



Georgia Courts Automation Commission

Strategic Plan for Information Technology
For
Municipal Courts

December 13-16, 2005



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Executive Summary

The GCAC began the Strategic Planning process by developing a high-level plan focused on Information Technology for all levels of the courts. In this session, input from a broad group of the Municipal Court's Leadership team met to:

- Confirm the contents of the Data Definition summary report;
- Finalize the Municipal Court's customer interactions;
- Identify the services and programs currently supported by the Municipal Courts to support IT needs;
- Gain an understanding of the Municipal Court's IT priorities of current and future information and service needs;
- Establish a strategic map for the Municipal IT organization; and
- Align and prioritize the services and programs with the strategic map.

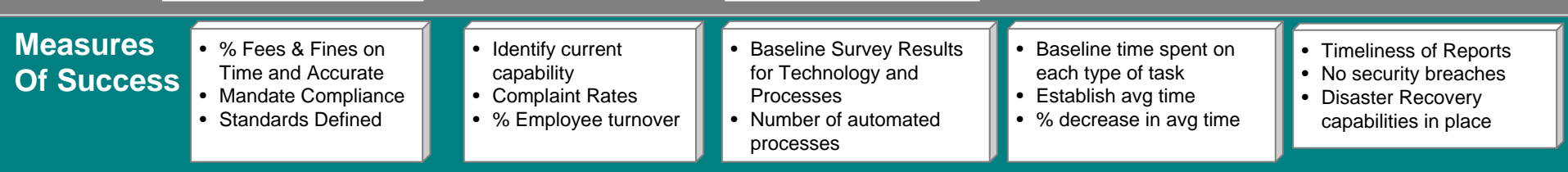
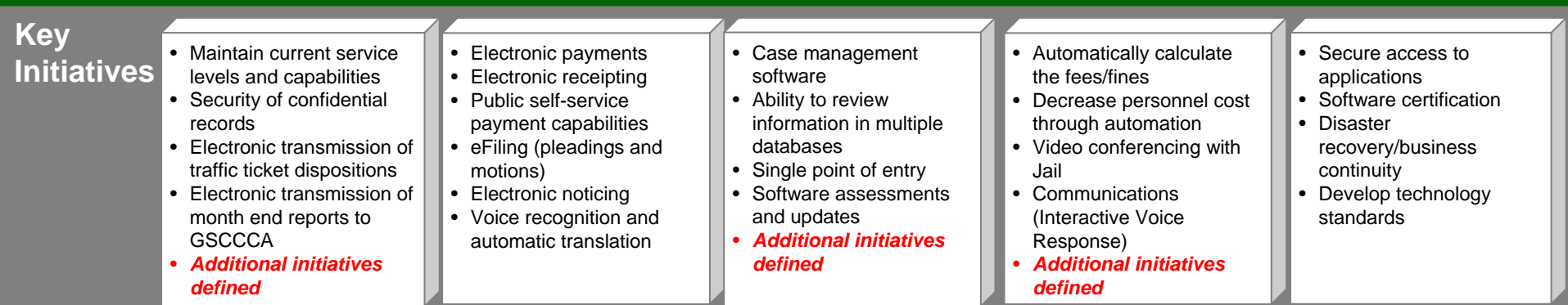
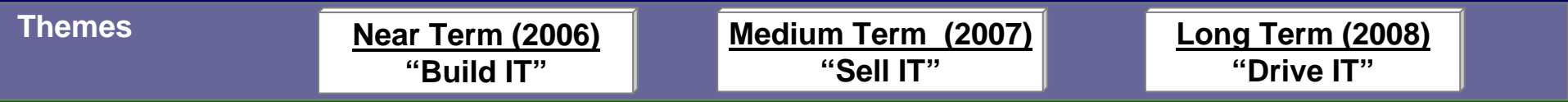
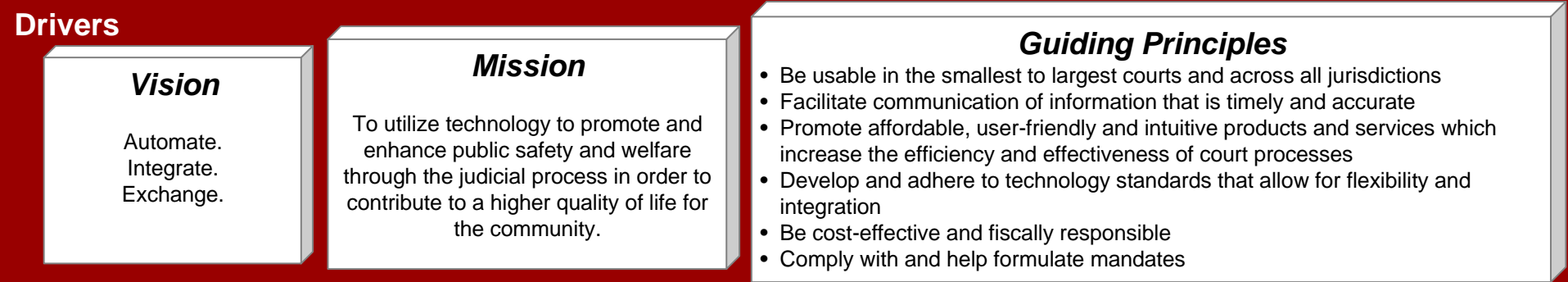
With the completion of this effort along with the Data Requirements and Definitions effort, a Strategic Vision and Map for 2006 through 2008 was developed that will enable the Municipal Court to begin to prioritize and deliver the IT services that will best support the court across the judicial system of Georgia.

