

# Utilizing Artificial Intelligence

*in*  
Alabama State Government



CELEBRATING ALABAMA'S PROGRESS

**CERTIFIED PUBLIC MANAGER® PROGRAM**

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*The research, findings, and recommendations presented in this white paper do not represent the views of any agency or organization, but rather the collective educational research and analysis from a diverse group of participants in the Certified Public Manager® Training Program.*

*All images in this white paper were generated using an AI image generation system.*

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## EXECUTIVE SUMMARY

This paper exists as a response to the rapid growth of Artificial Intelligence (AI) and its potential use in government settings. Alabama’s agencies are being asked to deliver faster, more responsive services while also managing workforce constraints and growing data volumes. Artificial intelligence can help meet these challenges, but implementing technology for its own sake is not the goal. More technology without improved governmental services will not benefit state agencies or the citizens they serve. To address these challenges with clarity and structure, Alabama needs a coherent strategy. This white paper proposes a four-pillar framework: Policy, Accountability, Growth, and Execution, which we refer to as PAGE. Our CPM Solutions Alabama team offers PAGE as an essential page in Alabama’s playbook that will help to successfully employ AI across Alabama’s state agencies.



## The Four Priority Actions

Our proposed **PAGE** framework recommends four priority actions for effectively implementing AI to improve government services:

1. **Policy:** Establish a statewide game plan to ensure AI is adopted uniformly across Alabama's agencies.
2. **Accountability:** Keep people responsible for consequential decisions, especially for decisions involving citizens' rights, public safety, and due process.
3. **Growth:** Train before granting access by adopting AREA: Alabama's Responsible Earned Access Model.
4. **Execution:** Develop and scale high-value pilot programs and define expected performance before selecting an approved AI tool.

Prior to introducing the PAGE framework, this paper will highlight the current AI landscape in Alabama state agencies, offer helpful definitions, and provide an overview of benefits and limitations of AI types. At the end of the white paper, a series of appendices provides supporting tools, comparative research, implementation frameworks, and detailed guidance associated with the PAGE recommendations.

## INTRODUCTION

### Governor's Artificial Intelligence Initiatives

In February 2024, Governor Kay Ivey established the Governor's Task Force on Generative Artificial Intelligence in Executive Order (EO) 738 (Office of the Governor of Alabama, 2024). The task force was established to examine the current uses of generative artificial intelligence (GenAI) in state executive agencies and to recommend policies and procedures that would encourage future responsible and effective use of GenAI in those agencies. The task force published its final report in November 2024 (State of Alabama Governor's Task Force on Generative Artificial Intelligence, 2024). In this report, the task force identified coordinated governance, workforce training, and statewide data practices as critical needs.

One of the task force's key recommendations was the creation of a centralized governing board that would oversee the deployment, use, and monitoring of GenAI systems in state agencies. Based on this recommendation, Governor Ivey established the Technology Quality Assurance Board (TQAB) in February 2026 (Office of the Governor of Alabama, 2026). This multi-agency board was formed to guide state agencies' use of emerging technologies, implement the GenAI Task Force's other recommendations, and ensure that state agencies are responsibly innovative while protecting the public interest. This project builds upon these accomplishments by charting a page in Alabama's playbook that state agency leaders can use to safely, sustainably, and proactively implement AI.

### **Project Statement and Research Approach**

Building on Alabama's existing progress, this project examines how the State can further prepare for responsible AI adoption by defining AI and its capabilities and limitations; comparing governance practices across peer states; identifying high-value opportunities to improve government efficiency; evaluating privacy, cybersecurity, bias, and accountability risks; assessing workforce and economic implications; and translating those findings into practical recommendations. Together, these research tasks inform the PAGE playbook – Policy, Accountability, Growth, and Execution – a coordinated framework for moving Alabama from responsible AI governance to measurable public-service results.

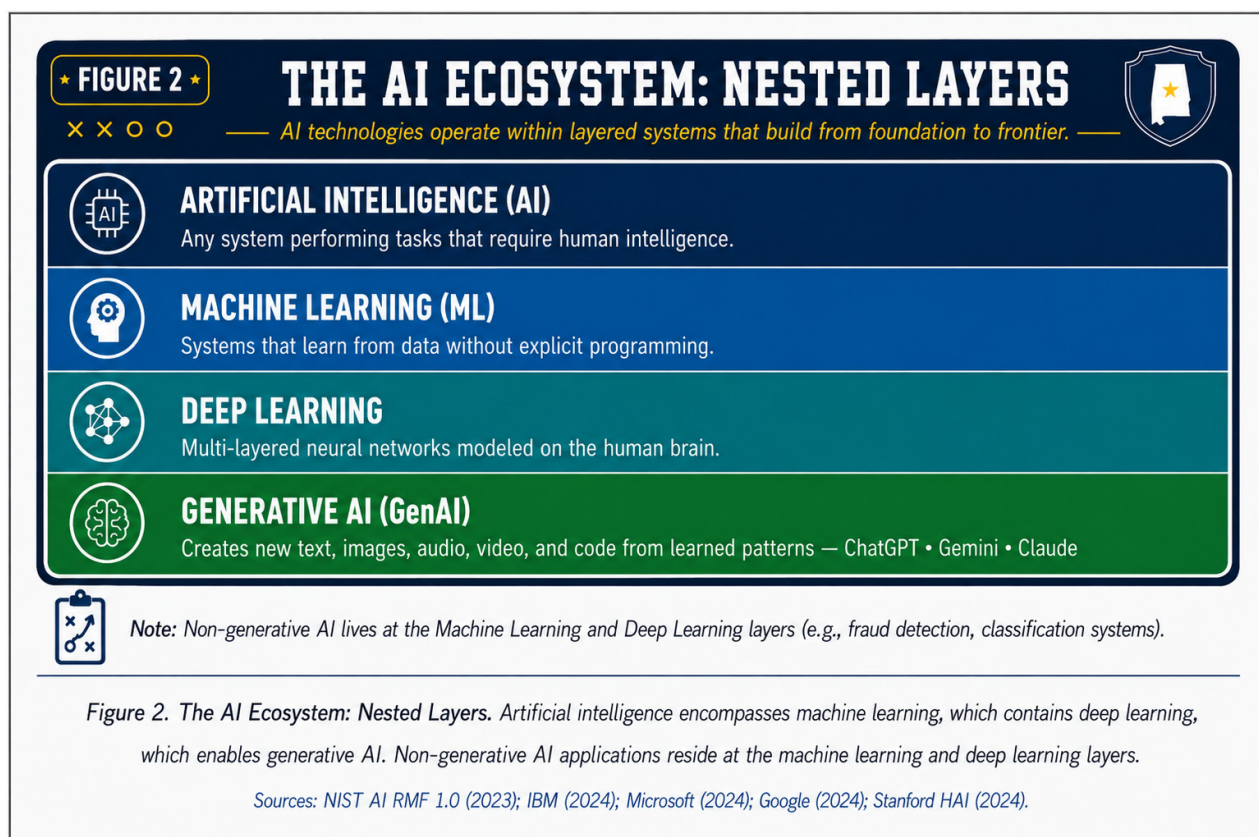
## **DEFINING ARTIFICIAL INTELLIGENCE (AI)**

Before Alabama's state government can deploy artificial intelligence, govern it responsibly, or even evaluate whether an agency's proposed AI initiative serves the public interest, agency leaders must develop an understanding of what AI is and how it connects directly to the work of state agencies. This section establishes that knowledge by providing clear, practical definitions and plain-language explanations of AI's primary types, and a balanced account of its capabilities and limitations.

Artificial intelligence is broadly defined as the ability of a computer or machine to perform tasks that ordinarily require human intelligence, including reasoning, learning, problem-solving, language comprehension, and decision-making. The International Business Machines Corporation

(IBM), one of the world's leading authorities on enterprise AI, defines AI “as technology that enables computers and machines to simulate human learning, comprehension, problem-solving, decision-making, creativity, and autonomy” (IBM, 2025b). The Korean National Assembly's 2025 statutory definition further clarifies that an AI system is one that 'infers results such as predictions, recommendations, and decisions that affect real and virtual environments for a given goal with various levels of autonomy and adaptability' (Laux et al., 2026).

These definitions share a common thread. AI is not just a single technology; it is an ecosystem of interconnected disciplines that work together to enable machine-driven intelligence. Understanding AI requires knowing how its components are related. Artificial intelligence is the broadest category, and within it exist machine learning (ML), deep learning, and generative AI. Figure 2 illustrates these nested layers and their relationship within the broader AI ecosystem.



## **Generative (GenAI) vs. Non-Generative AI (Non-GenAI)**

The two categories of generative and non-generative AI are often confused in public conversation and among public sector leaders. This confusion leads to both unnecessary fear and inadequate caution, but both carry different values and risks, and both are suitable for government needs.

### **GenAI**

Generative AI is a subfield of artificial intelligence that uses generative models, specifically large language models (LLMs) and related architectures, to generate new content including text, images, video, audio, software code, and other data forms in response to user prompts (Organisation for Economic Co-operation and Development [OECD], 2025). The defining characteristic of generative AI is the creation of something new. These systems do not just retrieve existing content from a database. They produce entirely novel output based on patterns absorbed during training on vast datasets.

Generative AI gained global visibility in November 2022 with the public release of OpenAI's ChatGPT, a large language model capable of producing human-quality written content across virtually any domain. The emergence of GenAI tools, including Google Gemini, Anthropic Claude, and Microsoft Copilot, has since accelerated AI adoption across every sector, including government, at a pace that has outrun most governance frameworks. In the federal government, documented generative AI use cases increased substantially, rising from 32 in 2023 to 282 in 2024 (U.S. Government Accountability Office [GAO], 2025). By 2025, the total number of reported AI use cases across federal agencies grew to 3,611, a nearly 70% increase from 2024 (Office of Management and Budget, 2025). Even at this rate of growth, experts note this figure likely understates actual GenAI use (Center for Democracy and Technology, 2026a).

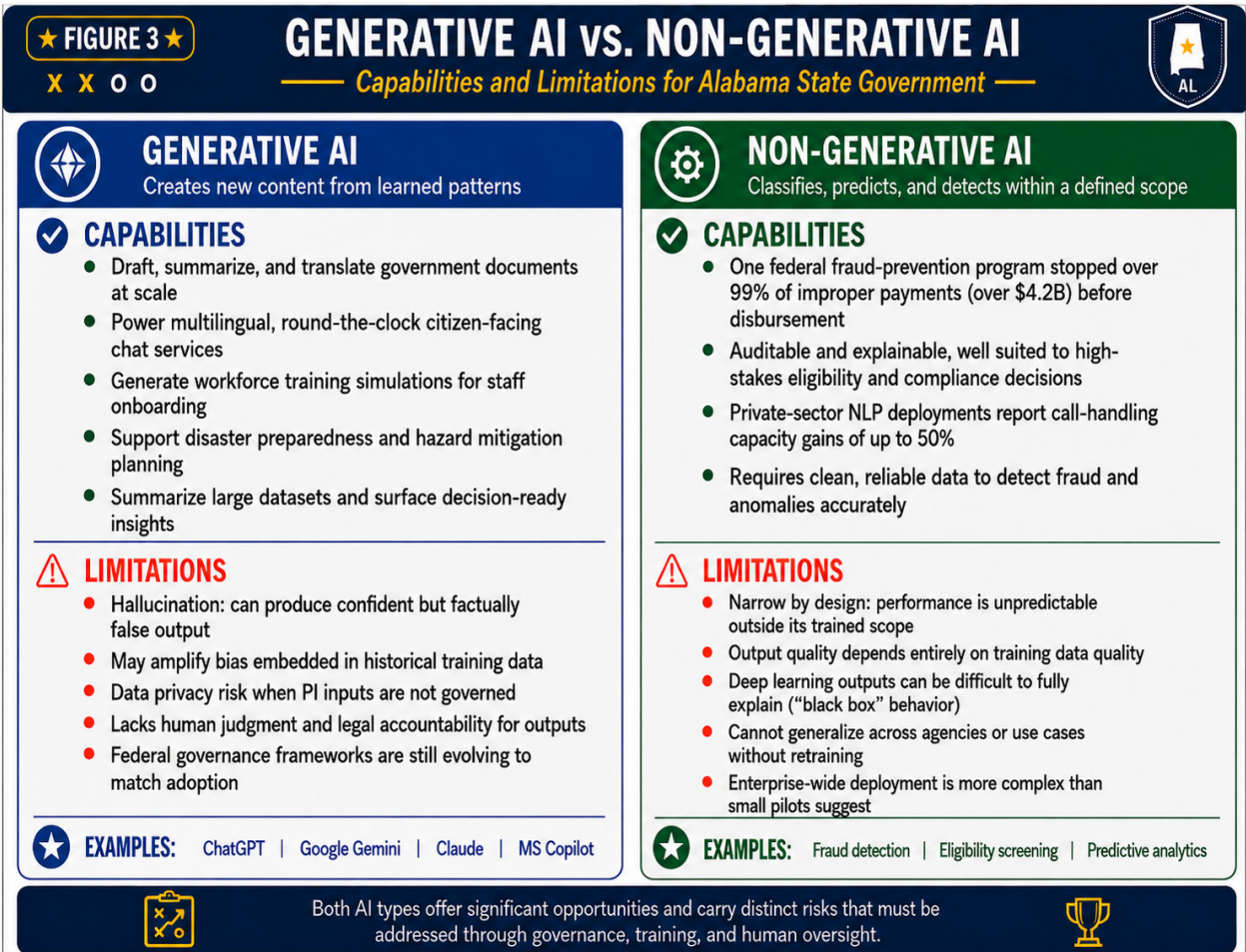
Current examples of GenAI tools relevant to state government include natural language chatbots for citizen-facing services, document drafting tools, multilingual communication assistants, legacy code modernization platforms, and training material generators for workforce development. The American Action Forum notes that AI is now advancing beyond pure text and image generation toward agentic AI, which are autonomous systems capable of executing multi-step tasks

independently. Agentic AI alone is projected to represent 10 to 15 percent of IT spending by the end of 2026 (American Action Forum, 2026).

