



ILLINOIS TOLLWAY
2700 Ogden Avenue, Downers Grove, IL 60515
(630) 241-6800 • illinoistollway.com

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NASCIO
State IT Recognition Awards
201 E. Main St., Suite 810
Lexington, KY 40507

Dear NASCIO Awards Committee:

The Illinois Tollway is pleased to nominate its Procurement Operations Transformation in the Operational Efficiency category.

Initiated in September 2025, this initiative modernizes the agency's procurement operations by implementing a unified, cloud-based ServiceNow Source-to-Pay platform.

Please don't hesitate to contact me at 630-432-1702 if you have any questions.

Sincerely,

Michael Shay (6/02/2026 12:31:29 CDT)

Michael Shay
Chief Information Officer
Illinois Tollway



NASCIO State IT Recognition Awards

Illinois Tollway Procurement Operations Transformation

Executive Summary

The Illinois Tollway modernized its procurement operations by implementing a unified, cloud-based ServiceNow Source-to-Pay platform. Historically, procurement processes were fragmented across email, spreadsheets, and manual workflows, limiting transparency, slowing cycle times, and obscuring actionable insights. The new system creates an end-to-end digital procurement environment with standardized intake, workflow automation, integrated document management, enterprise dashboards, and real-time reporting. This enables leadership and procurement staff to analyze bottlenecks, understand workload distribution, proactively manage risks, and accelerate processing. The initiative delivers unprecedented transparency, traceability, and business intelligence—empowering data-driven decisions and improving operational performance across the agency.

Project Description:

IDEA

The Illinois Tollway recognized an opportunity to modernize procurement by transforming a fragmented, largely manual process into a connected digital experience. Procurement requests were previously managed through a combination of emails, spreadsheets and disconnected workflows, creating inefficiencies and limiting visibility across the organization. Business units often lacked insight into request status and timelines, while Procurement teams faced challenges tracking workload, documentation and performance metrics.

Rather than making incremental process improvements, the Tollway pursued a broader vision: creating a centralized procurement ecosystem that would improve service delivery, increase transparency and provide real-time operational insight. The goal was to reimagine procurement as a strategic, data-driven function that could deliver faster service, stronger accountability and a more seamless experience for employees and stakeholders across the agency.

What makes this approach different is its shift from reactive, manual processes to a unified platform built around automation, transparency and actionable intelligence. By replacing disconnected tools with an integrated digital solution, the Tollway created a modern procurement model designed to support smarter decisions and enterprise-wide collaboration.

IMPLEMENTATION

To bring this vision to life, the Illinois Tollway implemented ServiceNow's cloud-based Source-to-Pay platform to establish a fully connected and centralized procurement

ecosystem. The technology replaced manual and inconsistent workflows with standardized digital processes designed to improve efficiency and user experience.

Automated workflows, intelligent routing, triage wizards and procurement playbooks streamlined intake and processing while reducing manual touchpoints. These tools created consistency across procurement activities and accelerated decision-making by ensuring requests were routed appropriately and handled through defined processes.

Real-time dashboards and analytics capabilities introduced a new level of visibility into procurement operations. Teams gained access to actionable data that could identify bottlenecks, monitor workloads and highlight performance trends. Integrations with Microsoft 365 and enterprise document management systems further strengthened consistency, compliance and auditability by centralizing records and improving document control.

Recognizing that technology adoption is as important as technology deployment, the Tollway implemented a phased rollout strategy supported by hands-on training and change management efforts. This approach helped drive user engagement, support adoption and establish a strong foundation for long-term success.

IMPACT

The implementation transformed procurement into a more transparent, collaborative and user-focused operation. Employees and business units now have greater visibility into procurement requests, documentation and status updates, reducing uncertainty and improving communication across departments. Procurement teams can proactively identify and address issues before delays occur, while leadership now has real-time insight into trends, workloads and operational risks through dynamic reporting and dashboards.

The initiative also delivered measurable operational improvements. Since launching in September 2025, the Illinois Tollway has processed more than 233 procurements digitally through the new platform, demonstrating strong adoption and organization-wide use. Automated workflows reduced manual effort and improved consistency, while centralized document management strengthened compliance and records management practices.

Beyond operational efficiencies, the initiative established a stronger culture of accountability and continuous improvement. For the first time, the Tollway can track procurement activity end-to-end within a single platform, enabling faster decisions, more informed management and data-driven performance monitoring. The result is a modern procurement function positioned to deliver long-term value and support the agency's broader mission.