Additionally, an action plan has been created to outline the next steps required for the Courts to begin to implement this vision across the Judiciary.



Executive Summary

Municipal Courts IT Strategy Articulation Map





Approach Overview

GCAC began the Strategic Planning process by developing a high-level plan focused on Information Technology that will be used to set the IT direction for the Municipal Courts. Additionally, the Municipal Courts IT Strategic Plan will be used as input to a Judiciary-wide IT strategy that contains similar input from the other levels of courts in Georgia.

Using facilitators to guide the information gathering process, a subset of the Council of Municipal Court Judge's Leadership met in a four day off-site session to focus on:

- Confirming the contents of the Data Definition Summary Report;
 - Finalizing the Municipal Court's customer interactions;
 - Identifying the services and programs currently supported by the Municipal Courts to support IT needs;
 - Gaining an understanding of the Municipal Court's IT priorities of current and future information and service needs;
 - Establishing a strategic map for the Municipal IT organization; and
 - Aligning and prioritizing the services and programs with the strategic map.
- **Note:** See Appendix A for attendees list.



Municipal Court Interactions

Municipal Courts Interaction Diagram

Suppliers (In)

1. Municipal Court Judicial Council
2. Defendants
3. Police Department
4. City Marshall
5. Fire Department
6. Code Enforcement
7. Animal Control
8. State Patrol/DPS
9. Probation
10. Sheriff's Office
11. Bondsman
12. GCIC
13. DDS
14. Solicitor General
15. NCIC
16. Finance Department
17. Attorneys
18. Court Personnel
19. Magistrate Court
20. State Court
21. Superior Court
22. GBI Crime Lab
23. General Public
24. Interpreters
25. Clerks Authority
26. AOC
27. Military Recruiters
28. IT Department
29. Software Vendors
30. Counseling and Risk Reduction
31. Public Defenders
32. Indigent Appointed Council



Municipal

- Dispositions
- Warrants
- Notices
- Correspondence
- Money
- Forms
- Appointments
- Probation
- Data / Information

• Reports (Monthly)

- PD - # Citations
- PD - # Bench Warrants
- PD - # Failure to Appear
- PD - # Probation Warrants
- GSCCCA
- POAB
- DATE
- Jail Construction
- Daily Deposits

• Reports (Monthly – con't)

- Daily Deposits for City Council
- Reduced Fines
- Bond Refunds
- Docket Counts
- Citation Counts
- Probation Breakdown
- Animal Control
- AOC
- GOHS
- Diversion
- Training (Employees)
- Abatements/Liens

Customers (Out)