## **Non-GenAI**

Non-generative AI refers to AI systems designed to perform specific, well-defined tasks by classifying, predicting, detecting, or recommending rather than generating new content. Common examples include spam filters, fraud detection algorithms, predictive maintenance systems, image recognition tools, eligibility screening systems, and traffic optimization models. These systems use techniques such as machine learning and deep learning to identify patterns, anomalies, and relationships within data and produce defined outputs, such as a score, flag, classification, prediction, or recommendation, rather than novel content (IBM, 2025b; OECD, 2025).

Because non-generative AI is generally designed for narrower and more defined tasks, it can be particularly well suited to structured government applications where outputs can be measured, tested, and subjected to human review. For example, a system that flags potentially fraudulent Medicaid claims for further review can support employees in identifying anomalies while leaving the final determination with a qualified human decision-maker. This approach aligns with established public-sector AI governance principles emphasizing testing, transparency, accountability, and human oversight (National Institute of Standards and Technology [NIST], 2023; GAO, 2021). OECD's 2025 research on governing with AI, drawing on 200 government AI use cases across 11 government functions, demonstrates the extensive use of AI for functions such as public service delivery, internal operations, fraud detection, and administrative processes (OECD, 2025). Figure 3 summarizes the principal difference between generative and non-generative AI, including their capabilities, limitations, and potential applications in state government.



Developed by the CPM Solutions Alabama Team based on U.S. GAO AI reports (2025), NIST AI RMF (2023), DHS AI Playbook (2025),

Gen AI Public Sector Playbook (2025), App Masters (2025), and Dialpad/Incendo AI benchmarks (2025).

Visual design and organization assisted by ChatGPT (OpenAI)

## Why AI Matters to Alabama

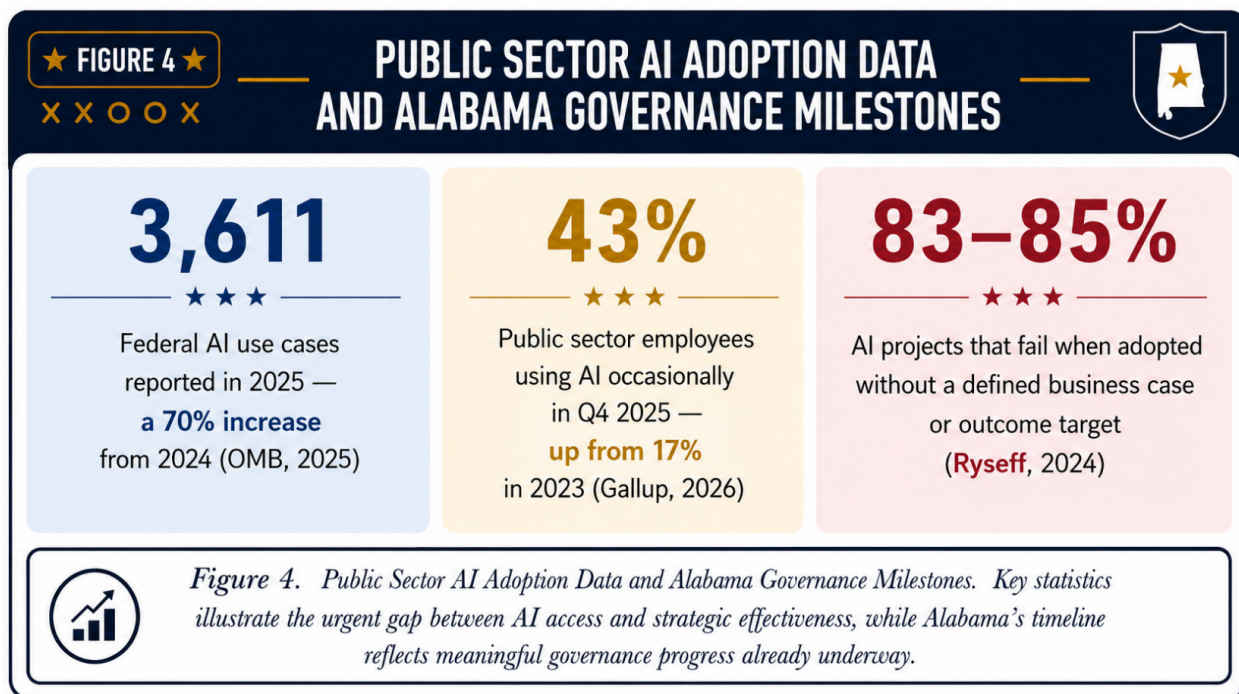
Artificial intelligence adoption in the public sector has crossed a threshold from which there is no return. Gallup's 2026 workforce data found that 43% of public sector employees now use AI at least occasionally, up from 17% just two years prior (Gallup, 2026). The Information Technology and Innovation Foundation's 2026 Public Sector AI Adoption Index found that over 70% of public servants worldwide use AI tools, yet only 18% say their governments are deploying AI effectively (Information Technology and Innovation Foundation, 2026). While Route Fifty, a leading publication for state and local government leaders, characterized 2026 as the year government AI moved from experimentation to operational deployment, with 'reliability, auditability, and scalability' replacing experimentation as the primary measures of success (Route Fifty, 2026).

The question facing Alabama is no longer whether AI will be used, but whether it will be used intentionally, responsibly, and in a way that strengthens public trust while improving outcomes for citizens and businesses.

AI has the potential to affect nearly every aspect of state government, especially:

- Processing benefits
- Reviewing applications
- Analyzing case files
- Managing Records
- Interpreting statutes
- Supporting emergency responses
- Interacting with citizens across languages and platforms.

With 108 GenAI products identified across approximately 25% of responding executive branch agencies, AI is already part of Alabama state government operations (State of Alabama Governor’s Task Force on Generative Artificial Intelligence, 2024, pp. 8–9). Figure 4 places Alabama’s current AI activity within the broader public-sector adoption landscape and highlights key governance milestones.



With an understanding of the common definitions, the current AI landscape in Alabama, and a sense of urgency for effective implementation, our CPM Solutions Team now presents the research methodology used to support our proposed page in Alabama’s AI playbook.

## **RESEARCH SUPPORTING THE PAGE PLAYBOOK**

To ensure PAGE was grounded in credible, nationally recognized approaches to responsible AI, we conducted a structured review of relevant standards, frameworks, and best practices currently available today. This research provides the foundation for the recommendations that follow beneath it and aligns the PAGE strategy with proven methodologies used across other government agencies. The summary below outlines the main sources that guided the development of our proposed PAGE framework.

### **National Standards**

NIST’s Artificial Intelligence Risk Management Framework (AI RMF) is a voluntary, nationally recognized framework for managing AI risk. It organizes responsible AI work into four connected functions: GOVERN, MAP, MEASURE, and MANAGE. In plain language, organizations should establish authority and rules; understand the use case, people, data, and potential harms; test and monitor performance; and respond to identified risk throughout the system’s lifecycle (NIST, 2023).

GAO’s AI Accountability Framework complements NIST by emphasizing governance, data, performance, and monitoring. GAO’s central lesson for public organizations is that accountability must be designed into AI systems from the beginning. Agencies should document objectives, assign responsible officials, verify data quality, test performance, monitor outcomes, and retain evidence sufficient for audit and review (GAO, 2021).

### **Lessons from Peer States**

Many states have already implemented sweeping AI policies, centralized governance structures, and regulatory sandboxes. Building on this trend, several states offer instructive models for how government can structure responsible and scalable AI oversight. For example, Virginia established operational and ethical guardrails for public-sector and educational AI use through Executive

Directive 5 (Commonwealth of Virginia, Office of the Governor, 2023). Georgia requires agencies to obtain written approval from the Georgia Technology Authority before using generative AI, emphasizing responsible design, fairness, privacy, transparency, and human-in-the-loop safeguards (HITL) (Georgia Technology Authority, 2023, 2025). Texas adopted a comprehensive dual statutory framework through House Bill 149 (the TRAIGA Act)—which establishes an intent-based liability standard and safe harbors aligned with NIST AI RMF guidance—and Senate Bill 1964, which mandates statewide public-sector AI inventories and ethics standards (Texas Legislature, 2025a, 2025b). New Jersey created a cabinet-level AI Task Force to coordinate the state’s approach to artificial intelligence (State of New Jersey, 2023). The state also partnered with InnovateUS to provide responsible AI training to more than 10,000 public employees (InnovateUS, 2024). Utah established the Office of Artificial Intelligence Policy under the Utah Artificial Intelligence Policy Act (Utah State Legislature, 2024) to regulate consumer-facing AI and launched an AI Learning Laboratory to evaluate emerging technologies safely. Maryland’s AI Governance Act requires statewide AI inventories, regular impact assessments, safeguards for high-risk systems, and oversight by an executive-level AI Subcabinet (Maryland General Assembly, 2024). Colorado’s AI Act protects residents from algorithmic discrimination in consequential decisions and mandates risk mitigation and explainability measures for deployed systems (Colorado General Assembly, 2024). Research by the Center for Democracy and Technology identifies Kentucky among states adopting statewide AI standards, disclosure measures, inventory requirements, and cross-agency governance structures (Center for Democracy and Technology, 2026). These state approaches illustrate emerging national best practices and provide a strong foundation for the comparative summary.

### **Alabama Policy and Task Force Findings**

The Alabama Office of Information Technology (OIT) and the Governor’s Task Force have already identified the need for coordinated policies, data ownership and classification, workforce education, ethical safeguards, procurement guidance, and an inventory of AI products. OIT’s governance policy requires risk classification, inventories, testing, monitoring, human oversight, training, security controls, compliance mechanisms, and incident response (OIT, 2025a; Office of the Governor of Alabama, 2025). Based on these findings, our team recommends the PAGE playbook as a game plan to further Alabama’s progress in AI implementation by connecting

statewide governance to agency-level service redesign, workforce readiness, and measurable results.

## **P: POLICY & GOVERNANCE – THE GAME PLAN**

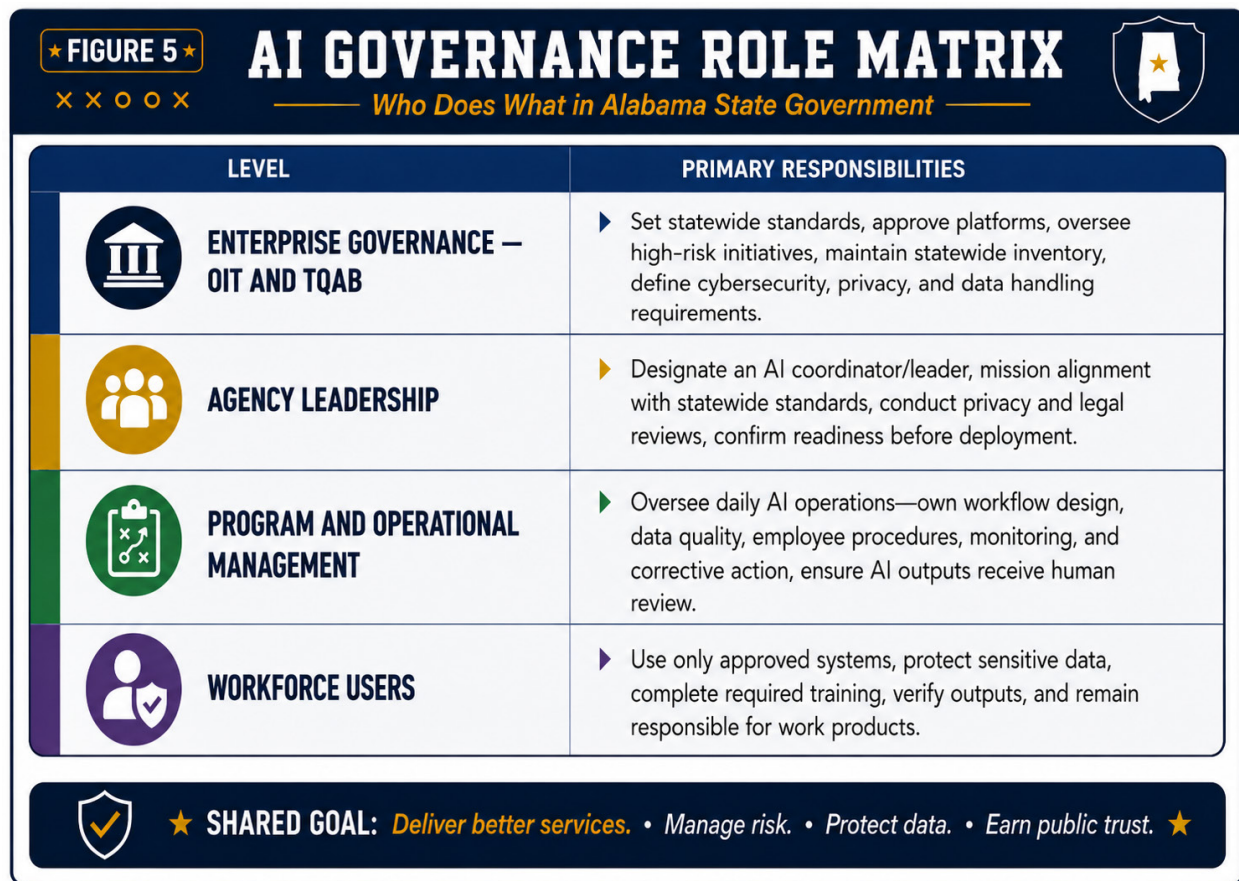
A championship football team starts with a game plan: rules have been understood, responsibilities have been assigned, and contingencies are prepared for before kickoff. Alabama should apply the same discipline to AI utilization. The research discussed above supports centralized statewide standards combined with agency responsibility for mission-specific implementation.

