

Board Action Request: Approve Selection of Monday.com for Capital Projects Management

Recommended Board Motion

Approve the selection of Monday.com as the MSD's workflow platform, with implementation services scoped specifically for the **Capital Projects** use case and authorize staff to execute the associated subscription and implementation agreements within budget.

Executive Summary

Staff recommend Monday.com as the MSD's primary platform to manage and report on **Capital Projects**, the highest-priority use case identified in the requirements document. The platform was selected because it can deliver a single, structured system to track projects from inception through completion, provide real-time dashboards for budget and schedule visibility, and support multi-year, multi-jurisdiction funding complexity.

In addition, Monday.com's flexible "Work OS" approach allows the MSD to expand usage over time to address other documented needs such as budgeting workflows, asset accounting, IT ticket tracking, survey collection, and training/travel tracking without purchasing multiple point solutions.

Primary Use Case: Capital Projects

The MSD's capital program requires a system that can document and report the full lifecycle and financial status of projects, often spanning multiple years and budgets, while providing clear board-ready visibility.

The documented capital projects requirements include:

- Tracking costs of capital assets (e.g., roads, sidewalks, streetlights) from inception to completion
- Supporting multi-year projects with different budgets by year
- Enabling capital planning

- Providing a per-project dashboard showing budget, encumbrances, actuals, key dates, completion estimates, and project phase

Monday.com's core structure of workspaces and boards designed to track work items with configurable fields aligns well with these needs for consistent project tracking and reporting.

Ability to Satisfy Other Use Cases with the Same Platform

While **Capital Projects** is the primary and initial implementation focus, the same platform can support additional use cases identified by staff, including:

- **Budgeting** (multi-jurisdiction budgets, multiple funding sources, contracts/encumbrances/remaining budget, billing periods, retainage calculations, and full-cost rollups)
 - **Asset Accounting** (tracking non-infrastructure capital assets)
 - **IT Service Ticket & Tracking** (requests, changes, incidents)
 - **2026 IT Survey**
 - **Training & Travel Tracking**
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Platform License and Implementation Services Costs

Annual subscription for 20 user licenses: \$12,626 per year (estimate for the first year)

Annual subscription for 80 user licenses: \$50,506.40 per year (estimate for subsequent years)

One-time implementation services (Capital Projects scope): \$10,623

Budget impact: This total is well under the amount budgeted for the intended capability and does not require a budget amendment (per staff's adopted budget line assumptions).

Implementation services are specifically targeted to stand up the **Capital Projects** configuration first (templates, boards, dashboards, and initial workflow design), enabling faster time-to-value on the MSD's most critical need.

Key Platform Features & Benefits

1) Dashboards and reporting

- Dashboards can aggregate key project and budget metrics across boards and present them visually for executive/board review.

2) Workflow flexibility (without custom software development)

- Boards, items, and columns provide a configurable way to model project phases, milestones, budgets, encumbrances, and status fields, supporting structured governance while remaining adaptable.

3) Automation and integration potential

- The platform supports workflow automation and integrations (useful for reducing manual updates, reminders, approvals, and cross-system updates as the program matures).

4) Collaboration and documentation built into execution

- Workdocs provides a central place for teams to collaborate on plans, notes, and project documentation, integrated into work execution.

5) Permissions and controlled access

- Permissioning and dashboard access controls help ensure stakeholders see appropriate data and can be assigned view-only versus editing roles.

6) Security and compliance posture

- Monday.com publishes a Trust Center and security/compliance information, including SOC reports and ISO certifications, and addresses security/privacy controls such as data hosting, retention, and governance topics.

Expected Outcomes

If approved, staff will implement the Capital Projects configuration to produce:

- A standardized project dashboard per capital project (budget, encumbrances, actuals, phase, key dates) aligned to the documented requirements
- Improved visibility and accountability for multi-year capital budgeting and delivery

- A scalable foundation to expand into budgeting workflows, asset tracking, ticketing, surveys, and training/travel tracking as needed
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Next Steps Upon Approval

1. Execute the annual licensing purchase and one-time implementation agreement (Capital Projects scope).
2. Configure Capital Projects boards, workflows, and dashboards, train initial users.
3. Establish a phased roadmap for optional expansion into the additional use cases, as identified.