- | | |
|-------------------------------------|--------------------------------------|
| 1. Municipal Court Judicial Council | 29. GSCCCA |
| 2. Defendants | 30. POAB |
| 3. Police Department | 31. Date Fund |
| 4. City Marshall | 32. County Commissioners |
| 5. Fire Department | 33. Jail Construction & Staffing Act |
| 6. Code Enforcement | 34. City Council |
| 7. Animal Control | 35. GA. Municipal Association |
| 8. State Patrol/DPS | 36. Employers |
| 9. Probation | 37. Gov. Office of Highway Safety |
| 10. Sheriff's Office | 38. Public Defenders |
| 11. Bondsman | 39. Indigent Appointed Council |
| 12. GCIC | 40. Immigration |
| 13. Dept. Driver Services | 41. Foreign Governments |
| 14. Solicitor General | 42. Other State's Agencies |
| 15. NCIC | |
| 16. Finance Department | |
| 17. Attorneys | |
| 18. Court Personnel | |
| 19. State Court | |
| 20. Superior Court | |
| 21. General Public | |
| 22. Interpreters | |
| 23. Clerks Authority | |
| 24. Admin. Office of the Courts | |
| 25. Military Recruiters | |
| 26. IT Department | |
| 27. Software Vendors | |
| 28. Press | |



Internal/External Influencing Factors

Next, the group discussed the factors, both internal and external to the Municipal Courts, that will have an influence on the prioritization and implementation of the initiatives in its IT Strategic Plan. The following influencers were identified:

- **Mayor/City Council/County Commission** – Approvals, Funding, Communication, Priorities
- **Georgia Municipal Association** – Support and Legislation
- **Law Enforcement** – Acceptance, Buy-in, Implementation
- **Georgia Municipal Courts Council** – Approval, Acceptance, Leadership
- **Public Defender** – Minimal Influence; Implementation impact as component of the Court
- **Court Staff and Judges** – Implementation, Support, Priorities
- **Finance Departments** – Integration, Funding
- **Those Who Run the Courts** – Acceptance, Support
- **GCAC/JTCC** – Future Planning, Communication, Coordination
- **Statewide/Judiciary-wide Strategic Plan** – Synchronization, Cohesiveness
- **Other Courts Judges** – Embrace, Political influence
- **Availability of Funding** – Ability to implement
- **Facilities Capabilities** – Could limit technology
- **State and Federal General Assembly (Legislation)** – Change Requirements, Priorities, Existence
- **GSCCCA** – Change Requirements, Fees and Fines, Schedules



Strategic Objectives of IT

Further discussion yielded the IT products and services of interest to the court and its customers which were divided into two main categories – *Current and Future* needs. Within each of these categories, the products and services were then further subdivided into specific areas of interest that aligned to what would become the Municipal Courts Strategic Objectives to:

- **Comply with Mandates**
- **Provide Customer Service**
- **Enable Court Integration**
- **Cost Effectiveness**
- **Provide Governance**



Products and Services – Current and Future

Current Products and Services consist of:

- Email
- Case Management Software
- Manual Monthly Transmissions Of Fines/Fees (Mandated By Law) To GCCCA (65% are manual for approx. 270 Courts)
- Disposition Transmission To Department of Driver Services (DDS)
- Calendaring Capabilities
- Online Reference Sites (e.g. Lexis/Nexis)
- Internet Access
- Electronic Receipting Capability
- Municipal Court Websites for Information sharing
- Online Payments (small capability; would like more)
- Citation Uploads (small coverage; would like to see future growth) (Single Point Of Entry)
- GCIC Access
- DDS Access Through GCIC
- Video Conferencing
- Digital/Audio Recording
- MS Office (e.g. Word, Excel, Powerpoint, etc.)
- Imaging
- Phones



Products and Services – Current and Future

Future Products and Services that would assist the Court are:

- Document Management
- Workflow
- Automatic Reporting
- Disaster Recovery/ Business Continuity Planning And Implementation
- Voice Recognition/Translation/Automation
- Electronic Forms
- eFiling
- Electronic Signatures
- Broadcast of Court Proceedings on TV (security impact/authority)
- Remote Video Testimony (of appropriate quality) (Chatham Co. currently doing this for arraignments, so that violators do not have to be transported)
- Security Enhancements (biometrics, video, swipe cards)
- External Stakeholder Electronic Integration (other courts as well) (for appeals, for Fi.Fa.)
- File Sharing across courts
- Kiosks (in Court Lobbies to resolve tickets electronically, collect payments, probation, etc.)
- Electronic Phone Systems (to provide directions, ACD, etc.)
- Most of the 'Current' items are not broad and some of could be considered 'Future' for most Municipal Courts
- Municipal Court-specific IT Standards
- Governance (local) – Judicial Council involvement



Prioritization Considerations

In order to prioritize the products and services identified within the Municipal Courts within each Objective group, the participants first had to agree on the key drivers behind the priorities. The following criteria was established and adopted by the group:

- 1. Meets Guiding Principles**
- 2. Funding – generally local funding**
- 3. Capability to Support (e.g. training, communication)**
- 4. Judiciary-wide Applicability**



IT Strategy Map Development

Once a common understanding of high-level priorities and needs was established amongst the group, the focus shifted to developing a the plan or “roadmap” for IT. The development of each component of the map incorporated feedback from the entire group.