### **Clarify Agency Authority**

The Alabama Office of Information Technology should continue to serve as the statewide operational authority for AI standards, approved enterprise tools, cybersecurity, data requirements, and in developing a statewide AI vendor inventory. TQAB should continue building its cross-agency strategic oversight role, with particular attention to high-risk, enterprise, or citizen-impacting initiatives. Each agency should designate an AI Governance Lead to coordinate implementation, documentation, and legal review within their agency and enhance communication with both OIT and TQAB.

### **Adopt a Four-Tier Governance Framework**

We recommend Alabama adopt a four-tier AI governance framework that clearly distributes responsibility across enterprise governance, agency leadership, program management, and workforce users while maintaining statewide consistency. Informed by governance and accountability principles reflected in NIST's AI RMF (NIST, 2023), the framework places strategic oversight at the enterprise level, assigns agency leaders responsibility for appropriate use within their operational risks, and establishes clear responsibilities for workforce users. This approach would provide consistent statewide guardrails while preserving the operational flexibility agencies need to implement AI responsibly.



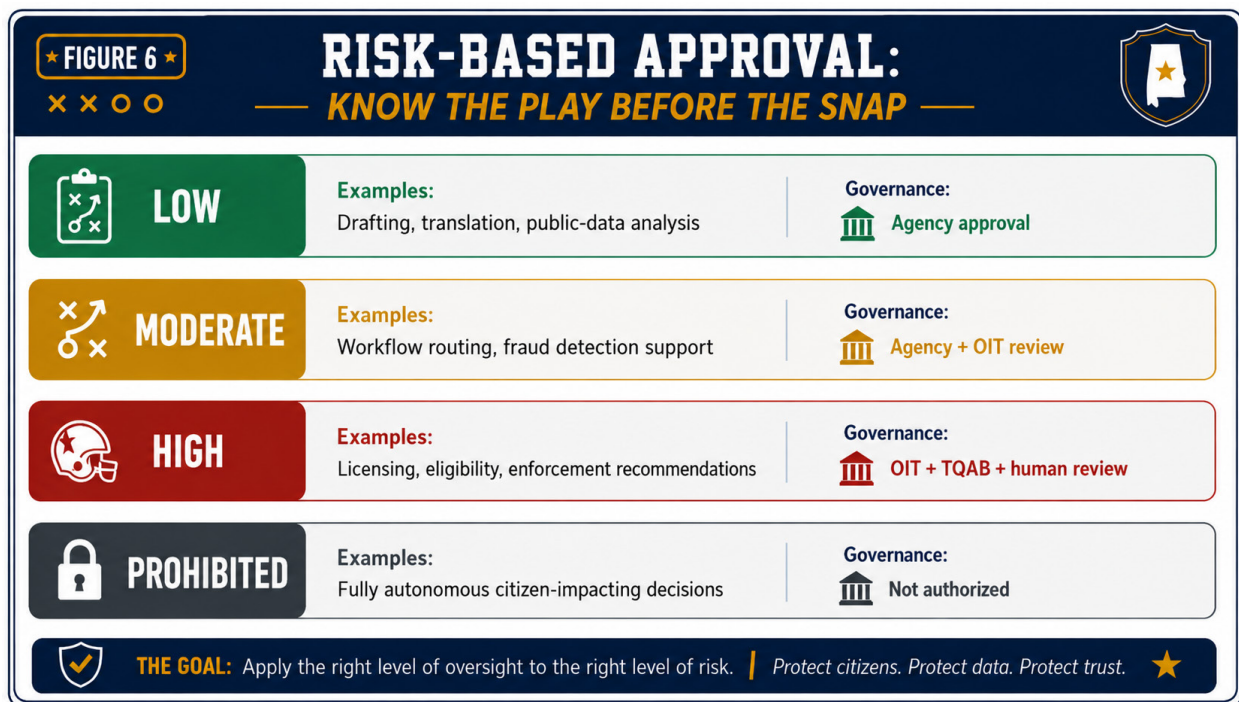
### Apply Risk-Based Approval through Continuous Governance

Consistent with the NIST Artificial Intelligence Risk Management Framework (AI RMF 1.0), AI governance should continue throughout a system’s lifecycle rather than end with its initial approval. NIST’s MAP, MEASURE, and MANAGE functions emphasize identifying and assessing changing risks, monitoring system performance and impacts, and managing identified risks throughout the AI lifecycle (NIST, 2023). Alabama’s existing AI Governance Policy incorporates these principles by requiring AI systems to be tested before deployment and regularly retested while in operation, supported by ongoing risk assessments, system monitoring, security controls, and incident response planning (OIT, 2025a).

Applying these best practices in Alabama, agencies should establish reassessment requirements based on a system’s level of risk and significant changes in its use, performance, legal requirements, or operating environment. Each AI system should have an accountable owner, monitoring plan, rollback or incident response procedure, and criteria for modification and

decommissioning. Continuous oversight helps ensure that AI systems remain trustworthy as technologies, risks, and operational environments evolve (NIST, 2023).

Building on NIST’s risk-based governance principles, Alabama’s existing OIT and TQAB oversight structure, and risk-tiering practices identified through peer-state research, a tiered approval process is proposed for Alabama. Georgia, for example, uses a risk-based framework that distinguishes among lower-risk uses that may proceed, uses requiring additional human review, and high-risk applications that should not be automated (Georgia Office of Artificial Intelligence, 2025). Under the proposed Alabama model, low-risk systems could proceed through agency-level approval; moderate-risk systems would receive agency and OIT review; and high-risk systems would require OIT & TQAB review, accompanied by a documented impact assessment, appropriate testing, human-review procedures, and, when the system affects citizens’ rights, benefits, or services, a mechanism for correction or appeal (Georgia Office of Artificial Intelligence, 2025; NIST, 2023). Figure 6 illustrates the proposed risk-based approval pathway, with the level of review increasing as the potential consequences of an AI use case increase.



### Maintain a Statewide AI Inventory

A risk-based approval process depends on knowing what AI systems are being used, where they are being used, and the risks associated with each system. Alabama has already established the

foundation for this oversight. The State's AI Governance Policy requires an inventory of AI systems currently used or under development by executive branch agencies and classification of those systems according to potential impact and risk (OIT, 2025a). Peer-state practices reinforce this approach: Virginia requires public-facing AI tools to be registered through its centralized technology governance process, while Texas has required state agencies to inventory automated decision systems and evaluate their potential effects on citizens' legal and constitutional rights (Commonwealth of Virginia, Office of the Governor, 2024; Texas Legislature, 2023).

Building on Alabama's existing inventory requirements and these peer-state practices, the statewide inventory should be expanded to include approved and proposed AI systems, identifiable use cases, measurable performance metrics where available, assigned risk levels, human-review requirements, accountable system owners, and renewal or reassessment dates. A separate inventory should document significant errors, security events, complaints, corrective actions, and other relevant system histories. Together, these inventories should support procurement coordination, audit readiness, cybersecurity review, lifecycle assessment, appropriate public reporting, and identification of unauthorized or "shadow AI." Appendix B provides additional comparison of states currently maintaining AI inventories.

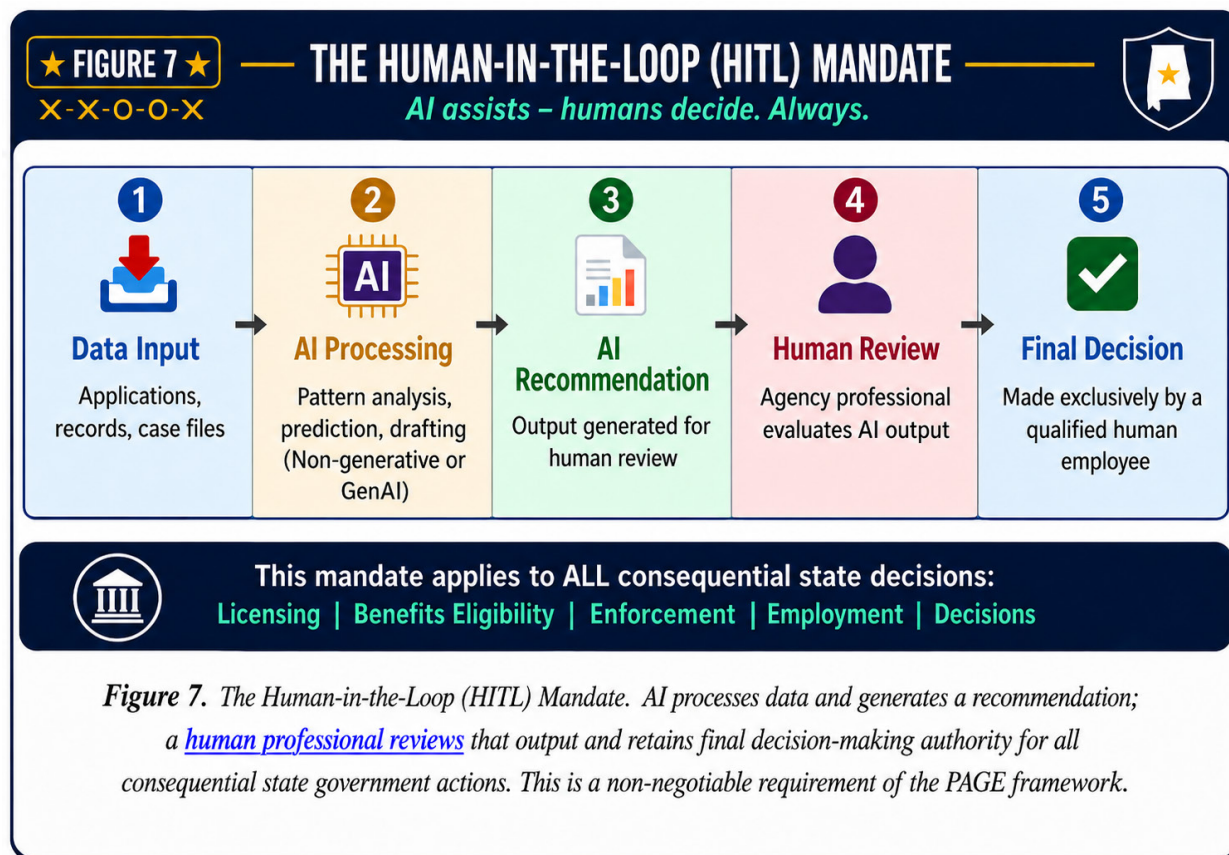
While Policy sets the game plan, PAGE's remaining pillars operationalize the guardrails established in this section.

## **A: ACCOUNTABILITY & RISK – OFFICIAL & REPLAYS**

Football uses officials and replays because important calls must be reviewable. In public service, an AI program may generate a recommendation or forecast the likelihood that an event may occur. However, a qualified public employee must remain responsible for how that output is used, and that idea is referred to as Human-in-the-Loop (HITL). Accountability requires defining what a human employee reviews, what evidence is available, when the human must override the system, and how the decision can be challenged. AI can assist with analysis or recommendations, but it cannot be responsible for decisions that affect Alabamians' rights, benefits, safety, or livelihoods. Both NIST and GAO emphasize that organizations remain responsible for AI-assisted outcomes,

even when automated systems support analysis, recommendations, or decisions (GAO, 2021; NIST, 2023).

