



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: Tuesday, April 7, 2026.** Please include this submission form as the first page of your electronic entry. Contact [Gage Harter](#) with any questions.

PROGRAM INFORMATION

County: _____

Program Title: _____

Program Category: _____

CONTACT INFORMATION

Name: _____

Title: _____

Department: _____

Telephone: _____ Website: _____

Email: _____

SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: _____

Title: _____

Signature: Melissa Collins

From Legacy to Leadership: Transforming Surry County Government Through ERP Innovation

Executive Summary

Surry County implemented the Tyler Munis ERP system to replace a 1999 legacy platform and unify financial operations across County government, Social Services, Human Resources, and the School System. This \$1.5 million investment streamlined workflows, improved accuracy, and enhanced transparency. The County’s chart of accounts is now a model for other localities. The project is generating long-term taxpayer savings through increased efficiency, position realignment, and workforce cross-training while establishing a scalable foundation for future services. This initiative fulfills the VACO Achievement Award criteria by demonstrating innovation through enterprise-wide system transformation, strong collaboration across multiple governmental entities, and a replicable model for other localities seeking to modernize operations.

Project Description

Surry County is honored to submit this application for the VACO Achievement Award recognizing its successful implementation of the Tyler Technologies Munis Enterprise Resource Planning (ERP) system—a transformative initiative that has modernized financial operations, strengthened accountability, and unified government functions across multiple entities.

Since 2023, the County has led a comprehensive, enterprise-wide transition from a legacy financial system dating back to 1999 to a fully integrated ERP platform serving County government, the Department of Social Services, Human Resources, and the Surry County Public School System. This \$1.5 million investment represents far more than a technology upgrade—it

reflects a strategic commitment to operational excellence, transparency, and long-term sustainability.

Through strong leadership, cross-organizational collaboration, and a shared vision for modernization, Surry County successfully implemented a system that many jurisdictions struggle to deploy. The result is a seamless financial platform that reduces manual processes, enhances reporting accuracy, and enables more efficient, data-driven decision-making across all participating entities.

“This was an extraordinary accomplishment for a locality of our size. The dedication and collaboration of our team set Surry County apart and demonstrate what small local governments can achieve with strong leadership and commitment”, said County Administrator Melissa Rollins.

A Vision for Modern, Connected Government

Surry County’s ERP implementation was guided by a clear and forward-looking vision: to create a modern, connected government that leverages technology to enhance efficiency, strengthen accountability, and improve service delivery across all departments and partner agencies.

Recognizing that an ERP system is not simply a software solution but a catalyst for organizational transformation, County leadership approached the Tyler Munis implementation as an opportunity to fundamentally improve how government operates. This vision was championed by the Deputy County Administrator for Operations and Infrastructure, whose leadership and commitment to innovation helped drive the initiative from concept to successful execution.

At the core of this vision was the goal of unifying financial and administrative functions across multiple entities—including County government, the Department of Social Services, Human Resources, and the Surry County Public School System—into a single, integrated platform. This effort:

- Centralized financial data for improved accuracy and consistency
- Streamlined workflows by reducing manual processes
- Enhanced transparency through real-time financial reporting
- Strengthened internal controls and audit readiness
- Empowered departments with more efficient tools

This transformation represents a cultural shift from fragmented systems to a collaborative, enterprise-wide model of financial management. The ongoing implementation of Tyler EPL further demonstrates the County's commitment to expanding and sustaining this modernization effort.

Results and Measurable Impact

Surry County's implementation of the Tyler Munis ERP system has delivered significant improvements in operational efficiency, financial management, and organizational coordination.

Operational Efficiency

Automated workflows have replaced time-consuming manual processes, reducing redundancies and improving processing speed across payroll, accounts payable, and general accounting.

Accuracy and Accountability

Standardized processes and real-time data access have improved data accuracy, strengthened internal controls, and enhanced audit readiness.

Enterprise Integration

For the first time, County government, Social Services, Human Resources, and the School System operate within a unified financial system—improving coordination and eliminating silos.

Return on Investment

The \$1.5 million investment is generating long-term value through increased efficiency, reduced manual workload, and improved financial oversight, while avoiding risks associated with outdated systems.

Model for Other Localities

Surry County’s chart of accounts has been recognized by Tyler Technologies as a model for other jurisdictions, highlighting the quality and replicability of the County’s work.

Future Readiness

The ERP system provides a scalable platform for future enhancements, including permitting and licensing through Tyler EPL.

Challenges and Implementation Approach

Implementing an enterprise-wide ERP system of this scale presented significant challenges, particularly for a locality of Surry County’s size and staffing capacity. Achieving organization-wide adoption required not only technical execution, but also cultural change.