The activities included in developing the components of the IT Strategy Articulation Map included defining a:

- **Mission Statement** – Why are we here?
- **Vision** – What do we aspire to?
- **Guiding Principles** - How will we operate and what rules guidelines will we use?
- **Unique Attributes** – Points to remember that guide our work.
- **Themes** – Catch phrase/Slogans.
- **Strategic Objectives** – Groupings of what we want to do.
- **Key Initiatives** – Projects or major activities to be done.
- **Measures of Success** – How do we measure the success of our objectives?

The following slides contain the results of the group discussion in each of the above areas. These points were individually agreed upon by the group in order to confirm that consensus among the group was achieved.



Municipal Court IT Mission

IT Mission

To utilize technology to promote and enhance public safety and welfare through the judicial process in order to contribute to a higher quality of life for the community.



Municipal Court IT Vision

IT Vision

Automate.
Integrate.
Exchange.



Municipal Court IT Guiding Principles

IT Guiding Principles

- Be usable in the smallest to largest courts and across all jurisdictions
- Facilitate communication of information that is timely and accurate
- Promote affordable, user-friendly and intuitive products and services which increase the efficiency and effectiveness of court processes
- Develop and adhere to technology standards that allow for flexibility and integration
- Be cost-effective and fiscally responsible
- Comply with and help formulate mandates



Unique Attributes of the Municipal Courts

Unique Attributes

- Technology Closely Coupled with Other Local Entities
- Local Government Driven
- Highest Level of Public Interaction with Courts
- Largest Caseload
- Contribute to Local and State Programs through Fees and Fines

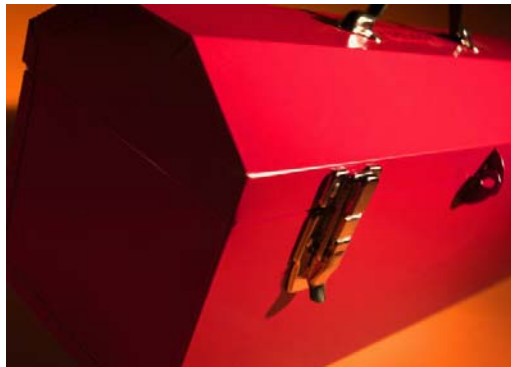


High Level Milestones

Build IT

Near Term:

- Gain consensus of least common denominators (for process and associated technology)
- Develop clear messages before 'selling' to other levels of Court (demonstrate that this direction will allow everyone to be more effective - inclusive)
- Achieve process standards and consensus
- Develop technology standards





High Level Milestones

Sell IT



Midrange Term:

- Determine a solution to require the Courts to 'be subject to' these 'standards'
 - ❑ Need to create a 'Governance Board' – enhancing the capabilities of GA Council of Municipal Court Judges (CMCJ);
 - ❑ Establish a Municipal Court Clerk's Council/Association;
 - ❑ Provide mandatory training for Clerks; and,
 - ❑ Create a Council of Court Administrators.
- Transition from a reactive organization to decisions (from legislation) into one that is pro-active and included in the decision making process –
 - ❑ Establish 'one voice' model for Municipal Courts.
- Obtain Funding – Building a Business Case to support technology initiatives
- Communicate and educate to all Municipal Courts throughout the State on:
 - ❑ Standards; and,
 - ❑ Leadership coordination to communicate and obtain buy-in/support.



High Level Milestones

Drive IT

Long Term:

- Certify vendor software applications used by the Municipal Courts to ensure compliance with the agreed upon standards
- Establish the means to distribute technology to all Municipal Courts





Key IT Initiatives for Municipal Courts

Next, using the previously defined prioritization process, the inventory of IT initiatives that the group thought was needed over the next 2-3 years was subdivided to align with specific Strategic Objectives and then prioritized within each area.