This requirement is nonnegotiable for government actions like licensing, benefits eligibility, enforcement, and employment decisions since it protects citizen rights, legal defensibility, and public trust. Figure 7 illustrates how Human-in-the-Loop review preserves employee responsibility throughout an AI-assisted decision process.



### Assess Pre-Game Risks

As discussed above, agencies need to distinguish between low-risk efficiency tools and high-risk decision systems. AI should be used where it can improve efficiency without replacing human judgment, an approach consistent with federal accountability guidance and Alabama's existing AI governance policies (GAO, 2021; OIT, 2025a).

All approved use cases should incorporate Human-in-the-Loop review processes to ensure final decisions remain under the control of qualified state employees (GAO, 2021; NIST, 2023). Accountability for public actions must remain with government officials rather than technology

systems (GAO, 2021). Similarly, AI systems should not access restricted or sensitive government information unless appropriate safeguards, approvals, and security controls are in place. Figure 8 provides examples of how AI use cases may be differentiated by risk level and corresponding governance requirements.

| <div> <div>★ FIGURE 8 ★</div> <div>— RISK LEVEL CASES —</div> <div>  </div> </div>                                                                                                                                                       |                                                                                                                                     |                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| RISK LEVEL                                                                                                                                                                                                                                                                                                                  | EXAMPLES OF USE CASES                                                                                                               | GOVERNANCE REQUIREMENT                                                                                                     |
|  <b>LOW RISK</b>                                                                                                                                                                                                                           |  Summarizing, translation, paraphrase              |  Agency approval                         |
|  <b>MODERATE RISK</b>                                                                                                                                                                                                                      |  Predictive models, fraud detection, reporting     |  Agency and OIT review                   |
|  <b>HIGH RISK</b>                                                                                                                                                                                                                          |  Licensing, eligibility, denying services/benefits |  OIT, TQAB, and Human-in-the-Loop review |
|  <b>PROHIBITED</b>                                                                                                                                                                                                                       |  Fully autonomous decision-making outcomes       |  Not allowed                           |
| <div>  <b>KEY TAKEAWAY:</b> Higher risk demands higher oversight to protect citizens, ensure fairness, and maintain public trust.            </div> |                                                                                                                                     |                                                                                                                            |

### Conduct a Pre-Mortem Stress Test (Pressure-Test the Game Plan Before Kickoff)

Before projects are approved, state agency leaders should conduct a structured pre-mortem stress test by deliberately imagining catastrophic failure scenarios so that as many risks as possible are recognized and thought through. Formalized by research psychologist Gary Klein, the technique reframes conventional risk planning by asking: “It is two years from now and this initiative has failed. What happened?” (Klein, 2007). This shift produces concrete, actionable failure scenarios that forward-looking checklists consistently miss. This approach is critical for state government AI because these systems automate decisions with legal consequences, operate on data citizens are legally compelled to provide, and carry public accountability obligations that make the cost of failure far greater than in the private sector.

Research supports the underlying methodology of pre-mortem risk assessment. Mitchell et al. (1989) found that “prospective hindsight” - imagining that a future event has already occurred – increased the ability to correctly identify reasons for future outcomes by 30% (Mitchell et al., 1989). This concept became a foundation for the pre-mortem method, which applies prospective hindsight to identify potential causes of project failure before implementation. More recently, the Risk and Insurance Management Society (RIMS) identified pre-mortem assessment as a proactive risk-management approach that can improve understanding of project objectives, transparency, communication, and business outcomes (Sobczak & Zuraw, 2025). The PAGE Pre-Mortem Risk Assessment in Appendix A translates this methodology into a practical readiness and risk review instrument for Alabama agencies. Each item is designated Confirmed, Not Yet Addressed (with a documented remediation plan), or N/A (with written justification).

### **Keep “Players” Within the Guardrails through Ethical Auditing & Legislative Safeguards**

Consistent with established AI risk-management frameworks, responsible AI deployment requires ongoing review for risks such as inaccurate outputs, algorithmic bias, discriminatory impacts, and insufficient human oversight (NIST, 2023; GAO, 2021). Alabama’s AI Governance Policy similarly requires risk assessment, monitoring, bias mitigation, transparency, and human oversight for critical AI applications (OIT, 2025a). A structured ethical review process can operationalize these safeguards and help ensure that AI-assisted government actions can withstand ethical scrutiny, public challenge, and legal review.

### **Detect Hallucinations & Algorithmic Bias**

AI hallucinations are defined as the generation of factually inaccurate, unsupported, or fabricated information presented with apparent confidence. They represent one of the most significant liability risks facing state governments using generative AI in citizen-facing services (NIST, 2024). A 2024 survey by Deloitte found that 38% of business executives reported material consequences from unverified AI outputs integrated into operational decisions (Knostic AI, 2026). In a government context, where AI may be used to inform benefits eligibility determinations,

public safety assessments, or regulatory guidance, the consequences of uncorrected hallucinations can rise to the level of civil rights violations and legally actionable harm.

Similar, but distinct from hallucinations, is algorithmic bias. Algorithmic bias occurs when AI systems produce outcomes that systematically disadvantage individuals based on race, gender, age, disability status, or socioeconomic background, often as a direct result of training on historically unrepresentative or discriminatory data (Palo Alto Networks, 2025).

To address the risks posed by AI hallucinations and algorithmic bias, agencies should conduct routine, recurring ethical audits designed to detect hallucinations, biases, and system drift. See Appendix D for detailed steps.

### **Surviving Public Scrutiny and Legal Challenge**

For AI-assisted government decisions to withstand public scrutiny and legal challenges, they must be explainable, traceable, and revisable. NIST's AI RMF emphasizes documentation, transparency, and accountability practices that support meaningful review of AI systems and their outputs (NIST, 2023). Alabama's OIT AI Governance Policy already established a similar principle (OIT, 2025a). The ethical audit playbook proposed here (see Appendix D) provides a practical mechanism for implementing Alabama's governance requirements, converting policy commitments into a consistent, repeatable cycle of oversight and documentation.

Legal resilience also requires that event-triggered inspections be initiated immediately upon citizen complaint, civil rights inquiry, documented AI failure, or public reporting of potential misuse. Drawing on the transparency and accountability principles reflected in Maryland's AI governance approach, the team recommends an Alabama-specific formal incident assessment within 72 hours to determine whether suspension or other immediate safeguards are warranted, a preliminary findings disclosure within 30 days, and a corrective-action outcome report within 90 days (Maryland General Assembly, 2024). This proposed schedule would establish clear expectations for timely investigation, corrective action, and public accountability following significant AI incidents. Alabama's citizens are entitled to know when AI systems are influencing decisions about their lives, to challenge those decisions through accessible processes, and to receive timely and meaningful responses when AI systems cause them harm.

Governments that build accountability into AI governance from the outset will outperform those that adapt oversight after harm occurs. Alabama keeps people responsible for consequential decisions even in AI adoption.

## **G: GROWTH & EDUCATION - TEAM DEVELOPMENT**

Much like developing a college football team, AI adoption will succeed when employees understand the tools, trust the process, and see a direct connection to their jobs as public servants. The Growth pillar explains processes for developing the workforce, selecting high-value service problems where AI can produce measurable improvement, and ways to communicate this to the public.

### **Implement AREA: Alabama’s Responsible Earned Access Model**

The CPM Solutions Alabama Team recommends that Alabama implement AREA – Alabama’s Responsible Earned Access Model – to make responsible AI competency a prerequisite for access to approved state AI tools. AREA builds on Alabama’s existing commitment to workforce education while combining selected practices demonstrated in peer states rather than replicating any single state model. The Governor’s Task Force on Generative Artificial Intelligence identified Workforce Education and Training as a key focus area and emphasized that “to educate state government employees on how to use GenAI responsibly and productively, a comprehensive approach is essential” (State of Alabama Governor’s Task Force on Generative Artificial Intelligence, 2024). Specifically, AREA draws from complementary practices already demonstrated elsewhere: New Jersey’s emphasis on responsible AI workforce training and access to a secure state AI assistant, Tennessee’s requirements for human oversight and accountability, and Georgia’s risk-based framework for determining appropriate and restricted AI uses (Georgia Office of Artificial Intelligence, 2025; InnovateUS, 2024; State of Tennessee, Strategic Technology Solutions, 2024).

AREA adds an Alabama-specific recommendation: employees should demonstrate competency before access is granted. Employees would progress through four levels – Train, Test, Earn Access, and AI Champion – with training and assessment covering acceptable use, data protection,

cybersecurity, and human oversight. Access to approved AI tools would be granted only after competency is demonstrated and maintained through required training and responsible use standards. This approach would transform AI training from a one-time educational exercise into an access control that ties use of state-approved AI tools to demonstrated workforce readiness, as illustrated in Figure 9.

| <div> <div>★ FIGURE 9 ★</div> <div> <div>X X O O X</div> <div> <div>EARNED ACCESS MODEL</div> <div>  </div> </div> </div> </div> |                                                                                                        |                                                                                                                                                              |                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Level                                                                                                                                                                                                               | Stage                                                                                                  | Purpose                                                                                                                                                      | Access                                                                                                              |
| <br><b>Level 1</b>                                                                                                                 |  <b>Train</b>         | <b>AI Literacy</b> <ul style="list-style-type: none"> <li>Understand AI fundamentals, benefits, risks, and responsible use.</li> </ul>                       |  <b>Information Access</b>       |
| <br><b>Level 2</b>                                                                                                                 |  <b>Test</b>          | <b>Verified Knowledge</b> <ul style="list-style-type: none"> <li>Demonstrate understanding of AI concepts and policies.</li> </ul>                           |  <b>Limited Tool Access</b>      |
| <br><b>Level 3</b>                                                                                                               |  <b>Earn Access</b> | <b>Authorized AI Use</b> <ul style="list-style-type: none"> <li>Earn permission to use approved AI tools for work.</li> </ul>                                |  <b>Authorized Tool Access</b> |
| <br><b>Level 4</b>                                                                                                               |  <b>AI Champion</b> | <b>Agency Support &amp; Innovation</b> <ul style="list-style-type: none"> <li>Champion responsible AI use and drive innovation across the agency.</li> </ul> |  <b>Elevated Access</b>        |

For example, an Alabama Department of Revenue employee may use an approved AI tool to aid in audit research, organize research notes, draft correspondence, or assist with preparing meeting materials. Before access is granted, the employee must complete Responsible AI training and demonstrate an understanding of acceptable use requirements. The employee would be prohibited from entering confidential taxpayer information into the system and would remain responsible for reviewing all AI-generated content prior to use. Any audit determination, compliance decision, or taxpayer assessment would continue to be made by the employee rather than the AI system. By requiring education before access, maintaining human oversight, and promoting transparency with citizens, Alabama can accelerate AI adoption while preserving accountability, public trust,

and confidence in state government services. See Appendix C, Alabama Responsible AI Training Framework, for a detailed visual representation of the proposed training and earned-access recommendation.

### **Protect Data with a 4-Tier Data Classification Taxonomy**

AI systems have the potential to interact with sensitive data such as tax information, criminal justice records, health data, and personal identifiable information (PII). When AI systems potentially interact with sensitive data, privacy obligations intensify, as automated systems can retrieve and act on this data at a scale and speed that makes errors far more consequential. PII, as defined by NIST Special Publication 800-122, includes any data that can distinguish or trace an individual's identity, alone or in combination, and for state AI deployments, protecting this data is a legal obligation. Effective governance begins with knowing what data an agency holds and how sensitive it is. PAGE proposes the following 4-tier working model to help agencies classify data before selecting a vendor or sharing data externally. The model should be applied in accordance with Alabama OIT policy and any applicable federal or program-specific data requirements. The taxonomy below, adapted from NIST, IRS, and FBI CJIS standards, should be applied before any vendor is selected or data is shared externally (NIST, 2023; Internal Revenue Service, 2021; Federal Bureau of Investigation, 2022). Figure 10 summarizes the proposed four-tier working model – Public, Internal, Sensitive, and Restricted – and the safeguards associated with each classification.

★ FIGURE 10 ★  
X X O O X

THE 4-TIER DATA CLASSIFICATION TAXONOMY

| Tier              | Risk Level                                    | Example Data Types                                                                     | Required Safeguards                                                            |
|-------------------|-----------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| <b>Public</b>     | No legal/operational impact                   | Open data portals, press releases, public info reports                                 | Shared with limiting, no special controls                                      |
| <b>Internal</b>   | Low to moderate impact if exposed             | Internal memos, non-sensitive operational data, personnel analytics                    | Role-based access controls; audit logging                                      |
| <b>Sensitive</b>  | Significant harm to individuals or operations | PII, Protected Health Information (PHI), law enforcement records                       | Encryption at rest and in transit; DLP controls; least-to-know access          |
| <b>Restricted</b> | Severe / irreversible harm                    | Social Security Number, criminal justice data (CJIS), federal tax info (IRS Pub. 1075) | Zero trust architecture, MFA; mandatory human review; federal compliance audit |

## Promote Public Trust

After protecting data by data classification and implementing AREA, agencies should disclose this information. Disclosure should also describe which AI systems are approved for use, their intended uses, data protections put in place, explicitly state HITL requirements, and publish FAQs and contact information.