One of the primary challenges was securing buy-in across all levels of the organization—including leadership, department heads, and end users. Transitioning from a long-standing legacy system required staff to adapt to new processes, workflows, and expectations, which can often create uncertainty and resistance.

To address this, the County took a deliberate and strategic approach to engagement and training. Key staff members were identified as internal “spark plugs”—champions within departments who played a critical role in supporting implementation, reinforcing training, and encouraging adoption among their peers. These individuals became essential to building internal capacity and sustaining momentum throughout the project.

In addition, County staff worked closely with Tyler Technologies’ implementation and training teams, participating in extensive, ongoing training sessions and dedicating countless hours to system configuration, testing, and process alignment. This hands-on, collaborative approach ensured that staff not only understood the system, but were confident in using it effectively.

Despite limited staffing and the complexity of coordinating across multiple entities—including the County, Social Services, Human Resources, and the School System—Surry County successfully maintained project momentum and achieved full implementation. What may have seemed unattainable for a locality of this size was accomplished through strong leadership, internal collaboration, and a shared commitment to success.

Conclusion: Innovation, Replicability, and Value to Citizens

Surry County’s ERP implementation represents a transformative investment in the future of local government—delivering measurable improvements while positioning the County for long-term success.

By modernizing its financial systems and streamlining operations, the County is realizing efficiencies that will translate into long-term taxpayer savings. Reduced manual processes and improved workflows have created opportunities for position realignment, while cross-training and succession planning are strengthening workforce resilience and ensuring continuity of operations.

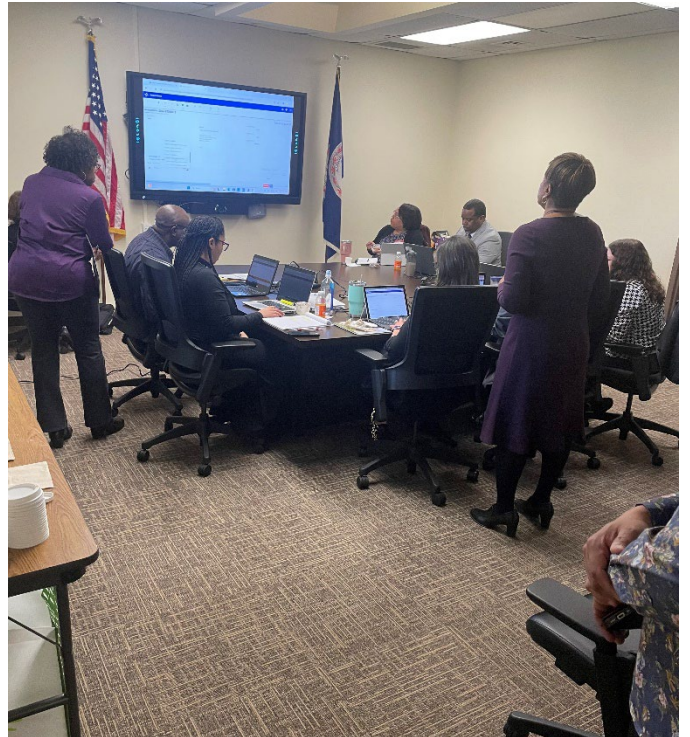
This initiative demonstrates that even small and mid-sized localities can successfully implement complex ERP systems with strong leadership and coordination. Surry County overcame challenges that have hindered similar efforts elsewhere, delivering a fully integrated system across multiple entities.

The County's chart of accounts—recognized as a model by Tyler Technologies—further reinforces the replicability of this initiative. The approach, governance, and outcomes provide a roadmap for other Virginia counties.

Most importantly, the benefits extend directly to the citizens of Surry County through improved efficiency, enhanced transparency, and stronger stewardship of public resources. This project stands as a model of innovation, collaboration, and effective government transformation.

Key Metrics and Outcomes

- 25+ year legacy system replaced (1999 → modern ERP)
- \$1.5 million investment in financial infrastructure
- 4 major entities unified: County, DSS, HR, and School System
- Enterprise-wide transition to automated financial workflows
- Significant reduction in manual data entry and reconciliation
- Improved financial reporting speed and accuracy
- Enhanced audit readiness and internal controls
- Chart of accounts recognized as a model by Tyler Technologies
- Increased cross-departmental coordination and collaboration
- Position realignment opportunities identified for greater efficiency
- Workforce strengthened through cross-training and succession planning
- Scalable platform established for future services (Tyler EPL)
- Cloud based platform means... working from anywhere anytime



School System Team Member Training Session Engagement

School System Director of Finance, Deputy County Administrator of Operations and Support Services, and Support Services Team Member Training Session Engagement



Off Site Conference Session Engagement for maximizing results