Key Initiatives – Comply with Mandates

High:

- Maintain current service levels and capabilities
- Ensure security of confidential records
- Provide electronic transmission of traffic ticket dispositions
- Establish electronic transmission of month end reports to GSCCCA

Medium

- Train more GCIC users, as required, using security and integrity training (to be available online by end of 2005)

Low

- Provide ongoing training (Online)



Key Initiatives – Provide Customer Service

High:

- Enable electronic payments (e.g.: credit cards; debit cards; EFT, etc.)

Medium:

- Create electronic receipting capability
- Provide public with self-service payment capabilities (e.g.: Kiosks; online bill pay)

Low:

- Establish eFiling capabilities for pleadings and motions
- Provide for electronic noticing
- Implement voice recognition and automatic translation applications



Key Initiatives – Enable Court Integration

High:

- Implement Case Management software (e.g.: SUSTAIN)
- Create ability to review information in multiple databases
- Establish a single point of entry for data

Medium:

- Conduct software assessments and updates
- Utilize AOC's Traffic Information Processing System (TIPS)
- Define workflow processes to enable the electronic courtroom for information flow
- Enable electronic signatures

Low:

- Allow for electronic case transfers and appeals



Key Initiatives – Cost Effectiveness

High:

- Automatically calculate the Fees/Fines
- Decrease personnel cost through automation
- Support video conferencing with jail to eliminate transfers and travel expenses

Medium:

- Enhance communications (e.g.: Interactive Voice Response)
- Implement imaging and document management to reduce storage and materials costs

Low:

- Create paperless calendars capabilities in court



Key Initiatives – Provide IT Governance

High:

- Develop technology standards
- Secure access to applications
- Certify software/applications
- Promote disaster recovery/business continuity planning and implementation efforts



Defining Success

Next, the group discussed how it would track and measure success of the objectives resulting in the following:

Comply with Mandates

- Fines/fees recorded correctly and on time
- All Courts report dispositions electronically and in compliance with mandates
- Standards in place

Provide Customer Service

- On-line payment
- Happy customers
- Happy local and state government
- Happy staff

Enable Court Integration

- All Municipal Courts have some form of technology
- Uniformity of court processes
- Total automation
- Levels of courts communicate via integrated systems



Defining Success (con't)

Cost Effectiveness

- Less Court time
- More efficient use of staff
- Timely and efficient distribution of court services
- Available funding
- Reduce operating costs
- Paperless office

Provide IT Governance

- More timely and accurate reports to city fathers
- No security breaches
- Fully functional disaster recovery plans in place



Measures of Success (Targets)

| Measure | Near Term | Medium Term | Long Term |
|--|--|--|--|
| Fines/fees recorded correctly and on time | | | |
| - Quickly | <ul style="list-style-type: none"> Establish baseline for completion | <ul style="list-style-type: none"> Percent of improvement | <ul style="list-style-type: none"> Percent of improvement |
| - Accurately | <ul style="list-style-type: none"> Establish baseline for accuracy | <ul style="list-style-type: none"> Percent of improvement | <ul style="list-style-type: none"> Percent of improvement |
| All courts report dispositions electronically and in compliance with mandates | | | |
| - Electronic or not | <ul style="list-style-type: none"> Complies with mandate | <ul style="list-style-type: none"> Complies with mandate | <ul style="list-style-type: none"> Complies with mandate |
| - Timeliness | <ul style="list-style-type: none"> Complies with mandate | <ul style="list-style-type: none"> Complies with mandate | <ul style="list-style-type: none"> Complies with mandate |
| - Accuracy of disposition and charge | <ul style="list-style-type: none"> Complies with mandate | <ul style="list-style-type: none"> Complies with mandate | <ul style="list-style-type: none"> Complies with mandate |
| Standards in place | <ul style="list-style-type: none"> Identify and define existing and new standards | <ul style="list-style-type: none"> Gain acceptance (% of total) | <ul style="list-style-type: none"> Implement and utilize |



Measures of Success (Targets)

| Measure | Near Term | Medium Term | Long Term |
|---|---|--|--|
| On-line payment | <ul style="list-style-type: none"> • Research what is available and who (which court) is using it | <ul style="list-style-type: none"> • Develop and pilot online capabilities | <ul style="list-style-type: none"> • Implement and deploy; • Adoption rate |
| Happy customers | <ul style="list-style-type: none"> • Determine complaint rates; • Determine baseline compliment rates | <ul style="list-style-type: none"> • Reduce complaint rates; • Improve compliment rates | <ul style="list-style-type: none"> • Reduce complaint rates; • Improve compliment rates |
| Happy local and state government | N/A | N/A | N/A |
| Happy staff | <ul style="list-style-type: none"> • Determine turnover rates; • Job Satisfaction surveys | <ul style="list-style-type: none"> • Reduce turnover rates; • Increase satisfaction survey results; • Increase desire job ownership | <ul style="list-style-type: none"> • Reduce turnover rates; • Increase satisfaction survey results |