## Publish a Statewide Transparency Portal

Research into peer-state practices demonstrates several approaches to increasing transparency around government use of AI, including Virginia’s registration practices (Commonwealth of Virginia, Office of the Governor, 2024), Texas’s AI inventory (Texas Legislature, 2023), Utah’s disclosure requirements (Utah Office of Artificial Intelligence Policy, 2024), New Jersey’s centralized AI initiatives (Office of the Governor of New Jersey, 2024), and Georgia’s use classifications (Georgia Office of Artificial Intelligence, 2025). Drawing from these practices, Alabama should bring these elements together through a single, citizen-facing statewide AI transparency portal tailored to Alabama’s governance and structure needs. Rather than simply replicating another state’s model, the portal could identify approved AI systems, the agencies using

them, their intended purposes, and the safeguards governing their use, including data protection and human oversight requirements. A centralized platform would help them understand how these technologies contribute to the services they rely on.

Ultimately, Growth requires more than developing the workforce; it requires developing public confidence alongside it. By educating employees, protecting data entrusted to our state government, and clearly communicating the safeguards in place, Alabama can create the transparency necessary to build public trust and support responsible, sustainable growth.

## **E: EXECUTION & RESULTS - GAME DAY**

Just as in college athletics, a team can develop a good game plan, have impartial referees, and develop their players, but fail to perform properly and still lose the game. The final pillar of Alabama's game plan will help to achieve winning scenarios that citizens and agencies can see. These improvements include reduced backlogs, faster processing times, more accurate reviews, and more responsive services for citizens.

Execution is where Alabama's AI strategy becomes action.

### **The Sandbox Approach**

The State of New Jersey has already implemented a sandbox environment to test models (Office of the Governor of New Jersey, 2024). In Alabama, OIT should provide or approve secure sandbox environments where agencies can test models with de-identified, synthetic, public, or otherwise approved data. These sandbox environments should be used to develop initial projects, and all projects should initially start with pilot agreements that define their scope, duration, users, data limitations, vendor access, evaluation methods, incident procedures, and exit criteria. Smaller agencies may require centralized technical assistance or matching funds to participate. Wherever practical, Alabama should adopt a Sandbox model that would include the following:

- Test AI systems in low-risk environments
- Collect performance data
- Identify risks and governance needs
- Scale only the valuable processes

## Applicable Compliance Requirements for AI Deployment

Depending on the data, program, funding, and agency function involved, AI deployments may be subject to additional federal and program-specific requirements governing privacy, security, and the handling of sensitive information. Agencies should identify and apply all relevant requirements before AI systems move from pilot testing into production. Key frameworks that may apply include:

- **The Privacy Act of 1974** (5 U.S.C. § 552a) governs the collection, use, and disclosure of records maintained by federal agencies and federally connected programs, including AI systems (United States Congress, 1974).
- **IRS Publication 1075** mandates strict safeguards for any agency receiving, processing, or transmitting Federal Tax Information. AI systems using tax data for eligibility or fraud detection must comply with IRS 1075 (Internal Revenue Service, 2021).
- **FBI CJIS Security Policy** governs access to criminal history records, biometrics, and law enforcement data. Any AI tool integrated with state criminal justice systems must meet CJIS's requirements (Federal Bureau of Investigation, 2022).
- **NIST's AI Risk Management Framework** (especially MAP and MEASURE functions) provides structure for identifying AI risks, evaluating impacts, validating performance, and monitoring drift (NIST, 2023).
- **OMB Memorandum M-21-06** outlines ten core principles for evaluating AI applications, including transparency, equity, safety, and privacy (Office of Management and Budget, 2020).

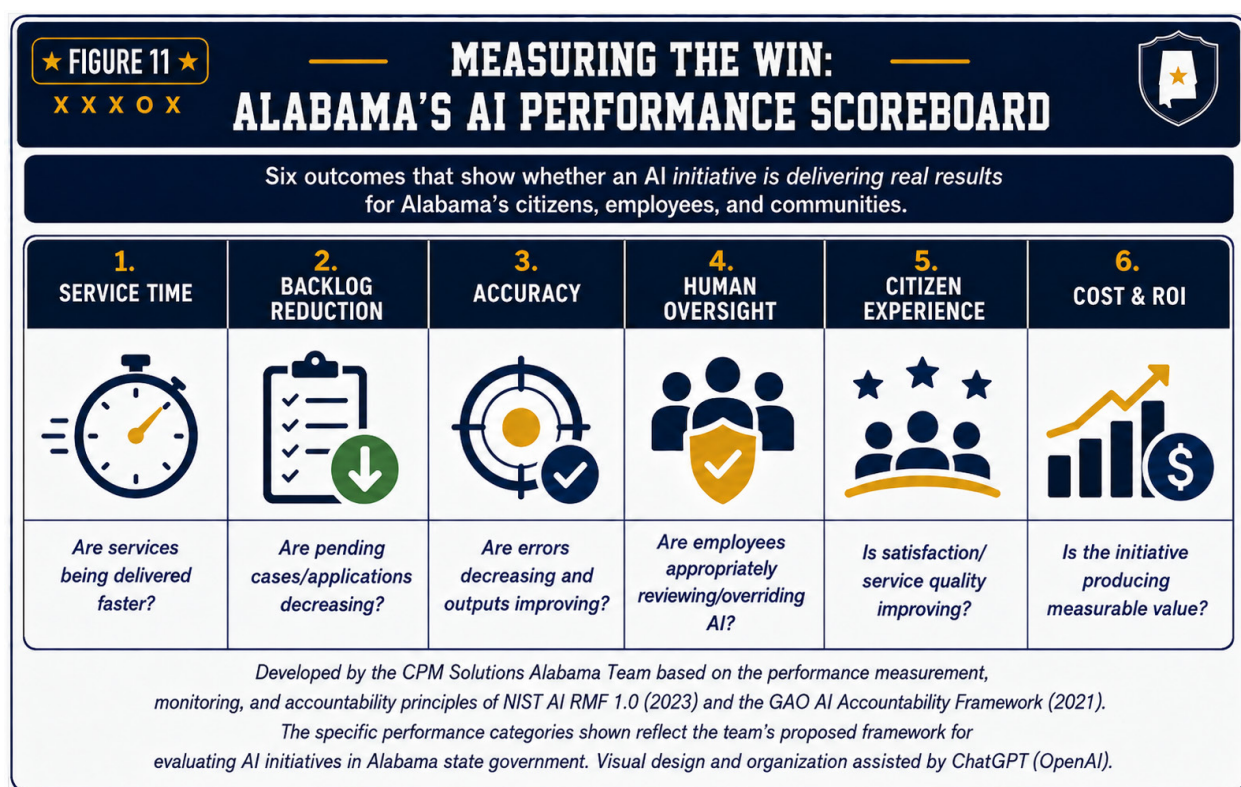
These legal anchors ensure that AI systems tested in sandboxes and expanded into production maintain privacy protection, data integrity, risk mitigation, and compliance with federal and state regulations.

## Using a Common Scorecard: KPIs & Continuous Improvement

Both on the ball field and in government, people want to know the score. For AI adoption, this can be achieved by having OIT and TQAB establish a minimum statewide Key Performance Indicator (KPI) set, while allowing agencies to add mission-specific measures. At a minimum, statewide performance monitoring should address service time, backlog reduction, accuracy, human

oversight, citizen experience, and cost-effectiveness, with additional risk, equity, security, and mission-specific measures incorporated as appropriate. Colorado pioneered a study with Gemini in 2024 and found that state employees who participated in the study reported increased productivity, more confidence in their abilities, and less stress due to greater task support (Colorado Governor’s Office of Information Technology, n.d.).

Figure 11 highlights the core performance dimensions Alabama agencies should monitor, while Appendices E-G provide the team’s corresponding scorecard templates, detailed measures, and implementation guidance.



## Designing with Maximum Value in Mind

Across state agencies, employees spend significant amounts of time processing forms, entering data, and verifying information. These activities are essential to government operations, but they are often repetitive, labor-intensive, and vulnerable to delays when workloads increase. Rather than replacing employees, AI offers an opportunity to streamline these processes and allow staff to focus on higher-value work that requires human judgment and expertise.

A practical and proven solution to this challenge is the implementation of non-generative AI technologies such as optical character recognition (OCR), intelligent document processing, machine learning classification, workflow routing, and predictive prioritization. For example, AI can automatically identify the type of document being submitted, extract key information from forms, determine whether required information is missing, and route the application to the appropriate reviewer. Human employees remain responsible for final decisions, but AI significantly reduces the time spent on administrative tasks.

By automating repetitive information-processing tasks, agencies can improve responsiveness while allowing employees to focus on complex work that requires human expertise. Similarly, Harvard Kennedy School's report *AI for the People: Use Cases for Government* highlights numerous examples of government agencies using AI to process information more quickly, improve decision-making time, and increase organizational efficiency. At the national level, government agencies have implemented AI-powered systems to assist with data analysis, fraud detection, workload prioritization, and document review (Fagan, 2024). These applications consistently show that AI can help agencies process information more efficiently while maintaining human oversight and accountability. These findings demonstrate that AI is most effective when applied to specific business processes rather than as a broad technology initiative. Several real-world examples illustrate how AI can address administrative bottlenecks:

A particularly relevant example comes from permitting and licensing processes. The City of Sandy Springs, Georgia, has explored AI-assisted permitting solutions specifically to modernize permit review processes and reduce delays (Edinger, 2025). Such efforts demonstrate how peer governments are using AI to support economic development by accelerating interactions between government and the private sector. Faster processing of permits, licenses, and applications can have economic impacts. By reducing processing times and improving consistency, AI-supported workflows can help create a more business-friendly environment while improving service for citizens. These improvements align directly with Alabama's broader goals of economic competitiveness, workforce development, and government modernization.

Execution is the proof of implementing Policy, Accountability, and Growth. One positive example of advanced data analytics is already in place at the Alabama Medicaid Agency. The Agency's Program Integrity Division analyzes claims and other data to identify patterns that may indicate fraud, waste, or abuse (Alabama Medicaid Agency, 2023). Alabama Medicaid's Recovery Audit Contractor also uses data mining across paid claims to identify atypical utilization and billing patterns (Alabama Medicaid Agency, 2024). These efforts demonstrate how Alabama agencies are already using data-driven technologies to improve operations and provide a foundation for more advanced AI-enabled applications.

### **Long-Term Impact: An AI-Ready Alabama**

Execution is not a single action. It is a continuous cycle: identify, pilot, measure, improve, scale, and repeat. By implementing this pillar through disciplined execution, Alabama can modernize public services, strengthen competitiveness, and build a digitally resilient government prepared for the coming decades.

## **CONCLUSION: ALABAMA'S OPPORTUNITY TO LEAD**

Alabama has taken meaningful steps towards AI utilization. Through Executive Order 738, the Generative AI Task Force, and the establishment of the TQAB, the state has built a foundation that many states are only beginning to consider. These actions demonstrate clarity of purpose: Alabama intends not just to adopt AI, but to govern it thoughtfully, ethically, and in service of every citizen.

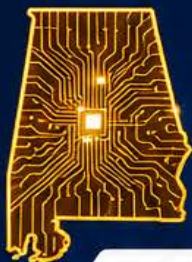
The PAGE playbook provides the structure needed to turn that intention into long-term, statewide impact. It brings coherence to Alabama's strategy by aligning governance, accountability, workforce development, and measurable execution into a single, practical playbook. This playbook meets the moment and will help to prepare for the future. Without a unified approach, Alabama risks fragmented adoption, uneven data protection, and missed opportunities to modernize services. With PAGE, Alabama can position itself to scale artificial intelligence responsibly and consistently.

The state also has an economic opportunity. Businesses evaluating where to operate increasingly consider a state's digital infrastructure, regulatory clarity, and talent pipeline. Alabama's

investments in data centers, workforce programs, and statewide computer science education demonstrate readiness for AI-era industry growth. A well-governed AI ecosystem signals that Alabama can process licenses, permits, applications, and regulatory reviews efficiently to reduce friction for employers and improve competitiveness (State of Alabama Governor’s Task Force on Generative Artificial Intelligence, 2024). Most importantly, PAGE offers tangible benefits for Alabamians. With responsible AI, agencies can reduce administrative backlogs, shorten processing times, improve accuracy in high-volume decisions, and enhance the quality of interactions between citizens and government. Through deliberate governance and commitment to human-in-the-loop oversight, Alabama can ensure that AI strengthens, not replaces, human judgment and integrity, which is central to good public service.

Alabama has the momentum, the leadership, and the structure needed to meet this moment with confidence. By adopting the PAGE playbook, the state can transform the emerging AI promise into lasting progress and empower employees, improve services, safeguard citizen rights, and build public trust. Winning with AI means better government: faster services, smarter operations, stronger employees, responsible use of public resources, defensible decisions, and sustained trust. Policy provides the game plan. Accountability keeps officials in control of the call. Growth develops the workforce and redesigns services. Execution turns practice into measurable performance and winning plays.

