



Rural Health Transformation Program Support

Grant Execution, Grant Management, Subaward Management, Contracts, and Compliance Operations

Issues currently being addressed by the states

The Rural Health Transformation Program has moved from award to operational implementation. For state leadership, this means responsibility for a multi-year initiative that will be visible, scrutinized, and operationally demanding from the start.

This program requires states to do several hard things at once:

- Rapidly launch new initiatives
- Manage high volumes of subawards
- Coordinate across agencies and partners
- Track costs, schedules, and performance
- Maintain audit-ready records

Most states are expected to complete this work while existing teams are already managing full portfolios. The risk is not policy failure. The risk is execution strain.



Monterey, Inc. is a service-disabled veteran-owned small business that has proudly served as a NASPO ValuePoint Pass Supplier since 2019.

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Without addressing execution capacity, pressure points and cracks happen, including:

- Delays issuing subawards while programs are expected to move forward
- Inconsistent documentation across initiatives and subrecipients
- Reporting requirements that compete with day-to-day program delivery
- Coordination gaps between program, finance, and management teams
- Audit exposure created by uneven record-keeping over time

These issues rarely surface immediately. They emerge months or years later, when corrections are costly and credibility is harder to regain.

✔ Where Monterey steps in

Monterey supports states by carrying the execution burden that often overwhelms internal teams during large grant programs. We provide embedded professionals who work inside existing state structures and take responsibility for defined operational workloads.

Our role is not advisory. Our role is execution.

We help states move work forward, maintain control, and reduce risk over the life of the program.

How Monterey Supports Rural Health Transformation



Grant Execution & Program Operations

Monterey supports the operational execution of Rural Health Transformation initiatives from initial setup through implementation and closeout.

Support Includes:

- Establishing grant execution workflows and timelines
- Coordinating across initiatives and program areas
- Tracking milestones, deliverables, and dependencies
- Supporting schedule management and critical path awareness
- Maintaining continuity as programs evolve



Contract & Management

Contracting activity is one of the most resource-intensive aspects of this program. Monterey helps states issue and manage contracts in a consistent and defensible way.

Support Includes:

- Executing RFxs, contract issuance, and administration
- Coordination with legal, finance, and program staff
- Tracking contractor performance and reporting
- Supporting monitoring activities and corrective actions
- Maintaining organized and complete subaward files



Compliance Reporting & Audit Readiness

Rural Health Transformation funding requires sustained compliance across multiple years. Monterey helps states build audit-ready practices early and maintain them throughout the life of the program.

Support Includes:

- Documentation standards and file organization
- Coordination of financial and performance reporting
- Support during reporting cycles and reviews
- Preparation for audits and monitoring activities



Embedded Staffing and Surge Capacity

Monterey deploys experienced professionals who integrate into existing state teams and assume responsibility for assigned execution tasks.

Support Includes:

- Rapid deployment of grant and program execution staff
- Support during implementation phases and reporting peaks
- Flexible staffing aligned to program timelines
- Continuity of support as leadership and priorities change
- Building staff capacity through hands-on training, grant execution training, and knowledge transfer

State Leadership Impact

Monterey helps state leaders:

- Keep large scale programs moving forward
- Reduce execution and compliance risk
- Maintain visibility into program progress
- Demonstrate accountability to federal partners and stakeholders

Our focus is making sure programs work.

Contract Pathways

Monterey's services are available through existing cooperative and state procurement pathways, allowing states to access execution support without issuing a new solicitation.

Monterey is an awarded vendor under the NASPO ValuePoint Procurement of Acquisition Support Services (PASS) contract, which is available for use by participating states.

Additional state-specific procurement options may be available depending on jurisdiction.

Next Steps

If your state is preparing to implement Rural Health Transformation funding and needs expertise in managing subawards, reporting, and compliance, call Monterey. We are prepared and staffed to support your needs.

Monterey offers sustained experience supporting state agencies through multi-year grant and program execution efforts. Past performance and references are available upon request.