Measures of Success (Targets)

| Measure | Near Term | Medium Term | Long Term |
|--|--|--|---|
| All Municipal Courts have some form of technology | <ul style="list-style-type: none"> • Survey of existing technology; • Establish baseline for measuring | <ul style="list-style-type: none"> • Percent of increase in technology | <ul style="list-style-type: none"> • Percent of increase in technology |
| Uniformity of court processes | <ul style="list-style-type: none"> • Survey of existing processes | <ul style="list-style-type: none"> • Sell best practices; • Number of communications; • Number of training sessions | <ul style="list-style-type: none"> • Adoption of best practices |
| Total automation of court processes | <ul style="list-style-type: none"> • Determine number of automated processes; • Prioritize non-automated processes for automation | <ul style="list-style-type: none"> • Percentage of increase of automated processes | <ul style="list-style-type: none"> • Percentage of increase of automated processes |
| Levels of courts communicate via integrated systems | <ul style="list-style-type: none"> • Research existing integrated systems and compatibility; • Conduct surveys on what systems exist | <ul style="list-style-type: none"> • Note: Ability to implement is linked to standards • Define and develop the solution | <ul style="list-style-type: none"> • Implement and deploy; • Adoption percentages |



Measures of Success (Targets)

| Measure | Near Term | Medium Term | Long Term |
|---|--|--|--|
| Less court time | <ul style="list-style-type: none"> Tracking time spent in court by category/type of case | <ul style="list-style-type: none"> Percentage of time reduction by category/type of case | <ul style="list-style-type: none"> Percentage of time reduction by category/type of case |
| More efficient use of staff | <ul style="list-style-type: none"> Research time each day staff spends on tasks (timesheets or periodic work study); Identify the critical tasks | <ul style="list-style-type: none"> Increase productivity; Spend more time on value added tasks | <ul style="list-style-type: none"> Increase productivity; Spend more time on value added tasks |
| Timely and efficient distribution of court services (requests for files/ paperwork – FOIA) | <ul style="list-style-type: none"> Research time it takes for each type of service; Determine average time required per type | <ul style="list-style-type: none"> Percentage reduction average time per type | <ul style="list-style-type: none"> Percentage reduction average time per type |



Measures of Success (Targets)

| Measure | Near Term | Medium Term | Long Term |
|---|---|---|--|
| Available funding to implement initiatives | <ul style="list-style-type: none"> • Further define initiatives; • Identify sources of funding; • Build Business Cases | <ul style="list-style-type: none"> • Present Business Cases | <ul style="list-style-type: none"> • Number Business Cases that are accepted/funded |
| Reduce operating costs | <ul style="list-style-type: none"> • Determine current operating costs; • Prioritize areas to target | <ul style="list-style-type: none"> • Track percent of change | <ul style="list-style-type: none"> • Track percent of change |
| Paperless office | <ul style="list-style-type: none"> • Research tools available; • Prioritize what paper to reduce | <ul style="list-style-type: none"> • Percentage of reduction | <ul style="list-style-type: none"> • Total reduction |



Measures of Success (Targets)

| Measure | Near Term | Medium Term | Long Term |
|--|---|--|--|
| <p>More timely and accurate reports</p> | <ul style="list-style-type: none"> • Define recipients of reports; • Review of current reporting processes; • Review of current timeframe of reports; • Review current accuracy of reports; • Prioritize reports to be addressed | <ul style="list-style-type: none"> • Increase percent of timeliness of reports; • Increase percent of accuracy | <ul style="list-style-type: none"> • Increase percent of timeliness of reports; • Increase percent of accuracy |
| <p>No security breaches</p> | <ul style="list-style-type: none"> • Define security breaches; determine number of security breaches; define type of security breaches; define solutions for breaches; prioritize type of breaches to be addressed | <ul style="list-style-type: none"> • Reduce number | <ul style="list-style-type: none"> • Eliminate and maintain zero breaches |