Championship teams are not built by one dramatic play. They prepare deliberately, practice consistently, review performance honestly, and improve one play at a time. Alabama can approach artificial intelligence the same way. By following PAGE, the state can use AI as a practical tool to deliver faster, smarter, and more effective government while maintaining public trust.



# EXECUTIVE SUMMARY

## UTILIZING ARTIFICIAL INTELLIGENCE IN ALABAMA STATE GOVERNMENT

### THE PAGE FRAMEWORK



Artificial Intelligence (AI) presents Alabama with an opportunity to modernize government services, improve efficiency, reduce administrative burdens, and better serve citizens. Successful AI adoption requires more than technology—it requires a coordinated governance strategy that protects public trust while delivering measurable results. This white paper proposes the **PAGE Framework** as Alabama's statewide playbook for responsible AI implementation.

## THE PAGE FRAMEWORK

### **P** POLICY (The Game Plan)



**Establish a consistent statewide governance structure before deploying AI.**

- Develop standardized statewide AI policies and approved-use standards.
- Clarify governance responsibilities among OIT, TQAB, agency leadership, and designated AI Governance Leads.
- Implement a risk-based approval process (Low, Moderate, High, Prohibited) with oversight proportional to risk.
- Maintain a statewide inventory of AI systems, use cases, performance metrics, and incident reporting to improve transparency and accountability.



#### GOAL:

Build a strong governance foundation that enables innovation while protecting citizens.

### **A** ACCOUNTABILITY (Officials & Replay)



**Ensure humans—not AI—remain responsible for consequential government decisions.**

- Require Human-in-the-Loop (HITL) review for licensing, benefits, enforcement, employment, and other high-impact decisions.
- Conduct pre-mortem risk assessments before implementation.
- Perform ongoing ethical audits to identify hallucinations, bias, privacy concerns, and model drift.
- Maintain documentation, audit trails, citizen appeal processes, and incident response procedures.



#### GOAL:

Preserve public trust by ensuring AI assists government employees but never replaces human judgment.

### **G** GROWTH (Player Development)



**Prepare the workforce before expanding AI adoption.**

- Implement an Earned Access Model, requiring AI training before employees receive access to approved tools.
- Protect sensitive information through a four-tier data classification system: Public, Internal, Sensitive, Restricted.
- Increase transparency by publishing approved AI use cases, safeguards, and citizen-facing information through a statewide portal.



#### GOAL:

Develop an AI-literate workforce while protecting data and strengthening public confidence.

### **E** EXECUTION (Game Day)



**Move from planning to measurable implementation.**

- Begin with controlled pilot projects using secure sandbox environments.
- Scale only successful, well-governed use cases.
- Track standardized statewide KPIs measuring processing times, backlog reduction, accuracy, human overrides, citizen satisfaction, cybersecurity, and return on investment.
- Focus AI deployment on repetitive administrative tasks that allow employees to concentrate on higher-value work.



#### GOAL:

Deliver faster, smarter, and more effective government services with measurable outcomes.



**SCAN ME!**



## WANT THE FULL STORY?

To read this and other white papers in their entirety, scan this QR code.



Explore comprehensive insights, detailed recommendations, and practical tools to support responsible AI implementation in Alabama state government.



*Knowledge today.  
Stronger  
government  
tomorrow.*

## CONCLUSION



Alabama already has a strong foundation through Executive Order 738, the Governor's AI Task Force, and the creation of the Technology Quality Assurance Board (TQAB). The PAGE Framework provides the roadmap to build upon these efforts by integrating governance, accountability, workforce readiness, and operational execution into one cohesive statewide strategy.



Rather than measuring success by the amount of AI deployed, the framework emphasizes improved services, stronger public trust, responsible innovation, and better outcomes for Alabama's citizens.



PAGE is Alabama's playbook for responsible AI—building a **smarter government** that works for people.

## **APPENDICES**

## PAGE AI PRE-MORTEM RISK ASSESSMENT

What Could Cause This AI Initiative to Fail?

A CHAMPIONSHIP PLAYBOOK  
FOR RESPONSIBLE AI IMPLEMENTATION

PAGE FRAMEWORK – STATE OF ALABAMA AI GOVERNANCE

A structured **READINESS & RISK STRESS TEST** for identifying governance gaps, risk exposures, workforce concerns, and implementation challenges before approval and deployment.

**How to Use:** Assume the initiative has failed. For each PAGE pillar, identify potential causes and each item **✓ Confirmed** | **✗ Not Yet Addressed (document remediation plan)**, or **N/A** (provide written justification). Significant unresolved risks require additional review before implementation.

| <b>P</b>                                                                                                                                                                                                                                                   | <b>POLICY &amp; GOVERNANCE</b><br><i>Could this initiative fail because authority, requirements, or responsibilities were unclear?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                          |   |     |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
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| <b>POTENTIAL FAILURE INDICATORS</b> <ul style="list-style-type: none"><li>• Unclear Authority • Unapproved Technology • Conflicting Requirements</li><li>• No Accountable Owner • Compliance Gaps</li></ul>                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                          |   |     |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
| <b>A</b>                                                                                                                                                                                                                                                   | <b>ACCOUNTABILITY &amp; RISK</b><br><i>Could this initiative fail because risks to citizens, data, security, or public accountability were not adequately managed?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                          |   |     |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
| <b>PRE-MORTEM CHECK</b>                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                          |   |     |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
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| ✓                                                                                                                                                                                                                                                          | ✗                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | N/A                      |   |     |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
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| <b>POTENTIAL FAILURE INDICATORS</b> <ul style="list-style-type: none"><li>• Unauthorized Disclosure • Security Incident • Compromised Vendor/Model • Biased or Inaccurate Output</li><li>• Insufficient Human Oversight • Inadequate Audit Trail</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                          |   |     |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |

Standardized Governance Review Tool  
for Alabama Executive Branch Agencies

A - 1



Continue the stress test across workforce readiness and implementation controls.

| <b>G - GROWTH &amp; EDUCATION</b><br><i>Could this initiative fail because employees were not prepared to use AI responsibly?</i>                                                        |                          |                          |                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| PRE-MORTEM CHECK                                                                                                                                                                         | ✓                        | ✗                        | N/A                      |
| Have employees completed required Responsible AI training before receiving access?                                                                                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Have users demonstrated competency in acceptable use, data protection, security, and human oversight?                                                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Do employees understand what information may and may not be entered into the AI system?                                                                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Do employees understand that accountability for AI-assisted work remains with the human user?                                                                                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is ongoing training or recertification available as systems, risks, and policies change?                                                                                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is an agency AI Governance Lead, Champion, or other knowledgeable resource available to support users?                                                                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>POTENTIAL FAILURE INDICATORS</b><br>• Insufficient Training • Employee Misuse • Unauthorized Data Entry • Overreliance on AI<br>• Lack of Understanding • Inconsistent Implementation |                          |                          |                          |

| <b>E - EXECUTION &amp; RESULTS</b><br><i>Could this initiative fail because implementation, monitoring, or response planning was inadequate?</i>                               |                          |                          |                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| PRE-MORTEM CHECK                                                                                                                                                               | ✓                        | ✗                        | N/A                      |
| Are the problem, intended outcome, and appropriate measures of success clearly defined before deployment?                                                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Has the system been tested in an appropriate controlled environment before production use?                                                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Are procedures established for ongoing performance, risk, security, and compliance monitoring and reassessment?                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is there a documented AI-specific incident-response and escalation process, including applicable notification requirements?                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Has incident-response readiness been tested or otherwise validated, as appropriate to the initiative's risk?                                                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is there a rollback, suspension, or decommissioning plan if the system performs improperly or creates unacceptable risk?                                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is there an appropriate citizen-transparency, correction, complaint, or appeal process when the AI use could materially affect citizens?                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>POTENTIAL FAILURE INDICATORS</b><br>• No Measurable Outcome • Inadequate Testing • Unmonitored System Drift • No Incident Plan<br>• Public-Trust Failure • No Exit Strategy |                          |                          |                          |

PAGE FRAMEWORK - FOUR LENSES, ONE READINESS REVIEW

|                    |                            |                    |                       |
|--------------------|----------------------------|--------------------|-----------------------|
| <b>P</b><br>POLICY | <b>A</b><br>ACCOUNTABILITY | <b>G</b><br>GROWTH | <b>E</b><br>EXECUTION |
|--------------------|----------------------------|--------------------|-----------------------|



# PAGE AI PRE-MORTEM RISK ASSESSMENT

*What Could Cause This AI Initiative to Fail?*



A CHAMPIONSHIP PLAYBOOK  
FOR RESPONSIBLE AI IMPLEMENTATION

PAGE FRAMEWORK – STATE OF ALABAMA AI GOVERNANCE



## FINAL PRE-MORTEM EXERCISE - RUN THE FAILURE PLAY

Imagine it is three years from now.  
This AI initiative has failed and has become the subject of a front-page news story,  
legislative hearing, audit finding, or legal challenge.

Which PAGE pillar most likely failed first?

- ☐ P - Policy & Governance
- ☐ A - Accountability & Risk
- ☐ G - Growth & Education
- ☐ E - Execution & Results
- ☐ Multiple Pillars
- ☐ Other: \_\_\_\_\_

Failure Analysis

1. What happened? \_\_\_\_\_
2. What assumption proved wrong? \_\_\_\_\_
3. What warning sign did we miss? \_\_\_\_\_
4. What safeguard should have been implemented earlier? \_\_\_\_\_
5. What action can we take now to prevent this failure? \_\_\_\_\_

## FINAL READINESS DETERMINATION

| DETERMINATION                                                                                                                                                                              | MEANING                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| • <b>READY FOR REVIEW</b>                                                                                                                                                                  | Required safeguards are addressed; proceed through the applicable approval process.                                              |
| • <b>PROCEED WITH REMEDIATION</b>                                                                                                                                                          | Identified gaps require a documented remediation plan before proceeding.                                                         |
| • <b>EXECUTIVE REVIEW REQUIRED</b>                                                                                                                                                         | Significant or high-risk issues require additional leadership, OIT, TQAB, legal, privacy, and/or security review, as applicable. |
| • <b>NOT READY</b>                                                                                                                                                                         | Unresolved risks or required safeguards prevent the initiative from proceeding.                                                  |
| OVERALL DETERMINATION (Check One)                                                                                                                                                          | FOLLOW-UP                                                                                                                        |
| <input type="checkbox"/> Ready for Review<br><input type="checkbox"/> Proceed with Remediation<br><input type="checkbox"/> Executive Review Required<br><input type="checkbox"/> Not Ready | Required Corrective Actions: _____<br>Responsible Owner: _____<br>Target Resolution Date: _____<br>Next Review Date: _____       |

### ESCALATE FOR ADDITIONAL REVIEW WHEN APPLICABLE IF:

- Sensitive or restricted data lacks required authorization or safeguards.
- Required legal, privacy, security, procurement, or program-specific review is incomplete.
- Meaningful human oversight is absent for a consequential use.
- Significant bias, accuracy, cybersecurity, or citizen-rights concerns remain unresolved.
- Vendor/model security or data-handling requirements have not been adequately evaluated.

- A significant PAGE item is Not Yet Addressed without a documented remediation plan.



Standardized Governance Review Tool  
for Alabama Executive Branch Agencies



A-3

Governance Review Tool developed by the CPM Solutions Alabama Team for use in conjunction with applicable statewide policies, agency procedures, and the NIST AI RMF (2023).

Visual design and organization assisted by ChatGPT (OpenAI).



A CHAMPIONSHIP PLAYBOOK  
FOR RESPONSIBLE AI IMPLEMENTATION



The PAGE playbook draws actionable lessons from leading states to strengthen Alabama's AI governance. These states provide proven approaches Alabama can adopt and adapt to build responsible, transparent, and effective AI systems.

#### WHY IT MATTERS FOR ALABAMA

- ✓ Improve government effectiveness and trust
- ✓ Reduce risks and protect citizens
- ✓ Drive innovation and economic growth

## 1 OUR PEER STATES



**VIRGINIA**

Central  
Oversight



**GEORGIA**

Approved  
AI Tools



**TEXAS**

Inventory &  
Ethics



**NEW JERSEY**

Workforce  
Training



**UTAH**

AI  
Sandbox



**MD / CO / KY**

Transparency  
Laws

## 2 KEY LESSONS FOR ALABAMA



Establish strong  
central governance  
and clear  
accountability.



Adopt simple,  
practical risk  
frameworks and  
approved AI tools.



Invest in workforce  
readiness and AI  
literacy for public  
servants.



Promote innovation  
through sandboxes  
and controlled  
experimentation.



Build transparency,  
appeals, and citizen  
protections into  
AI systems.

## 3 THE ALABAMA OPPORTUNITY



By adopting the strongest practices from these leading states, Alabama can build a championship playbook for responsible AI implementation that drives innovation, improves services, and protects Alabamians.

- ✓ **Better Services:** More efficient, personalized, and effective.
- ✓ **Stronger Trust:** Transparent AI builds public confidence.
- ✓ **Lower Risk:** Proactive oversight reduces harm and cost.
- ✓ **Competitive Advantage:** Innovation attracts investment and talent.

