorities, emergency events, and evolving public needs. These programs involve multiple divisions, vendors, funding streams, and oversight entities.

Monterey's Role

Monterey provided embedded leadership to coordinate the re procurement effort and ensure continuity of benefit delivery. Our team aligned division leadership, fiscal teams, program owners, and external partners to maintain momentum, reduce risk, and keep services running without interruption.

Key elements of Monterey's program management approach included:

- Establishing clear governance and decision making structures across stakeholders

- Coordinating timelines, dependencies, and responsibilities across programs and divisions
- Identifying operational and protest risks early and elevating them with practical mitigation strategies
- Translating program needs into actionable execution plans aligned with policy, funding, and operations
- Maintaining continuity during transitions, emergencies, and funding uncertainty

Results

Zero disruption in benefits for more than one million households.

Secured a seven-year statewide benefit delivery contract supporting SNAP, TANF, Child Welfare, and related programs.

Enabled rapid disaster response, including disaster SNAP delivery within days following Hurricane Helene.

Additional outcomes included minimized protest risk, successful launch of Summer EBT serving over 1.1 million children, and maintained continuity during federal funding delays and policy changes.

Why It Matters

For large public agencies, program failure is not an option. Missed deadlines or unmanaged risk can interrupt benefits, delay care, and undermine public confidence.

By embedding experienced program management leadership, Monterey helps agencies deliver complex, high stakes services reliably under extreme pressure.