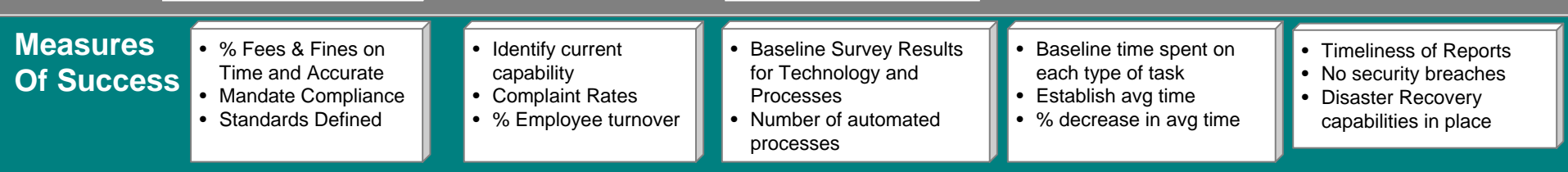
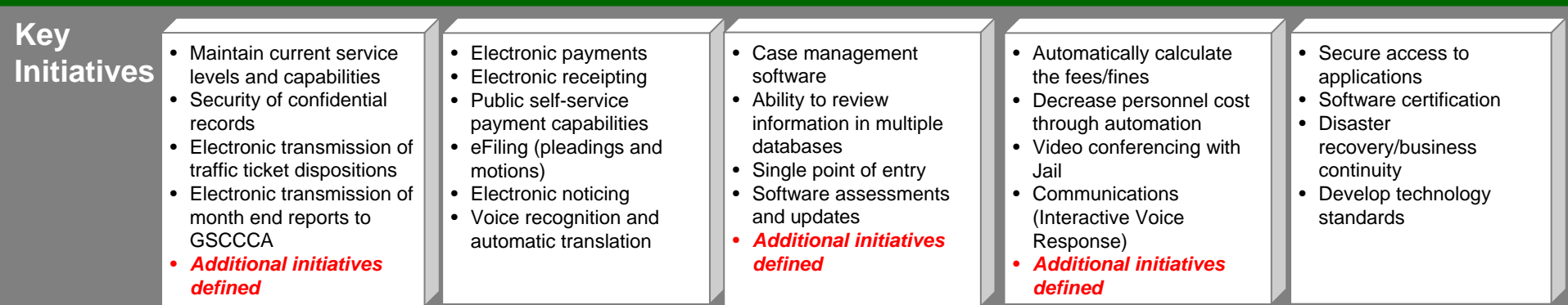
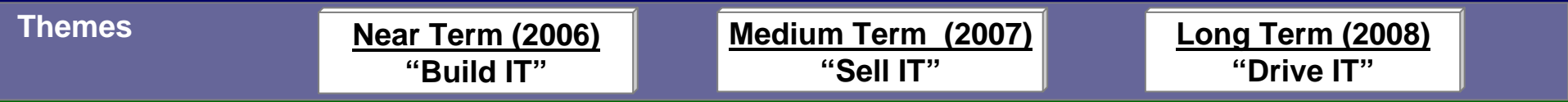
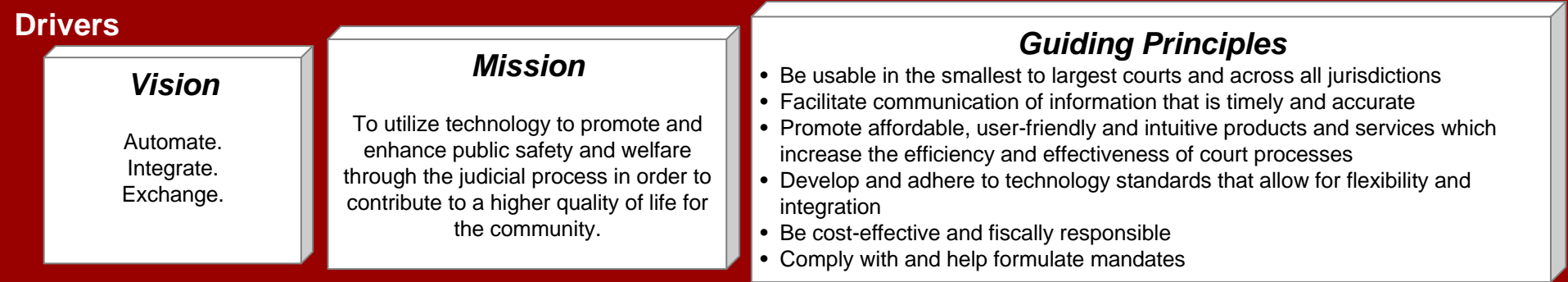
Measures of Success (Targets)