## 4 A CHAMPIONSHIP PLAYBOOK FOR RESPONSIBLE AI IMPLEMENTATION



**GOVERNANCE  
WITH PURPOSE**

Clear oversight,  
policies, and  
accountability  
structures.



**INNOVATION  
WITH GUARDRAILS**

Encourage innovation  
while managing  
risks responsibly.



**PEOPLE  
AT THE CENTER**

Invest in workforce  
skills and ensure  
AI serves citizens.



**DATA & RISK  
MANAGEMENT**

Use high-quality data  
and strong risk  
management.



**TRANSPARENCY  
& TRUST**

Be open about  
AI use and protect  
privacy and rights.



**COLLABORATION  
ACROSS SECTORS**

Partner with  
agencies, academia,  
and industry.



Standardized Governance Review Tool  
for Alabama Executive Branch Agencies



**B-1**



| STATE                              | GOVERNANCE<br>(OVERSIGHT & POLICIES)                                                                                                       | RISK CONTROLS<br>(USE & COMPLIANCE)                                                                                          | WORKFORCE<br>(PEOPLE & SKILLS)                                                                                         | IMPLEMENTATION<br>(TOOLS & PROCESSES)                                                                                           | ALABAMA TAKEAWAY<br>(WHAT WE CAN ADOPT)                                         |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <br>VIRGINIA                       | <ul style="list-style-type: none"> <li>Central AI governance office (VITA)</li> <li>AI system registration &amp; review process</li> </ul> | <ul style="list-style-type: none"> <li>Risk-based review</li> <li>Data privacy protections</li> </ul>                        | <ul style="list-style-type: none"> <li>State AI training programs</li> <li>Public sector upskilling</li> </ul>         | <ul style="list-style-type: none"> <li>Standardized intake &amp; review</li> <li>Ongoing monitoring of high-risk AI</li> </ul>  | Adopt structured registration and centralized review for high-risk AI systems.  |
| <br>GEORGIA                        | <ul style="list-style-type: none"> <li>DOAS policy for AI acquisition</li> <li>Statewide leadership coordination</li> </ul>                | <ul style="list-style-type: none"> <li>Risk categories (acceptable / limited / high)</li> <li>Approved GenAI list</li> </ul> | <ul style="list-style-type: none"> <li>Training for state employees</li> <li>Guidance &amp; communication</li> </ul>   | <ul style="list-style-type: none"> <li>Simple approval process</li> <li>Approved tool repository</li> </ul>                     | Use a clear risk taxonomy and an approved list of AI tools.                     |
| <br>TEXAS                          | <ul style="list-style-type: none"> <li>Responsible AI Strategy</li> <li>Statewide AI Council</li> </ul>                                    | <ul style="list-style-type: none"> <li>Statewide AI inventory</li> <li>Ethics principles &amp; risk assessment</li> </ul>    | <ul style="list-style-type: none"> <li>AI literacy initiatives</li> <li>Workforce readiness focus</li> </ul>           | <ul style="list-style-type: none"> <li>Annual reporting on AI use</li> <li>Vendor management standards</li> </ul>               | Build a statewide AI inventory and ethics framework with regular reporting.     |
| <br>NEW JERSEY                     | <ul style="list-style-type: none"> <li>AI Task Force overseeing state use</li> <li>Policy development &amp; guidance</li> </ul>            | <ul style="list-style-type: none"> <li>Algorithmic impact assessments</li> <li>Bias mitigation requirements</li> </ul>       | <ul style="list-style-type: none"> <li>Statewide AI training program</li> <li>Education partnerships</li> </ul>        | <ul style="list-style-type: none"> <li>Employee training requirements</li> <li>Tool vetting process</li> </ul>                  | Pair governance with strong workforce training and capacity building.           |
| <br>UTAH                           | <ul style="list-style-type: none"> <li>AI Policy &amp; Governance Act</li> <li>State AI Committee</li> </ul>                               | <ul style="list-style-type: none"> <li>AI sandbox program</li> <li>Risk management guardrails</li> </ul>                     | <ul style="list-style-type: none"> <li>Skills development initiatives</li> <li>Innovation mindset promotion</li> </ul> | <ul style="list-style-type: none"> <li>Sandbox for testing AI solutions</li> <li>Feedback loops &amp; iteration</li> </ul>      | Enable innovation through an AI sandbox with clear safeguards.                  |
| <br>MARYLAND / COLORADO / KENTUCKY | <ul style="list-style-type: none"> <li>AI transparency laws</li> <li>Oversight bodies</li> </ul>                                           | <ul style="list-style-type: none"> <li>Transparency obligations</li> <li>Appeals &amp; redress mechanisms</li> </ul>         | <ul style="list-style-type: none"> <li>Public awareness initiatives</li> <li>Responsible use guidance</li> </ul>       | <ul style="list-style-type: none"> <li>Public notices &amp; disclosures</li> <li>Impact assessments in certain cases</li> </ul> | Build transparency, appeals processes, and citizen protections into AI systems. |



PAGE Peer State Playbook & Governance Comparison developed by the CPM Solutions Alabama Team for use in conjunction with Commonwealth of Virginia, Office of the Governor, 2024.  
Visual design and organization assisted by ChatGPT (OpenAI).

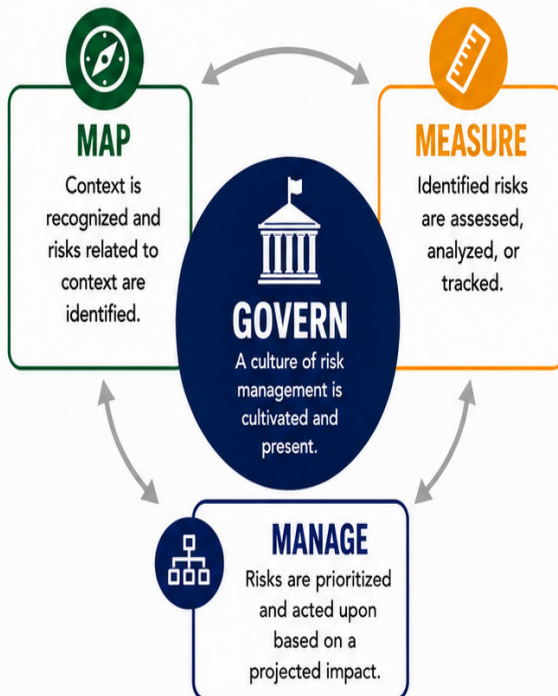
# ALABAMA RESPONSIBLE AI TRAINING FRAMEWORK

PAGE FRAMEWORK – STATE OF ALABAMA AI GOVERNANCE



## 1. GOVERNOR'S TASK FORCE RISK MANAGEMENT MODEL

The Governor's Task Force on Generative AI recommends adopting a risk management mindset across all AI activities.



## 2. PAGE PLAYBOOK – ALABAMA AI GOVERNANCE PILLARS

Our workforce training framework is aligned to Alabama's PAGE Playbook for responsible AI governance.

P



### POLICY & GOVERNANCE

- Establish clear AI policies and standards
- Define approved use cases and limitations
- Ensure compliance with state and federal laws
- Provide guidance and governance oversight

A



### ACCOUNTABILITY & RISK

- Identify and assess AI risks
- Implement controls to mitigate risk
- Maintain human accountability
- Monitor, audit and report on AI use

G



### GROWTH & EDUCATION

- Build AI literacy across the workforce
- Provide role-based training and resources
- Verify understanding before access
- Promote continuous learning

E



### EXECUTION & RESULTS

- Enable effective and responsible AI use
- Measure performance and outcomes
- Drive efficiency, innovation and value
- Communicate results and improve



PAGE is our roadmap to trust worthy AI implementation and public value for the State of Alabama.



C-1

ALABAMA RESPONSIBLE  
AI TRAINING FRAMEWORK

PAGE FRAMEWORK – STATE OF ALABAMA AI GOVERNANCE



## ★ 3. ALABAMA RESPONSIBLE AI TRAINING FRAMEWORK (EARNED ACCESS MODEL) ★



## EXPECTED OUTCOMES

**INCREASED  
AI LITERACY**

Workforce equipped with the knowledge to use AI responsibly.

**REDUCED RISK &  
IMPROVED SECURITY**

Stronger protection of taxpayer and sensitive information.

**IMPROVED EFFICIENCY  
& INNOVATION**

Employees empowered to leverage AI for better outcomes.

**ACCOUNTABILITY  
MAINTAINED**

Human decisions remain under human authority.

**PUBLIC TRUST  
STRENGTHENED**

Transparency builds confidence in state government.

**PAGE** is our roadmap to trust worthy AI Implementation and public value for the State of Alabama.**C-2**

# Ethical Audit Review



× × A CHAMPIONSHIP PLAYBOOK  
× × FOR RESPONSIBLE AI IMPLEMENTATION

PAGE FRAMEWORK – STATE OF ALABAMA AI GOVERNANCE

The Ethical Audit Review Schedule establishes recurring, risk-based reviews for hallucinations, algorithmic bias, and discriminatory outcomes in Alabama executive-branch AI systems. Findings are logged in the statewide AI incident registry, and event-triggered audits take priority when qualifying incidents occur.

| REVIEW CYCLE  | AUDIT TYPE                               | DETECTION CRITERIA                                                                                                                                                                                                                                         | RESPONSIBLE PARTY                                           | OUTCOME / ACTION REQUIRED                                                                                                            |
|---------------|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| MONTHLY       | Hallucination Spot-Check                 | <ul style="list-style-type: none"> <li>Random sample of 5% of AI outputs: cross-reference against authoritative source data; flag responses with factual inaccuracies or unsupported claims</li> </ul>                                                     | Agency AI Coordinator / OIT                                 | Flag and quarantine affected outputs; notify AI Governance Board; document in incident log                                           |
| QUARTERLY     | Algorithmic Bias Assessment              | <ul style="list-style-type: none"> <li>Disparity impact testing across race, gender, age, disability, and socioeconomic status; statistical analysis of decision outcomes distributions across protected classes</li> </ul>                                | AI Governance Board • Independent Reviewer                  | Issue corrective action plan within 30 days; escalate high-risk findings to OIT Secretary; publish summary posted to state website   |
| QUARTERLY     | Accuracy and Reliability Audit           | <ul style="list-style-type: none"> <li>Model performance benchmarking; confidence scoring validation; output drift detection compared to prior quarter baseline</li> </ul>                                                                                 | Agency Chief Information Officer                            | Retrain or decommission models with accuracy degradation exceeding established thresholds; update risk tier classification as needed |
| SEMI-ANNUALLY | Civil Rights and Disparate Impact Review | <ul style="list-style-type: none"> <li>Legal review of AI decisions affecting benefits, services, licensing, and public safety; examination of outcomes for protected versus non-protected populations under Title VI and applicable state laws</li> </ul> | State Attorney General Office Liaison • AI Governance Board | Suspend high-risk AI systems pending remediation; require documented corrective action plan with 60-day compliance deadline          |
| SEMI-ANNUALLY | Data Governance and Privacy Audit        | <ul style="list-style-type: none"> <li>Review of data inputs for quality, recency, and appropriate consent; assessment of personally identifiable information (PII) handling; verification of data minimization practices</li> </ul>                       | Chief Privacy Officer • OIT                                 | Purge non-compliant datasets; update data governance agreements; reassess risk tier classification                                   |



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| REVIEW CYCLE    | AUDIT TYPE                        | DETECTION CRITERIA                                                                                                                                                                                                                                              | RESPONSIBLE PARTY                                     | OUTCOME / ACTION REQUIRED                                                                                                                                       |
|-----------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ANNUALLY        | Comprehensive Ethical Risk Review | <ul style="list-style-type: none"> <li>Full NIST AI RMF GOVERN and MANAGE function audit; third-party independent assessment of all high-risk AI systems; review of incident log from prior 12 months; public transparency report drafted</li> </ul>            | Independent External Auditor<br>• AI Governance Board | Publish annual public AI Accountability Report; present findings to Governor's Technology Quality Assurance Board (TOAB); update AI Governance Policy as needed |
| ANNUALLY        | Legislative Compliance Review     | <ul style="list-style-type: none"> <li>Assessment of all active AI systems against current Alabama OIT AI Governance Policy; Executive Order 736, Alabama Oversight Tasks Practice Act, and applicable federal guidelines (NIST AI RMF, OMB M-25-21)</li> </ul> | OIT Legal Counsel<br>• Agency Counsel                 | Update system documentation and procurement contracts; notify agencies of non-compliant uses; escalate unresolved issues to OIT Secretary                       |
| EVENT-TRIGGERED | Incident Response Audit           | <ul style="list-style-type: none"> <li>Initiated upon citizen complaint, legal challenge, civil rights inquiry, documented AI failure, or public media report of potential misuse; immediate halt of affected AI operations</li> </ul>                          | AI Governance Board • OIT • Legal Counsel             | Within 72 hours: suspend affected systems; within 30 days: publish preliminary findings; within 90 days: publish corrective action outcome report               |

## APPENDIX D NOTES AND DEFINITIONS



**High-Risk AI System:** Any AI system that could significantly impact safety, civil liberties, equal opportunity, access to essential services, or individual privacy, as defined by the Alabama OIT AI Governance Policy and consistent with Maryland SB 818 (2024).



