

Stabilizing and Scaling Procurement Operations for Child and Family Services Case Study

Client: North Carolina Department of Health and Human Services (DHHS) – Division of Child and Family Welfare (DCFW)

Period of Performance: 2022 – Present

Contract Value: \$4.1M

Challenge

DCFW was a newly established division tasked with integrating multiple child and family service programs, including SNAP, WIC, CACFP, Early Intervention, and EBT. The division faced:

- Fragmented procurement processes across legacy programs
- Significant invoice backlogs impacting vendor payments
- Increased demand driven by pandemic-era program expansion
- Limited internal procurement capacity and system familiarity
- High risk of service disruption across critical statewide programs

Without intervention, delays in contracting, payments, and procurements threatened continuity of essential nutrition and family support services.

Solution

Monterey deployed five embedded acquisition professionals to deliver full lifecycle procurement and grants management support.

Key actions included:

- Managing end-to-end procurement across financial assistance and purchase-of-service contracts
- Developing and executing RFPs, RFAs, MOAs, and sole source procurements
- Embedding support within Ariba and Open Window systems to ensure compliance and audit readiness
- Leading source selection training and evaluation team coordination
- Providing direct fiscal support including invoice review, encumbrance tracking, and budget validation
- Establishing structured procurement workflows, templates, and training materials

Monterey also acted as a strategic advisor to leadership, providing forward-looking procurement planning and risk mitigation strategies.

Results

Restored Financial Operations

- Eliminated a nine-month invoice backlog, restoring timely vendor payments
- Ensured continuity of SNAP and EBT services by proactively managing renewals and funding alignment

Secured Critical Statewide Programs

- Led re-procurement of EBT services supporting over 1 million households through a 7-year contract
- Enabled statewide expansion of TANF/Work First services from 7 to 100 counties
- Supported SUN Bucks launch delivering \$130M in benefits to 1.1M children with 96.5% utilization

Accelerated Emergency Response

- Executed disaster SNAP procurement within 1 day following Hurricane Helene
- Achieved initial service delivery in 3 days and full procurement in 2 weeks, reducing timeline by 2.5 months

Maintained Program Continuity Under Funding Uncertainty

- Leveraged “Availability of Funds” clause to award contracts 1.5 months early, avoiding service disruption for outreach programs serving ~250,000 individuals

Improved Procurement Speed and Outcomes

- Accelerated Nurse Family Partnership contract awards by 2 months
 - Prevented service gaps for maternal and child health programs
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Impact

Monterey transformed DCFW’s procurement function from reactive and fragmented to structured and reliable.

- Established consistent procurement processes and governance
- Eliminated operational backlogs and stabilized financial workflows

- Enabled rapid response to emergencies and policy changes
- Strengthened compliance with federal and state requirements
- Ensured uninterrupted delivery of critical services to families and children

Monterey now serves as DCFW's primary acquisition partner, providing both execution capacity and strategic direction across a high-volume, high-impact portfolio.