| Measure | Near Term | Medium Term | Long Term |
|--|--|---|--|
| Fully functional disaster recovery plans in place | <ul style="list-style-type: none">• Develop Disaster Recovery plan | <ul style="list-style-type: none">• Successfully test Disaster Recovery plans | <ul style="list-style-type: none">• Acceptance of Disaster Recovery plan;• Maintain and update Disaster Recovery plans on regular basis (as needed) |



Municipal Court IT Strategy Map

Now that each of the components of the IT Strategy Map have been developed and agreed upon, the map outlining the IT strategy for the Municipal Courts for the next 2-3 years was developed and is providing on the following page.





Next Steps

By completing this first step in defining a high-level IT Strategic Plan, the Municipal Courts are positioned to begin considering and implementing these next steps:

Future Use of This Plan:

- Input to Judiciary-wide IT Strategic Plan
 - > Combine Municipal Court plans with other level of courts plans – State-wide acceptance and implementation
- Foundation for Municipal Courts IT Initiatives
- Input to funding initiatives (to research available resources)

Approval of This Plan:

- Council of Municipal Court Judges (CMCJ)
- City Leaders

Stakeholder Group:

- Owner – CMCJ
- External – City Leaders, Judicial Council, GCAC, AOC



Next Steps

Communication Method and Timeframe:

- Present to Council of Municipal Court Judges and have it be accepted and supported by them – **February 23, 2006 in Atlanta**
- Coordinate with GMA (GA Municipal Association) – **after February meeting**
- Present it to City 'leaders', record custodians, finance departments for acceptance and support – Begin immediately; conduct formal presentations - **after February meeting**
- Present to Clerks and Court Administrators for feedback and support – **March 2006**
- Present to local court staff for feedback – **March 2006**
- Education through ICJE (Judges, Clerks, other people in the courts) – **April-November 2006**
- Develop logo for T-shirts
- Print T-shirts – by **April 2006**
- SELL! SELL! SELL! - there is a plan and it includes everyone - **ongoing**
- Public image initiatives – **Summer 2006**
- Develop Business Cases – **After February 2006**
- Lobbying for support and funding for business cases – **Prior to July 1, 2006**



Next Steps

Ongoing Maintenance of This Plan:

- CMCJ with GCAC assistance will maintain plan and updates
- Begin tracking and reporting on metrics
- Coordinate with Finance Departments
- Establish implementation timeframe (spend the next year getting the word out to everyone)
- Work with Training Council schedules
- Work on education through GCIC
- Provide input into the standards
- Local IT to embrace, accept, and integrate. They must maintain initiatives.
- Involve vendors to understand available solutions – they need to know that this is going on – we will be certifying them



Next Steps

- **Provide Final Strategic Plan to CMCJ (GCAC)**
- **Develop Communication Plan (CMCJ)**
- **Develop Implementation Plan (CMCJ)**
 - Define Tasks/Activities
 - Develop Schedule/Timeline
 - Identify Resources
 - Determine Funding Requirements
- **Acquire External Support (as needed)**



Future Topics for Discussion and Consideration

The following points are additional suggestions and recommended topics for discussion/consideration by the Municipal Court Leadership team:

- Participate in the creation of the Judiciary-wide IT Strategic Plan to ensure Municipal initiatives are represented.
- Develop a Business Strategic Plan for the Municipal Courts and ensure the IT initiatives support the business appropriately.
- Keep balance between Strategic Objectives to progress in all areas.
- Allocate resources across Strategic Objectives.
- Develop process for ongoing prioritization and reviews (Portfolio Management).
- Define standards and architectures that will rollup to key initiatives to help support vision.
- Refine measures (internal and external) on a regularly defined basis.



Appendices

Appendices



Appendix A - Participants

The following individuals participated in the four day facilitated session:

- Michael Cielinski
- Beverly Evans
- Karen Fricke
- Cindy Norwood
- David Strickland
- Tammy Stokes
- Cindy Walker
- Essie West