**Hallucination:** The generation by an AI system of factually inaccurate, unsupported, or fabricated information presented as though it were accurate and reliable output.



**Disparity Impact Testing:** Statistical analysis of AI decision outcomes across race, gender, age, disability status, and socioeconomic background to identify potential adverse or disparate impact on protected or vulnerable groups.



**AI Governance Board:** The centralized oversight body established under the OIT AI Governance Policy, responsible for reviewing high-risk AI audits, enforcing compliance with state regulations, and reporting to the Technology Quality Assurance Board (TOAB).



**TOAB:** The Technology Quality Assurance Board, established by Governor Ivey in February 2025, responsible for the secure, ethical, and aligned deployment of emerging technologies across Alabama's executive branch.



**NIST AI RMF Functions Applied:** The GOVERN function governs policy; the MANAGE function drives resource allocation, incident response, and corrective action (NIST, 2023).



**Public Transparency Requirement:** Summaries of all quarterly bias assessments and annual ethical risk reviews must be posted to the OIT public-facing AI transparency portal within 15 days of completion, consistent with Maryland SB 818 disclosure timelines.



STATEWIDE & AGENCY  
KPI SCORECARD TEMPLATES

PAGE. FRAMEWORK — STATE OF ALABAMA AI GOVERNANCE



## OIT/TQAB STATEWIDE LEVEL AND AGENCY LEVEL

The following scorecard templates operationalize the E — Execution and Results pillar of the PAGE framework. Each metric category maps directly to one of the four PAGE pillars, ensuring that performance measurement is integrated with — not separate from — the governance, accountability, and growth investments this paper recommends. Scorecards are reviewed quarterly at the agency level and semi-annually at the OIT/TQAB level.

## SCORECARD 1 — OIT/TQAB STATEWIDE AI READINESS SCORECARD

Owner: OIT Secretary /  
TQAB ChairReview cadence:  
Semi-annualSubmitted to: Governor's Office and  
Legislature (annual aggregate)

| KPI                                                                                       | METRIC DEFINITION                                                                          | BASELINE<br>(2025)     | 2026<br>TARGET                                           | 2027<br>TARGET                            | 2028<br>TARGET                                      |
|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------|-------------------------------------------|-----------------------------------------------------|
| <b>P POLICY &amp; GOVERNANCE PILLAR</b>                                                   |                                                                                            |                        |                                                          |                                           |                                                     |
| Governing framework adoption                                                              | % of TQAB-adopted AI policy documents in effect                                            | 0%                     | 100%<br>(Principles, Framework, Intake process)          | 100% + first annual review complete       | 100% sustained; PAGE fully operational              |
| Agency AI lead designation                                                                | # of executive agencies with a designated AI lead                                          | 0 formal designations  | 100% of agencies                                         | 100% sustained                            | 100% + leads completing advanced training           |
| Use case inventory completeness                                                           | # of AI tools registered in statewide inventory                                            | Unknown / undocumented | First complete inventory published                       | Updated quarterly; publicly accessible    | Current within 30 days at all times                 |
| <b>A ACCOUNTABILITY &amp; RISK PILLAR</b>                                                 |                                                                                            |                        |                                                          |                                           |                                                     |
| Vendor security compliance rate                                                           | % of active AI vendor contracts including required security and data rights provisions     | No standard exists     | Standard established; 100% of new AI contracts compliant | 100% of all active AI contracts compliant | 100% sustained; annual vendor audits in place       |
| Incident response readiness                                                               | % of active Tier 2 deployments with a documented AI incident response plan                 | 0%                     | 100% of newly approved deployments                       | 100% of all active deployments            | 100% sustained; plans tested annually               |
| Bias testing compliance                                                                   | % of Tier 2 use cases with completed bias and disparate impact testing prior to deployment | 0%                     | 100% of newly approved Tier 2 deployments                | 100% sustained                            | 100% sustained; findings published in annual report |
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# STATEWIDE & AGENCY KPI SCORECARD TEMPLATES

PAGE. FRAMEWORK — STATE OF ALABAMA AI GOVERNANCE



A CHAMPIONSHIP PLAYBOOK  
FOR RESPONSIBLE AI IMPLEMENTATION

| KPI                                  | METRIC DEFINITION                                                                  | BASELINE<br>(2025)  | 2026 TARGET | 2027 TARGET | 2028 TARGET |
|--------------------------------------|------------------------------------------------------------------------------------|---------------------|-------------|-------------|-------------|
| <b>G GROWTH AND EDUCATION PILLAR</b> |                                                                                    |                     |             |             |             |
| AI literacy training reach           | % of state employees who have completed foundational AI literacy training          | ~0% formal training | 25%         | 60%         | 90%+        |
| Agency AI lead training completion   | % of designated agency AI leads who have completed advanced AI governance training | 0%                  | 50%         | 80%         | 100%        |
| Higher education partnerships        | # of active partnerships with Alabama universities for AI workforce pipeline       | 0 formal agreements | 1           | 2           | 3+          |

|                                       |                                                                                 |                                       |                                                  |                                  |                                                   |
|---------------------------------------|---------------------------------------------------------------------------------|---------------------------------------|--------------------------------------------------|----------------------------------|---------------------------------------------------|
| <b>E EXECUTION AND RESULTS PILLAR</b> |                                                                                 |                                       |                                                  |                                  |                                                   |
| Active AI deployments                 | # of AI systems in active operation across the executive branch (any tier)      | ~25% of agencies; exact count unknown | Full inventory; 3+ documented active deployments | 7+ active deployments            | 10+ active deployments across distinct agencies   |
| Documented efficiency gains           | # of agencies reporting quantified efficiency outcomes from AI deployment       | 0 formally reported                   | 1                                                | 2                                | 3+                                                |
| Federal funding applications          | # of submitted federal grant applications authorized by or on behalf of Alabama | 0                                     | 1 application submitted                          | 2 applications; at least 1 award | Competitive regional for NSF AI Ready America hub |



Note: Targets reflect statewide goals. Agency-level scorecards may set more aggressive milestones. Results will be aggregated at the OIT/TQAB level for quarterly and semi-annual review.



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## OIT/TQAB STATEWIDE LEVEL AND AGENCY LEVEL

The following scorecard templates operationalize the E — Execution and Results pillar of the P.A.G.E. framework. Each metric category maps directly to one of the four P.A.G.E. pillars, ensuring that performance measurement is integrated with — not separate from — the governance, accountability, and growth investments this paper recommends. Scorecards are reviewed quarterly at the agency level and semi-annually at the OIT/TQAB level.

## SCORECARD 2 — AGENCY AI READINESS SCORECARD



Owner: Agency AI Lead / Agency Head

Review cadence: Quarterly self-assessment;  
semi-annual submission to TQAB

| KPI                                         | METRIC DEFINITION                                                            | BASELINE                              | YEAR 1 TARGET                            | YEAR 2 TARGET                                        | YEAR 3 TARGET                                          |
|---------------------------------------------|------------------------------------------------------------------------------|---------------------------------------|------------------------------------------|------------------------------------------------------|--------------------------------------------------------|
| <b>P — POLICY &amp; GOVERNANCE PILLAR</b>   |                                                                              |                                       |                                          |                                                      |                                                        |
| AI use case inventory                       | # of AI tools in use within the agency, documented and submitted to TQAB     | Established upon first submission     | 100% of known tools registered           | Updated within 30 days of any new deployment         | Current at all times; zero undocumented active uses    |
| Risk classification compliance              | % of agency AI use cases with a completed, documented tier classification    | 0%                                    | 100% of active uses classified           | 100% sustained; reclassification reviews on schedule | 100% sustained                                         |
| Policy alignment                            | % of agency AI activities aligned with TQAB Governing Principles             | Self-assessed at baseline             | Agency AI policy statement adopted       | First internal compliance review completed           | Annual compliance review in place                      |
| <b>A — ACCOUNTABILITY &amp; RISK PILLAR</b> |                                                                              |                                       |                                          |                                                      |                                                        |
| Vendor contract compliance                  | % of AI vendor contracts meeting OIT/TQAB data rights and security standards | No standard in place                  | 100% of new contracts compliant          | 100% of all active contracts compliant               | 100% sustained; annual reviews in place                |
| Privacy review completion                   | % of AI deployments with a completed privacy and data rights review on file  | 0%                                    | 100% of applicable deployments           | 100% sustained                                       | 100% sustained; reviews updated when scope changes     |
| Workforce impact assessment                 | For AI deployments affecting classified positions                            | N/A until first qualifying deployment | Completed for all applicable deployments | Completed for all applicable deployments             | Completed; mitigation plans implemented where required |



# PAGE AI Performance Scorecard



**A CHAMPIONSHIP PLAYBOOK**  
FOR RESPONSIBLE AI IMPLEMENTATION

PAGE FRAMEWORK – STATE OF ALABAMA AI GOVERNANCE



| KPI                                       | METRIC DEFINITION                                                                       | BASELINE                             | YEAR 1 TARGET                                       | YEAR 2 TARGET                                     | YEAR 3 TARGET                                                                          |
|-------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------|
| <b>G — GROWTH &amp; EDUCATION PILLAR</b>  |                                                                                         |                                      |                                                     |                                                   |                                                                                        |
| <b>Staff AI literacy</b>                  | % of agency employees who have completed OIT/TQAB foundational AI literacy training     | Agency-reported at baseline          | 40%                                                 | 70%                                               | 90%+                                                                                   |
| <b>AI lead training</b>                   | Designated agency AI lead has completed advanced AI governance training                 | Not yet available                    | In progress                                         | Complete                                          | Complete + continuing education current                                                |
| <b>E — EXECUTION &amp; RESULTS PILLAR</b> |                                                                                         |                                      |                                                     |                                                   |                                                                                        |
| <b>Service delivery improvement</b>       | Documented baseline processing time or cost per core deployment vs. current performance | Established at deployment initiation | Baseline documented for all active deployments      | At least one deployment showing ≥ 20% improvement | At least one deployment showing ≥ 40% improvement, results published in TQAB inventory |
| <b>Citizen impact reporting</b>           | # of AI deployments for which citizen-facing outcome data is collected and reported     | 0                                    | Outcome metrics defined for high-pri AI deployments | Data collected and reported semi-annually         | Data publicly accessible via TQAB inventory                                            |
| <b>Post-deployment monitoring</b>         | % of AI deployments with monitoring reports submitted to TQAB on schedule               | N/A until first AI deployment        | 100% of applicable deployments on schedule          | 100% sustained                                    | 100% sustained, monitoring findings inform annual governance review                    |



This scorecard is organized by P.A.G.E. pillars:

**P** Policy & Governance Pillar

Agency policies, inventories, classifications, and alignment with state governance principles.

**A** Accountability & Risk Pillar

Risk management, vendor compliance, privacy, and workforce impact readiness.

**G** Growth & Education Pillar

Workforce capability and partnerships that build long-term AI capacity.

**E** Execution & Results Pillar

Operational impact, citizen outcomes, and continuous performance improvement.

Detailed metrics for Scorecard 2 are provided in Scorecard Implementation Notes.



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## APPENDIX G

# KPI Scorecard Implementation Notes



A CHAMPIONSHIP PLAYBOOK  
FOR RESPONSIBLE AI IMPLEMENTATION

PAGE FRAMEWORK – STATE OF ALABAMA AI GOVERNANCE



## SCORECARD IMPLEMENTATION NOTES



### 1. BASELINE ESTABLISHMENT

Baseline values for each metric are established by agencies upon first scorecard submission. TQAB validates baselines before targets are finalized.



### 2. TARGET EXPECTATIONS

Targets are minimum thresholds, not ceilings. Agencies exceeding targets are recognized in the annual AI governance report to the Governor and Legislature.



### 3. TARGET ADJUSTMENTS

Agencies may request target adjustment through TQAB if operational circumstances materially change, with written justification reviewed at the next quarterly cycle.



### 4. METRIC GOVERNANCE

TQAB retains authority to add, modify, or retire metrics through the annual governance review process aligned with the P pillar of PAGE.



### 5. MANAGEMENT TOOL, NOT PUNITIVE

Scorecard performance is not punitive. It is a management tool designed to surface where support, resources, or intervention are needed — consistent with the accountability intent of the A pillar.



### 6. HONEST BASELINE, POWERFUL PROGRESS

Many metrics reflect a 2025 baseline of zero — an honest starting point before formal governance infrastructure exists. The contrast between 2025 baselines and 2028 targets will be the most powerful evidence of Alabama's AI progress.



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*Developed by the CPM Solutions Alabama Team based on NIST AI RMF 1.0 (2023), the GAO AI Accountability Framework (2021), and the performance measures and pilot-evaluation practices discussed in this white paper. Visual design and organization assisted by ChatGPT (OpenAI).*

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